



Town of Woodstock Virginia

FISCAL YEAR 2016 OPERATING BUDGET
AND CAPITAL IMPROVEMENT PLAN



ABOUT THE COVER: During Fiscal Year 2015, the Town of Woodstock continued its commitment to the delivery of excellent services throughout the Town. This effort would not be possible without the dedication and commitment of Town employees. Several significant initiatives found in the Fiscal Year 2016 budget revolve around structuring our human resources complement in a manner that advances the objectives of the organization, improves working conditions, and furthers our ability to meet the needs of our community. This year's cover is devoted to the dedicated individuals within our organization, whether in Public Works, Police, Public Utilities, or Administration.

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GFOA Recognition

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of Woodstock, Virginia for its annual budget for the fiscal year beginning July 1, 2014. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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Town Manager's Transmittal Letter

July 1, 2015

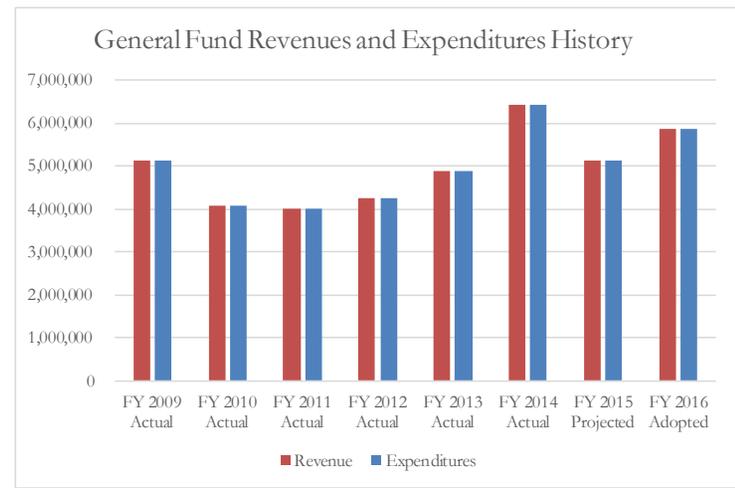
Dear Mayor McCleary and Members of the Town Council,

I am pleased to transmit to you the adopted budget for Fiscal Year 2016. The budget for the coming year includes the General Fund and the Public Utilities Fund, which each include funding for both the operating costs of the town and this year's items found in the Town's Capital Improvement Plan. These items include both projects that rely on additional debt service, as well as projects that are funded through pay-as-you-go one-time funding. As we continue to make progress towards meeting our goals as an organization, the Town Council's leadership has shaped a future in which we are finding resolutions to the many formidable challenges that we have faced for some time. While there will always be problems to solve, the community can be proud that this budget represents decision-making in an organization that is committed to facing its challenges through proactive and positive investments.

BUDGET OVERVIEW – SIGNIFICANT BUDGET ITEMS AND SUMMARY OF TRENDS

The budget consists of three major components supported by the collection of taxes, fees, intergovernmental transfers, issuance of debt, and other revenue sources.

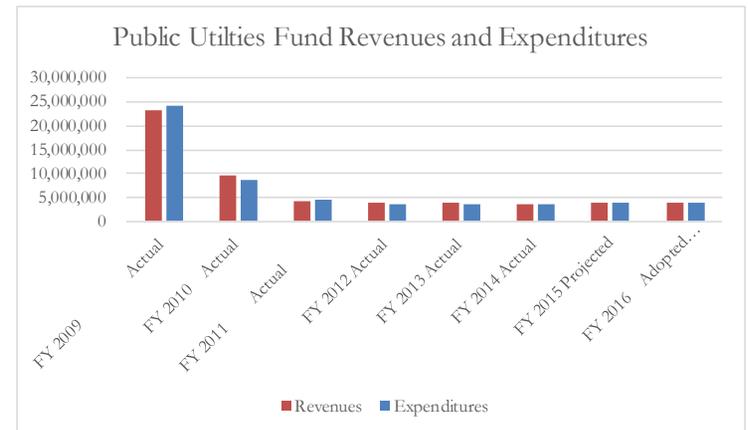
- **General Fund:** A \$5.849 million General Fund, which represents an operating increase of approximately \$171,000 from Fiscal Year 2015, excluding capital improvement projects. This fund includes all typical governmental programs, such as general administration, police, finance, planning and community development, streets maintenance, and parks and recreation. This amount also accounts for the debt service applicable to the General Fund. We continue to see moderate growth in most line items of revenue after several years of harsh declines associated with the Great Recession. While we still have not returned to pre-recession levels, we do see positive growth in both our



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revenues, as well as construction in town, an indicator of the direction of the economy. Including capital items, there is a \$665,000 increase in the General Fund to fund the construction of a downtown parking lot, as discussed below.

- Public Utilities Fund:** A \$3.988 million Public Utilities Fund, which represents an operating increase of approximately \$93,000 from Fiscal Year 2015, which also does not include capital improvements projects. This fund includes funding to operate the Water Treatment Plant, the Wastewater Treatment Plant, and the Water Distribution and Sewer Collection maintenance crew. This amount also accounts for the debt service applied to the Public Utilities Fund. There is a small increase to water rates included in this budget, which is addressed later in this letter. Fiscal Year 2009 included a major upgrade to the wastewater treatment plant, providing a year in this chart that is significantly greater than in subsequent years. Operating budgets for the last several years have been relatively flat.
- Capital Improvement Program:** A \$727,000 capital improvement program is also accounted for in both the General Fund and the Public Utilities Fund. Approximately \$500,000 of this program represents an investment in downtown parking, which is funded through the issuance of new debt. The remaining \$227,000 is funded through a pay-as-you-go capital program based on the surplus cash collected during Fiscal Year 2015. This represents equipment and materials purchases that will be used in our operations for many years. This year's capital improvement projects represent the Fiscal Year 2016 allocations provided in the Town's Fiscal Year 2016-2022 Capital Improvement Plan.



After the effects of the recession that began seven years ago, the Town is finally beginning to see some improvement in the consumption-type revenues that are tied more directly to the present state of the economy. Though we have seen minimal increases in revenues in property taxes, the consumption taxes appear to be very strong for the previous year and are anticipated to continue to grow at a modest rate for the coming year. As such, we are able to make some investments in this budget that have been needed for some time.

PRINCIPAL ISSUES FACING THE TOWN

Retention of High Quality Employees

The Town of Woodstock has traditionally hired and retained extremely talented employees. This has allowed for Woodstock to be a leader in the field of local government for quite some time. Excellent employees are present in every department and, in many cases, are brought to the Town of Woodstock's team with significant public and private sector experience. The Town has been fortunate to hire people who are serious about their trades as a result of the economic downturn that occurred in the last decade. Several of the employees that the Town has hired during this time have chosen to work in a public agency because of the availability of work that is not present at all

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times in the local private sector. However, as the economy continues to improve, the Town of Woodstock will need to make every effort to retain high quality employees that may have other, higher paying, options in the region.

While the Town has traditionally provided a very stable employment environment for our employees, and many high quality people have chosen to join this organization in the last several years because of that circumstance, at some point, we have to realize that other opportunities will be available to our employees who have marketable skills. We need to continue to be the kind of employer that retains employees. While stability is very important to many of our employees, it is imperative that we realize the importance of other components, such as pay, benefits, and working environment.

I am pleased that we are making significant progress and taking proactive steps to ensure that we are providing an attractive workplace for our present and future employees. In the preceding year, we have conducted a comprehensive classification and compensation study to determine if we are paying our people at a range competitive with market conditions, both in the public and private sector. This budget implements some minimal changes, explained further below, to address some market pay concerns. Additionally, we have recently completed a comprehensive review of our personnel policies and are in the process of updating them to ensure that we are in compliance with best practices of personnel administration and management. Retention of high quality employees should always be a concern for the Town, but this should be an even larger concern in the next few years as staff members will have other opportunities as the economy continues to recover.

Improving Economic Outlook

While economic activity in Woodstock, and the United States as a whole, has not returned to pre-recession levels, and there are still some very serious concerns about the stability of the economy, there appears to be some improvement in some indicators with respect to our budget. In general, during Fiscal Year 2015, our consumption taxes have outperformed our expectation, and our projections for the coming year provide some good indicators that this should continue. Such taxes include the Meals Tax, the County Sales Tax, and the Transient Occupancy Tax. These taxes tend to be the more volatile of the revenue sources that we have, so it is important that the Town not expend the additional revenue that we are receiving: It is important to conservatively use those resources over the next several budget cycles as the rest of the revenue structure catches up.

It is extremely important that we maintain an understanding that the taxes in which we are seeing the most improvement are also the first to be affected by future downturns in the economy. Relying too heavily on these line items can lead to funding problems in the future. With that noted, these improvements are a positive sign for this and future budget cycles. I am pleased that we are able to take advantage of these funds in order to solve some of the problems that have challenged us in recent years. Those solutions are listed in the next section, but I am pleased that we are beginning to slowly solve some organizational issues in a manner that allows us to take care of our resources.

Continued Intergovernmental Uncertainty

The Federal and State governments continue to be in a state of political unrest, which has manifested itself in uncertainty in funding options for our programs. The trickle-down effect of political indecision at the highest levels of government has caused some reason for concern with respect to the availability of federal and state funds for local purposes. In addition to concerns over long-term

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reductions in intergovernmental aid in the coming years, reductions in spending at the federal level have caused a reduction in revenue at the state level. This has led to concerns over reductions in intergovernmental aid from the Commonwealth. Fortunately, to this point, we have not received communication that our funds are actually decreasing for the coming year, but, given the state of the political environment in both Washington, D.C. and Richmond, we should continue to be concerned about the longevity of intergovernmental aid in the Commonwealth.

The Town of Woodstock primarily relies on intergovernmental aid for road maintenance and, to a lesser degree, law enforcement. Every dollar that we spend annually on street repaving is contributed by the Commonwealth, and a large number of our Street and Sidewalks division of the Department of Public Works are funded by aid provided by the Commonwealth. Additionally, approximately 7% of expenditures related to the Police Department are funded by the Commonwealth, which equates to two police officer positions. The continuation of aid from the federal and state governments is vital to the future ability for this organization to provide the high quality of public services that we do.

The Town of Woodstock should remain vigilant with respect to any concerns that there could be reductions in state and federal aid in the future. While we have been fortunate to this point, the threat of reduced intergovernmental aid is an ever evolving concern and is one that could cause tremendous problems in the future.

Planning a Comprehensive Approach to Community Investments and Debt Situation

The Town of Woodstock's Strategic Plan for 2013 to 2018 identified a number of key organizational goals. One of the primary organizational goals was the development of a comprehensive capital improvement plan. As a component of the development of this budget, and in preparing for future budgets, the Town of Woodstock implemented a seven-year capital improvement program designed to thoughtfully identify the community investments needed in the study period including small and large construction projects, fleet replacement and development, and acquisition of the tools our employees need to do their jobs efficiently and effectively. Prior to this point, Woodstock had never developed a comprehensive strategy for community improvements. This document presents the outline of a seven-year capital improvement plan and specifically discusses the investments funded in the present year budget.

Through the development of this capital improvement plan, a primary issue facing the Town has surrounded how we best utilize our resources within our community. As such, we have, in evaluating our primary values as developed in the Strategic Plan, decided that it is necessary to focus our capital plan on three components: Neighborhood Amenities and Connections, Excellent Infrastructure, and the Tools to do the Job. Later in the document, there is an in-depth discussion operationalizing each of those terms.

Our existing debt service obligations remain substantial, with both Fiscal Year 2016 and 2017 having balloon payments. After that time our debt service obligations decline significantly each year. As such, our Capital Improvement Plan attempts to take advantage of maturing debt. Namely, our seven-year capital improvement plan, which begins in Fiscal Year 2016, is designed to be revenue-rate neutral. Fortunately, we have a number of old loans that will be paid off during the life of this capital plan. We have structured our plan to make large investments through large construction projects or equipment purchases to coincide with the payment of old loans. This should allow the Town to maintain a level annual debt service obligation for years into the future, though the plan is also designed to maintain a sufficient debt capacity for future but presently unplanned projects.

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BUDGET PRIORITIES

Remaining a Competitive and Innovative Employer

As noted previously, the Town of Woodstock has a significant history as a choice employer in the region. For that reason, we have been able to attract high quality candidates for positions that have opened for various reasons. Particularly over the last several years, the Town has been able to attract employees, who are highly qualified, have personal motivation to produce high quality work, and desire to continually improve the services that we provide. As we emerge from the recession, and the faltering job market that accompanied it, it is important for the Town to understand that it needs to remain competitive in order to retain those high quality employees and to attract new ones as vacancies occur.

There are several key organizational characteristics that establish a competitive and innovative work environment. The management, department heads, and division leaders make a priority in this organization to ensure that each of our employees is challenged and supported in their work, and Town Council has traditionally, and continues, to provide a highly stable environment for our employees. However, a key component to the recruitment and retention of high quality employees simply is the investment that the Town is willing to make. As a result, there are two initiatives in this budget that are aimed at ensuring our employees are properly supported.

First, this budget includes an across-the-board salary and wage increase of 1.7% of the present salaries. This percentage is consistent with the Social Security Administration's Cost of Living Adjustment calculated for the coming year, as well as the Bureau of Labor Statistics' Consumer Price Index for all goods and services with the exception of fuel. If we used the statistics that include fuel prices, the salary adjustment would be much lower, approximately 1%. However, it is our belief that oil prices are presently artificially low, and we believe that during the life of this budget, there will be a correction to prices. As such, we are poised to give the benefit of the doubt to our employees with respect to oil prices.

Second, the Town recently conducted a classification and compensation study to ensure that our salaries and wages are in line with comparable employers in our region and throughout the state. In addition to other local governments in the area, our study considered the salaries in communities throughout the Commonwealth that are comparable in size to our own and provide a comparable set of services. This has provided information related to both the assurance that we remain competitive in the region, as well as that we are being fair to our employees. I am pleased to report that the findings of this study indicated that all but four employees throughout the entire town are either within or above the market range for their position and duties. This budget includes funds to bring those four employees into at least the minimum of the market range. While in some cases we believe that these employees should be given larger salary increases, budgetary constraint limit the amount that we are able to adjust. However, I believe this is a good step and is consistent with our goal to remain the competitive employer that we currently are, showing that we greatly value our employees.

Investing in Professionalism

In addition to making conscious efforts to ensure that we are a competitive employer, this budget includes funding that is designed to increase the professional capacity of our organization through several departments. As our organization continues to focus on providing the highest quality services possible, so too does the complexity with which our organization must operate. By focusing on best practices for services delivery, organizational management, and the implementation of public policies, we believe that our organization will be able to

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provide even higher quality, more efficient, and more effective public services and quality of life for our residents and businesses. This budget includes changes to three positions that are designed to increase the level of professionalism in our organization.

Police Department Accreditation Manager

This budget also includes the addition of an Accreditation Manager in the Police Department. Over the last several years, as our service offerings have increased, so too has the complexity of administrative work for our Police Department. Because of the additional complexity of this work, our command level officers have had to assume additional administrative duties that have limited their ability to effectively provide operational leadership to the field units. As such, we have a number of sworn police officers that are doing a tremendous amount of paperwork and are doing minimal policing activities. To some extent, this cannot be avoided, such as the need for command level officers to review case files and reports from subordinate officers, but I believe that it is a better use of resources to put our trained, sworn officers on the street rather than conducting administrative paperwork.

Additionally, the Town of Woodstock Strategic Plan for 2013 to 2018 provides the impetus to achieve state-level law enforcement accreditation. By properly staffing and managing the administrative affairs of the Police Department, I believe that we will be able to achieve accredited status within a reasonable amount of time. While achieving that status is positive on its own merit, the true benefit of law enforcement accreditation is the positive outcomes that it will produce for our citizens. When we become an accredited agency, our citizens can be assured that everything we do in the management of our Police Department and its administrative and operational affairs is in line with industry-wide accepted best practices. While we believe that we already have a strong department, assurance that we are meeting the standards set forth by the accreditation agency can only improve our service delivery, management techniques, and, accordingly, the trust that our citizens already have in our law enforcement capabilities.

As a result of the addition of the Police Department Accreditation Manager, administrative affairs within the Department will be improved, and our sworn police command staff will have time to provide more in depth operational leadership to our officers in the field.

Enhancement Coordinator – Director of Marketing and Events

This budget includes funding to increase the number of hours that the existing Enhancement Coordinator works from 20 to 28 hours per week. Over the last fifteen years, the Enhancement Program has had tremendous successes in improving the quality of life for residents and businesses in our community. The addition of many community events, the construction of the improved streetscape downtown, and many other projects have helped to make Woodstock an incredibly attractive place to live, raise a family, and start a business. However, it is now time that we get out and tell our story to those outside of our community. The primary purpose for increasing the amount of time that the Enhancement Coordinator works each week is to provide the opportunity to focus more on marketing the town to potential residents and businesses.

While we have a tremendously positive place to call home, in order for the town to continue to grow and prosper, it is imperative that we make a concerted effort to ensure that people outside of our community have an understanding of the quality of life to be expected if they were to join this community. Increasing the hours devoted to this program will allow for a renewed focus on recruitment of new businesses and residents by continuing to improve our reputation outside of the Shenandoah Valley.

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Urban Designer and Neighborhood Planner

Traditionally, the urban planner for the Town of Woodstock has also served as the Assistant Town Manager. With the vacancy created in April of 2015, I have had the opportunity to restructure the Assistant Town Manager and Urban Planner positions. Instead of serving as Assistant Town Manager, the urban planner for the Town of Woodstock will focus more on planning and community development through proactive and positive design.

While the individual filling this position will still be involved in issues such as zoning administration, site plan review, etc., the primary focus will now be on designing new and retrofitting existing public spaces and neighborhoods in a manner that is consistent with the principles of modern urban design. Our efforts to develop a stronger sense of walkability and a sense of place in our community will be enhanced by providing the opportunity for an urban design professional to join our community and organization. It is my intention that the individual in this position will work hand-in-hand with other members of the town staff to meet our goal of investing in meaningful public spaces that are places where people want to be.

Police Corporals

The Police Department's operational structure presently consists of two squads, each of which works one part of the week or the other. These two squads are each commanded by a Sergeant. Because we provide 24 hour police coverage and because the Sergeant cannot work 24 hours per day while his squad is working, there is a significant amount of time daily during which there is no operational supervisor in the Police Department. While we have a tremendously talented group of police officers, each of whom I trust greatly, there is a significant opportunity for organizational and operational deficiencies to occur when there is no active supervision.

As a result of the concern regarding operational supervision, the budget provides funding for the promotion of two existing police officers to the rank of Corporal, one on each squad. The Corporal will work the shift during which the assigned Sergeant is not working to ensure that an officer is delineated as being the in-charge person at all times. While this action will not add additional police officers on the street, the corporal position will create a sense of operational structure among the police officers who are working during times in which no Sergeant is on duty.

Investing in Infrastructure and Tools

Consistent with our Fiscal Year 2016 to 2022 Capital Improvement Plan, this budget makes the acquisition and replacement of various tools and the improvement of infrastructure a priority. Further information on the capital investments included in this budget can be found in the Capital Improvement Plan section of this letter. However, it is important to note that the responsible replacement and repair of the basic needs for the backbone operations of the Town has become a stronger priority in this budget, with an even stronger emphasis on planning.

I would point everyone to the Capital Improvement Plan document to review the plans for community investments that we intend to make over the next several years. We have made a concerted effort to plan our investments thoughtfully and in a manner such that we are not faced with tremendous costs of replacements at any one time.

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CAPITAL IMPROVEMENT PLAN

The capital improvement plan items that are discussed below are funded as a result of the comprehensive capital improvement planning process the town conducted during the last fiscal year. Though the town has previously included a single-year capital improvement plan in the budget document, this is the first time that the town has enjoyed the fruits of a long-term capital planning process. Our formal capital improvement plan has allowed our citizens, elected officials, and staff to have a strong understanding of the investments that our organization intends to make over the next several years. Though we anticipate that the plan will be altered from time to time as circumstances require, our capital improvement plan, discussed later in the document, provides a roadmap for future budget development opportunities and investment considerations.

The following is a list of capital expenditures funded in the Fiscal Year 2016 adopted budget. The Town defines capital expenditures as those expenditures used to purchase assets with an initial, individual cost of more than \$5,000 (amount not rounded) and an estimated useful life in excess of one year. This can include the purchase of equipment, tools, or software, as well as construction-type projects.

Replacement of Existing Skid Loader

This action provides funding for the replacement of a 1987-model skid steer loader assigned to the Department of Public Works. The existing unit has several thousand hours of operating time and, over the last several years, has required a substantial amount of repair work to keep it in operation. The skid steer loader is primarily used by the Streets and Sidewalks Division of the Department of Public Works and is used on nearly every construction project conducted by the division. This includes streets maintenance projects, storm water management projects, and any other project that requires moving dirt or other materials. In addition, this unit is frequently used for water and sewer main construction by the Water and Sewer Department crew. The budget for this purchase is \$52,000, which does not include the sale of the existing unit. The old unit is in operating order, but due to its age and cosmetic condition, it is doubtful that the sale of the old unit will generate much revenue, but could possibly amount to several thousand dollars. The old unit will be disposed of by sealed bid.

Water Distribution System Improvements

The Fiscal Year 2016 Budget includes funding to continue improvements to the water distribution system. Fifteen years ago, a two million gallon water tank was built along North Street near to the interstate 81 bridge. While this site provides a tremendous amount of storage for the town, the distribution lines in that area have insufficient capacity to allow the North Street water tank to fully provide the service for which it is designed. This is a major problem, particularly when our Ox Road water tank is out of service for various maintenance activities. Because the water lines that feed the North Street tank are so small, they do not allow the tank to provide water to the southern portion of the system when the Ox Road tank is out of service.

In the coming fiscal year, Council has appropriated funds to continue water line upgrades that will address this issue. We will continue the North Street to Spring Street connector project to eventually provide a twelve inch water main from North Street at the Sunset Crest subdivision to West Spring Street at Meaghan Drive. During Fiscal Year 2015, town crews installed approximately 1,000 feet of 12 inch water main on Meaghan Drive between Spring Street and High Street, as well as a connecting section on Tower Avenue and

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Locust Avenue. We will complete this upgrade during this fiscal year with the final connection to the Sunset Crest subdivision. This effort will provide the system with the ability to more dynamically respond to pressure and capacity demands.

This budget appropriates \$25,000 for this component of the Capital Improvement Plan including approximately \$10,000 for the two small projects and \$15,000 for the North Street to Spring Street Connector. We do not anticipate any effect on operating costs associated with these projects.

Replacement of Accounting Software

The Town of Woodstock's existing financial management system requires four separate software packages, each of which perform a different function, and none of which communicate with one another. Further, our existing software packages are out of date and either use MS-DOS interface platforms or are so out of date that they are no longer successfully supported by their developers. This budget provides funds to replace the existing four software packages with a single integrated software system that will allow us to manage all of our financial operations from one platform.

The budget for this project is \$50,000, but a cooperative bid process conducted by the Town of Berryville will allow us to make payment for this project in two annual deposits of \$25,000. Therefore, though we are budgeting for this project as a one-time expenditure, an additional appropriation of the same amount will be required in Fiscal Year 2017.

We anticipate no major impact to operating costs associated with this program, though we can expect some reduction in consulting work from our information technology consultants as a considerable amount of our current information technology problems relate to issues with the existing software programs.

Paving the W.O. Riley Parking Lot

During this W.O. Riley Park Revitalization Project which occurred in 2013 and 2014, the Town originally planned to repave the main parking lot near the tennis courts and event space at our park. However, that component of project was removed due to budgetary constraints. The budget for Fiscal Year 2016 includes funding to pave the parking lot in W.O. Riley Park. This parking lot has fallen into disrepair over the last several years. In particular, as a result of heavy construction equipment during the rehabilitation project, the parking lot's deterioration has accelerated and presently poses both an aesthetic and safety concern for citizens that are visiting our park.

The project budget for this site is \$25,000. In order to reduce mobilization costs, we will include this item with our bid to complete street paving during Fiscal Year 2016. Street paving is funded through the Commonwealth's street maintenance program, but this project will be funded through the use of Town funds, but we will reduce those costs by doing it at the same time as our street paving program.

Replacement of Two Police Vehicles

The budget for fiscal 2016 also includes funding to continue the Police Department's fleet replacement plan. During Fiscal Year 2016, two police vehicles will be replaced. The two vehicles are a 2010 and a 2008 Chevrolet Sedan, one of which is used in the patrol division, while the other is used by the investigations division. The new vehicles will be model year 2016 Fords. The patrol vehicle will be a Ford Interceptor sedan and the new investigator's vehicle will be a police-version sport utility vehicle similar to a Ford Explorer. The two used vehicles will be traded as part of the purchase.

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The Police Department fleet includes a total of ten vehicles. The Fiscal Year 2016 replacements represent the complete conversion from the old Chevrolet vehicles to the Ford Interceptor or sport utility vehicles. The Town has experienced significant problems with the Chevrolet sedans in the past, and we have determined that the appropriate model for replacement is the Ford Interceptor or the sport utility vehicle, whichever is appropriate for the specific application. This project will be bid to local dealers as well as the state contract. The budget is set at \$70,000, which will include the purchase of the vehicles and installation of emergency lights, striping, etc., though we will re-use as much of the prior equipment as possible.

Since this is a replacement project of existing vehicles, we anticipate that there will be minimal to no effect on operating costs for the Town. However, in the first several years, there will likely be some reduction in unplanned maintenance costs associated with these vehicles as compared to the older vehicles.

Replacement of One Public Works Pickup Truck

During the development of the Fiscal Year 2016-2022 Capital Improvement Plan, the Department of Public Works created a fleet replacement plan. Essentially this plan requires the replacement of one fleet vehicle each year. This year's replacement plan includes the purchase of a new Unit 4, which is assigned to the Streets division, primarily for use by the Street Foreman. In addition to being the Foreman's truck, this vehicle is used by all of the Street crew to complete various projects throughout town. The existing Unit 4 is a 2008 Chevrolet 2500, which will be reassigned into the fleet as Unit 24. There will be additional rotations that will replace vehicles down the line throughout the organization to vehicles with lighter duty cycles.

When the new Unit 4 arrives, the existing vehicle will become Unit 24. The existing Unit 24 will then be transferred to the Water Treatment Plant to serve as Unit 12 and the existing Unit 12 will be disposed of in the appropriate manner. This ensures that the crews that need the most reliable vehicle have them. Although the Water Treatment Plant staff needs a vehicle, it does not require nearly the intensity of workload as in the other departments so an older vehicle will still meet their requirements.

For Public Works vehicles, the Town does not require a certain make or model. The new vehicle will be a three-quarter ton pickup truck with a six foot in length bed and a crew cab. While there will be additional costs associated with adding lighting, radios and other equipment will be transferred from the old truck in order to minimize costs. Other costs associated with the project include the addition of a snow-plow package which is not available for transfer from Unit 12. The budget for this vehicle is \$30,000 which allows for a possible upgrade to a one-ton truck if funding is sufficient.

Construct Downtown Parking – Phase I

A frequently cited concern with the redevelopment of downtown is the perceived lack of parking in the downtown area. We recently commissioned a study that indicated that the downtown area is approximately 300 parking space deficient for the *present* use, much less the spaces required as the area develops. This lack of parking provides a strong barrier to redevelopment of several of the buildings that are otherwise ripe for redevelopment. This budget includes funding for the construction of Phase I of a parking facility to be located on the east side of the 100 block of South Main Street and to include approximately 90 additional parking spaces. The project is to be constructed on private properties after an extensive negotiating period to develop a long-term lease agreement.

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This project will be funded through the issuance of a \$500,000 loan. The debt will be financed over a period of 30 years and will be repaid with General Fund revenues. At this point, there is no intention to include parking fees as part of the project. There will be some additional operating costs associated with this facility to include electric charges for lighting (approximately \$500 per year), snow removal (minimal marginal cost over existing snow removal), and eventual repairs to the asphalt as necessary.

Total Fiscal Year 2016 Capital Improvement Plan Costs and Revenue Source

<i>Project</i>	<i>Budget Estimate</i>
Replacement of Skid Loader	\$52,000
Water Distribution System Improvements	\$25,000
Replacement of Accounting Software	\$25,000 ⁽¹⁾
Paving the W.O. Riley Parking Lot	\$25,000
Replacement of two Police Department vehicles	\$70,000
Replacement of one Public Works pickup truck	\$30,000
Construct Downtown Parking – Phase I	\$500,000 ⁽²⁾
<i>Program Total</i>	<i>\$727,000</i>

(1) Total cost for accounting software is \$50,000, but is paid in two annual installments of \$25,000. This item will occur again in the next fiscal year.

(2) The downtown parking lot project is funded through the issuance of a \$500,000 loan.

Fund Balance Reconciliation

With the exception of the downtown parking lot, each of the Fiscal Year 2016 Capital Improvement Plan items is funded from pay-as-you-go funds available from fund balance. The annual investment in capital resources is funded through net revenues from the previous fiscal year. In Fiscal Year 2015, the Town of Woodstock anticipates net revenues of \$455,000. In sum, the pay as you go capital items in this budget account for \$227,000, leaving the town in an improved net position of \$228,000 compared with the beginning of Fiscal Year 2015 and with a Projected Fund Balance at the end of Fiscal Year 2016 of \$2,612,901, which is approximately 45% the General Fund expenditures, substantially outperforming our goal of 30%.

The Fiscal Year 2016 to 2022 Capital Improvement Plan is designed to maintain our fund balance at a comparable level with some moderate growth as a result of net revenues that exceed our capital requirements, though that may not always be the case. It is important that the Town understand that the long term CIP must remain flexible in order to account for changes in the economic environment, as well as larger macroeconomic forces. In general, though, the intention of the pay-as-you-go CIP items is to utilize the financial resources that we receive to ensure that the capital resources that we have are of high quality, in good working order, and allow us to meet the service expectations of our community.

INTRODUCTION TO WOODSTOCK

I wish to express my appreciation to everyone who has been involved in the development of this budget, as well as our new long-term Fiscal Year 2016 to 2022 Capital Improvement Plan. The development of a long-term capital plan has moved this organization forward in a manner that is fitting with our value for setting the standard for local government performance. Few, if any, communities our size have a budget and capital plan that is as well-researched and developed as ours, and I think that everyone involved should be proud of our accomplishments. Specifically, I would like to thank Ms. Angela Clem, Assistant Town Manager and Mr. John B. O'Neill, Director of Finance for their tremendous efforts in developing this budget. This is the first time that either of these individuals have been involved in the development of Woodstock's budget, so I appreciate the extra effort that each of them had to put forth to ensure that we have a solid budget for the coming year.

In service to Woodstock,

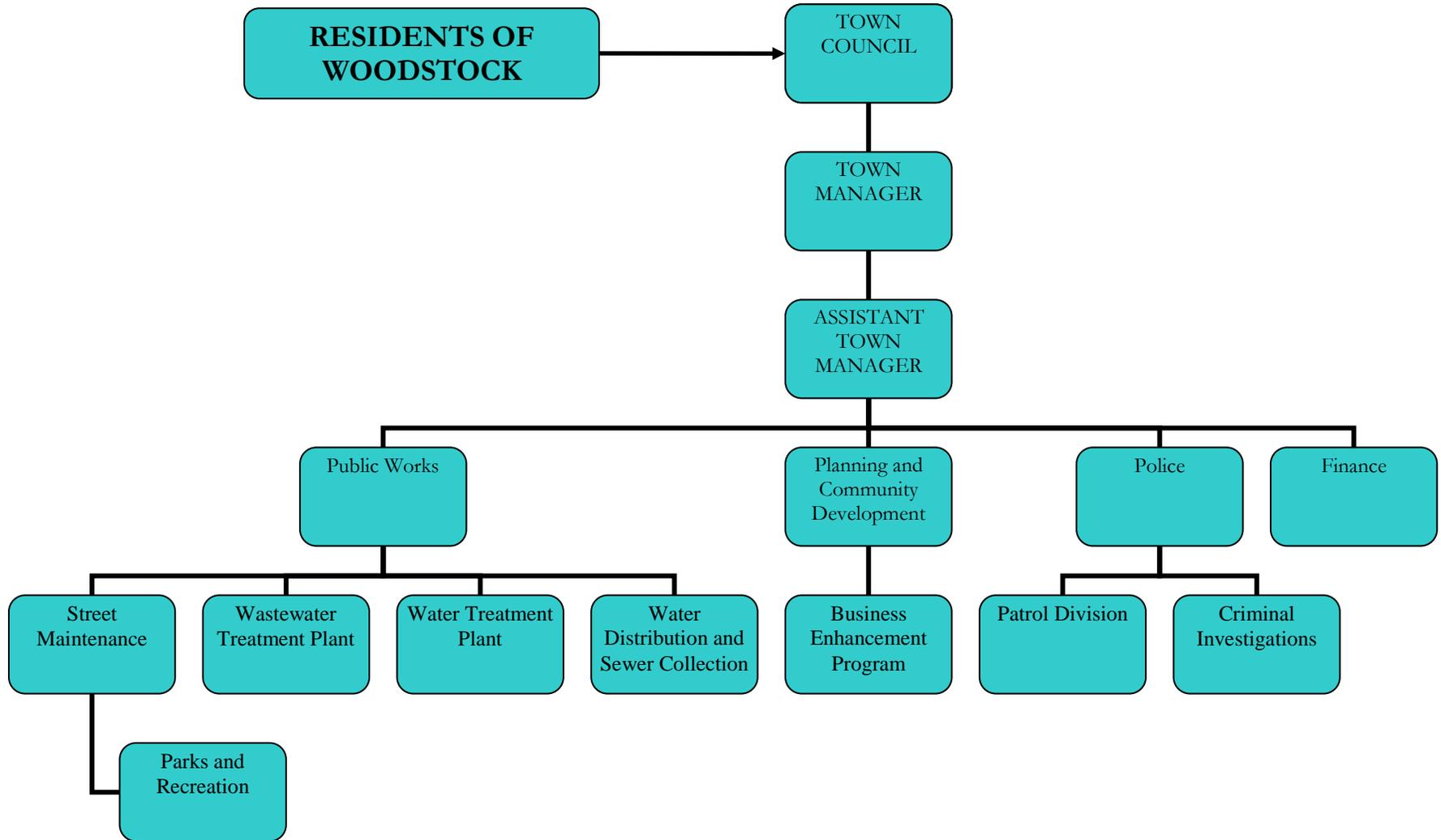


Reid A. Wodicka, PhD
Town Manager

ORGANIZATION AND COMMUNITY

Organizational and Community Information

Organizational Chart



ORGANIZATION AND COMMUNITY



History of the Town of Woodstock

The Town of Woodstock was established by charter in March of 1761 as a part of what was then Frederick County. The town was originally formed by a land grant from Lord Fairfax, and founded as Muellerstadt (Miller Town) in 1752 after founder Jacob Miller. The town's charter was sponsored by George Washington in Virginia's House of Burgess. The Town of Woodstock has been the County Seat of Shenandoah County, since the County's formation in 1772.

John Peter Gabriel Muhlenberg delivered his now famous sermon at his church located in the heart of Woodstock. At the conclusion of his farewell sermon, Muhlenberg threw off his clerical robes to reveal an officer's uniform beneath and shouted, "there is a time to pray and a time to

fight..." With that declaration, he then called for volunteers to join the 8th Virginia Regiment under his command.

In 1795, the courthouse, reportedly designed by Thomas Jefferson, was built in town, using native limestone. The courthouse, located on Main Street, is the oldest courthouse still in use west of the Blue Ridge Mountains.

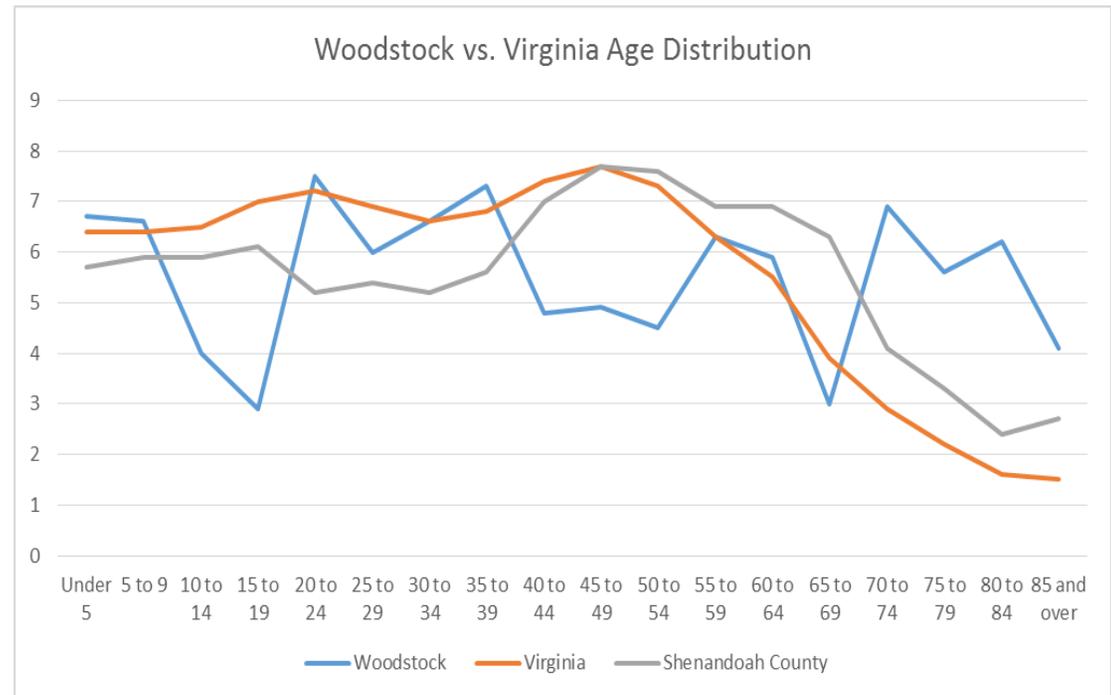
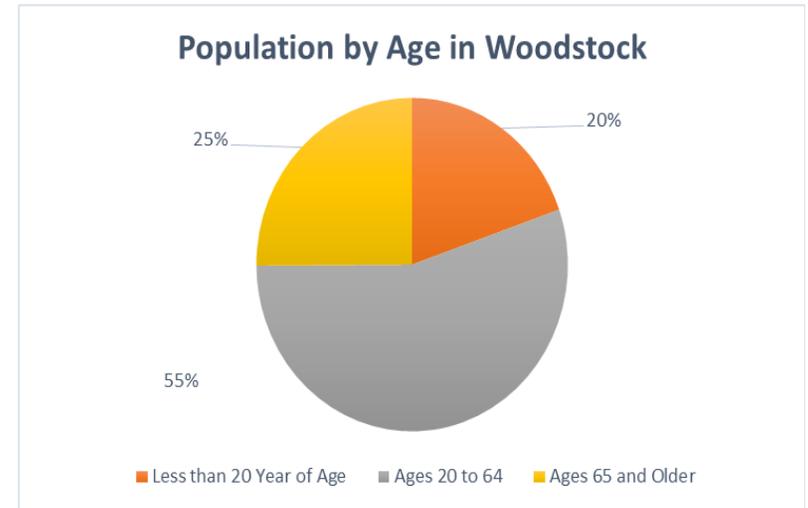
During the 1990s and the first decade of the twenty first century, the Town experienced unprecedented growth, increasing the population by approximately twenty five percent in each of those decades. Today, the Town is home to 5,171 residents in the 3.2 square miles of incorporated area of the Town. The Town is home the Shenandoah County Public School's Central campus, the private Massanutten Academy, the National Headquarters of the Sigma Sigma Sigma Sorority, the Shenandoah County Fairgrounds, and other important regional and national assets.

ORGANIZATION AND COMMUNITY

Demographics of the Town of Woodstock

Population Age Distribution

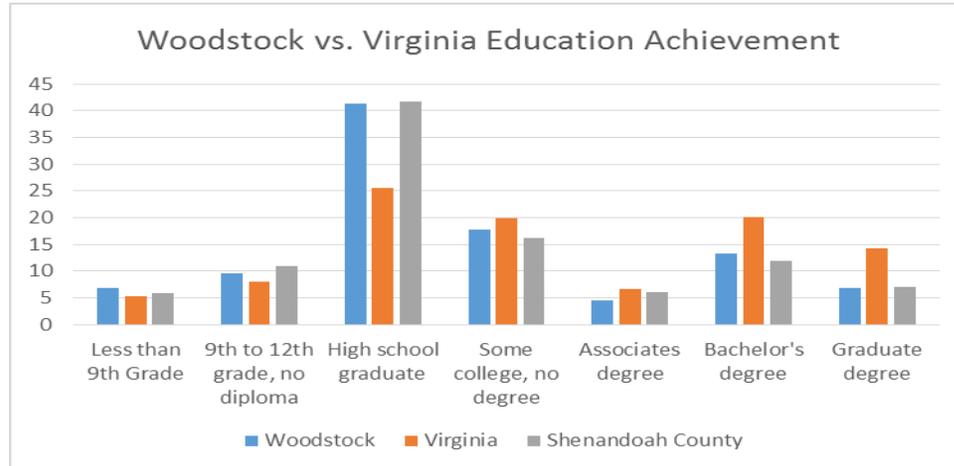
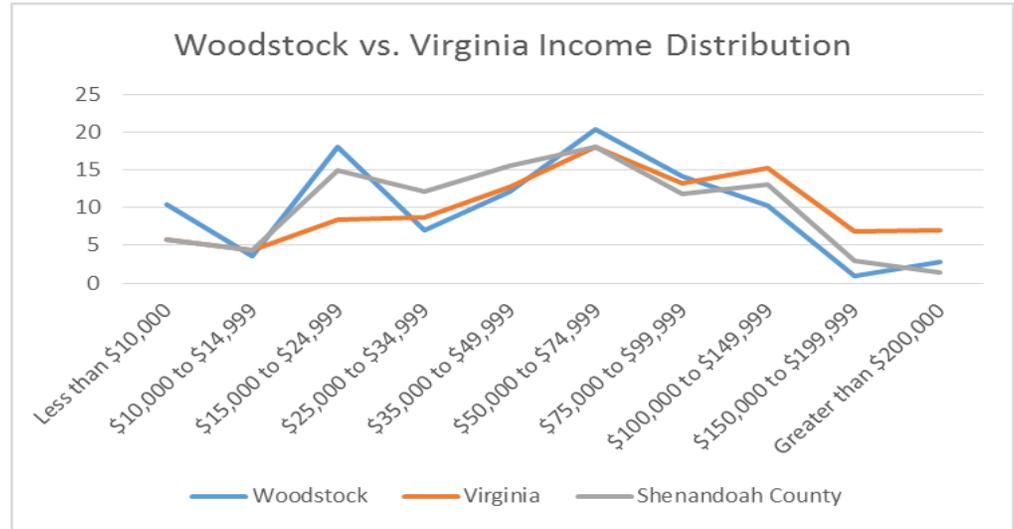
The Town of Woodstock's population tends to be characterized by the existence of young and the elderly population, with less of a concentration of middle age population. However, the largest group, the working-age population is still the major component of our population in the Town. While the elderly is a large portion of our population, the soon-to-be elderly (the 40 to 60 age group) tends to be lower than both the Shenandoah County and Virginia aggregates.



ORGANIZATION AND COMMUNITY

Income Distribution

The distribution of income in the Town of Woodstock provides an interesting characterization of the community that the Town government serves. In comparison to the rest of Virginia, there tends to be more lower and upper middle class income levels. In contrast, Virginia has a higher concentration of upper middle to higher income workers than both Woodstock and Shenandoah County. This is to be expected, though, because the higher incomes are likely indicative of the more populous Northern and Eastern sections of the state, which also have much higher costs associated with living. In comparison to the rest of Shenandoah County, though, Woodstock tends to have higher lower income and greater upper middle to higher income residents than the rest of the county. This is also to be expected due to the influence that Woodstock's status as the County seat has on its working population.



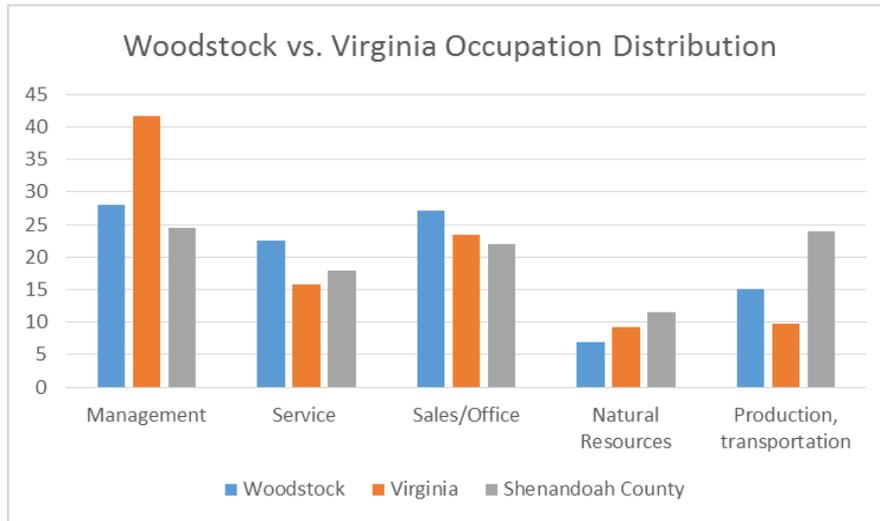
Educational Attainment

In terms of comparisons to the rest of Virginia, Woodstock and Shenandoah County as a whole, tend to have a higher percentage of the population that have a high school diploma or less education. Consequently, the Town and the County have a smaller percentage of residents with a college education or higher compared to the rest of the state.

However, in comparison to Shenandoah County, Woodstock has a greater percentage of residents with a bachelor's degree or higher than Shenandoah County. This

is to be expected since Woodstock is the county seat for Shenandoah County and is the center of the county for professional activities, such as medical care, law, and financial services. This requires that many people come to the Town to do business.

ORGANIZATION AND COMMUNITY



Occupational Distribution

The occupation distribution is also similar to expectations, given the education distribution in the town compared to the rest of the county. Since Woodstock is the commerce center of the county, residents in town tend to be much more likely to be employed in management, sales, and services than in occupations related to natural resources and production of goods.

Principal Property Tax Payers

Taxpayer	Business Type	Percentage of Valuation
Lowes Home Center LLC	Retail	1.75
Wal-Mart	Retail Store	1.71
French Brothers LLC	Investment Properties	1.68
Spectrum 1 Woodstock LLC	Shopping Center	1.25
Shree Ganesh Hospitality	Hotel	1.11
LH&H LLC	Hotel	1.11
Interstate Investment Property LLC	Commercial Development	1.03
Toothman Investments	Housing Development	0.98
HCP Virginia, Inc.	Assisted Living	0.97
Walter Enterprises	Shopping Center	0.95

ORGANIZATION AND COMMUNITY

Principal Employers FY 2015 and FY 2005				
	Fiscal Year 2015		Fiscal Year 2005	
	Employees	Rank	Employees	Rank
Shenandoah County School Board	1000+	1	1000+	1
County of Shenandoah	250 to 499	2	250 to 499	3
Midpoint	250 to 499	3	250 to 499	2
Wal-Mart	250 to 499	4	250 to 499	4
Food Lion	100 to 249	5	100 to 249	5
Lowes Home Centers, Inc.	100 to 249	6	-	-
Skyline Terrace Nursing Home	100 to 249	7	50 to 99	8
Burger King	100 to 249	8	50 to 99	11
Cracker Barrel Old Country Store	50 to 99	9	100 to 249	6
McDonald's	50 to 99	10	50 to 99	9
Woodstock Facility Operations (formally Tandem Healthcare)	50 to 99	11	-	-
Town of Woodstock	50 to 99	12	50 to 99	13
Massanutten Military Academy	50 to 99	13	50 to 99	10
Holtzman Oil Corporation	-	-	100 to 249	7

Top Ten Water and Sewer Users 2015			
AccountName	Address	Monthly Billing Amount	Monthly Consumption
SMH, INC	759 S MAIN ST	\$5,782.10	333,400
TANDEM HEALTH CARE	803 S MAIN ST	\$4,903.07	280,700
INTERSTATE CAR WASH LLC	1155 HENRY FORD DR	\$4,396.00	250,030
HAMPTON INN	1150 MOTEL DR	\$4,287.58	243,800
WOODSTOCK VILLAGE APTS	411 N WATER ST # 42APT	\$4,222.74	170,200
HAF REAL ESTATE I, LLC	149 VALLEY VISTA DR	\$4,113.36	4,200
SKYLINE TERRACE CONV HOME	123 LAKEVIEW DR	\$3,945.64	223,300
HOLIDAY INN EXPRESS	1130 MOTEL DR	\$3,927.29	222,200
WOODSTOCK VILLAGE APTS	435 N WATER ST # 48APT	\$3,404.16	7,300
THE RIDGE PHASE II	170 176 E RESERVOIR RD	\$2,992.60	119,200

ORGANIZATION AND COMMUNITY

Location of Woodstock

The Town of Woodstock is located approximately 90 miles west of Washington, DC and is located in the center of Shenandoah County in the famous Shenandoah Valley. We are located equidistant to the larger communities of Winchester and Harrisonburg.



FINANCIAL STRUCTURE

Strategic Plan

On September 3, 2013, the Woodstock Town Council approved a five-year strategic plan entitled “Our Focus on the Future”. This plan, developed after several months of work sessions with Council and Staff, identifies eight primary focus areas that were designed to ensure Woodstock can take advantage of all of its assets, continue to develop new methods of doing business, and growing quality of life for all residents. While some local governments choose to separate the operations of various departments in their strategic plans, Woodstock recognizes that all local government activities complement each other and has developed a plan in which each department is responsible for a component of the achievement of the Town Council’s Goals. Instead of placing each department into its own bureaucratic silo, the Town of Woodstock has created a dynamic environment in which departments work as interconnected units with the same interests. This section outlines the present year’s strategic initiatives, the responsible departments for each task, and output and outcome measurements associated with their accomplishment. Additionally, in areas in which the Strategic Plan directly informs actions in the Capital Improvement Plan, references to specific projects are identified below. The entire strategic plan document is available for review at <http://townofwoodstockva.gov/strategicplan>.

1. A Great Place to Do Business

We will develop policies and procedures that encourage strong and responsible economic growth while maintaining our unique characteristics and quality of life.

Objective/CIP Reference	Responsible Department	Time Frame	Output	Outcome
Comprehensive Review of the Zoning Ordinance	Planning	Year 3	Updated Zoning Ordinance that is consistent with the Comprehensive Plan	To ensure that the Town remains competitive for residential and commercial development, while maintaining standards for safety, health, and welfare; to establish guidelines for development that preserve Woodstock’s unique character
Create an incentive package with a reduction in water & sewer fees for a predetermined period of time for all new commercial/industrial businesses entering town <i>CIP # 1,2,3,4</i>	Finance Public Works Enhancement	Year 3	A clear and comprehensive program that outlines qualifications and benefits for the program	Woodstock will be an easy place to open a business and enhance the private sector
Complete a downtown parking master plan that takes advantage of existing resources and plans for additional space <i>CIP # 12,20</i>	Planning Enhancement	Year 3	Parking master plan	Clear understanding of existing assets and needed future facilities; better public information

FINANCIAL STRUCTURE

2. A Competitive & Innovative Employer

Through workforce planning, benchmarking, and policy development, we will become the most desired municipality in which to be employed by being a competitive leader in relation to benefits, compensation, professional development, work/life flexibility, and creativity and innovation, and by training, retaining, and employing the most capable and quality individuals.

Objective/CIP Reference	Responsible Department	Time Frame	Output	Outcome
Create and implement a plan for all treatment plant operators to achieve Class I licensure in their appropriate field (any new employees will reach licensure within four years)	Public Works	Year 3	Development plans for individual employees	Highest quality water and wastewater treatment services provided to the town.
Develop an interdisciplinary cross-training program	Human Resources	Year 3	Cross-Training Program for each Department (potentially across Departments)	To improve customer service delivery and to sustain challenging work for employees
Identification and Pursuit of the professionalization of employee positions for individual employees	Human Resources Department Heads	Year 3	Employee career goals and positions plans	To increase employee knowledge and innovation

3. A Commitment to Responsible Fiscal Management Strategies

Through long-range planning and sound policy-making, we will maximize financial resources and promote responsible fiscal management and resiliency in order to consistently provide quality services and ensure public trust.

Objective/CIP Reference	Responsible Department	Time Frame	Output	Outcome
Maintain an uncommitted fund balance of at least 30 percent of the General Fund expenditures	Finance	Year 3, Annual thereafter	Funds directed towards savings in each annual budget	Improvement of financial stability of the town

FINANCIAL STRUCTURE

4. Setting the Standard for Local Government Performance

Through a comprehensive performance management program, we will meet or exceed national standards for public service delivery.

Objective/CIP Reference	Responsible Department	Time Frame	Output	Outcome
Create an asset based maintenance management program for all facilities.	Public Works	Year 3	Planned maintenance program for physical assets	A well maintained infrastructure

5. Bringing Citizens to the Table: Civic Engagement

We will enhance and expand services to all segments of the community and look for new and innovative methods to communicate those services with residents of, and visitors to, our Town.

Objective/CIP Reference	Responsible Department	Time Frame	Output	Outcome
Customer service staff will gain basic Spanish language skills	Finance	Year 3	Staff with basic Spanish language skills	Non-English speakers will be able to access customer service more easily

FINANCIAL STRUCTURE

6. A Beautiful Place to Live and Work

We will provide and develop projects and programs that enhance, create, and preserve the unique character and sense of place that is consistent with what our residents and visitors have come to expect.

Objective /CIP Reference	Responsible Department	Time Frame	Output	Outcome
Develop a pocket park plan, equitably distributing parks and recreation by type throughout the town <i>CIP # 13,14,18,19,21</i>	Town Manager Planning Public Works	Year 3	Recreational opportunities throughout town	Placing facilities in area of high residential density

7. Preserving and Linking Neighborhood Amenities

We will demonstrate a commitment to the preservation and improvement of Woodstock’s natural and valuable human-made resources for recreation, transportation, and environmental purposes.

Objective/CIP Reference	Responsible Department	Time Frame	Output	Outcome
Complete a vision plan for connecting parks, open spaces, trails, and community facilities in innovative ways so all residents will be able to reach key locations without a car <i>CIP # 14,15,16,17,23,25</i>	Planning	Year 1 & Annually Thereafter	Comprehensive Bike and Pedestrian Trail System vision	Safe Alternative Transportation Options for Residents

8. Preserving our Town for Future Generations

We will minimize the effects of urbanization by reducing the Town’s environmental footprint and by encouraging citizens to do the same.

Objective/CIP Reference	Responsible Department	Time Frame	Output	Outcome
Creation of timely environmental education materials	All Departments	Year 3	Recycling, waste management, water quality, fuel and electrical efficiency, etc. materials for dissemination	To create environmental awareness and to educate Town citizens on “green” methods in order to improve the Town of Woodstock

FINANCIAL STRUCTURE

Fund Descriptions and Structure

The Town utilizes fund accounting to prepare the annual budget. The General Fund and the Public Utilities Fund are appropriated by the Town Council during the annual budget development cycle, which includes all monies expended by the Town. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. The Town uses the following fund types:

- Governmental funds; and
- Proprietary funds

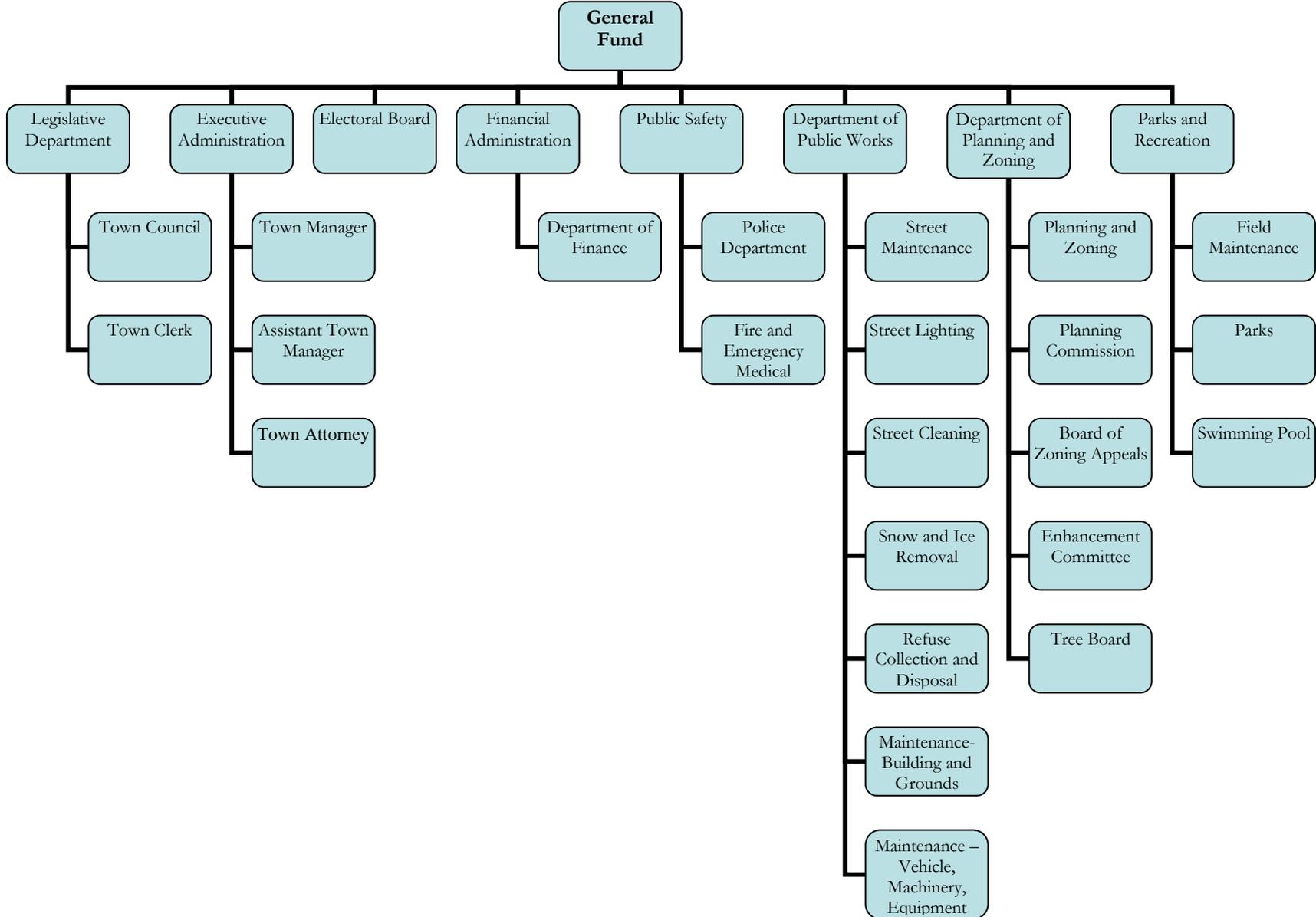
Governmental Funds: Governmental fund types are those funds through which most governmental functions of the Town are financed. The Town has one governmental fund, the General Fund, which is the general operating fund of the Town used to account for all revenues and expenditures except those accounted for in other funds. Typical governmental functions that are funded in the General Fund include police, streets, refuse, and administration. All general tax revenues and other receipts that are not allocated by law or contractual agreement to another fund are accounted for in this fund.

Proprietary Funds: Proprietary funds are used to account for the Town's ongoing organizations and activities that are similar to those often found in the private sector. The Town has one type of proprietary fund, an enterprise fund.

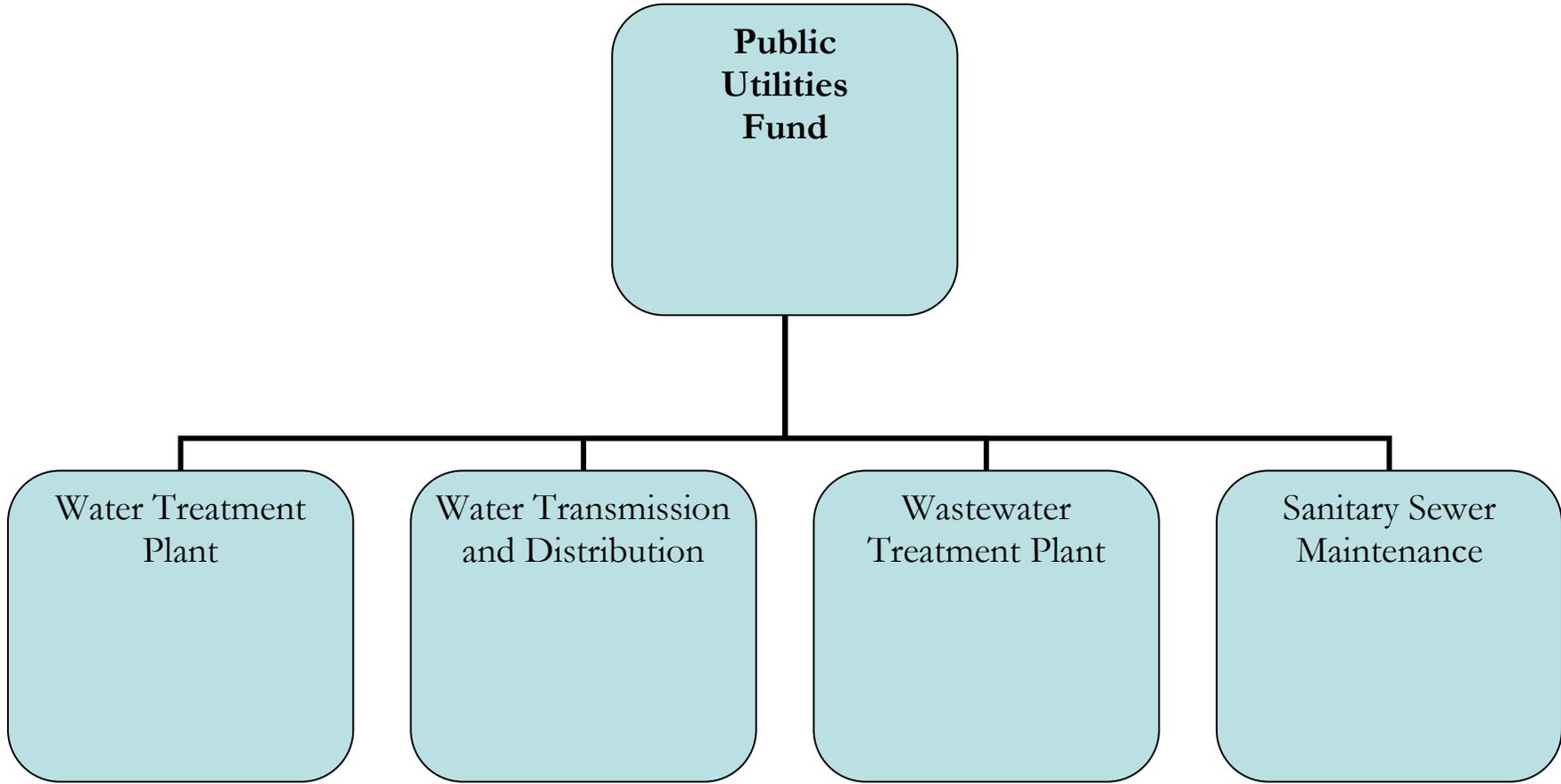
Enterprise Funds: Enterprise funds are used to report any activity for which a fee is charged to external users for goods or services. Enterprise funds are used to account for operations that provide services to citizens for which pricing policies related to the services establish fees and charges designed to recover its costs, including capital costs (such as depreciation or debt service). The Town has one enterprise fund, the Public Utilities Fund. The Public Utilities Fund accounts for revenues and expenses of the Town's water and wastewater activities, financed through user charges and fees for these services.

FINANCIAL STRUCTURE

Department/Fund Relationship Organizational Chart



FINANCIAL STRUCTURE



FINANCIAL STRUCTURE

Town of Woodstock Financial Policies

The Goal of Financial Policies

The Town of Woodstock has the important responsibility to its citizenry to plan for the future and to manage public funds with both accuracy and integrity. Because the Town is constantly seeking to adapt in order to meet the needs of our community, long-range planning and sound policy-making is a significant priority for the Town. We have created these financial policies in order to demonstrate our commitment to sound fiscal management. The Town will utilize these financial policies to frame major initiatives and resource allocation decisions.

I. Accounting, Auditing, and Financial Reporting

- a. The Town will establish and maintain the highest standards of accounting practices in conformance with uniform financial reporting in Virginia and generally accepted accounting principles for governmental entities as promulgated by the Government Accounting Standards Board.
- b. The Town will engage an independent firm of certified public accountants to perform an annual financial and compliance audit according to generally accepted government auditing standards and will have these auditors publicly issue an opinion, which will be incorporated in a comprehensive annual financial report.
- c. The Town will seek both the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting and the Government Finance Officers Association Distinguished Budget Presentation Award.

II. Budget Management

Operating Budget

- a. The Town, to maximize planning efforts, intends to prepare the operating budget with a multi-year perspective.
- b. The Town Council shall adopt a balanced annual operating budget by July 1 of each fiscal year where the total projected revenues and other financing sources are equal to the total anticipated expenditures, including any established reserves.

FINANCIAL STRUCTURE

- c. The budget is a plan for raising and allocating resources. The objective is to enable service delivery within available resources. Services must be delivered to residents and taxpayers at a level which will meet real needs as efficiently and effectively as possible.
- d. The Town will fund current expenditures with current revenues and use nonrecurring revenues for nonrecurring expenditures. One-time revenues will not be used to fund ongoing expenditures. This will help protect the Town from fluctuating service levels and will help ensure continued tax and fee stability when one-time revenues are reduced or eliminated.
- e. It is imperative to the Town that a positive unassigned fund balance and a positive cash balance exist in the General Fund at the end of each fiscal year. If deficits appear to be forthcoming within a fiscal year, spending during the fiscal year must be sufficiently reduced to create a positive unassigned fund balance and a positive cash balance.
- f. Where possible, the Town will integrate performance measurements and productivity indicators within the budget. This should be done in an effort to continue to improve the efficiency and effectiveness of Town programs and employees. Performance measurement should become a dynamic part of Town government administration.
- g. The budget must be structured so that the Town Council and the general public can readily establish the relationship between revenues, expenditures, and the achievement of service objectives.

Capital Budget

- h. The Town will make all capital improvements in accordance with an approved capital improvements program.
- i. The Town will develop a multi-year plan for capital improvements, which considers the Town's comprehensive plan and development policies.
- j. The Town will coordinate development of the capital budget with development of the operating budget. Future operating costs associated with the new capital projects will be projected and included in operating budget forecasts.
- k. It is the goal of the Town to finance construction and acquisitions costs of capital assets, improvements, and infrastructure through the use of non-debt capital financing, including pay-as-you-go financing, whenever possible.

FINANCIAL STRUCTURE

III. Asset Management

- a. The Town will capitalize all fixed assets with a value greater than \$5,000 and an expected life of five years or more.
- b. The operating budget will provide for minor and preventive maintenance.
- c. The capital budget will provide for the acquisition of fixed assets and the construction, or total replacement of physical facilities to include additions to existing facilities, which increase the square footage or asset value of that facility or other asset. The Town will protect its assets by maintaining adequate insurance coverage through either commercial insurance or risk pooling arrangements with other governmental entities.
- d. The Town will periodically inventory its tangible capital assets so that all such assets are accounted for, at least on a test basis, no less often than once every five years.

IV. Revenue Management

General Fund

- a. The Town will maintain a diversified and stable revenue structure to protect it from short-run fluctuations in any single revenue source.
- b. The Town will estimate its annual revenues by an objective, analytical process.
- c. The Town, where practicable, will institute user fees and charges for specialized programs and services. To the extent possible, rates will be established to recover actual costs to deliver these programs and services; however, they may also be partially supported by property and other local taxes as the Town does not aim to limit access to Town programs and services due to prohibitive fees and charges. The Town will periodically review user fee charges and related expenditures to determine if pre-established cost recovery goals are being met.
- d. The Town will follow an aggressive policy of collecting revenue.

FINANCIAL STRUCTURE

Public Utilities Fund

- e. The Town will strive to set water and sewer rates based on the actual cost to deliver water and sewer service. The Town will periodically review the components that make up the rates and fees through a cost-of-service study for each service provided.
- f. The Town will set rates to achieve a positive net income and cash flow each year.
- g. The Town will set rates to cover all current costs and allow the fund to meet all bond, state, and Federal requirements. If a deficit between current revenues and current expenditures occur, the Town will take all necessary steps to reduce and eliminate the deficit by reducing expenditures or enhancing revenues including additional water service opportunities while ensuring adequate capacity in water and wastewater facilities within the utilities service area is maintained.
- h. The Town will attempt to implement any required rate increases in a gradual and predictable manner to avoid large, one-time rate increases.
- i. As cash reserves and revenues permit, the Town will establish a rate stabilization reserve or other similar innovative approaches to mitigate the need for annual rate increases.

V. Debt Management

- a. The Town will not fund current operations from the proceeds of borrowed funds and will confine long-term borrowing and capital leases to capital improvements, projects, or equipment that cannot be financed from current financial resources.
- b. The Town will, when financing capital improvements or other projects or equipment by issuing bonds or entering into capital leases, repay the debt within a period not to exceed the expected useful life of the project or equipment.
- c. The Town will annually calculate target debt ratios. The Town's debt capacity shall be maintained with the following primary goals:
 - i. Debt service expenditures as a percentage of governmental fund expenditures should not exceed 15%.
 - ii. Bonded debt of the Town shall not exceed 7% of the total assessed value of taxable property in Town.
- d. The Town shall comply with all U.S. Internal Revenue Service arbitrage rebate requirements for all bonded indebtedness.
- e. Debt shall not constitute an unreasonable burden to residents and taxpayers.

FINANCIAL STRUCTURE

VI. Cash Management

- a. The Town will maintain an investment policy based on the Government Finance Officers' Association model investment policy.
- b. The Town will, where permitted by law, pool cash from its various funds for investment purposes and will invest revenue to maximize the rate of return while maintaining a low level of risk.

VII. Expenditure Management

- a. The Town will continually provide to its citizens and customers the highest level of service in the most cost effective manner possible.
- b. The Town will be scrupulous in complying with its procurement policy.

VIII. Reserve Funds Management

- a. The general fund unassigned fund balance at the close of each fiscal year should be equal to no less than 20% of general fund expenditures.
- b. The Town may, in extreme circumstances, appropriate unassigned fund balance that will reduce unassigned fund balance below the 20% policy for the purposes of a declared fiscal emergency or other such purpose as to protect the long-term fiscal security of the Town. In such circumstances, the Town Council will adopt a plan to restore the unassigned fund balance to the policy level within 36 months from the date of appropriation. If restoration cannot be accomplished within such time period without severe hardship to the Town, the Town will establish a different but appropriate time period.
- c. The Town will not use unassigned fund balance to finance recurring operating expenditures.
- d. The Town will maintain an appropriated contingency account not to exceed 1% of general fund revenue to provide for any supplemental appropriations or other unanticipated expenditures.

BUDGET DEVELOPMENT PROCESS

Budget Development

Basis for Budgeting

The accounts of the Town are organized on the basis of funds, each of which is considered to be a separate accounting entity. The Town budgets for the General Fund using the modified accrual basis of accounting consistent with Generally Accepted Accounting Principles (GAAP) for purposes of financial statement presentation in the Town's audited financial statements. Under this method, revenues are recognized in the period they become measurable and available to finance expenditures of the period, and expenditures are recorded when incurred with the exception of principal and interest on long-term debt, which are recorded when due. Intergovernmental revenues (primarily grants), which are received as reimbursement for specific purposes or projects, are recognized when the related expenditures are recorded. Intergovernmental revenues that are unrestricted as to purpose and rescinded only for failure to meet prescribed compliance requirements are reflected as revenues at the time of receipt or earlier if availability criterion is met.

The Town budgets for the Public Utilities Fund using the accrual basis of accounting consistent with GAAP (except as otherwise stated below). Under the accrual basis of accounting, revenues are recognized when earned and expenses are recognized at the time liabilities are incurred. However, for purposes of budget presentation, exceptions to the accrual basis of accounting are as follows:

- Depreciation is not budgeted;
- Capital outlays are budgeted as expenditures in the year purchased, rather than recorded as fixed assets and capitalized based on their useful lives (excluding land and construction-in-progress);
- Principal payments are shown as uses of funds (expenditures) rather than reductions of the liability;
- Proceeds from the issuance of debt are considered to be revenues, not an increase in liabilities;
- Grants obtained for the construction of assets are considered to be revenues, not capital contributions;
- Proceeds from the sale of assets are recognized as revenue; however, the related gain or loss is not; and
- Compensated absences are not considered to be expenditures until paid

Working capital, rather than net assets, is used to represent fund balance in the enterprise funds. Working capital is generally defined as the difference between current assets (e.g., cash and receivables) and current liabilities (e.g., accounts payable), excluding the current portion of principal and interest due, and provides a better comparative analysis of fund reserves for budget purposes than does the presentation of net assets as presented in the audited financial statements. Additionally, budgeting capital outlay as an expenditure for budgetary purposes allows the proposed capital purchases to be reviewed and authorized by the Town Council each year.

BUDGET DEVELOPMENT PROCESS

Budget Process Overview

The Town of Woodstock's budget will be developed on an annual basis for each of the Town's funds. The Town's budgeted revenues will be presented by activity while the budgeted expenditures will be presented by departmental services areas. The Director of Finance is responsible for estimating budgeted revenues. Department heads are responsible for providing expenditure estimates for their departments. Department heads should provide estimates for personnel, operating, and capital outlay expenditures. Justification should be provided for all requests for additional personnel and all capital expenditure requests. Any operating expenditure requests varying from the previous year should also be justified. The department heads will submit all expenditure requests to the Director of Finance, who will review and compile the requests. The Director of Finance will present the draft proposed budget to the Town Manager, and additional meetings will be held among department heads, the Director of Finance, and the Town Manager as necessary. Budget work sessions will be held with the Finance Committee to discuss the proposed budget.

Prior to the end of April 1 each year, the Director of Finance shall submit to the Town Council the annual proposed budget. The budget shall contain the following information:

- a) A letter from the Director of Finance discussing the proposed financial plan for the next fiscal year, a review of the previous year's activities, and the current financial condition of the Town of Woodstock.
- b) Proposed capital, operations and maintenance, and debt service expenditures by program and type of expenditure for the budget year, along with a comparison to estimated expenditures for the current year and actual expenditures for the three previous years.
- c) Proposed receipts, by source, for the budget year, along with a comparison to estimated receipts for the current year and actual receipts for three prior years.
- d) A table of organization with proposed staffing levels by department, along with comparison to staffing levels for the current year.
- e) A summary of designated balances for normal replacement and improvements, debt service, and future capital projects.

After budget work sessions are held with the Town Council, public notification and hearings are conducted in accordance with the *Code of Virginia* (the Code). Based on comments from the public, additional work sessions may be warranted. The budget will be adopted by the Town Council no later than June 30 of a given year.

BUDGET DEVELOPMENT PROCESS

Roles and Responsibilities

It is the responsibility of the Director of Finance, in his/her role as the Town's budget officer, to prepare and present the Town's annual budget to the Town Manager and Finance Committee for approval. The Finance Committee reviews, and, if necessary, revises the proposed budget. The Finance Committee ensures that the proposed budget adequately addresses the priorities of the Town. The Finance Committee must approve the proposed budget and submit it for adoption by the Town Council. The Town Council has final responsibility for adopting the budget and for making the necessary appropriations.

Budget control and monitoring is maintained at the departmental level. On a monthly basis, the Finance Director will prepare summary reports that compare actual revenues and expenditures to budgeted amounts. These reports will be sent to the Town Council in order to keep them informed of the Town's operating performance. Additionally, these reports will be provided to the Town Manager and department heads to assist them in managing the day-to-day operations of the Town.

FY 2016 Budget Calendar

<u>DATE</u>	<u>ACTIVITY</u>	<u>DEPARTMENT</u>
Monday, December 1, 2014	Publish FY 2016 Budget Calendar	Public Information
Monday, December 15, 2014	FY 2016 Budget Kick-Off Meeting at 9:30 a.m. Distribute Budget Preparation Packet to all Department Heads	Finance Director/All Department Heads
Thursday, January 15, 2015	FY 2016 Budgets Submitted to Finance Director	All Department Heads
Friday, February 20, 2015	FY 2016 Budgets Presented to Town Manager by Finance Director	Town Manager/ Finance Director
Week of February 23	Town Manager & Director of Finance Meet with Department Heads - Discussion of FY 2016 Budget Submissions (as needed)	Town Manager/ Finance Director/ All Department Heads
Weeks of March 9 and 16	Individual Meetings with Council Members	Town Manager/ Finance Director

BUDGET DEVELOPMENT PROCESS

<u>DATE</u>	<u>ACTIVITY</u>	<u>DEPARTMENT</u>
Friday, March 20	Finish Draft Version of FY 2016 Proposed Budget Distribution of FY 2016 Draft Proposed Budget to Finance Committee	Finance Director/ Finance Committee
Week of March 23 and April 6	Finance Committee Budget Work Sessions	Finance Committee
Friday, April 10	Distribution of FY 2016 Proposed Budget to Town Council	Finance Director
Week of April 13	FY 2016 Budget Work Sessions with Town Council	Town Council
Tuesday, April 21 (before 4:00 p.m.)	Submit Legal Notice on FY 2016 Proposed Budget to Press for Publication	Finance Director
Saturday, April 25	Legal Notice Published	Public Information
Friday, May 1	Distribution of FY 2016 Proposed Budget to Town Council for Public Hearing	Finance Director
Tuesday, May 5	Public Hearing on FY 2016 Proposed Budget	Public/Town Council
Weeks of May 11 & 18	Budget Work Sessions – Discussion of Public Hearing Comments (as needed)	Town Council/ Finance Committee
Thursday, May 28	Finalize FY 2016 Budget	Finance Director
Friday, May 29	Distribution of FY 2016 Budget to Town Council for June meeting	Finance Director
Tuesday, June 2	Adoption of FY 2016 Budget and Appropriation of Funds at June meeting	Town Council

BUDGET DEVELOPMENT PROCESS

Budget Modification and Amendment

Because the budget is an estimate, situations inevitably arise when it will be necessary to amend the budget. Generally, an appropriation can be increased or created by:

- Transferring from the unexpended balance of another appropriation;
- Transferring from appropriation for contingencies; or
- Appropriating unreserved fund balance or unanticipated revenues

Funds may be transferred between similar accounts (i.e., one payroll account to another payroll account) within the same department with adequate justification and approval by the Department Head, Director of Finance, and Town Manager. Funds may be transferred from one department to another department within the same fund (i.e., General Fund and Public Utilities Fund) with adequate justification and approval by the Department Heads, Director of Finance, and Town Manager. A contingency line item may be included in the budget by the Town Council to provide funding for unexpected events. Expenditures may not be charged directly to the contingency appropriation. The Town Council must first modify the budget by transferring from the contingency appropriation to the appropriation account needing funding. Using the contingency appropriation does not increase the original budget but reallocates the funding. Transfer of contingency reserves requires the approval of the Town Council.

In certain instances, budget appropriations may be amended after original budget adoption. All budget amendments (i.e., appropriation of unreserved fund balance or unanticipated revenue) require Town Council approval. Specific legal authority for budget modification to increase the original budget is contained in the Code. Per Section 15.2-2507A of the Code, “any amendment that exceeds the lesser of 1% of the adopted budget or \$500,000 must follow the same notice, public hearing and approval procedures as the initial budget itself, except that it may be adopted at the same meeting as the public hearing.”

CONSOLIDATED FINANCIAL SCHEDULE

Consolidated Financial Schedule

Overview of Revenues

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	\$ Increase	% Increase
	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Adopted Budget	(Decrease)	(Decrease)
<u>GENERAL FUND REVENUES:</u>										
General Property Taxes	1,101,680	1,072,371	1,067,235	1,062,486	1,110,457	1,124,108	1,104,835	1,129,307	24,472	2.21%
Other Local Taxes	1,752,017	1,808,074	1,863,818	1,934,809	2,180,417	2,196,784	2,245,569	2,255,633	10,064	0.45%
Permits and Licenses	377,695	368,409	366,300	352,145	363,532	368,552	384,886	373,200	(11,686)	-3.04%
Fines and Forfeitures	48,639	40,930	38,766	44,209	34,551	101,910	42,789	37,000	(5,789)	-13.53%
Use of Money & Property	29,510	23,683	18,866	20,844	14,734	6,203	5,427	7,500	2,073	38.20%
Charges for Services	199,379	208,649	219,375	226,596	222,201	229,573	223,230	241,000	17,770	7.96%
Miscellaneous Revenue	76,638	15,724	53,236	62,254	23,012	34,220	49,000	13,250	(35,750)	-72.96%
Federal Revenues	848,994	860,195	862,786	904,392	813,057	1,045,007	986,688	961,691	(24,997)	-2.53%
State Revenues	1,012,804	81,640	21,596	86,894	7,803	10,604	14,369	9,100	(5,269)	-36.67%
Other Financing Sources	200,000	61,662	63,424	24,501	1,000,000	170,186	301,400	822,000	520,600	172.73%
Total General Fund	5,647,356	4,541,337	4,575,402	4,719,130	5,769,764	5,287,147	5,358,193	5,849,681	491,488	9.17%
<u>PUBLIC UTILITIES FUND REVENUES</u>										
Use of Money & Property	48,588	22,529	17,204	18,665	12,546	3,975	1,900	2,000	100	5.26%
Charges for Services	3,095,870	3,080,391	3,456,404	3,636,701	3,615,007	3,577,310	3,729,990	3,951,875	221,885	5.95%
Miscellaneous Revenues	8,251	0	48,414	24,495	6,973	32,711	9,537	10,000	463	4.85%
State Revenues	9,531,468	3,031,428	93,027	0	0	0	0	0	0	0.00%
Federal Revenues	9,528,280	3,097,444	484,985	0	0	0	0	0	0	0.00%
Other Financing Sources	988,965	333,739	0	110,000	387,676	0	45,000	25,000	(20,000)	-44.44%
Total Public Utilities Fund	23,201,422	9,565,531	4,100,034	3,789,861	4,022,202	3,613,996	3,786,427	3,988,875	202,448	5.35%
Total Revenues	28,848,778	14,106,868	8,675,436	8,508,991	9,791,966	8,901,143	9,144,620	9,838,556	693,936	7.59%

CONSOLIDATED FINANCIAL SCHEDULE

Overview of Expenditures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted Budget	\$ Increase (Decrease)
<u>GENERAL FUND EXPENDITURES:</u>									
Legislative Department	36,495	35,023	56,761	56,683	53,914	57,091	56,344	60,335	3,991
Executive Administration	120,220	124,971	266,541	273,308	293,845	314,920	311,628	311,378	(250)
General Administration	0	0	0	0	0	0	0	0	0
Financial Administration	343,792	358,644	387,744	352,172	463,354	466,135	426,694	449,079	22,385
Electoral Board	0	1,658	0	1,933	0	2,010	0	2,150	2,150
Public Safety	1,452,471	1,403,595	1,299,754	1,308,996	1,409,741	1,555,714	1,552,122	1,730,106	177,984
Public Works	1,318,209	1,375,118	1,338,803	1,375,285	1,312,920	1,630,323	1,555,018	1,616,794	61,776
Parks and Recreation	0	190,834	214,514	222,624	198,497	181,504	186,868	241,490	54,622
Planning and Community Devel	195,244	210,846	187,965	237,367	243,763	255,928	286,701	300,099	13,398
Contributions	53,000	29,000	53,000	103,000	279,000	264,000	203,000	226,500	23,500
Capital Outlay	1,273,538	218,784	145,713	145,421	162,104	1,590,497	384,241	702,000	317,759
Debt Service	126,761	128,480	53,214	51,742	64,855	121,262	134,494	135,000	506
Transfers, Reserves, and Other	201,039	843	575	110,320	399,286	719	45,435	74,750	29,315
Total General Fund	5,120,769	4,077,796	4,004,584	4,238,851	4,881,279	6,440,103	5,142,545	5,849,681	707,136
<u>PUBLIC UTILITIES FUND EXPENDITURES:</u>									
Water Treatment Plant	868,725	736,883	619,663	641,261	677,741	679,375	674,399	735,026	60,627
Water Transmission and Distrib	298,688	284,055	317,040	323,594	295,897	295,217	294,752	303,752	9,000
Wastewater Treatment Plant	809,599	1,049,673	947,490	1,026,881	957,533	1,035,641	1,002,721	1,009,345	6,624
Sanitary Sewer Maintenance	218,746	247,116	232,347	243,326	228,209	239,575	240,371	263,252	22,881
Capital Outlay	21,099,186	5,267,265	786,997	20,965	81,113	0	66,628	25,000	(41,628)
Debt Service	965,584	1,253,386	1,512,171	1,505,698	1,494,993	1,492,087	1,466,604	1,495,000	28,396
Transfers and Reserves	0	0	0	0	0	0	75,000	125,000	50,000
Service Charges	1,584	1,279	2,553	984	388	1,949	45,746	32,500	(13,246)
Total Public Utilities Fund	24,262,112	8,839,657	4,418,261	3,762,709	3,735,874	3,743,844	3,866,221	3,988,875	122,654
Total Expenditures	29,382,881	12,917,453	8,422,845	8,001,560	8,617,153	10,183,947	9,008,766	9,838,556	829,790

CONSOLIDATED FINANCIAL SCHEDULE

Debt Service Summary

Pursuant to the Town Charter and the Code of Virginia, the Town is authorized to issue general obligation bonds; however, State law limits the amount of outstanding Town debt to ten percent of the assessed value of the real estate subject to taxation. The Town CIP provides for a debt issue in the amount of \$500,000 during Fiscal Year 2016 to fund its downtown parking initiative. The computation of the Town's legal debt margin as of June 30, 2014 is as follows:

Assessed Value of Real Property, January 1, 2014:	\$553,348,600
Debt Limit: Ten Percent (10%) of Assessed Value:	\$55,334,860
General Obligation Bonds:	<u>\$20,562,833</u>
Legal Debt Margin:	\$34,772,027

Long Term Debt Service Schedule

<u>Year Ending</u> <u>June 30,</u>	<u>Governmental Activities</u> <u>Long-Term Obligations</u> <u>General Obligation Bonds</u>		<u>Year Ending</u> <u>June 30,</u>	<u>Business-Type Activities</u> <u>Long-Term Obligations</u> <u>General Obligation Bonds</u>	
	Principal	Interest		Principal	Interest
2016	108,477	25,854	2016	1,248,977	238,060
2017	111,174	23,159	2017	1,289,516	217,613
2018	113,948	20,385	2018	1,125,497	200,245
2019	116,806	17,527	2019	1,084,195	186,108
2020-2024	370,024	53,719	2020-2024	4,826,201	772,234
2025-2028	289,324	12,658	2025-2029	4,463,557	592,203
Total	\$ 1,109,754	\$ 153,302	2030-2034	3,716,713	402,926
			2035-2039	1,283,618	182,716
			2040-2043	419,621	35,392
			Total	\$ 19,457,896	\$ 2,827,498

CONSOLIDATED FINANCIAL SCHEDULE

Fiscal Year 2016 Debt Service Payments

Type of Obligation	Date Issued	Payoff Date	Amount of Issue	Rate	Total Principal Outstanding as of 6/30/15	Total Interest Outstanding as of 6/30/15	Principal Due in FY 2016	Interest Due in FY 2016
<i>General Fund:</i>								
General Obligation Bond (RD)	9/24/1991	9/24/2021	534,000	5.00%	96,082	14,044	15,493	4,451
General Obligation Bond (SunTrust)	5/1/2013	5/1/2028	1,000,000	2.26%	871,631	133,655	59,502	19,179
General Obligation Bond (BB&T)	8/19/2013	8/19/2018	170,183	1.62%	137,232	5,602	33,485	2,223
<i>Total General Fund:</i>					1,104,945	153,301	108,480	25,853
<i>Public Utilities Fund:</i>								
General Obligation Bond (RD)	9/24/1991	9/24/2021	534,000	5.00%	72,266	10,574	11,652	3,348
General Obligation Bond (RD)	5/1/2001	5/1/2041	2,286,000	3.49%	1,941,077	1,371,460	37,290	81,774
Refunded	6/28/2001	4/28/2021	855,000	Various	390,000	21,950	165,000	13,284
General Obligation Bond (SunTrust)	12/11/2002	12/11/2018	1,250,000	3.85%	342,582	24,145	93,210	11,554
General Obligation Water Bond (BB&T)	6/27/2006	6/27/2021	1,500,000	4.36%	716,721	113,257	107,081	31,249
General Obligation Revenue Bond (VRA)	9/27/2006	7/1/2028	4,561,156	0.00%	2,964,751	0	228,058	0
General Obligation Bond (VRA)	11/9/2007	1/1/2035	13,917,296	0.00%	10,855,491	0	556,692	0
General Obligation Bond (US Bank)	12/13/2007	4/1/2038	2,470,000	Various	170,000	10,198	50,000	5,562
General Obligation Bond (VRA)	11/19/2014	10/1/2037	2,005,000	Various	2,005,000	1,275,909	0	91,281
<i>Total Public Utilities Fund:</i>					19,457,888	2,827,493	1,248,983	238,052
<i>Total All Funds:</i>					20,562,833	2,980,794	1,357,463	263,905

Assessed value of all real estate within the Town subject to taxation by the Town (last assessment for taxes is dated as of January 1, 2014): 553,348,600

Percentage: 3.72%

CONSOLIDATED FINANCIAL SCHEDULE

Fund Balance

Fund balance measures the net financial resources available to finance expenditures of future periods. It is defined as the excess of the General Fund's assets and deferred inflows of resources over its liabilities and deferred outflows of resources. Information in the following chart has been taken from the Town's prior years' audited Comprehensive Annual Financial Reports (CAFRs). Negative differences between the General Fund revenues and expenditures represent planned uses of the unassigned fund balance for "pay-as-you-go" capital outlay expenditures as in FY 2014 when almost \$1.2 million from fund balance accumulated in fiscal years 2012 and 2013 was used for the development of the W.O. Riley Park. Likewise in the budget for FY 2016, a reduction in fund balance of \$322,000 is forecast in order to fund the "pay-as-you-go" portion of the CIP. This reduction in fund balance, as illustrated below, reflects the assumption that the use of prior year fund balance for fiscal year 2016 will be as budgeted; however, the actual use of prior year fund balance for the fiscal year will likely vary from this amount as actual revenues will differ from the estimates included in the budget.

General Fund Fund Balance Summary

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted
Beginning Fund Balance	2,503,446	2,983,724	3,872,209	2,719,253	2,934,901
Revenues	4,719,129	5,769,764	5,287,147	5,358,193	5,527,681
Expenditures	(4,238,851)	(4,881,279)	(6,440,103)	(5,142,545)	(5,849,681)
Revenues Less Expenditures	480,278	888,485	(1,152,956)	215,648	(322,000)
Ending Fund Balance	2,983,724	3,872,209	2,719,253	2,934,901	2,612,901
Percent Change in Fund Balance	19.18%	29.78%	-29.78%	7.93%	-10.97%

The Town is committed to maintaining an unassigned fund balance equal to at least 20 percent of General Fund expenditures. The Town has continued to attain this goal which, as of the fiscal year 2014 audited CAFR, had an unassigned fund balance equal to 35 percent of General Fund expenditures.

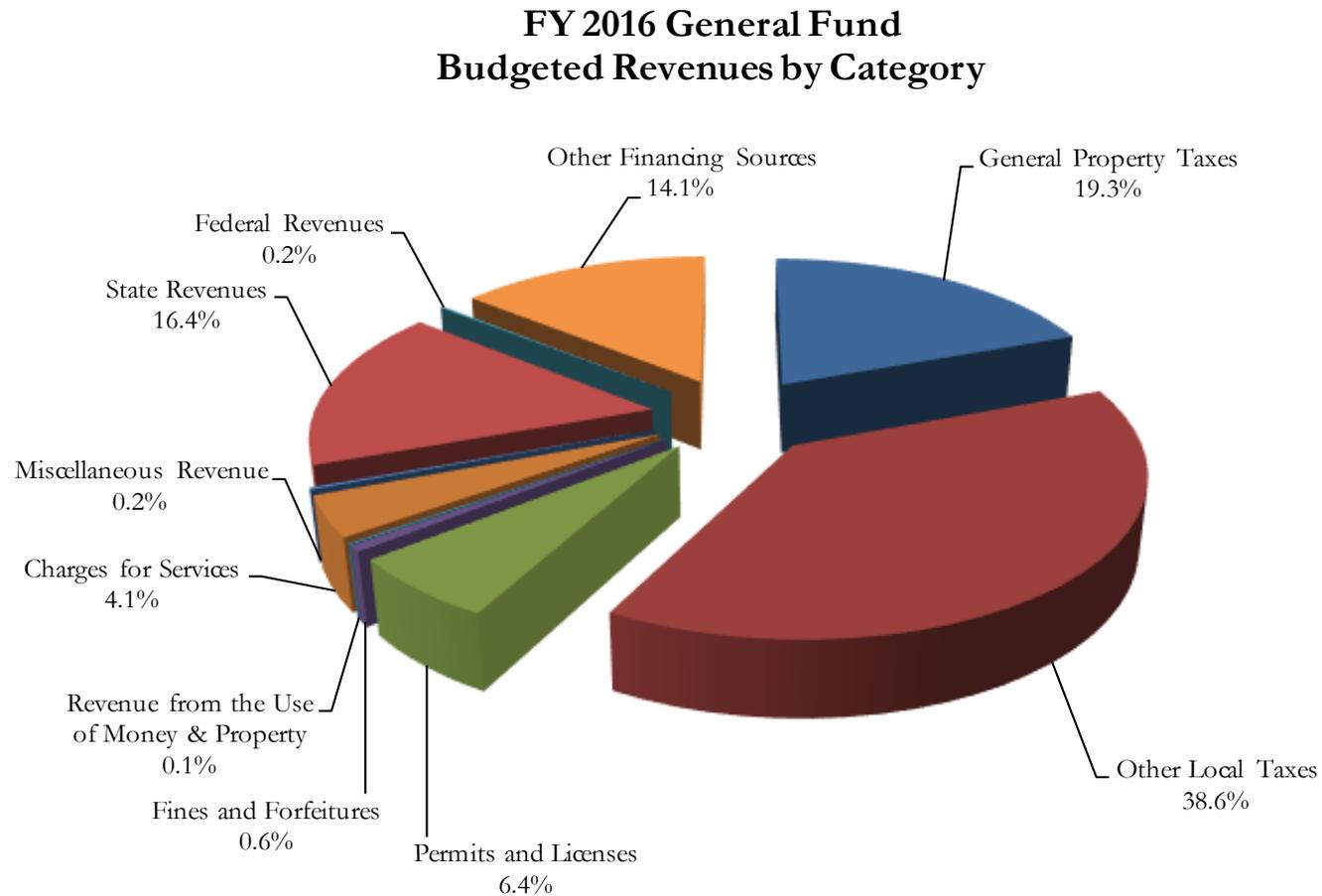
GENERAL FUND SUMMARIES

General Fund Revenues Summary

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>GENERAL FUND REVENUES:</u>							
General Property Taxes	1,062,486	1,110,457	1,124,108	1,104,835	1,129,307	24,472	2.21%
Other Local Taxes	1,934,809	2,180,417	2,196,784	2,245,569	2,255,633	10,064	0.45%
Permits and Licenses	352,145	363,532	368,552	384,886	373,200	(11,686)	-3.04%
Fines and Forfeitures	44,209	34,551	101,910	42,789	37,000	(5,789)	-13.53%
Revenue from the Use of Money & Property	20,844	14,734	6,203	5,427	7,500	2,073	38.20%
Charges for Services	226,596	222,201	229,573	223,230	241,000	17,770	7.96%
Miscellaneous Revenue	62,254	23,012	34,220	49,000	13,250	(35,750)	-72.96%
State Revenues	904,392	813,057	1,045,007	986,688	961,691	(24,997)	-2.53%
Federal Revenues	86,894	7,803	10,604	14,369	9,100	(5,269)	-36.67%
Other Financing Sources	24,501	1,000,000	170,186	301,400	822,000	520,600	172.73%
TOTAL GENERAL FUND REVENUES:	4,719,130	5,769,764	5,287,147	5,358,193	5,849,681	491,488	9.17%

GENERAL FUND SUMMARIES, CONTINUED

Chart – General Fund Budgeted Revenues by Category



GENERAL FUND SUMMARIES, CONTINUED**Descriptions of General Fund Revenues****A. General Property Taxes**

Real Estate Tax – Current: A tax imposed on the assessed valuation of real estate (includes mobile homes) appraised at 100 percent of its fair market value. Assessment information is provided by Shenandoah County. The tax year 2015 tax rate was adopted at \$0.15 per \$100 valuation. Taxes are billed semi-annually and are due by June 5 and December 5 each year. The Town provides real property tax relief for the elderly and disabled.

Real Estate Tax – Delinquent: Semi-annual real estate taxes that have not been paid by the June 5 and December 5 due dates.

Personal Property Tax – Current: A tax imposed on the assessed valuation of personal property appraised at 100 percent of the fair market value of cars, vans, motorcycles, and trailers. Assessment information is provided by Shenandoah County. The tax rate adopted for tax year 2015 is \$0.90 per \$100 valuation. Taxes are billed semi-annually and are due by June 5 and December 5 each year.

Beginning with tax year 2006, the Commonwealth of Virginia changed the calculation of the personal property tax credit from 70% of the tax to be paid for qualified vehicles to a fixed annual payment to local jurisdictions under the Personal Property Tax Relief Act. Accordingly, the Town of Woodstock receives a payment of approximately \$106,753 annually.

Personal Property Tax – Delinquent: Semi-annual personal property taxes that have not been paid by the June 5 and December 5 due dates.

Machinery & Tools Tax – Current: A tax imposed on the assessed valuation of business machinery and tools. Assessment information is provided by Shenandoah County. The tax year 2015 tax rate was adopted at \$0.90 per \$100 valuation. Taxes are billed semi-annually and are due by June 5 and December 5 each year.

Machinery & Tools Tax – Delinquent: Semi-annual machinery and tools taxes that have not been paid by the June 5 and December 5 due dates.

GENERAL FUND SUMMARIES, CONTINUED

Real Property Taxes – Public Service Corporations – Current: A tax imposed on the assessed valuation of real property of public service corporations, including electric power and distribution companies, gas and pipeline distribution companies, and telephone companies. Taxes are assessed by the State Corporation Commission and the Department of Taxation. The tax year 2015 tax rate was adopted at \$0.15 per \$100 valuation. Taxes are billed annually and are due by December 5 each year.

Real Property Taxes – Public Service Corporations – Delinquent: Annual real property taxes for public service corporations not paid by the December 5 due date.

Penalties – All Property Taxes: The penalty for delinquent taxes is 10 percent of the taxes due.

Interest – All Property Taxes: Interest at a rate of 1 percent of the taxes due accrues each month for which a tax is delinquent.

B. Other Local Taxes

County Sales Taxes: The Commonwealth returns one percent of the sales tax collected to the counties. Shenandoah County receives 50 percent of the one percent returned by the Commonwealth. The remaining 50 percent is distributed between the Town and County based on their relative school age populations. The Town receives sales tax monthly, but the tax is received on a two-month lag (i.e., sales taxes collected in October would not be received until December).

Consumer Utility Taxes: This tax is based on the purchase of utility services within the corporate limits of the Town.

- **Electrical Service** - The rate for residential electrical customers is \$1.00 plus \$0.007585 per kilowatt-hour delivered monthly not to exceed \$1.25 per month. The rate for commercial and industrial electrical customers is \$1.25 plus the rate of \$0.007520 per kilowatt-hour delivered monthly not to exceed \$5.00 per month for commercial and \$10.00 per month for industrial.
- **Natural Gas Service** - The rate for residential natural gas service is \$1.00 plus the rate of \$0.10 per hundred cubic feet (CCF) delivered monthly not to exceed \$1.25 per month. For commercial and industrial customers the rate is \$1.25 plus the rate of \$0.10 per CCF delivered monthly not to exceed \$5.00 per month for commercial and \$10.00 per month for industrial.

The consumer utility tax is collected monthly by the utility service and is due to the Town on or before the last calendar day of the month following the month being reported (i.e., October's utility tax is due by November 30).

GENERAL FUND SUMMARIES, CONTINUED

Telecommunications Taxes: Collected by the Commonwealth and remitted to the Town, this tax includes the taxes on telecommunications, utilities, cable TV, and right-of-way use. Telecommunications taxes are received on a two-month lag (i.e., telecommunications tax for October would not be received until December).

Franchise License Taxes: A tax on net bank capital of \$0.80 per \$100 on all banks located in the Town. Franchise license taxes are due by June 1 of each year. Taxes not paid by June 1 incur a penalty of 5 percent of the tax due.

Cigarette Taxes: A tax of \$0.25 per pack of twenty cigarettes or less. The tax is evidenced through the use of cigarette stamps that are affixed to each cigarette pack. Stamps can be purchased in bulk (i.e., a roll of 15,000) or individually and are purchased on an as needed basis.

Transient Occupancy Taxes: A tax of 5 percent on the total amount paid for transient lodging. The Town contributes 1 percent of the 5 percent tax received to Shenandoah County in support of its tourism program. Taxes are due by the 20th of each month (i.e., October transient occupancy taxes are due by November 20). Taxes not remitted by the 20th of the month incur a penalty of 10% and accrue interest of 1% for each month outstanding.

Meals Taxes: A tax of 5 percent of all gross receipts for prepared food served within the Town. Taxes are due by the 20th of each month (i.e., October meals taxes are due by November 20). Taxes not remitted by the 20th of the month incur a penalty of 10% and accrue interest of 1% for each month outstanding.

Vehicle License Taxes: Formerly referred to as a decal fee (as a decal was required to be displayed on the vehicle), this is a tax of \$25 for an automobile, truck or trailer, and \$15 for a motorcycle. Some exemptions apply (e.g., military veterans, fire and rescue personnel, etc.). Vehicle license taxes are billed with the personal property taxes and are due by June 5 of each year. Taxes not paid by June 5 incur a \$10.00 penalty.

Public Right-of-Way Fees: The Town charges a rights-of-way use fee for the use of publicly owned roads and property by certified telecommunication firms. This fee is in exchange for the use of the locality's lands for electric poles or electric conduits by providers of telecommunications services. The provider collects the use fee on a per access line basis by adding the fee to each end-user's monthly bill for local exchange telephone service. The fee is calculated each year by VDOT based on information about the number of access lines and feet of new installation that occur in the locality. Using this information, VDOT develops a formula to calculate the monthly fee per access line for localities. The provider remits the fee to the Town each quarter.

GENERAL FUND SUMMARIES, CONTINUED
C. Permits and Licenses

Business Professional, Occupational Licenses: This is a license tax imposed on local businesses. The tax may be a flat tax or based upon a percentage of gross receipts. Taxes are due by March 1 of each year. Taxes are as follows:

- For contractors and persons constructing for their own account for sale, \$0.10 per \$100.00 of gross receipts;
- For retailers, \$0.13 per \$100.00 of gross receipts;
- For financial, real estate and professional services, \$0.18 per \$100.00 of gross receipts;
- For repair, personal and business services and all other businesses and occupations not specifically listed or exempted in this chapter or otherwise by law, \$0.13 per \$100.00 of gross receipts;
- For wholesalers, \$0.05 per \$100.00 of purchases;
- For carnivals, circuses and speedways, \$50.00 for each performance held in this jurisdiction, not to exceed \$1,000.00 per year;
- For fortunetellers, clairvoyants and practitioners of palmistry, \$500.00 per year;
- For massage parlors, \$500.00 per year;
- For itinerant merchants or peddlers of nonperishable goods - \$250.00 per year plus \$5.00 per day, not to exceed \$500.00 per year; for itinerant merchants or peddlers of perishable goods - \$50.00 per year;
- For photographers, \$30.00 per year;
- For permanent coliseums, arenas or auditoriums having a maximum capacity in excess of 10,000 persons, open to the public, \$1,000.00 per year;
- For savings and loan associations and credit unions, \$50.00 per year; and
- For direct sellers as defined in the Code of Virginia, § 58.1-3719.1 with total annual sales in excess of \$4,000.00, \$0.13 per \$100.00 of total annual retail sales or \$0.05 cents per \$100.00 of total annual wholesale sales, whichever is applicable.

If a business engages in wholesaling or retailing beer and wine, the license tax is as follows:

- *Wholesale beer license.* For each wholesale beer license, \$75.00 per annum.
- *Wholesale wine distributor's license.* For each wholesale wine distributor's license, \$50.00 per annum.
- *Retail on-premises wine and beer license for hotel, etc.* For each retail on-premises wine and beer license for a hotel, restaurant or club, \$37.50 per annum.
- *Retail off-premises wine and beer license.* For each retail off-premises wine and beer license, \$37.50 per annum.

GENERAL FUND SUMMARIES, CONTINUED

- *Retail on-premises beer license for hotel, etc.* For each retail on-premises beer license for a hotel, restaurant or club, \$25.00 per annum.
- *Retail off-premises beer license.* For retail off-premises beer license, \$25.00 per annum.

Every person holding mixed beverage restaurant or caterer's licenses for establishments located within Town pays a license tax as follows:

- Persons operating restaurants, including restaurants located on premises of and operated by hotels or motels:
 - One hundred dollars per annum for each restaurant with a seating capacity at tables for 50 to 100 persons.
 - One hundred seventy-five dollars per annum for each restaurant with a seating capacity at tables for more than 100 but not more than 150 persons.
 - Two hundred fifty dollars per annum for each restaurant with a seating capacity at tables for more than 150 persons.
 - Two hundred fifty dollars per annum for each caterer.
 - Mixed beverage special events licenses, \$10.00 for each day of each event.
- A private, nonprofit club operating a restaurant located on the premises of such club, \$175.00 per annum.

Penalties – Business, Professional, Occupational Licenses: Annual business, professional, and occupational licenses not paid by the March 1 due date.

Development Permits and Fees: Permits are required for individuals and businesses to erect certain structures, perform certain functions or begin construction. The Planning Department is responsible for issuing and administering permits for the Town.

D. Fines and Forfeitures

Court Fines and Forfeitures: Court fines paid by offenders based upon tickets issued by the Town's Police Department. Fines are remitted to the Town by the County on a monthly basis and are on a one-month lag (i.e., October funds would not be received until November).

Parking Fines: Fines paid for violations of the parking ordinance. The Town charges a \$20.00 parking fine.

GENERAL FUND SUMMARIES, CONTINUED**E. Use of Money and Property**

Interest on Bank Deposits: Income resulting from the investment of the Town's cash assets.

Rental of Recreational Properties: Income resulting from the rental of the Town's park shelters at W.O. Riley Park. The Town charges \$20.00 for a half-day and \$40.00 for the entire day.

F. Charges for Services

Refuse Collection Fees: Charges to residential citizens for the weekly collection and disposal of solid waste and the bi-weekly collection and disposal of recyclables. The Town does not collect commercial refuse. The Town charges an \$8.00 fee per month, which is billed on the water and sewer bill. The bill is due on the 15th of each month.

Swimming Pool Fees: Charges for the use of the swimming pool at W.O. Riley Park.

- \$3.00 Preschool (Ages 1-5)
- \$4.00 School Age (Ages 6-18)
- \$5.00 Adult (Ages 19+)

Swimming Lessons: Charges for the instruction of swimming lessons. The Town charges a fee of \$40.00 (Town resident) or \$50.00 (non-resident) for each child taking swimming lessons.

Concessions: Income resulting from the concessions stand at the swimming pool.

G. Miscellaneous Revenue

Miscellaneous Receipts: Miscellaneous revenues received by the Town such as fees for non-sufficient funds (i.e., the Town charges \$35.00 fee for all returned checks). This account also includes any rebates or refunds the Town may receive.

Gifts and Donations: Monies received as a result of a gift or donation.

GENERAL FUND SUMMARIES, CONTINUED**H. State Revenues**

Revenues from the Commonwealth are classified as non-categorical aid and categorical aid. Non-categorical aid includes revenues which are raised by the state and shared with the local government. The use of such revenues is at the discretion of the local government. Categorical aid includes revenues received from and designated by the Commonwealth for a specific use by the local government. Such revenues are usually received on a reimbursable basis from the state.

Rolling Stock Taxes: The state of Virginia levies an annual *ad valorem* tax on the rolling stock of railroads and freight car companies. The Town receives the distribution on an annual basis.

Motor Vehicle Rental Tax: A tax of 1 percent on the gross proceeds from the rental of vehicles to be paid by the rental business. The Town receives the distribution on a quarterly basis.

Personal Property Tax Relief: Revenue received from the Commonwealth of Virginia for relief of personal property taxes. The Town receives the distribution annually.

Law Enforcement Assistance Grant: Reimbursement from the Commonwealth to localities with police departments to help defray the cost of providing public safety services. The distribution is based on the number of sworn officers and the most recent census of population.

Distribution of Fire Program Funds: Payment from the Commonwealth to localities with fire and rescue agencies to help defray the cost of providing fire and rescue services.

Street and Highway Maintenance: Quarterly payments from the Virginia Department of Transportation for maintaining primary and secondary roads and related infrastructure maintenance within the Town limits. The allocation is based on the number of primary and secondary road miles within the Town limits and the Commonwealth's approved allocation rate.

GENERAL FUND SUMMARIES, CONTINUED**I. Federal Revenues**

Revenues from the federal government are classified as non-categorical aid or categorical aid. Non-categorical aid includes revenue received from the federal government which is used at the discretion of the local government. Categorical aid includes revenues received from and designated by the federal government for a specific use by the local government.

Bulletproof Vest Partnership Grant: Grant funds received to help defray the costs of armored vests for the Town's sworn police officers. The federal government pays up to 50 percent of the total cost of each vest order; the Town matches the remaining 50 percent.

Justice Assistance Grant: Grant funds received to provide the Town with funds to provide additional personnel, equipment, supplies, contractual support, training, technical assistance, and information systems for criminal justice. The federal government provides 90 percent funding while the Town matches the remaining 10 percent.

State and Community Highway Safety Grant: Grant funds received to help support traffic safety enforcement by the Town's Police Department. The federal government provides 80 percent funding while the Town matches the remaining 20 percent.

Discussion of Revenue Estimation Methods for Major Revenue Sources

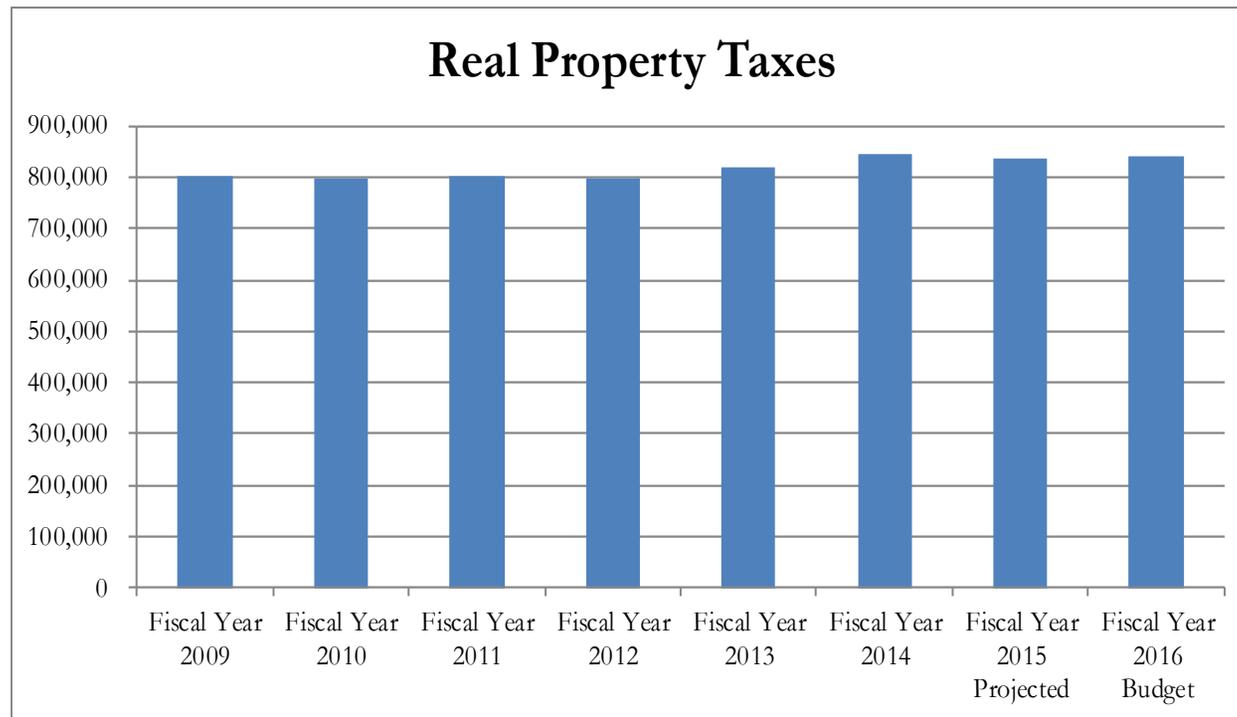
Basis of Revenue Projections

The Town prepares its revenue projections by reviewing the prior years' historical activity, the current year's activity, and the future factors that could impact the revenue streams. The following techniques are used to prepare the Town's revenue estimates and are utilized either singly or collectively:

- **Informed/Experienced Judgment:** Prepared in consultation with the Town's department heads and leadership team to identify trends and other conditions.
- **Pass-Through:** Estimates are received from the revenue source (e.g., Commonwealth of Virginia).
- **Mathematical/Statistical:** Revenues determined through use of standardized formulas, averages, trends, or other means of analysis. Trend analysis is based upon regression methods which take into account marginal revenue changes over the last several years. Generally, in order to address any concerns about the effects of exogenous economic variables, projections that result from trend analysis are subjectively modified to 90 or 95 percent of their value, depending on the line item.

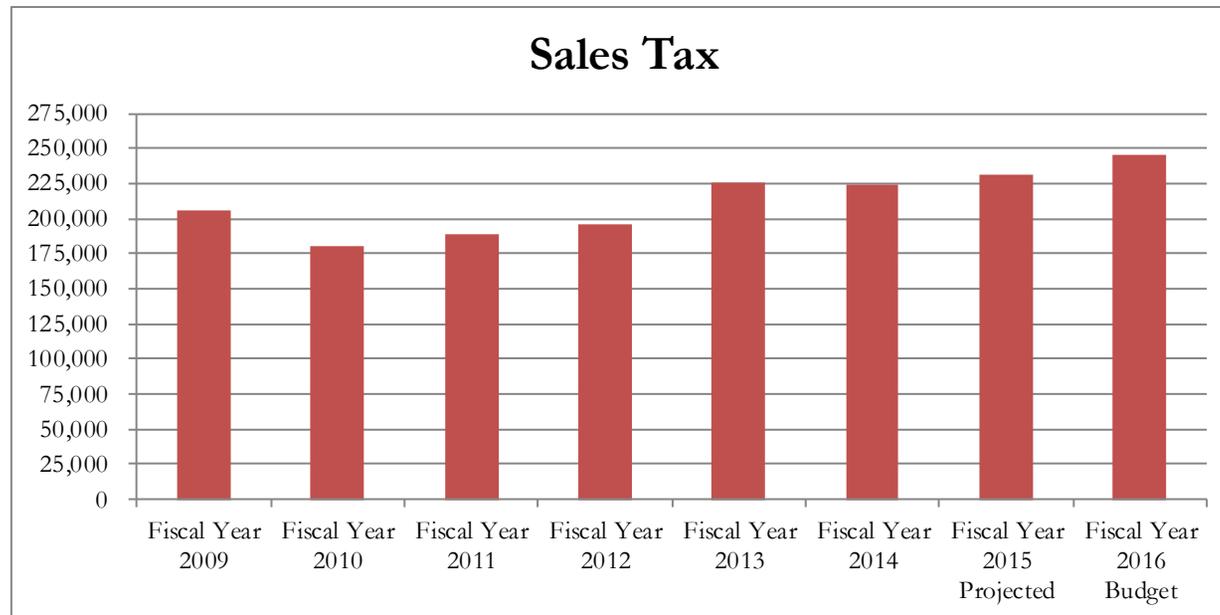
Real Property Taxes

Real property taxes are the second largest revenue source for the Town’s general fund. As is expected with a revenue source of this type, real property taxes have been relatively stable over the last several years. In order to determine the probable level of funding available from real property taxes, we used a mix of informed judgment and trend analysis. In FY 2013, there was a significant increase (2.8%) in the amount collected from real property taxes. This trend continued into FY 2014 and is projected to continue through FY 2016. A linear trend analysis of actual figures suggests that in FY 2015, the Town will receive approximately \$840,000 in total real property taxes. The budget for FY 2016 includes an estimated \$839,977 from this revenue source.



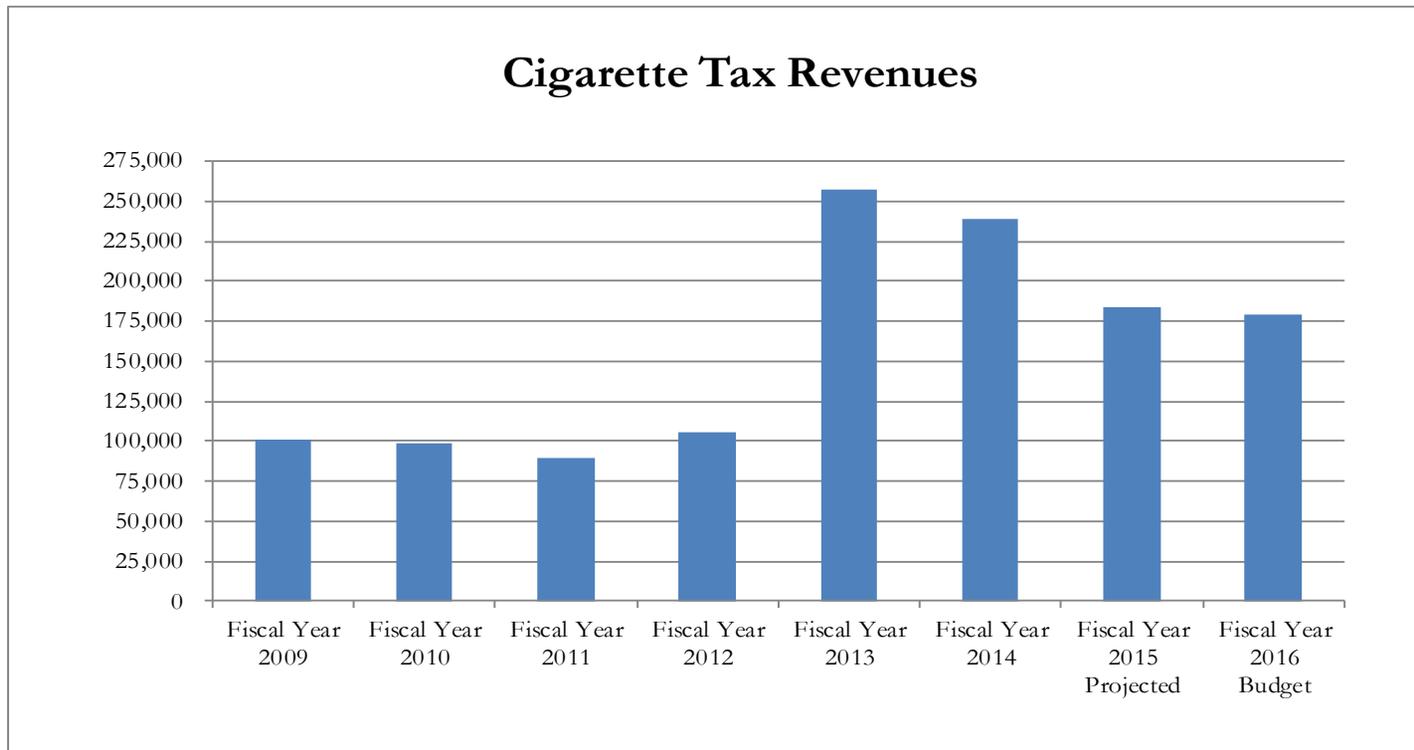
County Sales Taxes

Compared with the real property tax, sales tax revenues have experienced a more volatile trend in recent years and were more greatly affected by the recession. Fiscal Year 2010 was the leanest year with regard to the sales tax collections. This is to be expected with respect to the volatility of sales taxes during challenging economic times. However, by Fiscal Year 2012, revenues had rebounded to near pre-recession levels and exceeded those levels in FY 2013. A trend analysis for sales tax revenues is not appropriate, particularly in an uncertain economic environment. Trend analyses use statistical techniques that assume that all other variables that affect the economy are held constant. The endogenous growth assumed by trend analysis is an over-simplification at the present time. The current dynamics of the economy of both the Town of Woodstock, and the globe are too unpredictable to apply a statistical method such as trend analysis. For that reason, the current year (FY 2015) total collections for the year have been projected based on seven months history for the year to date compared to that same relation over the last five years. We then applied our knowledge of the economic environment, as well as openings and closings of businesses in the region, to forecast the expected revenues from this source for FY 2016.



Cigarette Taxes

The collection of cigarette taxes has declined steadily in recent years, probably the result of decreasing demand. Fiscal Year 2013 saw a significant increase (more than double) in the amount of cigarette tax revenues received for two reasons. First, there was an increase in the rate collected per pack by the Town. Second, the Town allowed merchants to purchase large bulk orders of stamps at the old price during that year, which drove the revenues up substantially. As a result, in subsequent years, while still increased from pre-2013 levels, revenues have declined steadily. We anticipate that the demand for cigarette tax stamps has now stabilized and estimate only a slight decline in FY 2016 revenues.



Transient Occupancy Taxes

The transient occupancy tax (aka Lodging tax) also continues to rebound after the recent recession showing a slow but steadily increasing progression. In order to predict revenue levels for the coming year, we used a linear trend analysis. The results of the trend analysis suggested that, in the coming fiscal year, revenue from the transient occupancy tax would be \$235,000. This calculation was confirmed by comparing the seven months current year to date actuals with the similar data for the prior five years. Much of the transient occupancy taxes that are collected are due to either a) construction workers who are working in the area, or b) tourists who are traveling through the area on Interstate 81.



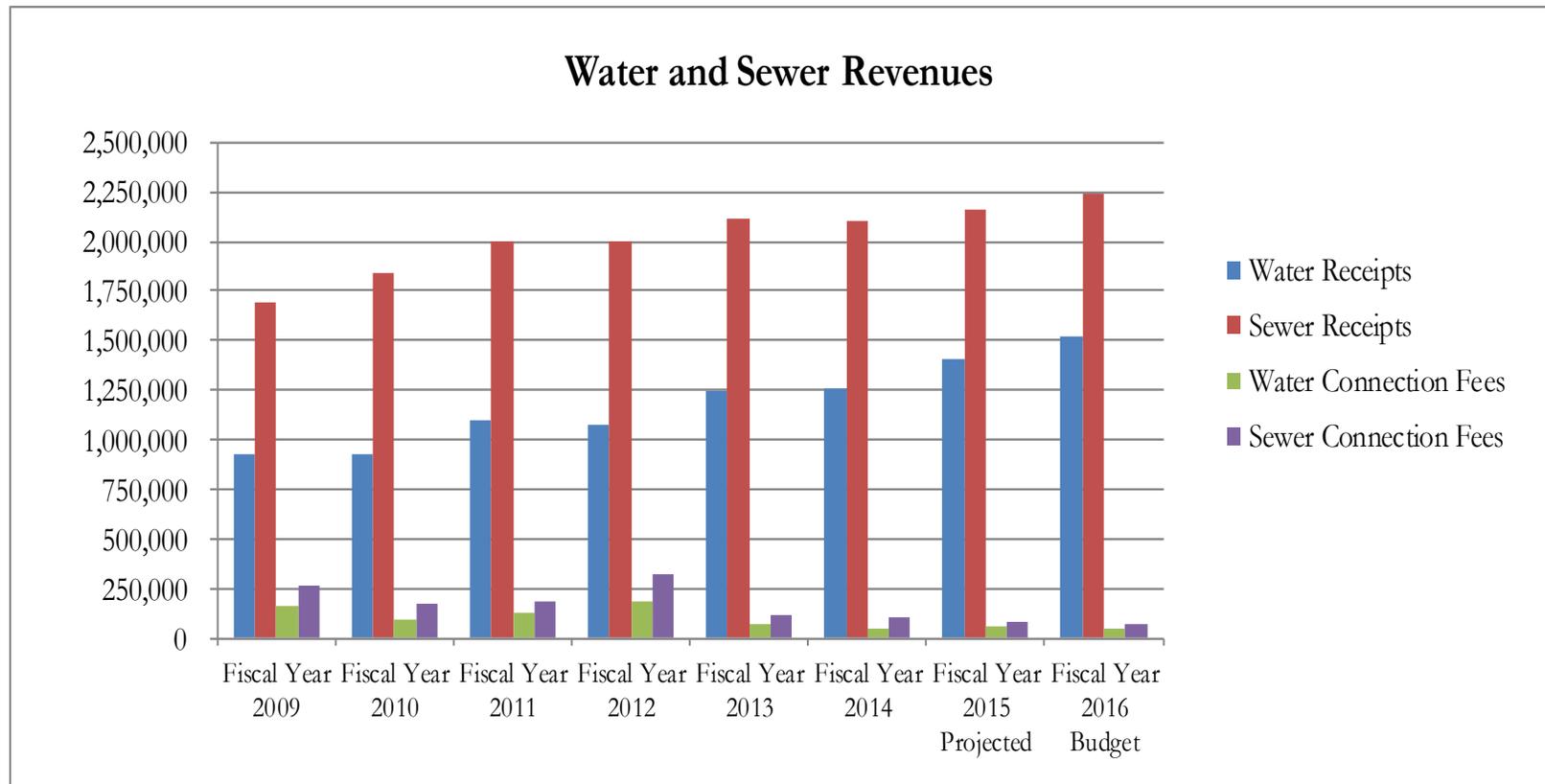
Meals Taxes

Meals taxes are the single largest General Fund source of revenue for the Town. We have experienced significant and continuous growth in the meals taxes in recent years, though this is also a tax that can potentially be highly volatile in lean economic times. Nonetheless, we have chosen to use the trend analysis nearly at face value, because there have been several new restaurants opening in recent months, and current information suggests that more will be opening in the near future. While a portion of that revenue will probably be disbursed among existing customers, additional restaurant choices will likely attract consumers from other places to choose to dine in Woodstock.



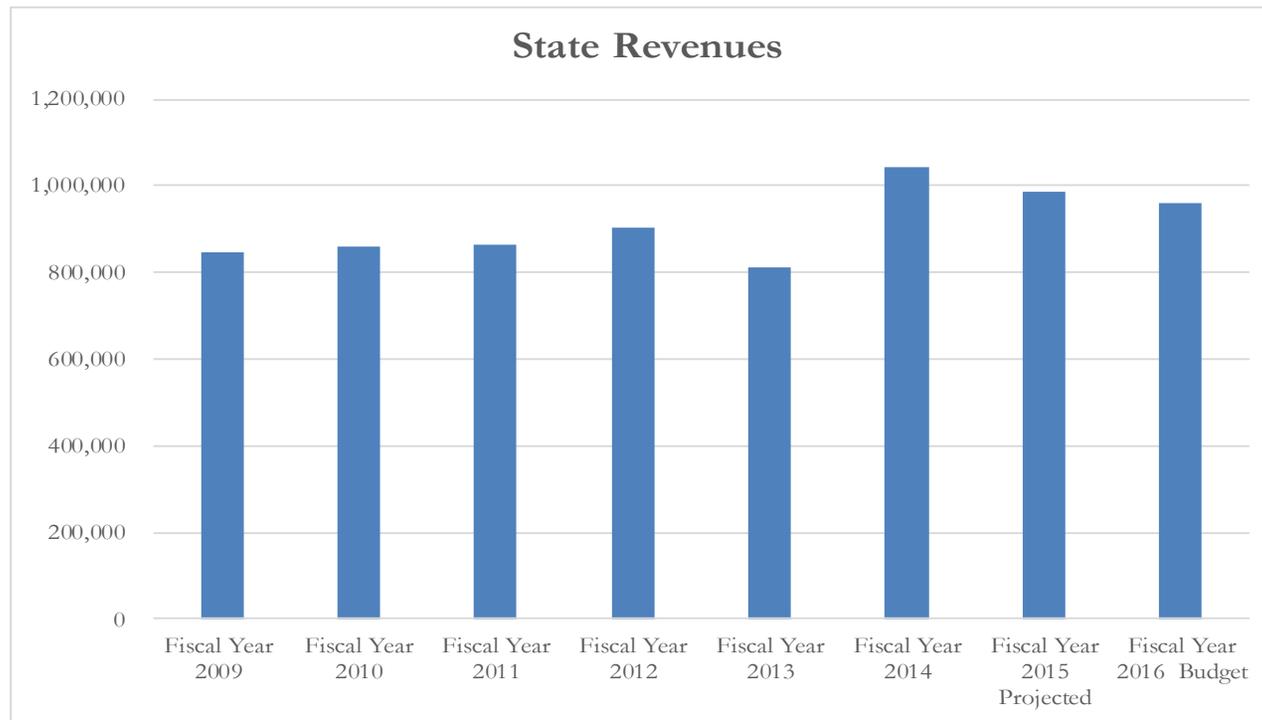
Water and Sewer Receipts and Connections Fees

Revenue from the sale of water and sewer service, and the sale of connections to the water distribution and sewer collection system, provide the majority of the funds used in the Public Utilities Fund. In the last several years, in order to maintain rates that were palatable to the public, the Town chose to fund the Public Utilities Fund with transfers from the General Fund. In Fiscal Year 2015, the Town Council chose to increase water and sewer rates in order to balance the fund. In Fiscal Year 2015, we used a consumption analysis to calculate the probable revenue from each of the service usage fees. This approach used historic consumption data from the Town’s accounting system to calculate the frequency of usage by customer. We were then able to calculate the rates necessary to balance the fund, based on the revenues from historic trends. This method incorporates the usage of historic revenue trends, as well as a contemporary analysis of the usages as it exists today. In order to fully fund the Public Utilities Fund in Fiscal Year 2016, it was again necessary to increase the water and sewer usage rates although not as dramatically as last year.



Intergovernmental Transfers from the Commonwealth of Virginia

Revenues provided by the Commonwealth of Virginia are for specific operational purposes as defined by state law. Each year, the Commonwealth indicates to the Town how much funding will be available for local purposes. The two primary purposes that are provided by the Commonwealth to the Town of Woodstock are Street Maintenance Funds and the Law Enforcement Assistance Grant. Street Maintenance Funds are provided to the Town based on the total lane miles of roads within the Town limits that meet state requirements. Law Enforcement Assistance funds are provided on the basis on population. We calculate our allocation using the funding rules provided by the Commonwealth. The decrease in FY 2013 resulted when a portion of the Street Maintenance funds was carried over to FY 2014 which also explains the spike in that year.



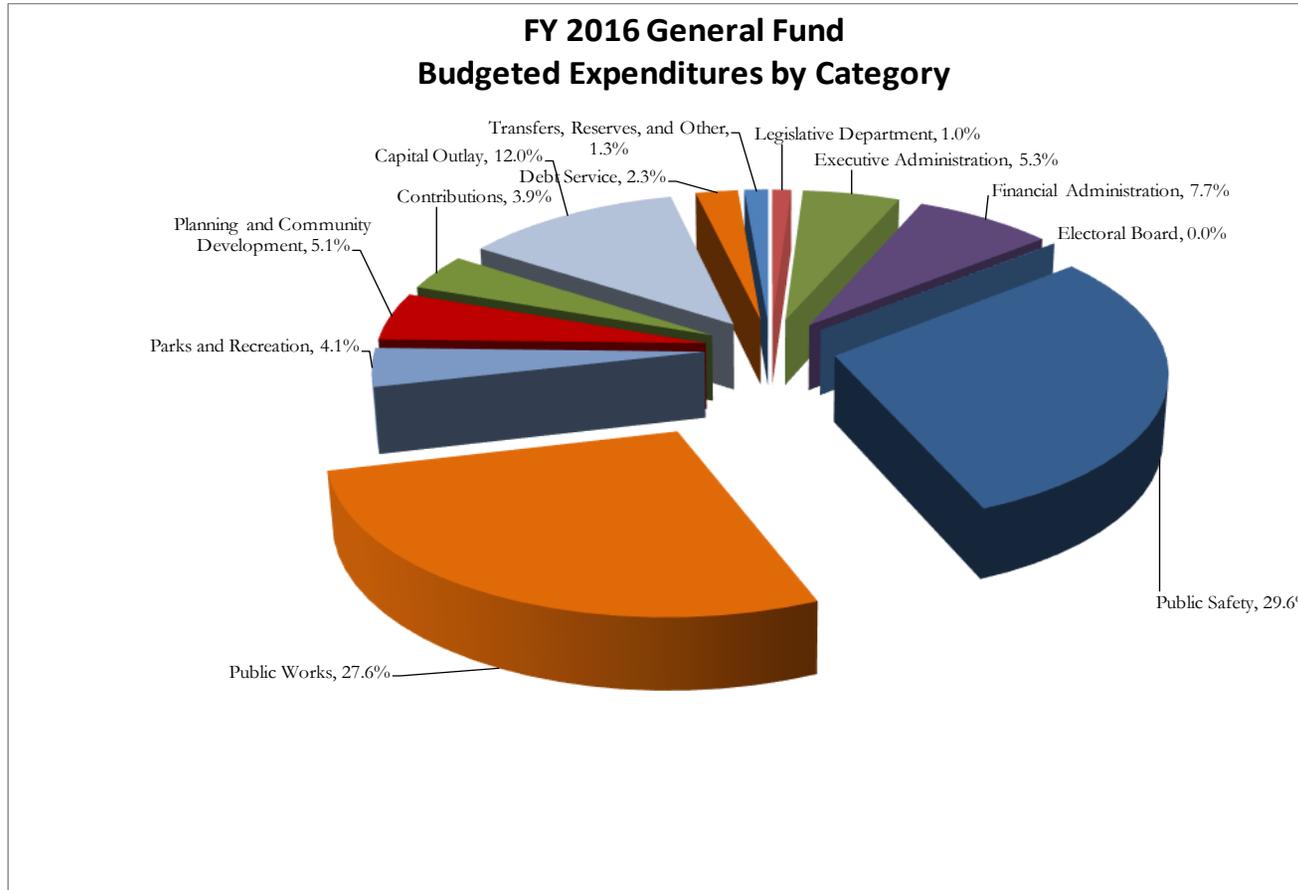
GENERAL FUND SUMMARIES, CONTINUED

General Fund Budgeted Expenditures by Department

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>GENERAL FUND EXPENDITURES:</u>							
Legislative Department	56,683	53,914	57,091	56,344	60,335	3,991	7.08%
Executive Administration	273,308	293,845	314,920	311,628	311,378	(250)	-0.08%
Financial Administration	352,172	463,354	466,135	426,694	449,079	22,385	5.25%
Electoral Board	1,933	0	2,010	0	2,150	2,150	0.00%
Public Safety	1,308,996	1,409,741	1,555,714	1,552,122	1,730,106	177,984	11.47%
Public Works	1,375,285	1,312,920	1,630,323	1,555,018	1,616,794	61,776	3.97%
Parks and Recreation	222,624	198,497	181,504	186,868	241,490	54,622	29.23%
Planning and Community Development	237,367	243,763	255,928	286,701	300,099	13,398	4.67%
Contributions	103,000	279,000	264,000	203,000	226,500	23,500	11.58%
Capital Outlay	145,421	162,104	1,590,497	384,241	702,000	317,759	82.70%
Debt Service	51,742	64,855	121,262	134,494	135,000	506	0.38%
Transfers, Reserves, and Other	110,320	399,286	719	45,435	74,750	29,315	64.52%
TOTAL GENERAL FUND EXPENDITURES:	4,238,851	4,881,279	6,440,103	5,142,545	5,849,681	707,136	13.75%

GENERAL FUND SUMMARIES, CONTINUED

Chart – General Fund Budgeted Expenditures by Department



General Fund Revenues

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>GENERAL FUND REVENUES:</u>								
<u>Local Revenues:</u>								
<u>General Property Taxes</u>								
10-3110-0001	Real Property Taxes - Current	748,885	781,143	788,838	800,615	800,000	(615)	-0.08%
10-3110-0002	Real Property Taxes - Delinquent	49,392	39,662	54,061	35,000	39,977	4,977	14.22%
10-3110-0003	Personal Property Taxes - Current	187,470	208,797	184,725	197,927	200,000	2,073	1.05%
10-3110-0004	Personal Property Taxes - Delinquent	36,328	29,579	53,884	30,000	41,912	11,912	39.71%
10-3110-0005	Machinery & Tools Taxes - Current	1,687	1,990	1,865	1,500	1,500	0	0.00%
10-3110-0006	Machinery & Tools Taxes - Delinquent	1,309	1,041	172	1,000	500	(500)	-50.00%
10-3110-0007	Real Property Taxes Public Service Corp - Current	20,167	20,495	14,654	22,287	23,000	713	3.20%
10-3110-0008	Real Property Taxes Public Service Corp - Delinquent	2	0	296	0	0	0	0.00%
10-3110-0009	Personal Property Taxes Public Service Corp - Current	272	250	0	300	0	(300)	-100.00%
10-3110-0011	Penalties - All Property Taxes	11,274	20,439	14,832	10,000	12,418	2,418	24.18%
10-3110-0012	Interest - All Property Taxes	5,700	7,061	10,781	6,206	10,000	3,794	61.13%
		1,062,486	1,110,457	1,124,108	1,104,835	1,129,307	24,472	2.21%
<u>Other Local Taxes</u>								
10-3120-0020	County Sales Taxes	196,487	225,920	224,692	231,435	245,000	13,565	5.86%
10-3120-0021	Consumer Utility Taxes	87,174	89,017	89,167	87,614	90,000	2,386	2.72%
10-3120-0022	Telecommunications Tax	95,963	96,217	94,581	91,724	95,000	3,276	3.57%
10-3120-0023	Franchise License Taxes	158,354	151,641	199,737	190,000	185,000	(5,000)	-2.63%
10-3120-0024	Cigarette Taxes	105,627	257,618	239,386	183,594	178,633	(4,961)	-2.70%
10-3120-0025	Transient Occupancy Taxes	185,699	202,993	210,788	225,629	235,000	9,371	4.15%
10-3120-0026	Meals Taxes	981,733	1,010,919	1,005,123	1,079,327	1,085,000	5,673	0.53%
10-3120-0027	Vehicle License Taxes	89,108	101,888	92,464	112,155	100,000	(12,155)	-10.84%
10-3120-0028	Public Right-of-Way Fees	27,274	29,265	30,183	33,279	32,000	(1,279)	-3.84%
10-3120-0031	Penalties - All Other Local Taxes	7,390	14,897	10,652	10,800	9,990	(810)	-7.50%
10-3120-0032	Interest - All Other Local Taxes	0	42	11	12	10	(2)	-16.67%
		1,934,809	2,180,417	2,196,784	2,245,569	2,255,633	10,064	0.45%

GENERAL FUND REVENUES, CONTINUED

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>Permits/Licenses</u>								
10-3130-0040	Business, Professional, Occupational Licenses	337,505	350,986	356,697	371,762	360,000	(11,762)	-3.16%
10-3130-0041	Penalties - Business, Professional, Occupational Licenses	1,150	906	1,284	1,000	1,200	200	20.00%
10-3130-0042	Development Permits and Fees	13,490	11,640	10,571	12,124	12,000	(124)	-1.02%
		352,145	363,532	368,552	384,886	373,200	(11,686)	-3.04%
<u>Fines/Forfeitures</u>								
10-3140-0060	Court Fines and Forfeitures	43,179	33,736	100,880	42,288	36,000	(6,288)	-14.87%
10-3140-0061	Parking Fines	1,030	815	1,030	501	1,000	499	99.60%
		44,209	34,551	101,910	42,789	37,000	(5,789)	-13.53%
<u>Revenue from the Use of</u>								
<u>Money & Property</u>								
10-3150-0080	Interest on Bank Deposits	18,524	12,454	3,933	2,383	5,000	2,617	109.82%
10-3150-0084	Rental of Recreational Properties	2,320	2,280	2,270	3,044	2,500	(544)	-17.87%
		20,844	14,734	6,203	5,427	7,500	2,073	38.20%
<u>Charges for Services</u>								
10-3160-0090	Refuse Collection Fees	169,697	171,531	171,920	170,859	172,000	1,141	0.67%
10-3160-0095	Public Works Trade Show fees	0	0	0	0	12,000	12,000	0.00%
10-3160-0110	Swimming Pool Fees	52,610	43,592	50,954	45,754	50,000	4,246	9.28%
10-3160-0111	Swimming Lessons	3,600	6,620	6,310	6,217	6,500	283	4.55%
10-3160-0112	Concessions	689	458	389	400	500	100	25.00%
		226,596	222,201	229,573	223,230	241,000	17,770	7.96%
<u>Miscellaneous Revenue</u>								
10-3170-0120	Miscellaneous Receipts	57,054	20,283	32,005	40,000	10,000	(30,000)	-75.00%
10-3170-0121	Gifts and Donations	5,200	2,429	2,575	8,000	3,000	(5,000)	-62.50%
10-3170-0122	Commemorative Tree Program	0	300	(360)	1,000	250	(750)	-75.00%
		62,254	23,012	34,220	49,000	13,250	(35,750)	-72.96%

GENERAL FUND REVENUES, CONTINUED

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<i>State Revenues</i>								
<i>Non-categorical Aid:</i>								
10-3210-0201	Rolling Stock Tax	4,462	4,828	5,137	4,836	5,200	364	7.53%
10-3210-0202	Motor Vehicle Rental Tax	470	627	406	405	500	95	23.46%
10-3210-0203	Personal Property Tax Reimbursement	106,753	106,753	106,753	106,753	106,753	0	0.00%
		111,685	112,208	112,296	111,994	112,453	459	0.41%
<i>Categorical Aid:</i>								
10-3220-0300	Law Enforcement Assistance Grant	98,888	98,888	98,888	98,888	98,888	0	0.00%
10-3220-0305	Asset Forfeiture Funds	0	0	0	38,835	4,100	(34,735)	-89.44%
10-3220-0310	Distribution of Fire Program Funds	14,646	14,537	15,308	13,777	15,500	1,723	12.51%
10-3220-0315	Street and Highway Maintenance	667,173	578,174	801,670	719,170	725,000	5,830	0.81%
10-3220-0316	Local Government Challenge Grant	0	750	750	0	750	750	0.00%
10-3220-0320	Community Facilities Grant	0	0	0	0	0	0	0.00%
10-3220-0321	VHDA MUMI Planning Grant	0	0	0	0	0	0	0.00%
10-3220-0322	Dam Safety, Flood Prevention & Protection Grant	12,000	8,500	0	0	0	0	0.00%
10-3220-0324	Urban Tree Canopy Program	0	0	4,963	0	5,000	5,000	0.00%
10-3220-0325	Va State Police ICAC	0	0	11,132	4,024	0	(4,024)	-100.00%
		792,707	700,849	932,711	874,694	849,238	(25,456)	-2.91%
<i>Federal Revenues</i>								
<i>Categorical Aid:</i>								
10-3320-0500	Bulletproof Vest Partnership Grant Program	695	0	1,033	1,500	1,500	0	0.00%
10-3320-0501	Justice Assistance Grant Program	3,342	2,268	1,535	3,000	2,600	(400)	-13.33%
10-3320-0503	State and Community Highway Safety Grant Program	8,688	5,535	6,561	5,000	5,000	0	0.00%
10-3320-0530	Transportation Enhancement Program	0	0	0	0	0	0	0.00%
10-3320-0531	USDA Cooperative Forestry Assistance Grant	35,686	0	0	4,869	0	(4,869)	-100.00%
10-3320-0532	US Secret Service Task Force	0	0	1,475	0	0	0	0.00%
10-3320-0550	FEMA Public Assistance Grant	38,483	0	0	0	0	0	0.00%
		86,894	7,803	10,604	14,369	9,100	(5,269)	-36.67%
<i>Other Financing Sources:</i>								
<i>Non-Revenue Receipts:</i>								
10-3410-0600	Transfers from General Fund	0	0	0	6,400	0	(6,400)	-100.00%
10-3410-0603	Sale of Land, Vehicles, Equipment, and Buildings	24,501	0	0	0	0	0	0.00%
10-3410-0604	Proceeds from Indebtedness	0	1,000,000	170,186	0	500,000	500,000	0.00%
10-3410-0605	Transfers from Unreserved Fund Balance	0	0	0	295,000	322,000	27,000	9.15%
		24,501	1,000,000	170,186	301,400	822,000	520,600	172.73%
TOTAL GENERAL FUND REVENUES:		4,719,130	5,769,764	5,287,147	5,358,193	5,849,681	491,488	9.17%

LEGISLATIVE DEPARTMENT

Town Council Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>LEGISLATIVE DEPARTMENT:</u>								
<u>TOWN COUNCIL:</u>								
<i>Salaries & Benefits:</i>								
10-4110-1100	Salaries & Wages – Regular	40,300	40,500	40,700	40,700	40,500	(200)	-0.49%
<i>Employee Benefits:</i>								
10-4110-2100	FICA/Medicare - Employer	3,083	3,098	3,114	3,114	3,100	(14)	-0.45%
10-4110-2500	Unemployment Insurance	326	683	215	220	60	(160)	-72.73%
<i>Contractual Services:</i>								
10-4110-3300	Printing	0	0	0	204	0	(204)	-100.00%
10-4110-3400	Advertising	0	646	388	570	750	180	31.58%
10-4110-3800	Other Contractual Services	6,862	4,758	7,074	3,857	7,100	3,243	84.08%
<i>Other Charges:</i>								
10-4110-4210	Postal Services	0	0	0	0	0	0	0.00%
10-4110-4510	Mileage	0	0	0	0	0	0	0.00%
10-4110-4520	Convention, Training, & Education	0	0	125	2,584	2,750	166	6.42%
<i>Materials and Supplies:</i>								
10-4110-5100	Materials and Supplies	14	211	150	269	300	31	11.52%
10-4110-5200	Office Supplies & Equipment	201	182	0	0	0	0	0.00%
10-4110-5300	Food Supplies & Food Services	2,557	1,449	2,120	1,125	2,500	1,375	122.22%
TOTAL TOWN COUNCIL EXPENDITURES:		53,343	51,527	53,886	52,643	57,060	4,417	8.39%

LEGISLATIVE DEPARTMENT, CONTINUED

Town Clerk Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
TOWN CLERK:								
<i>Salaries & Benefits:</i>								
10-4111-1100	Salaries & Wages – Regular	2,863	2,100	3,000	3,450	3,000	(450)	-13.04%
<i>Employee Benefits:</i>								
10-4111-2100	FICA/Medicare - Employer	199	145	205	251	230	(21)	-8.37%
<i>Materials and Supplies:</i>								
10-4111-5200	Office Supplies & Equipment	278	142	0	0	45	45	0.00%
TOTAL TOWN CLERK EXPENDITURES:		3,340	2,387	3,205	3,701	3,275	(426)	-11.51%
TOTAL LEGISLATIVE EXPENDITURES:		56,683	53,914	57,091	56,344	60,335	3,991	7.08%

Town Clerk Performance Measures

Measure	FY 2014 Actual	FY 2015 Projection	FY 2016 Goal
Provide information management for Town Council support			
Provide Town Council agenda packets by Thursday before the Tuesday meeting	100%	100%	100%
Provide Committees agenda packets four work days prior to meeting	100%	100%	100%
Provide Council with minutes prior to next meeting	100%	100%	100%
Percentage of minutes documents completed without errors	95%	96%	100
Average time to post approved minutes to Town website	96 hours	94 hours	72 hours

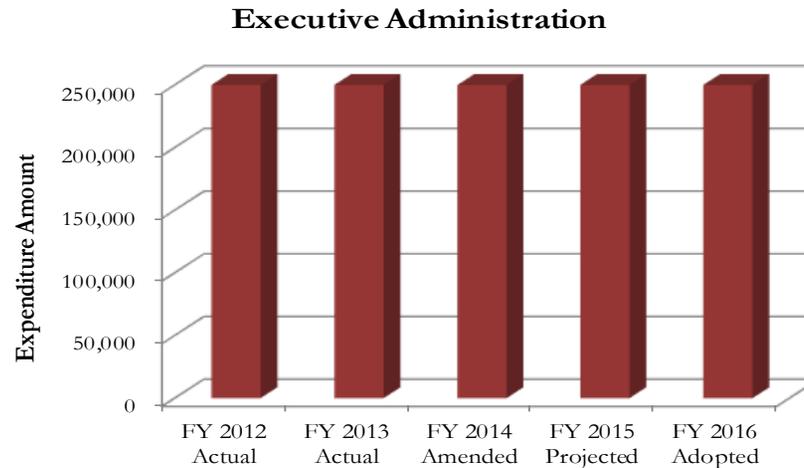
EXECUTIVE ADMINISTRATION

The Executive Administration consists of expenditures for the following:

Town Manager: Appointed by the Town Council, the Town Manager is the chief executive officer of the Town and is responsible for overseeing all Town functions.

Assistant Town Manager: The Assistant Town Manager, who also serves as the Town Clerk and directly supervises the Planning and Zoning functions, supports the Town Manager in the administration of Town functions.

Town Attorney: The Town Attorney provides legal counsel and advice for the Town Council, Town Manager, and Town staff.



EXECUTIVE ADMINISTRATION
Town Manager Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
EXECUTIVE ADMINISTRATION:								
<u>TOWN MANAGER:</u>								
<i>Salaries & Benefits:</i>								
10-4120-1100	Salaries & Wages – Regular	91,149	104,069	92,525	93,405	94,906	1,501	1.61%
<i>Employee Benefits:</i>								
10-4120-2100	FICA/Medicare - Employer	7,194	8,311	9,243	7,159	7,324	165	2.30%
10-4120-2210	Virginia Retirement System	16,070	16,647	16,277	15,841	17,140	1,299	8.20%
10-4120-2220	ICMA – Employer Contribution	840	840	0	0	840	840	0.00%
10-4120-2300	Hospital/Medical Plans	11,184	12,216	7,150	8,100	8,400	300	3.70%
10-4120-2400	Group Life Insurance	234	1,147	1,122	1,051	1,130	79	7.52%
10-4120-2500	Unemployment Insurance	70	114	48	46	128	82	178.26%
10-4120-2600	Workers' Compensation	0	0	0	0	0	0	0.00%
10-4120-2720	Allowance - Educational Assistance	0	0	3,000	0	0	0	0.00%
10-4120-2800	Employee Appreciation	300	300	300	300	300	0	0.00%
10-4120-2900	Accrued Annual and Sick Leave	0	0	28,169	0	0	0	0.00%
<i>Contractual Services:</i>								
10-4120-3120	Consulting Services	0	0	0	0	0	0	0.00%
10-4120-3300	Printing	0	0	58	0	150	150	0.00%
<i>Other Charges:</i>								
10-4120-4210	Postal Services	0	0	8	0	0	0	0.00%
10-4120-4220	Telecommunications	757	1,154	1,595	1,285	1,600	315	24.51%
10-4120-4520	Convention, Training, & Education	1,982	811	1,358	2,746	4,000	1,254	45.67%
10-4120-4610	Association and Membership Dues	1,738	1,543	743	806	2,000	1,194	148.14%
10-4120-4620	Books/Subscriptions/Educational	0	91	0	0	500	500	0.00%
<i>Materials and Supplies:</i>								
10-4120-5100	Materials and Supplies	355	376	744	977	500	(477)	-48.82%
10-4120-5200	Office Supplies & Equipment	0	0	333	209	500	291	139.23%
10-4120-5300	Food Supplies & Food Services	367	617	489	428	750	322	75.23%
TOTAL TOWN MANAGER EXPENDITURES:		132,240	148,236	163,162	132,353	140,168	7,815	5.90%

Town Manager Performance Measures

Measure	FY 2014 Actual	FY 2015 Projection	FY 2016 Goal
Provide information and support to Town Council			
Percentage of weekly Council-Manager memo submitted by noon each Friday	100%	100%	100%
Number of committee/council agenda items returned to staff for incomplete information	0	0	0
Administer Town Policy			
Percentage of Strategic Plan items completed during planned fiscal year	90%	92%	95%
Percentage of Town Department performance measurements met	n/a	65%	75%

EXECUTIVE ADMINISTRATION, CONTINUED

Assistant Town Manager Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>ASSISTANT TOWN MANAGER :</u>								
<i>Salaries & Benefits:</i>								
10-4121-1100	Salaries & Wages – Regular	59,978	64,927	66,225	75,347	73,224	(2,123)	-2.82%
<i>Employee Benefits:</i>								
10-4121-2100	FICA/Medicare - Employer	4,414	4,787	4,862	5,569	5,634	65	1.17%
10-4121-2210	Virginia Retirement System	10,574	11,240	11,438	21,561	13,224	(8,337)	-38.67%
10-4121-2220	ICMA – Employer Contribution	210	210	210	359	420	61	16.99%
10-4121-2300	Hospital/Medical Plans	8,548	9,405	11,115	15,594	15,540	(54)	-0.35%
10-4121-2400	Group Life Insurance	167	746	788	1,420	871	(549)	-38.66%
10-4121-2500	Unemployment Insurance	70	58	46	46	228	182	395.65%
10-4121-2600	Workers' Compensation	0	0	0	0	0	0	0.00%
10-4121-2720	Educational Assistance	2,418	0					
10-4121-2800	Employee Appreciation	250	250	250	750	250	(500)	-66.67%
<i>Contractual Services:</i>								
10-4121-3300	Printing	126	23	109	26	400	374	1438.46%
<i>Other Charges:</i>								
10-4121-4210	Postal Services	30	52	70	52	350	298	573.08%
10-4121-4510	Mileage	30	175	510	326	650	324	99.39%
10-4121-4520	Convention, Training, & Education	1,026	1,400	2,203	2,022	2,250	228	11.28%
10-4121-4610	Association and Membership Dues	368	368	344	549	600	51	9.29%
10-4121-4620	Books/Subscriptions/Educational	0	0	26	0	200	200	0.00%
10-4121-4630	Training - Sponsored by Locality		25	0		1,000		
<i>Materials and Supplies:</i>								
10-4121-5200	Office Supplies & Equipment	204	606	1,686	1,445	1,050	(395)	-27.34%
10-4121-5300	Food Supplies & Food Services	53	272	445	774	400	(374)	-48.32%
10-4121-5700	Uniforms and Wearing Apparel	0	0	97	0	100	100	0.00%
TOTAL ASSISTANT TOWN MANAGER EXPENDITURES:		88,466	94,544	100,424	125,840	116,391	(9,449)	-7.51%

Assistant Town Manager Performance Measures

Measure	FY 2014 Actual	FY 2015 Projection	FY 2016 Goal
Maintain Capital Improvement Plan			
Percentage of CIP items on time	n/a	100%	100%
Percentage of CIP items on budget	n/a	100%	100%
Oversee Assigned Departments			
Percentage of Strategic Plan items completed on time for assigned departments	90%	100%	100%
Percentage of assigned departments performance measurements met	85%	90%	95%

EXECUTIVE ADMINISTRATION, CONTINUED

Town Attorney Expenditures

<u>Account Number</u>	<u>Account Name</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Actual</u>	<u>FY 2015 Projected</u>	<u>FY 2016 Adopted</u>	<u>\$ Increase (Decrease)</u>	<u>% Increase (Decrease)</u>
<u>TOWN ATTORNEY:</u>								
<i>Salaries & Benefits:</i>								
10-4130-1100	Salaries & Wages - Regular	41,278	46,278	46,834	48,265	49,833	1,568	3.25%
<i>Employee Benefits:</i>								
10-4130-2100	FICA/Medicare - Employer	3,166	3,540	3,583	3,692	3,812	120	3.25%
10-4130-2500	Unemployment Insurance	0	59	46	46	67	21	45.65%
10-4130-2600	Workers' Compensation	0	18	57	52	57	5	9.62%
<i>Contractual Services:</i>								
10-4130-3140	Legal Services	7,888	870	480	1,080	500	(580)	-53.70%
<i>Other Charges:</i>								
10-4130-4520	Convention, Training, & Education	0	0	34	0	50	50	0.00%
10-4130-4610	Association and Membership Dues	270	300	300	300	500	200	66.67%
TOTAL TOWN ATTORNEY EXPENDITURES:		52,602	51,065	51,334	53,435	54,819	1,384	2.59%
TOTAL EXECUTIVE ADMINISTRATION:		273,308	293,845	314,920	311,628	311,378	(250)	-0.08%

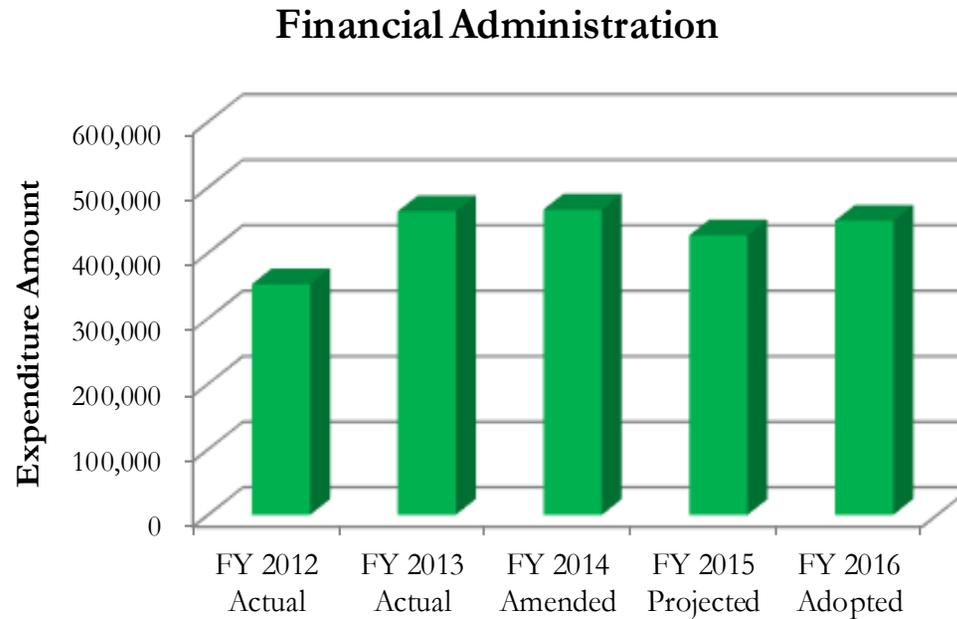
Risk Manager Performance Measures

Measure	FY 2014 Actual	FY 2015 Projection	FY 2016 Goal
Manage Claims			
Number of property and liability claims	2	3	<5
Dollar amount of property claims	\$3410	4425	<\$5000
Number of workers compensation claims	9	9	<8
Dollar amount of workers compensation claims	\$3372	3537	<5000
Average time to submit citizen claims to insurance company	24	22	12
Average time to process workers compensation claims to insurance company	24	22	12
Annual Percentage Loss, Property and Liability	6.13%	6.82	<7%
Annual Percentage Loss, Workers Compensation	3.37%	4.25	<7%
Provide Training and Risk Management Consulting to Departments			
Number of training programs held	1	3	4
Average number of programs per department	0	1	1
Number of Risk Management Committee held	0	2	4
Percentage of Risk Management Committee recommendations implemented	0	0	4
Total lost time from workers compensation claims	20 days	17 days	20 days
Annual percentage, VML Risk Management Guidelines Score	93%	96%	100%

FINANCIAL ADMINISTRATION

The Financial Administration consists of expenditures for the Department of Finance.

Department of Finance: The Department of Finance is primarily responsible for collecting and disbursing Town funds, developing the budget, and providing financial information and advice to the Town Council, Town Manager, and Town staff.



FINANCIAL ADMINISTRATION

Department of Finance Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>FINANCIAL ADMINISTRATION:</u>								
<u>DEPARTMENT OF FINANCE:</u>								
<i>Salaries & Benefits:</i>								
10-4140-1100	Salaries & Wages – Regular	131,017	196,843	187,487	172,674	205,551	32,877	19.04%
10-4140-1200	Salaries & Wages – Overtime	658	310	1,002	1,248	500	(748)	-59.94%
<i>Employee Benefits:</i>								
10-4140-2100	FICA/Medicare - Employer	9,444	14,197	13,875	13,116	15,853	2,737	20.87%
10-4140-2210	Virginia Retirement System	25,735	33,995	34,706	31,865	37,123	5,258	16.50%
10-4140-2220	ICMA – Employer Contribution	1,190	1,680	1,680	1,575	1,680	105	6.67%
10-4140-2300	Hospital/Medical Plans	26,484	39,026	41,148	37,208	40,740	3,532	9.49%
10-4140-2400	Group Life Insurance	409	2,342	2,391	2,105	2,446	341	16.20%
10-4140-2500	Unemployment Insurance	278	239	182	223	282	59	26.46%
10-4140-2600	Workers' Compensation	875	437	574	571	754	183	32.05%
10-4140-2720	Allowance - Educational Assistance	0	1,722	2,609	551	3,000	2,449	444.46%
10-4140-2800	Employee Appreciation	500	900	900	800	900	100	12.50%
10-4140-2900	Accrued Annual & Sick Leave	0	0	1,392	1,556	0	(1,556)	-100.00%
<i>Contractual Services:</i>								
10-4140-3110	Accounting & Auditing Services	28,400	23,400	23,400	26,000	29,000	3,000	11.54%
10-4140-3210	Repairs and Maintenance	274	0	0	483	1,000	517	107.04%
10-4140-3220	Service Contracts	40,093	52,173	61,369	47,634	60,000	12,366	25.96%
10-4140-3300	Printing	4,530	6,740	7,158	7,839	8,500	661	8.43%
10-4140-3400	Advertising	940	958	1,140	1,043	500	(543)	-52.06%

FINANCIAL ADMINISTRATION, CONTINUED

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<i>Other Charges:</i>								
10-4140-4210	Postal Services	9,616	8,152	10,593	8,264	10,000	1,736	21.01%
10-4140-4220	Telecommunications	4,017	4,090	3,673	3,385	3,750	365	10.78%
10-4140-4310	Vehicle Liability Insurance	15,070	14,269	14,107	14,640	0	(14,640)	-100.00%
10-4140-4320	General Liability Insurance	29,967	30,000	30,373	31,887	0	(31,887)	-100.00%
10-4140-4410	Lease of Equipment	9,285	8,611	8,220	6,735	8,000	1,265	18.78%
10-4140-4510	Mileage	142	222	216	596	1,000	404	67.79%
10-4140-4520	Convention, Training, & Education	1,978	1,942	2,546	3,213	3,000	(213)	-6.63%
10-4140-4610	Association and Membership Dues	2,143	5,477	5,324	4,494	5,000	506	11.26%
10-4140-4620	Books/Subscriptions/Educational	729	298	562	0	500	500	0.00%
<i>Materials and Supplies:</i>								
10-4140-5100	Materials & Supplies	1,640	10,059	1,787	1,525	2,500	975	63.93%
10-4140-5200	Office Supplies & Equipment	6,521	5,097	6,753	4,367	7,000	2,633	60.29%
10-4140-5300	Food Supplies & Food Service	237	175	968	1,097	500	(597)	-54.42%
TOTAL DEPARTMENT OF FINANCE EXPENDITURES:		352,172	463,354	466,135	426,694	449,079	22,385	5.25%
TOTAL FINANCIAL ADMINISTRATION:		352,172	463,354	466,135	426,694	449,079	22,385	5.25%

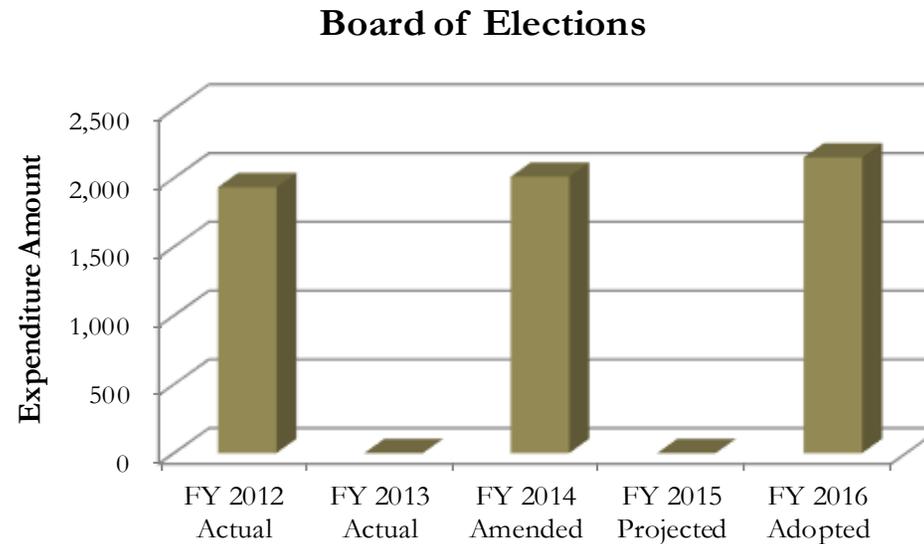
Department of Finance Performance Measures

Measure	FY 2014 Actual	FY 2015 Projection	FY 2016 Goal
Revenue and Expenditure Processing			
Percent of real estate property tax bills mailed at least 15 days prior to due date	100	100	100
Percent of real estate property tax bills collected	90	92	95
Percent of personal property tax bills mailed at least 15 days prior to due date	100	100	100
Percent of personal property tax bills collected	85	88	95
Percent of utility bills mailed before the last day of each month	100	100	100
Percent of utility bills collected	90	97	95
Percent of vendor payments processed and submitted by due date	95	97	100
Percent of payroll payments issued accurately and on time	100	100	100
Percent of payroll tax filings made on time	100	100	100
Budgeting, Accounting, and Reporting Financial Information			
Percent of accounting entries that are corrections requested by auditor	0	0	0
Percentage of month end reports submitted within 2 weeks of month end to Council, Management, Staff	100	100	100
Percent of bank accounts reconciled within thirty days	100	100	100
Receipt of GFOA Certification for Excellence in Financial Reporting	Accomplished	Accomplished	Accomplished
Comprehensive Annual Financial Report earned an unmodified audit opinion	Accomplished	Accomplished	Accomplished
Receipt of GFOA Distinguished Budget Presentation	Accomplished	Accomplished	Accomplished
Completion of CAFR by Dec 1	Accomplished	Pending	Accomplished

BOARD OF ELECTIONS

The Board of Elections consists of expenditures for the Electoral Board and Officials.

Electoral Board and Officials: The Electoral Board and Officials provides for the Town elections, which occur on a bi-annual basis. Council members serve four-year terms on a staggered election cycle with three members on one and four members on the other.



BOARD OF ELECTIONS

Electoral Board and Officials Expenditures

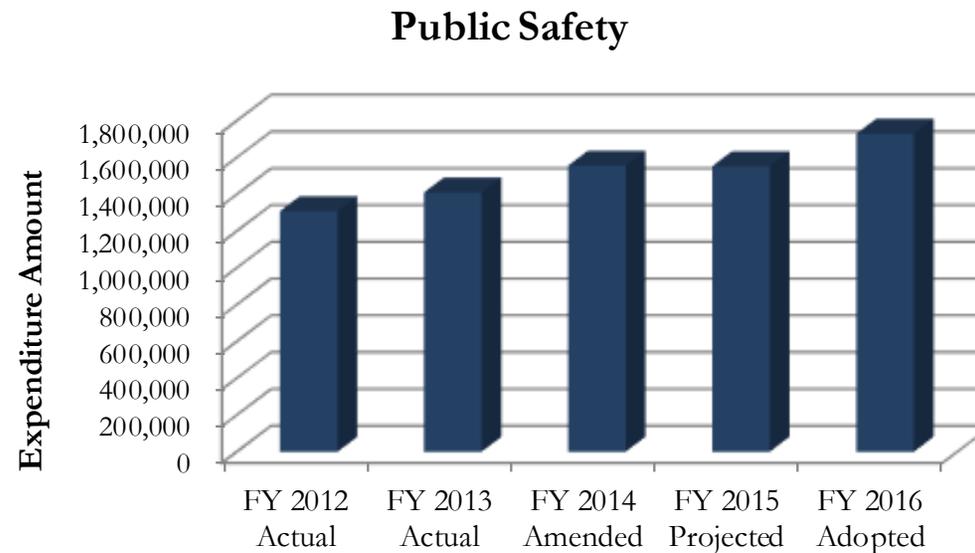
Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>BOARD OF ELECTIONS:</u>								
<u>ELECTORAL BOARD & OFFICIALS:</u>								
<i>Salaries & Benefits:</i>								
10-4150-1100	Salaries & Wages - Regular	1,141	0	1,322	0	1,350	1,350	0.00%
<i>Contractual Services:</i>								
10-4150-3300	Printing	363	0	219	0	300	300	0.00%
10-4150-3400	Advertising	21	0	66	0	85	85	0.00%
<i>Other Charges:</i>								
10-4150-4210	Postal Services	7	0	13	0	15	15	0.00%
<i>Materials and Supplies:</i>								
10-4150-5100	Materials and Supplies	401	0	390	0	400	400	0.00%
TOTAL ELECTORAL BOARD & OFFICIALS		1,933	0	2,010	0	2,150	2,150	0.00%
TOTAL BOARD OF ELECTIONS EXPENDITURES:		1,933	0	2,010	0	2,150	2,150	0.00%

PUBLIC SAFETY

Public Safety consists of expenditures for the following:

Police Department: The Police Department is responsible for the enforcement of the laws of the Town of Woodstock and the Commonwealth of Virginia and the protection of Town citizens and property.

Fire and Emergency Medical Services: The Fire and Emergency Medical Services provides for the pass-through of grant funding to the Town’s volunteer fire department.



PUBLIC SAFETY

Police Department Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>PUBLIC SAFETY:</u>								
<u>POLICE DEPARTMENT:</u>								
<i>Salaries & Benefits:</i>								
10-4210-1100	Salaries & Wages – Regular	703,657	759,766	806,750	817,095	883,696	66,601	8.15%
10-4210-1200	Salaries & Wages – Overtime	44,574	47,185	52,843	44,396	56,952	12,556	28.28%
10-4210-1300	Salaries & Wages – Holiday	41,563	50,893	50,523	49,346	55,000	5,654	11.46%
<i>Employee Benefits:</i>								
10-4210-2100	FICA/Medicare - Employer	57,864	62,745	67,403	67,539	76,167	8,628	12.77%
10-4210-2210	Virginia Retirement System	125,220	129,074	136,183	146,069	159,595	13,526	9.26%
10-4210-2220	ICMA – Employer Contribution	4,252	5,040	5,390	7,228	7,560	332	4.59%
10-4210-2300	Hospital/Medical Plans	139,394	154,723	191,403	178,759	204,750	25,991	14.54%
10-4210-2400	Group Life Insurance	1,951	8,894	9,383	9,645	10,516	871	9.03%
10-4210-2500	Unemployment Insurance	1,201	8,671	8,908	9,452	9,870	418	4.42%
10-4210-2600	Workers' Compensation	28,014	28,171	30,744	26,366	29,700	3,334	12.65%
10-4210-2710	Allowance – Uniform Cleaning	5,100	7,250	3,437	7,000	8,500	1,500	21.43%
10-4210-2720	Allowance – Educational Assistance	0	0	1,500	0	1,500	1,500	0.00%
10-4210-2800	Employee Appreciation	3,450	3,450	3,450	7,300	3,850	(3,450)	-47.26%
10-4210-2900	Accrued Annual and Sick Leave	0	0	18,463	0	0	0	0.00%
<i>Contractual Services:</i>								
10-4210-3150	Translation Services	1,230	375	120	342	500	158	46.20%
10-4210-3210	Repairs and Maintenance	26,130	17,555	11,186	14,493	15,750	1,257	8.67%
10-4210-3220	Service Contracts	3,443	17,351	2,602	12,051	34,200	22,149	183.79%
10-4210-3300	Printing	100	337	524	1,177	1,000	(177)	-15.04%
10-4210-3400	Advertising	252	682	712	423	750	327	77.30%

PUBLIC SAFETY, CONTINUED

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<i>Other Charges:</i>								
10-4210-4210	Postal Services	290	479	650	579	500	(79)	-13.64%
10-4210-4220	Telecommunications	12,560	15,603	14,954	15,481	15,500	19	0.12%
10-4210-4520	Convention, Training, & Education	14,356	17,178	38,282	30,289	30,000	(289)	-0.95%
10-4210-4610	Association and Membership Dues	105	320	545	295	500	205	69.49%
10-4210-4620	Books/Subscriptions/Educational	199	412	172	87	300	213	244.83%
<i>Materials and Supplies:</i>								
10-4210-5100	Materials & Supplies	5,051	5,532	9,012	10,065	11,000	935	9.29%
10-4210-5200	Office Supplies & Equipment	7,049	7,902	5,752	15,665	22,700	7,035	44.91%
10-4210-5300	Food Supplies and Food Service	189	0	34	0	150	150	0.00%
10-4210-5500	Police Supplies & Equipment	27,745	13,356	31,206	26,101	29,100	2,999	11.49%
10-4210-5600	Vehicle and Powered Equipment	30,243	25,367	25,235	25,417	30,000	4,583	18.03%
10-4210-5700	Uniforms and Wearing Apparel	11,055	4,968	15,461	15,685	15,000	(685)	-4.37%
TOTAL POLICE DEPARTMENT EXPENDITURES:		1,296,275	1,393,279	1,542,827	1,538,345	1,714,606	176,261	11.46%

Fire and Emergency Medical Services Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>FIRE & EMERGENCY MEDICAL SERVICES:</u>								
<i>Contractual Services:</i>								
10-4220-3610	Distribution of State Fire Program	12,721	16,462	12,888	13,777	15,500	1,723	12.51%
TOTAL FIRE & EMERGENCY MEDICAL		12,721	16,462	12,888	13,777	15,500	1,723	12.51%
TOTAL PUBLIC SAFETY EXPENDITURES:		1,308,996	1,409,741	1,555,715	1,552,122	1,730,106	177,984	11.47%

Police Department Performance Measures

Measurement	FY 2014 Actual	FY 2015 Projection	FY 2016 Goal
Respond to calls for service			
Number of calls for service per day average in a 24 hour period	25.2	25.0	24
Number of calls for service per officer (per year)	920	898	766
Number of calls per shift (average over a 12 hour assigned shift)	12.6	12.3	12
Conduct Community Outreach Programs			
Number of neighborhood outreach programs conducted each quarter	2	2	2
Estimated number of community participants in all events	2,500	2,500	2,800
Estimated number of community participants at the largest event	2,000	2,100	2,500
Estimated number of participants at the smallest event	15	15	20
Conduct Criminal Investigations			
Percentages of investigations cleared by arrest	Violent – 87% Property – 82%	87.5% 83%	89% 84%
Percentage of arrests that result in conviction	76%	77%	80%
Conviction Ratio (convictions/arrests)	0.75	.76	0.80
Percentage of non-conviction dismissed by Court	0.13%	.14%	<1%
Percentage of non-convictions <i>Nolle prosequi</i>	0.02%	.03%	<1%
Percentage of non-convictions as a result of a not guilty verdict	0.13%	.14%	<1%
Maintain Operational Readiness Through Training			
Average score on semi-annual firearms qualification	75%	77%	80%
Properly Manage the Department's Assets			
Percentage of vehicles receiving appropriate preventative maintenance on time annually	100%	100%	100%
Percentage of firearms receiving proper maintenance on time annually	100%	100%	100%
Percentage of RADAR units maintained on schedule	100%	100%	100%
Percentage of bicycles maintained/inspected on schedule	100%	100%	100%

PUBLIC WORKS

Public Works consists of expenditures for the following functions:

Public Works General Administration: The Public Works General Administration is responsible for the supervision and administration of the public works functions.

Street Maintenance: The Street Maintenance function is responsible for the maintenance of over sixty lane miles of streets and roads within the Town. These functions include street repairs and paving, road striping, pavement marking, sign maintenance, sidewalk repair, curb and gutter repair, and storm sewer maintenance and repair. These functions also include mowing, trash and debris pickup, brush pickup, and leaf collection.

Street Lighting: The Street Lighting function is responsible for the installation and maintenance of new and existing street lights and the cost of electricity for the lighting.

Street Cleaning: The Street Cleaning function is responsible for the street sweeping operations of the Town.

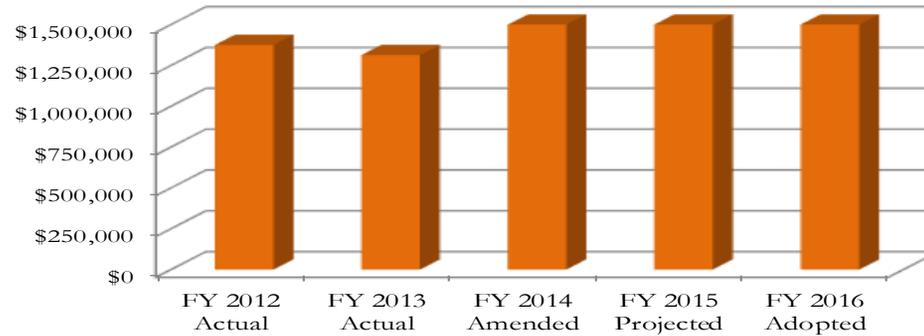
Snow and Ice Removal: The Snow and Ice Removal function consists of the plowing, scraping, and removing of snow and ice on the Town's streets and roads.

Refuse Collection and Disposal: The Refuse Collection and Disposal function is responsible for the collection and disposal of residential refuse and recyclables.

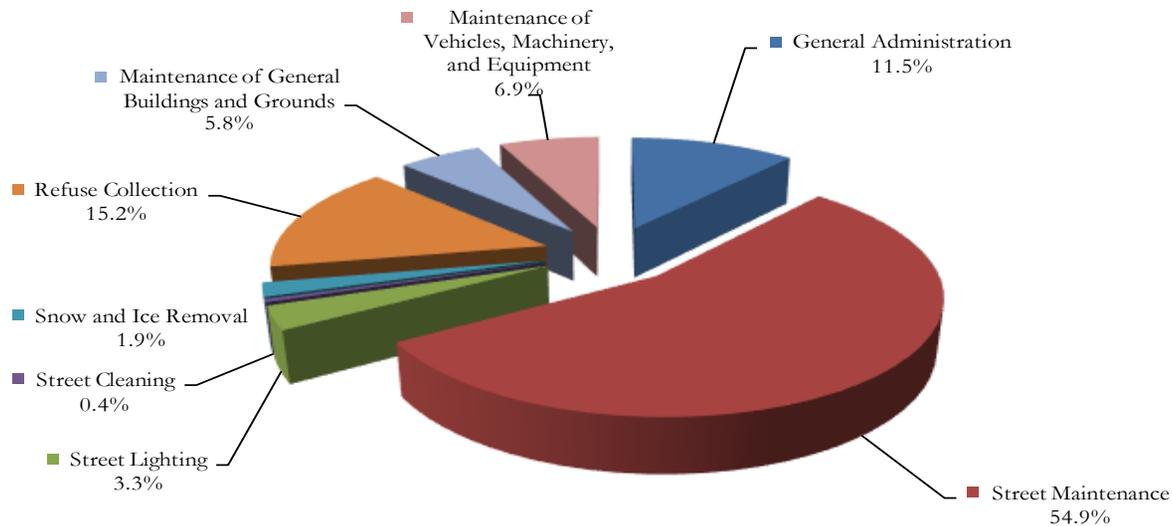
Maintenance of General Buildings and Grounds: The General Buildings and Grounds Maintenance function is responsible for the maintenance of all Town-owned and operated buildings except for the public utilities facilities. This includes expenditures for general maintenance, custodial maintenance, and electric and heating services for those facilities.

Maintenance of Vehicles, Machinery, and Equipment: The Vehicles, Machinery, and Equipment function is responsible for the maintenance and repair of Town-owned vehicles, machinery, and equipment except for the public utilities vehicles, machinery, and equipment.

Public Works



FY 2016 Budgeted Expenditures by Function



PUBLIC WORKS

Public Works - General Administration Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>PUBLIC WORKS:</u>								
<u>GENERAL ADMINISTRATION:</u>								
<i>Salaries & Benefits:</i>								
10-4310-1100	Salaries & Wages – Regular	47,148	82,091	92,015	107,822	112,876	5,054	4.69%
10-4310-1200	Salaries & Wages – Overtime	78	20	0	763	0	(763)	-100.00%
<i>Employee Benefits:</i>								
10-4310-2100	FICA/Medicare - Employer Contribution	3,503	5,934	6,623	7,967	8,667	700	8.79%
10-4310-2210	Virginia Retirement System	12,069	12,675	12,928	19,033	20,385	1,352	7.10%
10-4310-2220	ICMA – Employer Contribution	472	420	420	358	420	62	17.32%
10-4310-2300	Hospital/Medical Plans	11,190	12,210	14,430	23,088	23,940	852	3.69%
10-4310-2400	Group Life Insurance	192	873	891	1,296	1,343	47	3.63%
10-4310-2500	Unemployment Insurance	24	121	114	115	152	37	32.17%
10-4310-2600	Workers' Compensation	0	0	0	0	0	0	0.00%
10-4310-2800	Employee Appreciation	450	450	450	450	450	0	0.00%
<i>Contractual Services:</i>								
10-4310-3210	Repairs and Maintenance	660	0	0	0	100	100	0.00%
10-4310-3220	Service Contracts	245	181	181	181	250	69	38.12%
<i>Other Charges:</i>								
10-4310-4220	Telecommunications	3,237	3,826	3,983	4,349	4,000	(349)	-8.02%
10-4310-4520	Convention, Training, & Education	170	0	221	96	500	404	420.83%
10-4310-4550	Public Works Trade Show	0	0	0	0	12,000	12,000	0.00%
<i>Materials and Supplies:</i>								
10-4310-5200	Office Supplies & Equipment	1,386	389	144	221	500	279	126.24%
10-4310-5700	Uniforms and Wearing Apparel	0	0	24	0	100	100	0.00%
TOTAL GENERAL ADMINISTRATION EXPENDITURES:		80,824	119,190	132,424	165,739	185,683	19,944	12.03%

PUBLIC WORKS, CONTINUED

Street Maintenance Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>STREET MAINTENANCE:</u>								
<i>Salaries & Benefits:</i>								
10-4320-1100	Salaries & Wages – Regular	270,449	256,522	254,666	243,366	250,321	6,955	2.86%
10-4320-1200	Salaries & Wages – Overtime	16,017	18,463	21,206	16,056	22,000	5,944	37.02%
<i>Employee Benefits:</i>								
10-4320-2100	FICA/Medicare - Employer Contribution	22,095	20,608	20,407	19,458	23,797	4,339	22.30%
10-4320-2210	Virginia Retirement System	51,814	53,339	53,392	54,873	58,228	3,355	6.11%
10-4320-2215	Hybrid Disability Program	0	0	26	1,047	0	(1,047)	-100.00%
10-4320-2220	ICMA – Employer Contribution	1,680	1,785	2,049	2,698	3,780	1,082	40.10%
10-4320-2300	Hospital/Medical Plans	66,216	70,632	84,754	89,934	89,880	(54)	-0.06%
10-4320-2400	Group Life Insurance	823	3,675	3,682	3,670	3,837	167	4.55%
10-4320-2500	Unemployment Insurance	895	852	445	492	400	(92)	-18.70%
10-4320-2600	Workers' Compensation	22,764	20,172	33,255	20,856	33,000	12,144	58.23%
10-4320-2800	Employee Appreciation	2,000	2,000	1,900	3,400	2,200	(1,200)	-35.29%
10-4320-2900	Accrued Annual & Sick Leave	14,949	920	619	4,491	0	(4,491)	-100.00%
<i>Contractual Services:</i>								
10-4320-3130	Engineering & Architectural Services	20,489	22,603	7,784	4,240	18,000	13,760	324.53%
10-4320-3210	Repairs and Maintenance	57,271	6,157	23,331	22,413	22,500	87	0.39%
10-4320-3220	Service Contracts	213,781	155,256	368,783	288,800	300,000	11,200	3.88%
10-4320-3400	Advertising	545	842	265	289	550	261	90.31%
10-4320-3500	Laundry & Dry Cleaning	7,525	8,475	9,422	9,701	8,000	(1,701)	-17.53%

PUBLIC WORKS, CONTINUED

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<i>Other Charges:</i>								
10-4320-4220	Telecommunications	149	533	482	689	500	(189)	-27.43%
10-4330-4410	Lease of Equipment	4,704	784	950	1,567	5,000	3,433	219.08%
10-4320-4510	Mileage	0	0	0	0	0	0	0.00%
10-4320-4520	Convention, Training, & Education	2,635	2,568	2,064	2,400	3,000	600	25.00%
<i>Materials and Supplies:</i>								
10-4320-5100	Materials and Supplies	44,605	36,717	34,791	46,707	40,000	(6,707)	-14.36%
10-4320-5200	Office Supplies & Equipment	1,102	1,939	1,019	1,239	1,500	261	21.07%
10-4320-5300	Food Supplies and Food Service	203	219	106	171	800	629	367.84%
10-4320-5700	Uniforms and Wearing Apparel	597	730	302	410	750	340	82.93%
TOTAL STREET MAINTENANCE EXPENDITURES:		823,308	685,791	925,700	838,967	888,043	49,076	5.85%

Street Maintenance Performance Measures

Measure	FY 2014 Actual	FY 2015 Projection	FY 2016 Goal
Inspect and maintain Town street network			
Percentage of street signs inspected	100	100	100
Percentage of deficient signs repaired within seven days of inspection	100	100	100
Percentage of streets inspected (annually)	100	100	100
Percentage of minor street deficiencies repaired within two weeks of report	60	62	70
Inspect and maintain Town sidewalk network			
Percentage of sidewalks inspected annually	33.3	33.3	33.3
Percentage of minor deficiencies repaired within seven days	65	67	75
Inspect and maintain storm water structures			
Percentage of storm structures receiving annual inspection	50	52	60
Percentage of minor deficiencies repaired within seven days	75	76	80
Maintain right of way grass, landscaping, and trees			
Percentage of right of ways mowed weekly (May through September)	50	53	65
Percentage of leaf collection completed by December 15 annually	100	100	100

Street Lighting Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>STREET LIGHTING:</u>								
<i>Other Charges:</i>								
10-4321-4110	Electrical Services	62,824	52,401	52,108	51,674	53,000	1,326	2.57%
TOTAL STREET LIGHTING EXPENDITURES:		62,824	52,401	52,108	51,674	53,000	1,326	2.57%

PUBLIC WORKS, CONTINUED

Street Cleaning Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>STREET CLEANING:</u>								
<i>Salaries & Benefits:</i>								
10-4322-1100	Salaries & Wages – Regular	0	3,445	3,683	6,078	5,500	(578)	-9.51%
10-4322-1200	Salaries & Wages – Overtime	0	0	399	127	150	23	18.11%
<i>Employee Benefits</i>								
10-4322-2100	FICA/Medicare – Employer Contribution	0	251	277	445	432	(13)	-2.92%
10-4322-2600	Workers’ Compensation	875	265	475	601	471	(130)	-21.63%
<i>Materials and Supplies:</i>								
10-4322-5100	Materials and Supplies	0	388	0	0	100	100	0.00%
TOTAL STREET CLEANING EXPENDITURES:		875	4,349	4,834	7,251	6,653	(598)	-8.25%

Street Cleaning Performance Measures

Measure	FY 2014 Actual	FY 2015 Projection	FY 2016 Goal
Operate Street Sweeper throughout the Town			
Number of curb miles swept annually	175	175	175

PUBLIC WORKS, CONTINUED

Snow and Ice Removal Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>SNOW & ICE REMOVAL:</u>								
<i>Salaries & Benefits:</i>								
10-4323-1100	Salaries & Wages – Regular	65	5,391	14,169	15,821	5,000	(10,821)	-68.40%
10-4323-1200	Salaries & Wages – Overtime	2,447	4,651	19,308	20,353	8,000	(12,353)	-60.69%
10-4323-1300	Salaries & Wages – Holiday	0	3,041	0	305	0	(305)	-100.00%
<i>Employee Benefits</i>								
10-4323-2100	FICA/Medicare – Employer Contribution	182	945	2,406	2,665	995	(1,670)	-62.66%
<i>Contractual Services:</i>								
10-4320-3220	Service Contracts	0	0	0	0	0	0	0.00%
<i>Materials and Supplies:</i>								
10-4323-5100	Materials and Supplies	271	865	1,542	1,536	2,000	464	30.21%
10-4323-5300	Food Service & Food Supplies	0	44	675	596	500	(96)	-16.11%
10-4323-5400	Chemical Supplies	4,091	14,068	28,335	15,229	15,000	(229)	-1.50%
TOTAL SNOW & ICE REMOVAL EXPENDITURES:		7,056	29,005	66,435	56,505	31,495	(25,010)	-44.26%

Snow Removal Performance Measures

Measure	FY 2014 Actual	FY 2015 Projection	FY 2016 Goal
Clear snow and ice from roadways			
Average time from beginning of accumulation event to one lane passable on all roads	2.5 hours	2.4 hours	2 hours
Average time from beginning of accumulation to roads cleared on all roads	6 hours	5.8 hours	5 hours
Total tonnage of salt for season	175	175	175
Average snowfall accumulation	24	24	24
Salt tonnage/snowfall accumulation	25	25	25

PUBLIC WORKS, CONTINUED

Refuse Collection Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<i>Contractual Services:</i>								
10-4330-3220	Service Contracts	176,908	184,694	188,471	194,480	195,000	520	0.27%
10-4330-3400	Advertising	0	0	101	101	250	149	147.52%
10-4330-3500	Laundry and Dry Cleaning	0	0	0	0	0	0	0.00%
10-4330-3800	Other Contractual Services	47,918	49,498	49,528	36,557	51,000	14,443	39.51%
TOTAL REFUSE COLLECTION EXPENDITURES:		224,826	234,192	238,100	231,138	246,250	15,112	6.54%

Refuse Collection Performance Measures

Measure	FY 2014 Actual	FY 2015 Projection	FY 2016 Goal
Respond to complaints regarding trash/recycling disposal by contractor			
Number of legitimate complaints received by Public Works and Town Office	20	18	15

Maintenance of General Buildings and Grounds Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>MAINTENANCE OF GENERAL BUILDINGS & GROUNDS:</u>								
<i>Salaries & Benefits:</i>								
10-4340-1100	Salaries & Wages – Regular	4,887	5,437	1,867	9,551	5,500	(4,051)	-42.41%
10-4340-1200	Salaries & Wages – Overtime	630	3,231	47	47	200	153	325.53%
<i>Employee Benefits:</i>								
10-4340-2100	FICA/Medicare - Employer Contribution	410	638	141	680	436	(244)	-35.88%
10-4340-2600	Workers’ Compensation	0	54	167	124	189	65	52.42%
<i>Contractual Services:</i>								
10-4340-3210	Repairs and Maintenance	14,949	11,454	13,115	11,487	12,000	513	4.47%
10-4340-3220	Service Contracts	21,446	16,797	24,723	23,916	25,000	1,084	4.53%
<i>Other Charges:</i>								
10-4340-4110	Electrical Services	18,456	19,736	18,149	19,049	19,000	(49)	-0.26%
10-4340-4120	Heating Services	9,227	8,540	13,249	8,450	11,000	2,550	30.18%
<i>Materials and Supplies:</i>								
10-4340-5100	Materials and Supplies	9,202	17,409	17,466	15,171	17,000	1,829	12.06%
10-4340-5800	Janitorial Supplies	4,035	5,908	2,624	1,048	3,000	1,952	186.26%
TOTAL GENERAL BUILDINGS & GROUNDS:		83,242	89,204	91,548	89,523	93,325	3,802	4.25%

Maintenance of Building and Grounds Performance Measures

Measure	FY 2014 Actual	FY 2015 Projection	FY 2016 Goal
Number of work orders completed annually	105	103.5	100
Percentage of work orders completed within 48 hours	80	82	85

PUBLIC WORKS, CONTINUED

Maintenance of Vehicles, Machinery, & Equipment Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>MAINTENANCE OF VEHICLES, MACHINERY, & EQUIPMENT:</u>								
<i>Salaries & Benefits:</i>								
10-4350-1100	Salaries & Wages – Regular	12,432	5,880	4,367	14,243	18,000	3,757	26.38%
10-4350-1200	Salaries & Wages – Overtime	0	0	54	92	0	(92)	-100.00%
<i>Employee Benefits:</i>								
10-4350-2100	FICA/Medicare - Employer Contribution	950	442	303	1,026	1,377	351	34.21%
10-4350-2500	Unemployment Insurance	0	17	0	10	25	15	150.00%
10-4350-2600	Workers' Compensation	875	384	427	477	943	466	97.69%
<i>Contractual Services:</i>								
10-4350-3210	Repairs and Maintenance	31,106	39,024	22,916	32,605	32,000	(605)	-1.86%
<i>Materials and Supplies:</i>								
10-4350-5100	Materials and Supplies	22,955	24,512	59,847	41,077	35,000	(6,077)	-14.79%
10-4350-5600	Vehicle and Powered Equipment Fuels	24,013	28,529	31,261	24,691	25,000	309	1.25%
TOTAL VEHICLES, MACHINERY & EQUIPMENT:		92,331	98,788	119,175	114,221	112,345	(1,876)	-1.64%
TOTAL PUBLIC WORKS EXPENDITURES:		1,375,286	1,312,920	1,630,324	1,555,018	1,616,794	61,776	3.97%

Maintenance of Vehicles, Machinery, & Equipment Performance Measures

Measure	FY 2014 Actual	FY 2015 Projection	FY 2016 Goal
Maintain Vehicles			
Percentage of vehicles receiving annual inspection	100	100	100
Typical total fleet down time due to necessary repairs	4 days	4 days	3 days
Total Fleet Uptime Percentage	95	95	95
Percentage of repairs returned for work	1	1	1

PLANNING AND COMMUNITY DEVELOPMENT

Planning and Community Development consists of expenditures for the following functions:

Planning and Zoning: The Planning and Zoning function consists of conducting reviews and analyses over comprehensive land use and planning, zoning, subdivision, and growth management. This function includes the enforcement of zoning and subdivision ordinances as well as the review and approval of preliminary and final plats, site plans, special use permits, sign permits, and zoning, rezoning, and variance applications.

Planning Commission: The Planning Commission is comprised of six members appointed by Council, one of whom is member of Council.

Board of Zoning Appeals: The Board of Zoning Appeals is comprised of five members who are appointed by the Circuit Court. The Board hears and decides on citizens' variance requests and appeals of administrative decision.

Community and Economic Development (Enhancement): The Community and Economic Development (Enhancement) function is responsible for the coordination of the Town's enhancement program including planning and organizing events for the Town, and fostering and advocating community and economic development, beautification, and preservation of the Town.

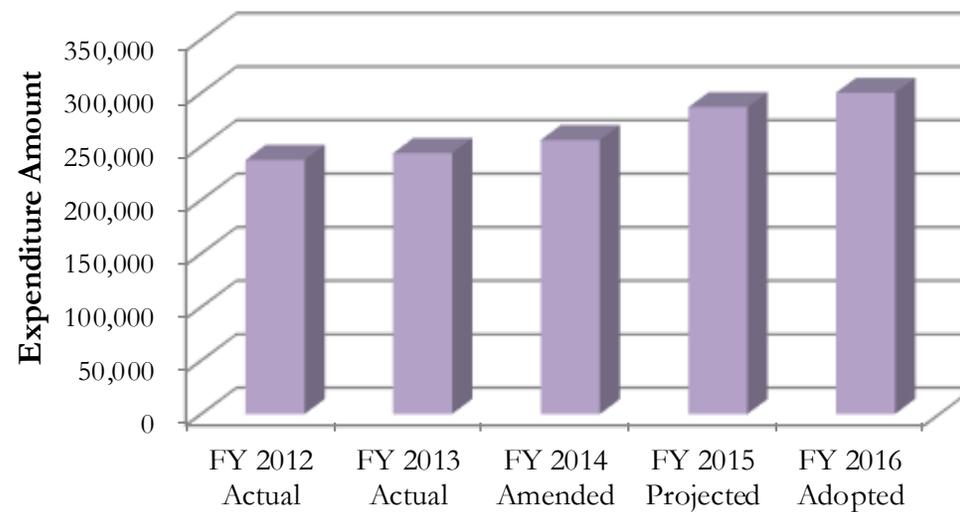
Woodstock Enhancement Committee: The Woodstock Enhancement Committee consists of ten volunteer members with a mission to strengthen and build upon the assets and unique character of the Town of Woodstock, a historically important town in the Shenandoah Valley. The Committee meets regularly throughout the year.

Economic Development Authority: The Economic Development Authority is comprised of seven members and is responsible for promoting and attracting industry and developing trade within the Town. The Authority meets on an as-needed basis.

Tree Board: The Tree Board consists of nine members and was established to protect, preserve, and increase the Town’s tree population for the enhancement and beautification of the Town and the enjoyment of the Town citizens. The Tree Board meets regularly throughout the year.

The Town has been a Tree City for nine years. The Tree City USA program, sponsored by the Arbor Day Foundation in cooperation with the USDA Forest Service and the National Association of State Foresters, provides direction, technical assistance, public attention, and national recognition for urban and community forestry programs in thousands of towns and cities.

Planning and Community Development



PLANNING AND COMMUNITY DEVELOPMENT

Planning and Zoning Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>PLANNING & COMMUNITY DEVELOPMENT:</u>								
<u>PLANNING & ZONING:</u>								
<i>Salaries & Benefits:</i>								
10-4410-1100	Salaries & Wages – Regular	59,978	64,926	67,155	75,347	60,000	(15,347)	-20.37%
<i>Employee Benefits:</i>								
10-4410-2100	FICA/Medicare - Employer	4,422	4,787	4,933	5,523	4,622	(901)	-16.31%
10-4410-2210	Virginia Retirement System	10,574	11,213	11,437	11,237	10,836	(401)	-3.57%
10-4410-2220	ICMA – Employer Contribution	210	210	210	131	420	289	220.61%
10-4410-2300	Hospital/Medical Plans	8,619	9,405	11,115	11,544	15,540	3,996	34.62%
10-4410-2400	Group Life Insurance	168	773	788	733	714	(19)	-2.59%
10-4410-2500	Unemployment Insurance	167	252	114	115	0	(115)	-100.00%
104410-2600	Workers' Compensation	0	0	0	0	0	0	0.00%
10-4410-2800	Employee Appreciation	250	250	250	250	250	0	0.00%
<i>Contractual Services:</i>								
10-4410-3130	Engineering & Architectural Services	33,829	18,860	20,746	26,696	15,000	(11,696)	-43.81%
10-4410-3300	Printing	534	16	0	0	100	100	0.00%
<i>Other Charges:</i>								
10-4410-4210	Postal Services	39	0	28	30	100	70	233.33%
10-4410-4510	Mileage	221	271	38	37	400	363	981.08%
10-4410-4520	Convention, Training, and Education	1,112	949	681	611	1,000	389	63.67%
<i>Materials and Supplies:</i>								
10-4410-5100	Materials and Supplies	42	94	24	23	100	77	334.78%
10-4410-5200	Office Supplies & Equipment	31	0	1,352	500	500	0	0.00%
10-4410-5300	Food Supplies & Food Services	83	0	131	132	200	68	51.52%
TOTAL PLANNING & ZONING EXPENDITURES:		120,279	112,006	119,002	132,909	109,782	(23,127)	-17.40%

PLANNING AND COMMUNITY DEVELOPMENT, CONTINUED
Planning and Zoning Performance Measures

Measure	FY 2014 Actual	FY 2015 Projection	FY 2016 Goal
Manage land development in the Town			
Number of rezoning applications received and processed	1	1	2
Average time (days) from rezoning application to final decision transmitted	n/a	115	100
Number of zoning permits processed	81	87	100
Average time (hours) from zoning permit submittal to decision transmitted	72	72	72
Number of Right of Way Permits processed	1	1	2
Average time (hours) from Right of Way permit submittal to decision transmitted	72	72	72
Number of Special Use Permits processed	1	1	2
Average time (days) from Special Use permit submittal to decision transmitted	70	70	70
Number of Board of Zoning Appeals applications	1	1	2
Number of General Land Use permits processed	16	17	20
Average time (hours) from General Land Use permit submittal to decision transmitted	72	72	72
Number of site plans submitted	1	1	3
Number of Preliminary Plat (subdivision) submitted	0	0	0
Number of Final Plat (subdivision) submitted	0	0	0
Number of infrastructure inspection reports	10	10	12
Average time (days) from infrastructure inspection request to completion	2	2	2
Number of portable storage unit permit requests	6	7	9
Average time (hours) from portable storage unit permit submission to decision transmitted	72	72	72

PLANNING AND COMMUNITY DEVELOPMENT, CONTINUED

Planning Commission Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>PLANNING COMMISSION:</u>								
<i>Salaries & Benefits:</i>								
10-4411-1100	Salaries & Wages – Regular	10,800	10,800	9,000	9,000	12,000	3,000	33.33%
<i>Employee Benefits:</i>								
10-4411-2100	FICA/Medicare - Employer	826	826	689	689	918	229	33.24%
<i>Contractual Services:</i>								
10-4411-3130	Engineering & Architectural Services	0	0	0	0	2,000	2,000	0.00%
10-4411-3400	Advertising	2,520	1,489	0	0	1,500	1,500	0.00%
<i>Materials and Supplies:</i>								
10-4411-5100	Materials and Supplies	0	0	0	0	150	150	0.00%
10-4411-5200	Office Supplies and Equipment	0	0	0	0	150	150	0.00%
TOTAL PLANNING COMMISSION EXPENDITURES:		14,146	13,115	9,689	9,689	16,718	7,029	72.55%

PLANNING AND COMMUNITY DEVELOPMENT, CONTINUED

Board of Zoning Appeals Expenditures

<u>Account Number</u>	<u>Account Name</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Actual</u>	<u>FY 2015 Projected</u>	<u>FY 2016 Adopted</u>	<u>\$ Increase (Decrease)</u>	<u>% Increase (Decrease)</u>
<u>BOARD OF ZONING APPEALS:</u>								
<i>Salaries & Benefits:</i>								
10-4412-1100	Salaries & Wages – Regular	3,000	3,000	3,000	0	1,200	1,200	0.00%
<i>Employee Benefits:</i>								
10-4412-2100	FICA/Medicare - Employer	229	230	230	0	100	100	0.00%
<i>Contractual Services:</i>								
10-4412-3400	Advertising	0	125	87	0	250	250	0.00%
TOTAL BOARD OF ZONING APPEALS:		3,229	3,355	3,317	0	1,550	1,550	0.00%

PLANNING AND COMMUNITY DEVELOPMENT, CONTINUED

Community and Economic Development (Enhancement) Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>ENHANCEMENT PROGRAM</u>								
<i>Salaries & Benefits:</i>								
10-4420-1100	Salaries & Wages – Regular	31,930	31,930	32,565	35,801	42,000	6,199	17.32%
<i>Employee Benefits:</i>								
10-4420-2100	FICA/Medicare - Employer	2,427	2,427	2,476	2,716	3,215	499	18.37%
10-4420-2500	Unemployment Insurance	72	59	45	45	57	12	26.67%
<i>Contractual Services:</i>								
10-4420-3220	Service Contracts	42,896	55,222	43,808	49,232	51,000	1,768	3.59%
10-4420-3300	Printing	352	747	1,315	1,595	1,500	(95)	-5.96%
10-4420-3400	Advertising	3,037	3,985	6,590	7,914	6,500	(1,414)	-17.87%
<i>Other Charges:</i>								
10-4420-4210	Postal Services	123	61	0	22	500	478	2172.73%
10-4420-4510	Mileage	378	156	350	435	500	65	14.94%
10-4420-4520	Convention, Training, and Education	266	619	1,064	1,481	1,000	(481)	-32.48%
10-4420-4610	Association and Membership Dues	125	0	125	250	400	150	60.00%
<i>Materials and Supplies:</i>								
10-4420-5100	Materials and Supplies	14,595	11,186	19,218	31,609	45,000	13,391	42.36%
10-4420-5200	Office Supplies and Equipment	70	0	49	336	600	264	78.57%
10-4420-5300	Food Supplies and Food Service	240	366	120	876	1,200	324	36.99%
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT:		96,511	106,758	107,725	132,312	153,472	21,160	15.99%

PLANNING AND COMMUNITY DEVELOPMENT, CONTINUED

Economic Development Authority Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>ECONOMIC DEVELOPMENT AUTHORITY:</u>								
<i>Salaries & Benefits:</i>								
10-4422-1100	Salaries & Wages – Regular	0	1,425	0	0	1,000	1,000	0.00%
<i>Employee Benefits:</i>								
10-4422-2100	FICA/Medicare - Employer	0	0	0	0	77	77	0.00%
TOTAL ECONOMIC DEVELOPMENT AUTHORITY:		0	1,425	0	0	1,077	1,077	0.00%

PLANNING AND COMMUNITY DEVELOPMENT, CONTINUED

Tree Board Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>TREE BOARD:</u>								
<i>Contractual Services:</i>								
10-4423-3120	Consulting Services	1,000	1,880	875	500	1,500	1,000	200.00%
<i>Other Charges:</i>								
10-4423-4520	Convention, Training, and Education	0	711	937	675	1,000	325	48.15%
<i>Materials and Supplies:</i>								
10-4423-5100	Materials and Supplies	2,202	4,513	14,383	10,616	15,000	4,384	41.30%
TOTAL TREE BOARD EXPENDITURES:		3,202	7,104	16,195	11,791	17,500	5,709	48.42%
TOTAL PLANNING & COMMUNITY DEVELOPMENT EXPENDITURES:		237,367	243,763	255,928	286,701	300,099	13,398	4.67%

PARKS AND RECREATION

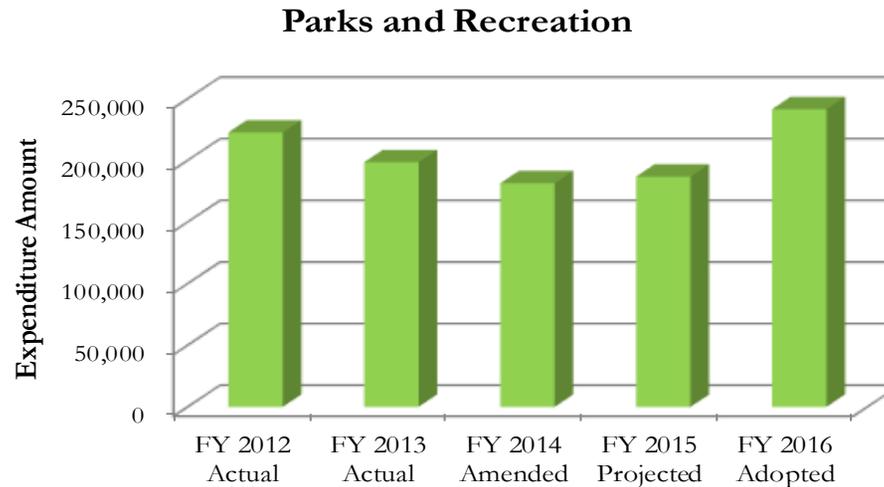
Parks and Recreation consists of expenditures for the following functions:

Field Maintenance: The Field Maintenance function preserves and maintains the little league fields located at Riverview Park.

Parks: The Parks function is responsible for the ongoing maintenance and renovation of the Town’s parks and related facilities.

Park Commission: The Park Commission is comprised of five members and advises the Town Council on parks and recreation related matters. The Park Commission meets on an as-needed basis.

Swimming Pool: The Swimming Pool function provides for the upkeep and maintenance of the Town’s swimming pool and related facilities. It also includes the employment of lifeguards to protect citizens attending the pool and to teach swimming lessons.



PARKS AND RECREATION

Field Maintenance Expenditures

<u>Account Number</u>	<u>Account Name</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Actual</u>	<u>FY 2015 Projected</u>	<u>FY 2016 Adopted</u>	<u>\$ Increase (Decrease)</u>	<u>% Increase (Decrease)</u>
<u>PARKS AND RECREATION:</u>								
<u>FIELD MAINTENANCE:</u>								
<i>Materials and Supplies:</i>								
10-4820-3210	Repairs and Maintenance	0	0	741	700	500	(200)	-28.57%
TOTAL FIELD MAINTENANCE EXPENDITURES:		0	0	741	700	500	(200)	-28.57%

Parks Expenditures

<u>Account Number</u>	<u>Account Name</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Actual</u>	<u>FY 2015 Projected</u>	<u>FY 2016 Adopted</u>	<u>\$ Increase (Decrease)</u>	<u>% Increase (Decrease)</u>
<u>PARKS:</u>								
<i>Salaries & Benefits:</i>								
10-4830-1100	Salaries & Wages - Regular	74,408	61,551	49,965	52,329	72,092	19,763	37.77%
10-4830-1200	Salaries & Wages – Overtime	9,331	7,980	4,204	4,184	5,000	816	19.50%
<i>Employee Benefits:</i>								
10-4830-2100	FICA/Medicare - Employer	6,321	5,206	4,048	4,323	5,898	1,575	36.43%
10-4830-2500	Unemployment Compensation	16	54	145	119	110	(9)	-7.56%
10-4830-2600	Workers' Compensation	2,626	2,548	3,880	2,976	3,771	795	26.71%

PARKS AND RECREATION, CONTINUED

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<i>Contractual Services:</i>								
10-4830-3110	Consulting Services	0	0	2,750	0			
10-4830-3210	Repairs and Maintenance	2,442	2,758	2,000	2,029	3,000	971	47.86%
10-4830-3400	Advertising	131	461	373	360	350	(10)	-2.78%
10-4830-3800	Other Contractual Services	959	7,585	1,175	920	1,500	580	63.04%
<i>Materials and Supplies:</i>								
10-4830-5100	Materials and Supplies	18,131	17,460	13,274	15,179	30,000	14,821	97.64%
10-4830-5600	Vehicle and Powered Equipment	1,551	3,075	2,218	1,855	2,500	645	34.77%
10-4830-5700	Uniforms and Wearing Apparel	0	184	61	299	500	201	67.22%
10-4830-5800	Janitorial Supplies	7,162	4,078	5,571	5,907	7,000	1,093	18.50%
TOTAL PARK EXPENDITURES:		123,078	112,940	89,664	90,480	131,721	41,241	45.58%

Park Commission Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>PARK COMMISSION:</u>								
<i>Salaries & Benefits:</i>								
10-4831-1100	Salaries & Wages - Regular	1,100	900	700	700	700	0	0.00%
<i>Employee Benefits:</i>								
10-4831-2100	FICA/Medicare - Employer	71	69	54	54	54	0	0.00%
TOTAL PARK COMMISSION EXPENDITURES:		1,171	969	754	754	754	0	0.00%

PARKS AND RECREATION, CONTINUED

Swimming Pool Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
SWIMMING POOL:								
<i>Salaries & Benefits:</i>								
10-4840-1100	Salaries & Wages - Regular	54,774	51,286	52,075	53,774	60,000	6,226	11.58%
10-4840-1200	Salaries & Wages – Overtime	4,853	3,519	4,380	3,917	5,000	1,083	27.65%
<i>Employee Benefits:</i>								
10-4840-2100	FICA/Medicare - Employer	4,520	4,175	4,295	4,402	4,973	571	12.97%
10-4840-2500	Unemployment Insurance	502	570	344	299	92	(207)	-69.23%
<i>Contractual Services:</i>								
10-4840-3210	Repairs and Maintenance	10,205	288	6,139	7,008	7,000	(8)	-0.11%
10-4840-3800	Other Contractual Services	175	0	118	895	250	(645)	-72.07%
<i>Other Charges</i>								
10-4840-4110	Electrical Services	8,814	8,707	8,063	9,793	13,000	3,207	32.75%
10-4840-3220	Telecommunications	299	126	315	283	500	217	76.68%
<i>Materials and Supplies:</i>								
10-4840-5100	Materials and Supplies	9,223	7,690	7,830	7,637	9,500	1,863	24.39%
10-4840-5400	Chemical Supplies	4,893	7,546	5,951	6,091	7,000	909	14.92%
10-4840-5700	Uniforms and Wearing Apparel	0	533	747	747	700	(47)	-6.29%
10-4840-5800	Janitorial Supplies	117	148	88	88	500	412	468.18%
TOTAL POOL EXPENDITURES:		98,375	84,588	90,345	94,934	108,515	13,581	14.31%
TOTAL PARKS AND RECREATION EXPENDITURES:		222,624	198,497	181,504	186,868	241,490	54,622	29.23%

PARKS AND RECREATION, CONTINUED

Swimming Pool Performance Measures

Measure	FY 2014 Actual	FY 2015 Projection	FY 2016 Goal
Manage a High Quality Aquatics Program			
Number of students in swimming lesson programs	150	161	175
Percentage of students advancing to next level on time	75%	76%	80%
Average daily patronage	125	127	150
Percentage adults	35%	37%	45%
Percentage school-aged children	60%	55%	45%
Percentage pre-school children	5%	7%	10%
Percentage out of town resident usage	40%	37%	30%
Percentage of lifeguards hired by 3 rd week in May	100%	100%	100%
Percentage of Swim Instructors hired by 3 rd week of May	100%	100%	100%

GENERAL FUND NON-DEPARTMENTAL

Non-departmental consists of expenditures for the following functions:

Contributions: The Town makes contributions to local fire and rescue volunteer organizations that serve Town citizens.

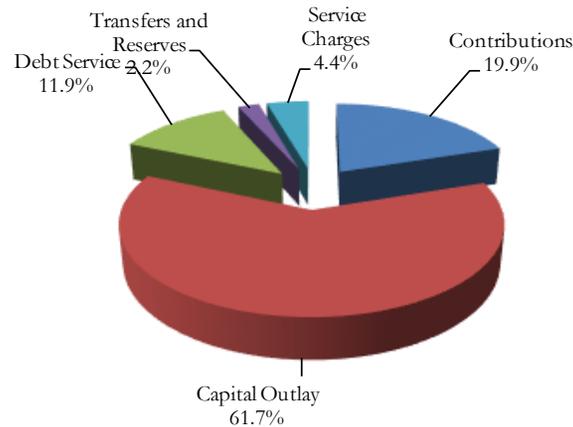
Capital Outlay: The Capital Outlay function accounts for expenditures related to the Town’s fixed asset additions and contribution projects.

Debt Service: The Debt Service function accounts for the payment of principal and interest on the Town’s general long-term debt.

Transfers and Reserves: Transfers and Reserves function primarily accounts for those funds that are transferred out of the General Fund and in to the Public Utilities Fund.

Insurance Premiums and Services Charges: Service Charges account primarily for the bank fees incurred by the Town. In addition, the Town’s insurance premiums for general and vehicle liability are now included in this section.

FY 2016 Non-Departmental Expenditures



NON-DEPARTMENTAL

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>NON-DEPARTMENTAL:</u>								
<u>CONTRIBUTIONS:</u>								
10-4900-4710	Contribution to Rescue Squad	74,000	0	0	174,000	49,000	(125,000)	-71.84%
10-4900-4720	Contribution to Fire Department	29,000	279,000	264,000	29,000	177,500	148,500	512.07%
TOTAL CONTRIBUTIONS:		103,000	279,000	264,000	203,000	226,500	23,500	11.58%
<u>CAPITAL OUTLAY:</u>								
10-4910-6100	Machinery and Equipment	39,771	33,260	57,110	49,525	52,000	2,475	5.00%
10-4910-6400	Motor Vehicles and Equipment	26,295	73,674	180,857	59,706	100,000	40,294	67.49%
10-4910-6500	Software	0	0	0	0	25,000	25,000	0.00%
10-4910-6901	Swimming Pool Project	0	16,010	0	0	0	0	0.00%
104910-6903	Indian Springs Wetlands Park Project	43,405	0	0	0	0	0	0.00%
104910-6904	Riverview Park Lighting Project	18,285	0	0	0	0	0	0.00%
104910-6905	Jean Fogle Memorial Garden	17,665	5,384	0	0	0	0	0.00%
10-4910-6906	Main Street Sculpture Garden	0	0	0	13,615	0	(13,615)	-100.00%
10-4910-6910	Downtown Parking Project	0	0	0	0	500,000	500,000	0.00%
10-4910-6920	Parking Lot -W.O. Riley Park Project	0	33,776	1,352,530	261,395	25,000	(236,395)	-90.44%
TOTAL CAPITAL OUTLAY:		145,421	162,104	1,590,497	384,241	702,000	317,759	82.70%
<u>DEBT SERVICE:</u>								
10-4920-7110	Principal Payments	41,666	52,431	91,432	105,994	109,000	3,006	2.84%
10-4920-7120	Interest Payments	10,076	12,424	29,830	28,500	26,000	(2,500)	-8.77%
TOTAL DEBT SERVICE:		51,742	64,855	121,262	134,494	135,000	506	0.38%

NON-DEPARTMENTAL, CONTINUED

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>TRANSFERS & RESERVES:</u>								
10-4930-8310	Transfer to Public Utilities Fund	110,000	387,676	0	45,000	25,000	(20,000)	-44.44%
10-4930-8500	Reserve for Contingency	0	0	0	0	0	0	0.00%
TOTAL TRANSFERS & RESERVES:		110,000	387,676	0	45,000	25,000	(20,000)	-44.44%
<u>INSURANCE PREMIUMS and SERVICE CHARGES:</u>								
10-4940-4310	Vehicle Liability Insurance	0	0	0	0	17,000	17,000	0.00%
10-4940-4320	General Liability Insurance	0	0	0	0	32,000	32,000	0.00%
10-4940-4800	Bank Service Charges	320	11,610	719	435	750	315	72.41%
TOTAL SERVICE CHARGES:		320	11,610	719	435	49,750	49,315	1
TOTAL NON-DEPARTMENTAL EXPENDITURES:		410,483	905,245	1,976,478	767,170	1,138,250	371,080	48.37%
GENERAL FUND EXPENDITURE TOTALS:		4,238,852	4,881,279	6,440,105	5,142,545	5,849,681	707,136	13.75%

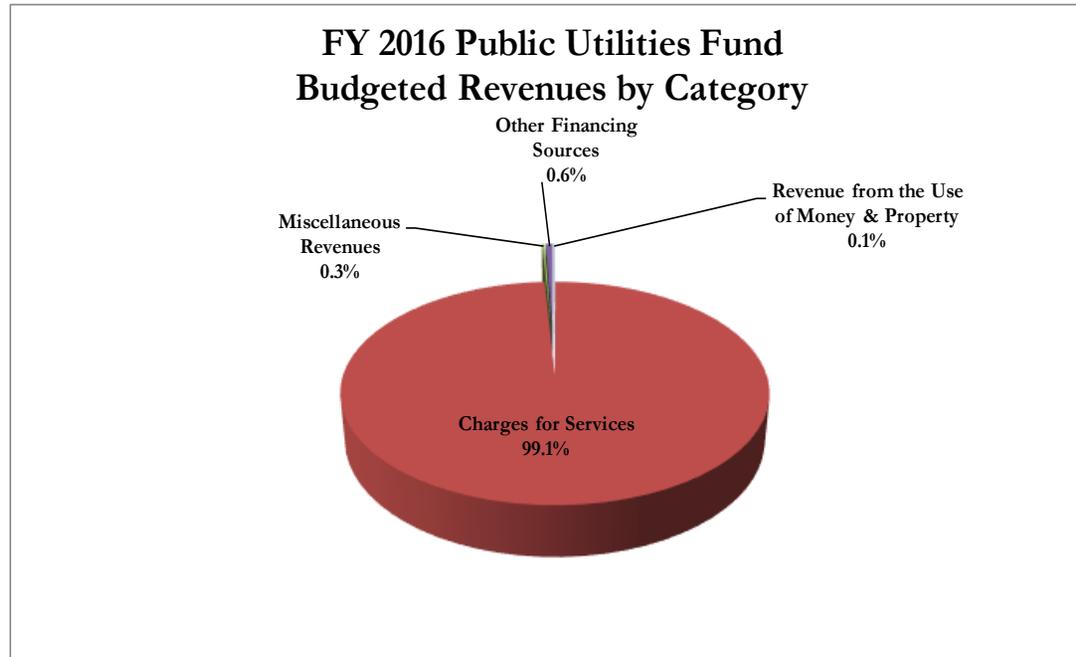
PUBLIC UTILITIES FUND

Public Utilities Fund Revenues Summary

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>PUBLIC UTILITIES FUND REVENUES:</u>							
Revenue from the Use of Money & Property	18,665	12,546	3,975	1,900	2,000	100	5.26%
Charges for Services	3,636,701	3,615,007	3,577,310	3,729,990	3,951,875	221,885	5.95%
Miscellaneous Revenues	24,495	6,973	32,711	9,537	10,000	463	4.85%
State Revenues	0	0	0	0	0	0	0.00%
Federal Revenues	0	0	0	0	0	0	0.00%
Other Financing Sources	110,000	387,676	0	45,000	25,000	(20,000)	-44.44%
PUBLIC UTILITIES FUND REVENUES:	3,789,861	4,022,202	3,613,996	3,786,427	3,988,875	202,448	5.35%

PUBLIC UTILITIES FUND SUMMARIES, CONTINUED

Chart – Public Utilities Fund Revenues by Category



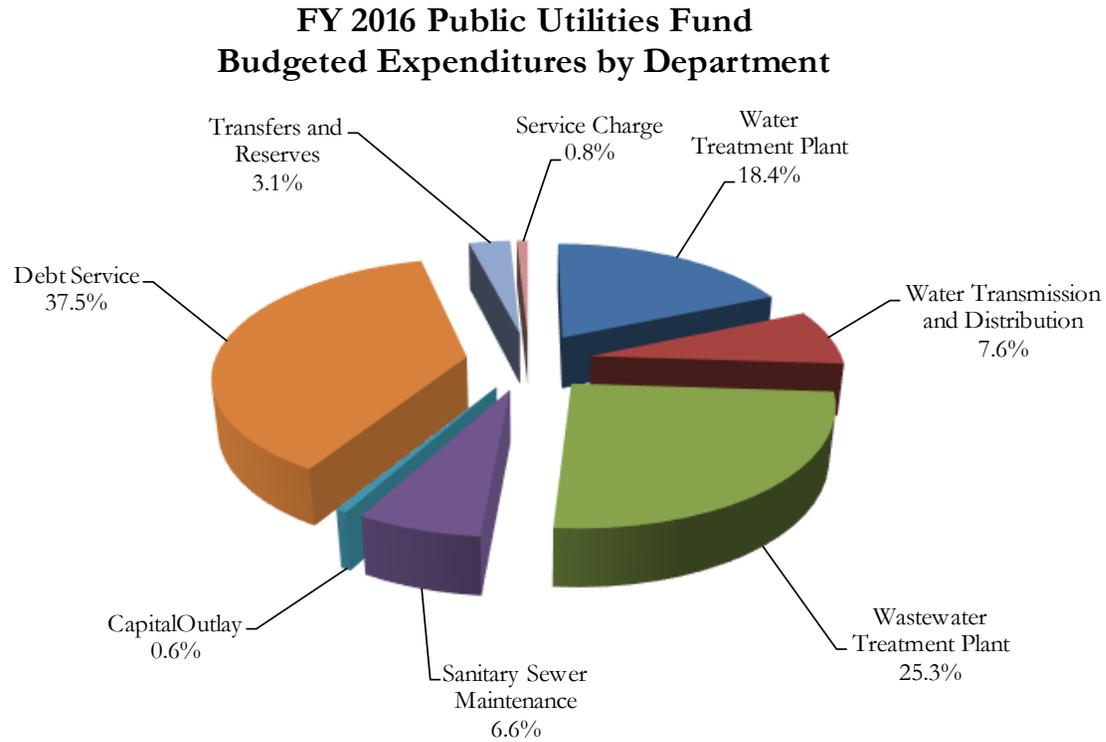
PUBLIC UTILITIES FUND SUMMARIES, CONTINUED

Public Utilities Fund Expenditures Summary

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>PUBLIC UTILITIES FUND EXPENDITURES:</u>							
Water Treatment Plant	641,261	677,741	679,375	674,399	735,026	60,627	8.99%
Water Transmission and Distribution	323,594	295,897	295,217	294,752	303,752	9,000	3.05%
Wastewater Treatment Plant	1,026,881	957,533	1,035,641	1,002,721	1,009,345	6,624	0.66%
Sanitary Sewer Maintenance	243,326	228,209	239,575	240,371	263,252	22,881	9.52%
Capital Outlay	20,965	81,113	0	66,628	25,000	(41,628)	-62.48%
Debt Service	1,505,698	1,494,993	1,492,087	1,466,604	1,495,000	28,396	1.94%
Transfers and Reserves	0	0	0	75,000	125,000	50,000	66.67%
Service Charges	984	388	1,949	45,746	32,500	(13,246)	-28.96%
<u>PUBLIC UTILITIES FUND EXPENDITURES:</u>	3,762,709	3,735,874	3,743,844	3,866,221	3,988,875	122,654	3.17%

PUBLIC UTILITIES FUND SUMMARIES, CONTINUED

Chart – Public Utilities Fund Expenditures by Department



Public Utilities Funds Revenues

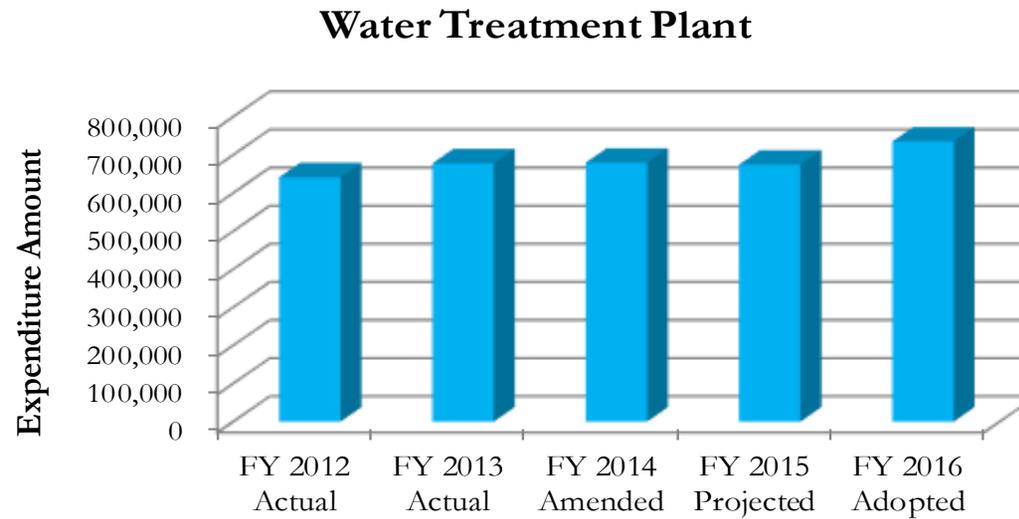
Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>PUBLIC UTILITIES FUND REVENUES:</u>								
<i>Revenue from the Use of</i>								
<i>Money & Property:</i>								
60-3150-0080	Interest on Bank Deposits	18,524	12,454	3,926	1,850	2,000	150	8.11%
60-3150-0082	Dividends on Investments	141	92	49	50	0	(50)	-100.00%
		18,665	12,546	3,975	1,900	2,000	100	5.26%
<i>Charges for Services:</i>								
60-3160-0100	Water Receipts	1,080,295	1,250,337	1,256,834	1,401,837	1,519,952	118,115	8.43%
60-3160-0101	Sewer Receipts	1,997,818	2,113,159	2,107,408	2,156,714	2,241,327	84,613	3.92%
60-3160-0102	Water Connection Charges	179,194	73,078	53,117	55,410	50,000	(5,410)	-9.76%
60-3160-0103	Sewer Connection Charges	321,952	119,502	100,000	77,851	75,000	(2,851)	-3.66%
60-3160-0104	Penalties – Water and Sewer	57,442	58,930	59,951	38,178	65,596	27,418	71.82%
		3,636,701	3,615,006	3,577,310	3,729,990	3,951,875	221,885	5.95%
<i>Miscellaneous Revenue:</i>								
60-3170-0120	Miscellaneous Receipts	24,495	6,973	32,711	9,537	10,000	463	4.85%
		24,495	6,973	32,711	9,537	10,000	463	4.85%

PUBLIC UTILITIES FUND REVENUES, CONTINUED

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<i>State Revenues:</i>								
<i>Categorical Aid:</i>								
60-3320-0540	Water Quality Improvement Fund Grant	0	0	0	0	0	0	0.00%
		0	0	0	0	0	0	0.00%
<i>Federal Revenues:</i>								
<i>Categorical Aid:</i>								
60-3320-0541	Virginia Clean Water Revolving Loan Fund	0	0	0	0	0	0	0.00%
60-3320-0542	Leaking Underground Storage Tank Grant	0	0	0	0	0	0	0.00%
		0	0	0	0	0	0	0.00%
<i>Other Financing Sources:</i>								
<i>Non-Revenue Receipts:</i>								
60-3410-0600	Transfers from General Fund	110,000	387,676	0	45,000	25,000	(20,000)	-44.44%
60-3410-0604	Proceeds from Indebtedness	0	0	0	0	0	0	0.00%
		110,000	387,676	0	45,000	25,000	(20,000)	-44.44%
TOTAL PUBLIC UTILITIES FUND REVENUES:		3,789,861	4,022,201	3,613,996	3,786,427	3,988,875	202,448	5.35%

WATER TREATMENT PLANT

Water Treatment Plant: The Water Treatment Plant is responsible for the safe and efficient operation, production, and treatment of water distributed to the Town’s residents in accordance with all federal, state, and local regulations.



WATER TREATMENT PLANT

Water Treatment Plant Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>WATER TREATMENT PLANT:</u>								
<i>Salaries & Benefits:</i>								
60-4710-1100	Salaries & Wages – Regular	218,132	227,670	219,232	221,711	243,187	21,476	9.69%
60-4710-1200	Salaries & Wages – Overtime	8,902	8,317	6,915	4,252	7,500	3,248	76.39%
60-4710-1300	Salaries & Wages – Holiday	4,677	5,353	4,674	5,431	5,000	(431)	-7.94%
<i>Employee Benefits:</i>								
60-4710-2100	FICA/Medicare - Employer	17,550	17,714	17,324	17,151	19,704	2,553	14.89%
60-4710-2210	Virginia Retirement System	39,912	38,718	37,999	39,796	43,920	4,124	10.36%
60-4710-2220	ICMA – Employer Contribution	2,065	1,400	1,295	1,610	1,890	280	17.39%
60-4710-2300	Hospital/Medical Plans	45,300	47,970	51,878	46,176	59,850	13,674	29.61%
60-4710-2400	Group Life Insurance	634	2,668	2,618	2,638	2,894	256	9.70%
60-4710-2500	Unemployment Insurance	458	359	228	243	345	102	41.98%
60-4710-2600	Workers’ Compensation	15,758	15,198	13,915	10,624	15,086	4,462	42.00%
60-4710-2800	Employee Appreciation	1,150	950	1,050	850	1,050	200	23.53%
60-4710-2900	Accrued Annual and Sick Leave	(171)	4,015	10,265	0	0	0	0.00%
60-4710-2910	Annual OPEB Cost	2,412	2,006	1,756	0	0	0	0.00%
<i>Contractual Services:</i>								
60-4710-3130	Engineering and Architectural	500	0	950	7,500	10,000	2,500	33.33%
60-4710-3210	Repairs and Maintenance	35,686	22,079	35,561	33,994	35,000	1,006	2.96%
60-4710-3220	Service Contracts	63,842	78,624	56,695	62,763	80,000	17,237	27.46%
60-4710-3300	Printing	1,026	95	0	0	100	100	0.00%
60-4710-3400	Advertising	444	0	0	330	350	20	6.06%
60-4710-3500	Laundry and Dry Cleaning	5,693	4,964	5,276	5,369	5,500	131	2.44%
60-4710-3700	Sludge Removal	3,127	0	0	0	500	500	0.00%

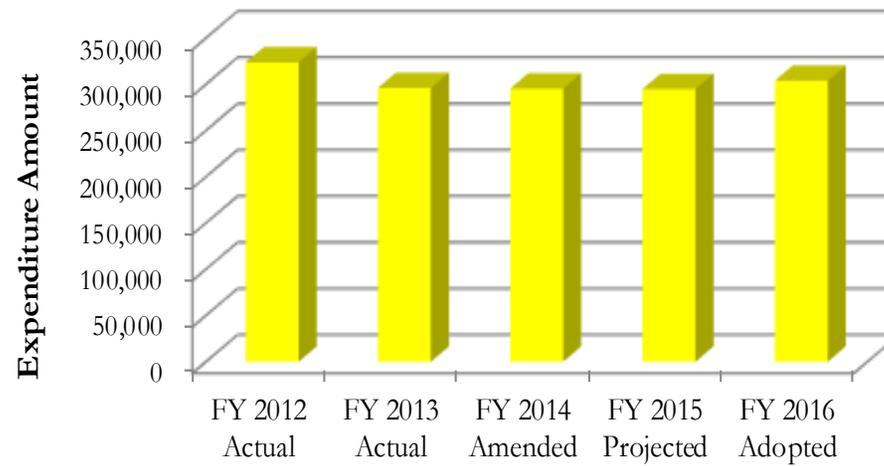
WATER TREATMENT PLANT, CONTINUED

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<i>Other Charges:</i>								
60-4710-4110	Electrical Services	63,785	66,361	64,861	61,777	65,000	3,223	5.22%
60-4710-4120	Heating Services	14,180	14,334	15,126	10,268	14,000	3,732	36.35%
60-4710-4210	Postal Services	1,977	27	50	62	100	38	61.29%
60-4710-4220	Telecommunications	3,995	3,979	4,820	5,626	5,000	(626)	-11.13%
60-4710-4310	Vehicle Liability Insurance	2,382	2,500	1,002	1,049	0	(1,049)	-100.00%
60-4710-4320	General Liability Insurance	5,335	7,624	12,339	14,218	0	(14,218)	-100.00%
60-4710-4520	Convention, Training, & Education	2,135	1,416	2,467	2,138	3,000	862	40.32%
60-4710-4610	Association and Membership Dues	1,768	3,006	9,755	9,859	10,000	141	1.43%
60-4710-4620	Books/Subscriptions/Educational	80	91	99	99	100	1	1.01%
<i>Materials and Supplies:</i>								
60-4710-5100	Materials & Supplies	26,563	14,769	17,771	17,076	15,000	(2,076)	-12.16%
60-4710-5200	Office Supplies & Equipment	465	1,351	600	786	750	(36)	-4.58%
60-4710-5300	Food Supplies and Food Service	259	110	257	179	300	121	67.60%
60-4710-5400	Chemical and Laboratory Supplies	44,536	78,737	77,411	89,003	85,000	(4,003)	-4.50%
60-4710-5600	Vehicle and Powered Equipment	5,347	3,764	4,728	1,294	4,000	2,706	209.12%
60-4710-5700	Uniforms and Wearing Apparel	130	438	68	332	400	68	20.48%
60-4710-5800	Janitorial Supplies	1,227	1,134	390	195	500	305	156.41%
TOTAL WATER TREATMENT PLANT EXPENDITURES:		641,261	677,741	679,375	674,399	735,026	60,627	8.99%

WATER TRANSMISSION AND DISTRIBUTION

Water Transmission and Distribution: The Water Transmission and Distribution function is responsible for the operation and maintenance of the Town's water distribution system.

Water Transmission and Distribution



WATER TRANSMISSION AND DISTRIBUTION

Water Transmission and Distribution Expenditures

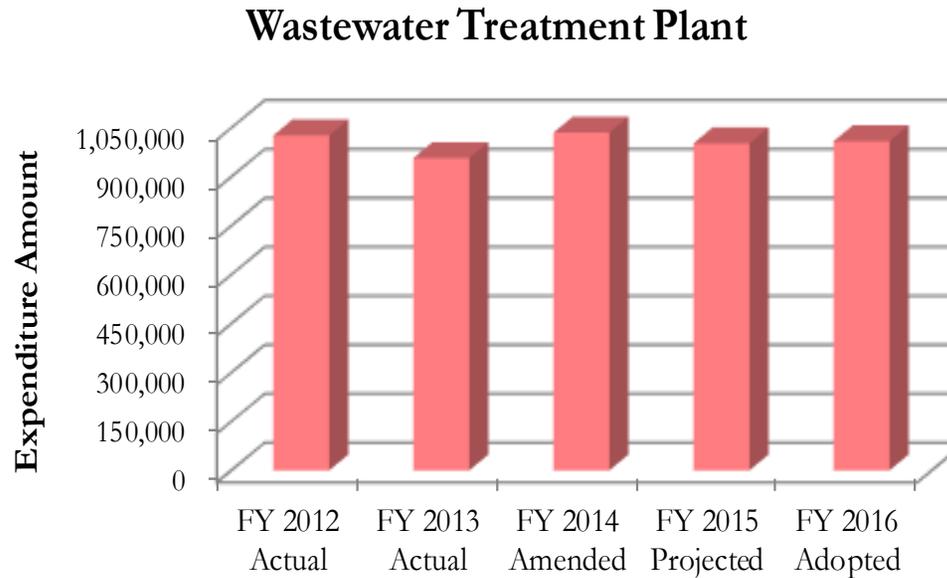
Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>WATER TRANSMISSION & DISTRIBUTION:</u>								
<i>Salaries & Benefits:</i>								
60-4720-1100	Salaries & Wages – Regular	145,350	119,199	119,511	122,782	120,281	(2,501)	-2.04%
60-4720-1200	Salaries & Wages – Overtime	13,552	16,608	19,779	23,134	15,000	(8,134)	-35.16%
<i>Employee Benefits:</i>								
60-4720-2100	FICA/Medicare - Employer	11,372	9,674	9,825	10,468	10,395	(73)	-0.70%
60-4720-2210	Virginia Retirement System	21,824	19,619	20,012	21,241	21,723	482	2.27%
60-4720-2220	ICMA – Employer Contribution	1,050	840	805	875	1,260	385	44.00%
60-4720-2300	Hospital/Medical Plans	32,628	31,023	36,663	37,056	39,480	2,424	6.54%
60-4720-2400	Group Life Insurance	347	1,352	1,379	1,400	1,432	32	2.29%
60-4720-2500	Unemployment Insurance	275	203	149	157	181	24	15.29%
60-4720-2600	Workers’ Compensation	0	0	0	0	0	0	0.00%
60-4720-2800	Employee Appreciation	700	600	600	600	600	0	0.00%
60-4720-2900	Accrued Annual and Sick Leave	1,059	515	920	0	0	0	0.00%
60-4720-2910	Annual OPEB Cost	1,689	1,405	1,317	0	0	0	0.00%
<i>Contractual Services:</i>								
60-4720-3210	Repairs and Maintenance	17,777	4,485	8,483	5,250	6,000	750	14.29%
60-4720-3220	Service Contracts	849	3,779	3,075	3,120	4,000	880	28.21%
60-4720-3400	Advertising	0	0	337	112	300	188	167.86%
60-4720-3500	Laundry and Dry Cleaning	2,449	2,554	2,846	3,025	2,700	(325)	-10.74%

WATER TRANSMISSION AND DISTRIBUTION, CONTINUED

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<i>Other Charges:</i>								
60-4720-4210	Postal Services	8,812	8,821	9,138	8,531	10,000	1,469	17.22%
60-4720-4220	Telecommunications	2,098	2,442	2,278	2,322	2,500	178	7.67%
60-4720-4310	Vehicle Liability Insurance	857	850	0	0	0	0	0.00%
60-4720-4320	General Liability Insurance	6,363	3,428	0	0	0	0	0.00%
60-4720-4520	Convention, Training, & Education	276	1,203	483	585	1,000	415	70.94%
<i>Materials and Supplies:</i>								
60-4720-5100	Materials & Supplies	46,281	60,378	49,920	47,129	60,000	12,871	27.31%
60-4720-5200	Office Supplies & Equipment	1,316	501	1,169	1,382	1,000	(382)	-27.64%
60-4720-5300	Food Supplies and Food Service	337	142	366	517	500	(17)	-3.29%
60-4720-5600	Vehicle and Powered Equipment	5,711	5,924	5,922	4,828	5,000	172	3.56%
60-4720-5700	Uniforms and Wearing Apparel	622	352	240	238	400	162	68.07%
TOTAL WATER TRANSMISSION & DISTRIBUTION EXPENDITURES:		323,594	295,897	295,217	294,752	303,752	9,000	3.05%

WASTEWATER TREATMENT PLANT

Wastewater Treatment Plant: The Wastewater Treatment Plant is responsible for the safe and efficient treatment of all wastewater produced by the Town and the stabilization and disposal of solid wastes generated in accordance with federal, state, and local regulations.



WASTEWATER TREATMENT PLANT

Wastewater Treatment Plant Expenditures

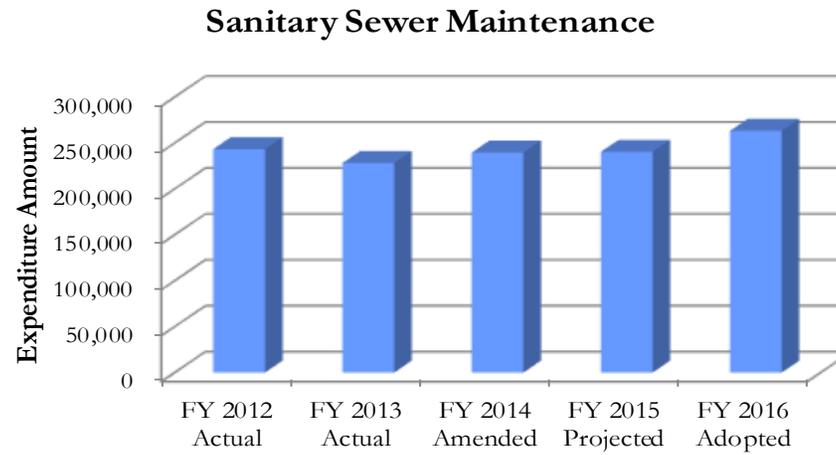
Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
WASTEWATER TREATMENT PLANT:								
<i>Salaries & Benefits:</i>								
60-4730-1100	Salaries & Wages – Regular	333,321	300,724	308,430	312,493	317,048	4,555	1.46%
60-4730-1200	Salaries & Wages – Overtime	23,256	23,537	27,571	17,639	22,000	4,361	24.72%
60-4730-1300	Salaries & Wages – Holiday	7,982	9,118	9,356	9,953	11,000	1,047	10.52%
<i>Employee Benefits:</i>								
60-4730-2100	FICA/Medicare - Employer	26,755	25,205	25,590	24,663	27,004	2,341	9.49%
60-4730-2210	Virginia Retirement System	57,250	51,589	51,149	56,234	57,259	1,025	1.82%
60-4730-2220	ICMA – Employer Contribution	2,520	2,293	1,995	1,951	2,940	989	50.69%
60-4730-2300	Hospital/Medical Plans	67,006	62,324	72,732	77,873	80,220	2,347	3.01%
60-4730-2400	Group Life Insurance	909	3,555	3,524	3,706	3,773	67	1.81%
60-4730-2500	Unemployment Insurance	592	431	375	379	472	93	24.54%
60-4730-2600	Workers’ Compensation	15,758	16,272	16,485	11,277	16,029	4,752	42.14%
60-4730-2800	Employee Appreciation	1,550	1,450	1,250	1,450	1,450	0	0.00%
60-4730-2900	Accrued Annual and Sick Leave	1,973	3,359	9,625	0	0	0	0.00%
60-4730-2910	Annual OPEB Cost	3,376	2,809	2,633	0	0	0	0.00%
<i>Contractual Services:</i>								
60-4730-3130	Engineering and Architectural	2,180	0	10,625	3,125	3,000	(125)	-4.00%
60-4730-3210	Repairs and Maintenance	10,282	22,063	39,809	36,817	40,000	3,183	8.65%
60-4730-3220	Service Contracts	38,803	43,870	43,168	37,675	43,000	5,325	14.13%
60-4730-3300	Printing	0	89	0	0	100	100	0.00%
60-4730-3400	Advertising	778	695	1,178	591	500	(91)	-15.40%
60-4730-3500	Laundry and Dry Cleaning	9,772	8,697	8,487	9,835	9,500	(335)	-3.41%
60-4730-3700	Sludge Removal	43,860	42,564	55,686	50,334	48,000	(2,334)	-4.64%

WASTEWATER TREATMENT PLANT, CONTINUED

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<i>Other Charges:</i>								
60-4730-4110	Electrical Services	186,748	179,950	181,297	183,553	180,000	(3,553)	-1.94%
60-4730-4120	Heating Services	36	12	43	0	50	50	0.00%
60-4730-4210	Postal Services	1,699	80	1,215	1,125	1,000	(125)	-11.11%
60-4730-4220	Telecommunications	5,051	5,918	6,459	6,786	6,100	(686)	-10.11%
60-4730-4310	Vehicle Liability Insurance	2,936	3,000	1,002	1,048	0	(1,048)	-100.00%
60-4730-4320	General Liability Insurance	12,440	10,000	16,399	18,488	0	(18,488)	-100.00%
60-4730-4510	Mileage	0	0	0	0	0	0	0.00%
60-4730-4520	Convention, Training, & Education	1,851	1,173	1,805	1,986	2,500	514	25.88%
60-4730-4610	Association and Membership Dues	19,406	8,353	8,659	8,732	9,000	268	3.07%
60-4730-4620	Books/Subscriptions/Educational	108	0	115	0	100	100	0.00%
<i>Materials and Supplies:</i>								
60-4730-5100	Materials & Supplies	44,389	45,538	26,526	30,499	33,000	2,501	8.20%
60-4730-5200	Office Supplies & Equipment	1,415	3,209	4,082	2,089	5,000	2,911	139.35%
60-4730-5300	Food Supplies and Food Service	112	465	523	178	500	322	180.90%
60-4730-5400	Chemical and Laboratory Supplies	94,159	69,658	88,021	86,393	80,000	(6,393)	-7.40%
60-4730-5600	Vehicle and Powered Equipment	6,695	7,307	8,343	5,076	6,800	1,724	33.96%
60-4730-5700	Uniforms and Wearing Apparel	182	487	795	736	1,000	264	35.87%
60-4730-5800	Janitorial Supplies	1,731	1,739	689	37	1,000	963	2602.70%
TOTAL WASTEWATER TREATMENT PLANT EXPENDITURES:		1,026,881	957,533	1,035,641	1,002,721	1,009,345	6,624	0.66%

SANITARY SEWER MAINTENANCE

Sanitary Sewer Maintenance: The Sanitary Sewer Maintenance function is responsible for the operation and maintenance of the Town’s wastewater collection system.



SANITARY SEWER MAINTENANCE

Sanitary Sewer Maintenance Expenditures

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>SANITARY SEWER MAINTENANCE:</u>								
<i>Salaries & Benefits:</i>								
60-4740-1100	Salaries & Wages – Regular	120,644	109,355	108,337	101,574	120,281	18,707	18.42%
60-4740-1200	Salaries & Wages – Overtime	7,601	7,522	7,611	9,360	15,000	5,640	60.26%
<i>Employee Benefits:</i>								
60-4740-2100	FICA/Medicare - Employer	9,087	8,326	8,173	7,903	10,395	2,492	31.53%
60-4740-2210	Virginia Retirement System	21,824	19,619	20,012	21,242	21,723	481	2.26%
60-4740-2220	ICMA – Employer Contribution	1,050	840	840	858	1,260	402	46.85%
60-4740-2300	Hospital/Medical Plans	32,628	31,023	36,663	37,056	39,480	2,424	6.54%
60-4740-2400	Group Life Insurance	346	1,352	1,379	1,400	1,432	32	2.29%
60-4740-2500	Unemployment Insurance	261	184	149	157	181	24	15.29%
60-4740-2600	Workers’ Compensation	0	0		0	0	0	0.00%
60-4740-2800	Employee Appreciation	700	600	600	600	600	0	0.00%
60-4740-2900	Accrued Annual and Sick Leave	1,059	515	920	0	0	0	0.00%
60-4740-2910	Annual OPEB Cost	1,689	1,404	1,317	0	0	0	0.00%
<i>Contractual Services:</i>								
60-4740-3210	Repairs and Maintenance	6,171	5,700	5,953	7,591	7,000	(591)	-7.79%
60-4740-3500	Laundry and Dry Cleaning	2,449	2,554	2,846	3,024	2,700	(324)	-10.71%

SANITARY SEWER MAINTENANCE, CONTINUED

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<i>Other Charges:</i>								
60-4740-4110	Electrical Services	0	0	169	0	0	0	0.00%
60-4740-4210	Postal Services	4,646	4,525	4,495	4,223	5,000	777	18.40%
60-4740-4220	Telecommunications	592	725	544	624	700	76	12.18%
60-4740-4310	Vehicle Liability Insurance	858	850	0	0	0	0	0.00%
60-4740-4320	General Liability Insurance	6,363	3,428	0	0	0	0	0.00%
60-4740-4520	Convention, Training, & Education	255	1,028	483	772	1,000	228	29.53%
<i>Materials and Supplies:</i>								
60-4740-5100	Materials & Supplies	17,511	21,931	31,384	37,728	30,000	(7,728)	-20.48%
60-4740-5200	Office Supplies & Equipment	1,232	373	1,219	1,193	1,000	(193)	-16.18%
60-4740-5300	Food Supplies and Food Service	105	44	93	0	100	100	0.00%
60-4740-5600	Vehicle and Powered Equipment	5,712	5,959	6,148	4,828	5,000	172	3.56%
60-4740-5700	Uniforms and Wearing Apparel	543	352	240	238	400	162	68.07%
TOTAL SANITARY SEWER MAINTENANCE EXPENDITURES:		243,326	228,209	239,575	240,371	263,252	22,881	9.52%

PUBLIC UTILITIES FUND NON-DEPARTMENTAL

Non-departmental consists of expenditures for the following functions:

Capital Outlay: The Capital Outlay function accounts for expenditures related to the Town's fixed asset additions and contribution projects.

Debt Service: The Debt Service function accounts for the payment of principal and interest on the Town's general long-term debt.

Transfers and Reserves: The Town Council may transfers monies to another fund or may reserve a portion of the budgeted revenues (i.e., a reserve for debt service or a reserve for contingency)

Insurance Premiums and Services Charges: Service Charges account for the bank fees incurred by the Town. In addition, the Town's insurance premiums for general and vehicle liability are now included in this section.

Public Utilities Fund Non-Departmental Expenditures

<u>Account Number</u>	<u>Account Name</u>	<u>FY 2012 Actual</u>	<u>FY 2013 Actual</u>	<u>FY 2014 Actual</u>	<u>FY 2015 Projected</u>	<u>FY 2016 Adopted</u>	<u>\$ Increase (Decrease)</u>	<u>% Increase (Decrease)</u>
<u>NON-DEPARTMENTAL:</u>								
<u>CAPITAL OUTLAY:</u>								
60-4910-6100	Machinery and Equipment	9,026	52,538	0	66,628	0	(66,628)	-100.00%
60-4910-6400	Motor Vehicles and Equipment	0	28,575	0	0	0	0	0.00%
60-4910-6912	WWTP Expansion	11,939	0	0	0	0	0	0.00%
60-4910-6914	Water Utility Extension Projects	0	0	0	0	25,000	25,000	0.00%
TOTAL CAPITAL OUTLAY:		20,965	81,113	0	66,628	25,000	(41,628)	-62.48%
<u>DEBT SERVICE:</u>								
60-4920-7110	Principal Payments	1,185,959	1,204,879	1,219,178	1,233,878	1,250,000	16,122	1.31%
60-4920-7120	Interest Payments	319,739	290,114	272,909	232,726	245,000	12,274	5.27%
TOTAL DEBT SERVICE:		1,505,698	1,494,993	1,492,087	1,466,604	1,495,000	28,396	1.94%
<u>TRANSFERS & RESERVES:</u>								
60-4930-8500	Reserve for Contingency	0	0	0	0	0	0	0.00%
60-4930-8520	Reserve for Capital Outlay	0	0	0	75,000	125,000	50,000	66.67%
TOTAL TRANSFERS & RESERVES:		0	0	0	75,000	125,000	50,000	66.67%

NON-DEPARTMENTAL, CONTINUED

Account Number	Account Name	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Adopted	\$ Increase (Decrease)	% Increase (Decrease)
<u>INSURANCE PREMIUMS and SERVICE CHARGES:</u>								
60-4940-4310	Vehicle Liability Insurance	0	0	0	0	2,500	2,500	0.00%
60-4940-4320	General Liability Insurance	0	0	0	0	29,000	29,000	0.00%
60-4940-4800	Bank Service Charges/Issue Costs	984	388	1,949	45,746	1,000	(44,746)	-97.81%
TOTAL SERVICE CHARGES:		984	388	1,949	45,746	32,500	(13,246)	(1)
TOTAL NON-DEPARTMENTAL EXPENDITURES:		1,527,647	1,576,494	1,494,036	1,653,978	1,677,500	23,522	1.42%
TOTAL PUBLIC UTILITIES FUND EXPENDITURES:		3,762,709	3,735,874	3,743,844	3,866,221	3,988,875	122,654	3.17%

POSITION PERSONNEL COUNTS

Function	FY 2014 Authorized	FY 2015 Authorized	FY 2016 Adopted
Legislative			
Town Council	0.0	0.0	0.0
Town Clerk	0.0	0.0	0.0
	0.0	0.0	0.0
Executive Administration			
Town Manager	1.0	1.0	1.0
Assistant Town Manager	0.5	0.5	0.5
	1.5	1.5	1.5
General Administration			
Town Attorney	0.5	0.5	0.5
Risk Manager	0.5	0.5	0.0
	1.0	1.0	0.5
Financial Administration			
Finance Department	4.0	4.0	4.0
	4.0	4.0	4.0
Public Safety			
Administration	2.0	2.0	3.0
Patrol	11.0	11.0	11.0
Investigations	2.0	2.0	2.0
Administrative	1.0	1.0	1.0
	16.0	16.0	17.0

PERSONNEL SUMMARIES

Public Works

Administration	1.0	1.0	1.0
Streets	8.0	8.0	8.0
Administrative	0.5	1.0	1.0
	<hr/>	<hr/>	<hr/>
	9.5	10.0	10.0

Community Development

Planning and Zoning	1.0	1.0	1.5
Enhancement	0.5	0.5	0.5
	<hr/>	<hr/>	<hr/>
	1.5	1.5	2.0

Parks and Recreation

Parks	1.0	1.0	1.0
	<hr/>	<hr/>	<hr/>
	1.0	1.0	1.0

Public Utilities

Water Treatment	5.0	4.5	5.0
Water Transmission	3.0	3.0	3.0
Wastewater Treatment	7.0	7.0	7.0
Sanitary Sewer	3.0	3.0	3.0
	<hr/>	<hr/>	<hr/>
	18.0	17.5	18.0

Totals	52.5	52.5	54.0
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DISCUSSION OF CHANGES

As described in the transmittal letter, a new position has been added to the Town roster. An accreditation manager will be hired in the Police Department to direct the department's efforts to receive recognition as a fully accredited force. In addition the risk management function has been reassigned to the Assistant Town Manager with the additional staff time designated for the Planning Office. Also the staffing at the Water Treatment Plant has been returned to its 2014 level. These changes result in an increase in staffing of 1.5 full time equivalent positions.

POSITION CLASSIFICATION PLAN

<u>Position</u>	<u>Grade</u>	<u>Annualized Range</u>			<u>FLSA</u>
		<u>Lower</u>	<u>Midpoint</u>	<u>Upper</u>	<u>Overtime Status</u>
<u>Administrators</u>					
Town Manager	N/A				E
Assitant Town Manager	21	\$66,592.57	\$84,905.53	\$103,218.48	E
Director of Finance	20	\$63,421.50	\$80,862.41	\$98,303.32	E
Chief of Police	19	\$60,401.42	\$77,011.82	\$93,622.21	E
Public Works Superintendent	19	\$60,401.42	\$77,011.82	\$93,622.21	E
<u>Finance</u>					
Treasurer	16	\$52,177.02	\$66,525.70	\$80,874.38	E
Deputy Treasurer	4	\$29,054.12	\$37,044.00	\$45,033.88	
Accounting Clerk	4	\$29,054.12	\$37,044.00	\$45,033.88	
<u>Planning and Community Development</u>					
Urban Designer/Neighborhood Planner	16	\$52,177.02	\$66,525.70	\$80,874.38	E
Director of Marketing & Events	12	\$42,926.16	\$54,730.86	\$66,535.55	E
<u>Police Department</u>					
Police Lieutenant	15	\$49,692.40	\$63,357.81	\$77,023.22	E
Police Investigator	12	\$42,926.16	\$54,730.86	\$66,535.55	
Master Police Officer	11	\$40,882.06	\$52,124.63	\$63,367.19	
Police Sergeant	11	\$40,882.06	\$52,124.63	\$63,367.19	
Accrediation Manager	10	\$38,935.30	\$49,642.50	\$60,349.71	
Police Corporal	10	\$38,935.30	\$49,642.50	\$60,349.71	
Senior Police Officer	9	\$37,081.23	\$47,278.57	\$57,475.91	
Police Officer	8	\$35,315.46	\$45,027.21	\$54,738.97	
Administrative Assistant	4	\$29,054.12	\$37,044.00	\$45,033.88	

PERSONNEL SUMMARIES

<u>Position</u>	<u>Grade</u>	<u>Annualized Range</u>			<u>FLSA</u>
		<u>Lower</u>	<u>Midpoint</u>	<u>Upper</u>	<u>Overtime Status</u>
<u>Public Works</u>					
Deputy Superintendent	16	\$52,177.02	\$66,525.70	\$80,874.38	
Chief Operator - Wastewater Plant	14	\$47,326.10	\$60,340.77	\$73,355.45	E
Chief Operator - Water Plant	14	\$47,326.10	\$60,340.77	\$73,355.45	E
Streets & Parks Supervisor	13	\$45,072.47	\$57,467.40	\$69,862.33	
Assistant Chief Operator - Wastewater Plant	11	\$40,882.06	\$52,124.63	\$63,367.19	
Assistant Chief Operator - Water Plant	11	\$40,882.06	\$52,124.63	\$63,367.19	
Instrument Technician	9	\$37,081.23	\$47,278.57	\$57,475.91	
Wastewater Plant Operator	9	\$37,081.23	\$47,278.57	\$57,475.91	
Water Plant Operator	9	\$37,081.23	\$47,278.57	\$57,475.91	
Construction Trades Specialist	7	\$33,633.77	\$42,883.06	\$52,132.35	
Crew Leader - Parks	7	\$33,633.77	\$42,883.06	\$52,132.35	
Crew Leader - Streets	7	\$33,633.77	\$42,883.06	\$52,132.35	
Crew Leader - Water and Sewer	7	\$33,633.77	\$42,883.06	\$52,132.35	
Wastewater Plant Operator-Trainee	6	\$32,032.16	\$40,841.01	\$49,649.86	
Water/Sewer Maintenance Technician	5	\$30,506.82	\$38,896.20	\$47,285.58	
Administrative Assistant	4	\$29,054.12	\$37,044.00	\$45,033.88	
Meter Reader	4	\$29,054.12	\$37,044.00	\$45,033.88	
Utility Maintenance Technician	4	\$29,054.12	\$37,044.00	\$45,033.88	
Equipment Operator	3	\$27,670.59	\$35,280.00	\$42,889.41	

CAPITAL IMPROVEMENT PLAN
FISCAL YEAR 2016 to 2022

Investing in Neighborhood Connections and Amenities, Excellent
Infrastructure, and the Tools to do the Job

CAPITAL IMPROVEMENTS PLAN FISCAL YEAR 2016 TO 2022

Introduction and Philosophy of Capital Planning

Capital Improvement Plan (CIP) – Thinking about what comes next

A capital improvement plan provides a long-term view of the physical and technological improvements that we intend to make to the town, its ability to provide services to residents, and the neighborhoods that our residents and businesses call home. Historically, the Town has approached capital investments on a case-by-case basis. That is, when a need arose, a project was designed and completed. Generally, this would occur on a fiscal year basis with projects occurring as necessary. However, the Town has significant challenges and opportunities in the next several years that must be addressed in a planned and logical manner to ensure that we have the financial, personnel, time, and physical resources necessary to strategically capitalize on the opportunities that we have over the next several years.

To that end, the Town's Strategic Plan challenges us to think differently about how to plan our investments. The purpose of the CIP is to plan the investments that we intend to make over a long period of time to ensure that we are able to utilize our resources to the best degree possible. This document develops a list of investments that are intended to improve neighborhood connections, enhance our already first-class infrastructure, and provide our employees the tools they need to do the jobs we ask them to do. Developing a plan that takes into account multi-year capital planning is a tremendous task that requires significant thought on the part of the entire leadership of the organization.

Structuring Our Plan – Aggressive Investment, Minimal Taxpayer Impact

The driving philosophy behind the development of our Capital Improvement Plan has been to aggressively and proactively make investments in our community, but at the same time ensure that the impact to taxpayers is as minimal as possible. The Town is in the fortunate position that over the next several years, much of our existing debt service retires. In order to take advantage of this opportunity, we have planned our major debt service projects for periods when we have significant reductions in annual debt service payments. This method leaves the necessary tax rates in place and allows for a seamless transition to a debt structure that includes new projects but does not require significant additional taxpayer investment.

We have also included a significant pay-as-you-go portion of the CIP that seeks to take advantage of net revenues realized after the completion of the operating budget for the preceding year. Essentially, we are using revenues that exceed our expenditures in one year to pay for capital projects in the subsequent year. This approach encourages budget controls at the department level by ensuring that when departments manage their budgets in a manner in which all funds are not expended, they are able to see the benefits in the subsequent year in the form of new capital items.

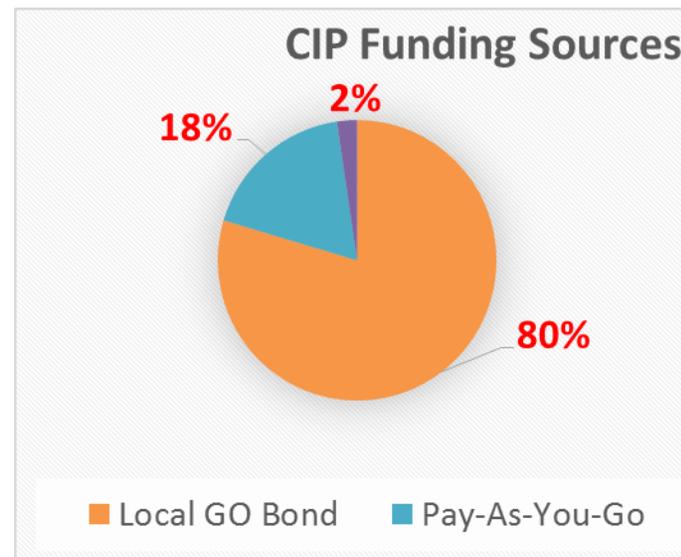
CAPITAL IMPROVEMENTS PLAN FISCAL YEAR 2016 TO 2022

Funding Sources Summary

Funding Sources – How we fund investments

The funding sources for projects found within the CIP listing are funded through a mixture of sources from general obligation bond issuance (debt), cash, utility system development charges, and intergovernmental transfers.

- **Local General Obligation (GO) Bonds** – Used primarily to fund major construction projects or large capital equipment purchases. The debt that is issued as a result of this plan consists of notes that vary in length of obligation. Generally, note lengths are determined based on the anticipated life of the project and the ability of the Town to pay its obligations.
- **Pay-As-You-Go** – Cash is used primarily for annual, sometimes recurring, capital purchases and small construction projects that are not funded in a different manner. The Town has projected annual net revenues to calculate the probable available cash to pay for vehicles, equipment, and other smaller projects that are funded. Cash is generally how we fund the pay-as-you-go portion of the capital program.
- **Utility System Development Charges (SDC) Funds** – Used to make investment in water and sewer system capacity development projects. These charges are paid when a new water and/or sewer customer connects to the system and are placed in reserve for future capacity building projects.



Funding Sources Summary - In Thousands of Dollars								
Source	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total Funding
Local GO Bond	\$ 455.00	\$ 3,126.00	\$ -	\$ 338.50	\$ 270.00	\$ -	\$ 3,500.00	\$ 7,689.50
Pay-As-You-Go	\$ 257.00	\$ 171.00	\$ 512.00	\$ 260.00	\$ 167.00	\$ 150.00	\$ 165.00	\$ 1,682.00
Utility SDC Funds	\$ -	\$ 75.00	\$ 50.00	\$ -	\$ -	\$ 56.00	\$ 35.00	\$ 216.00
Total Capital Projects	\$ 712.00	\$ 3,372.00	\$ 562.00	\$ 598.50	\$ 437.00	\$ 206.00	\$ 3,700.00	\$ 9,587.50

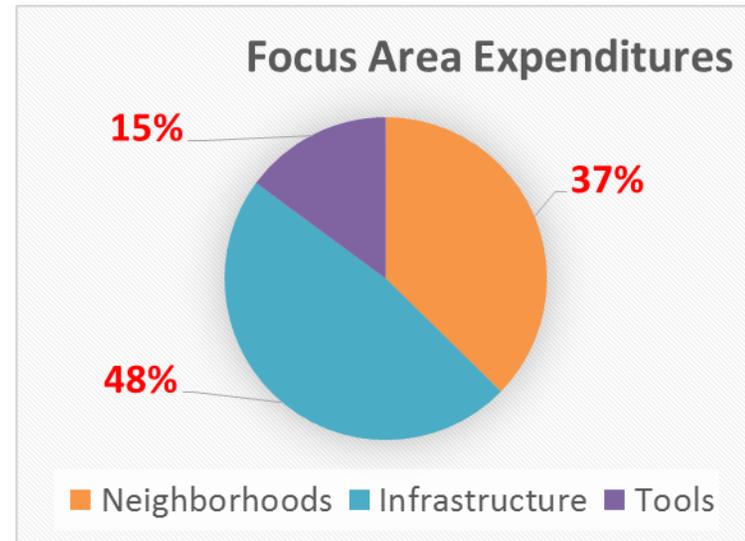
CAPITAL IMPROVEMENTS PLAN FISCAL YEAR 2016 TO 2022

CIP Focus Area Investments Summary

Focusing Our Resources toward our Community Needs

This Capital Improvement Plan has three focus areas: Improving quality of life by investing in our Neighborhood Connections and Amenities, continually ensuring that we are supporting the backbone operations of the town by aggressively and proactively investing in our infrastructure, and ensuring that that we are encouraging our people do their best work by providing them the tools they need to get the job done.

- **Neighborhood Connections and Amenities** – These projects include the development of public spaces, downtown business support infrastructure, connections between neighborhoods, and developing municipal facilities that improve neighborhoods. This includes \$3.5 million in projects.
- **Excellent Infrastructure** – Includes the rehabilitation and improvements of water and sewer treatment and pipe network systems. In sum, this focus area includes \$4.4 million projects. The primary project is the rehabilitation of the Water Treatment Plant, a \$3.126 million project.
- **Tools to do the Job** – Includes \$1.4 million in vehicles, equipment and other tools replacements and improvements.



CIP Focus Area Annual Funding - In Thousands of Dollars								
Activity	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total Funding
Neighborhoods	\$ 510.00	\$ 76.00	\$ 85.00	\$ 140.00	\$ 327.00	\$ 80.00	\$ 2,530.00	\$ 3,748.00
Infrastructure	\$ 25.00	\$ 3,146.00	\$ 50.00	\$ -	\$ 40.00	\$ 56.00	\$ 1,135.00	\$ 4,452.00
Tools	\$ 177.00	\$ 150.00	\$ 427.00	\$ 458.50	\$ 70.00	\$ 70.00	\$ 35.00	\$ 1,387.50
Total	\$ 712.00	\$ 3,372.00	\$ 562.00	\$ 598.50	\$ 437.00	\$ 206.00	\$ 3,700.00	\$ 9,587.50

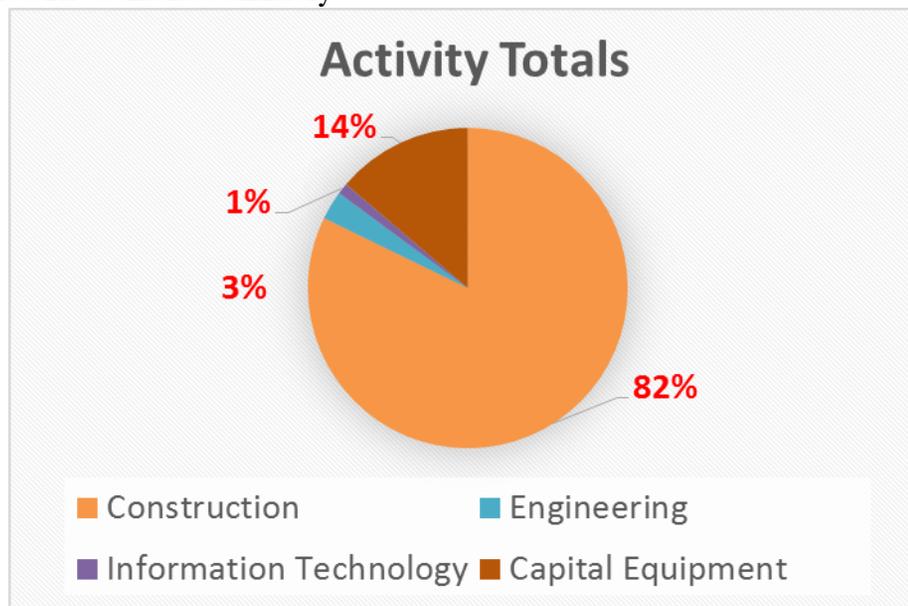
CAPITAL IMPROVEMENTS PLAN FISCAL YEAR 2016 TO 2022

CIP Activity Area Investment Summary

Taking Actions to Meet our Focus Area Goals

The Capital Improvement Plan includes four areas of activities that are associated with the completion of the projects we have identified: Construction, Engineering, Information Technology, and Capital Equipment.

- **Construction** – This activity includes the actual physical construction of various facilities throughout town. This is the largest activity area, primarily due to the rehabilitation of both the Water Treatment Plant and the old Woodstock High School.
- **Engineering** – This activity includes professional design and engineering work associated primarily with projects that will be funded in future capital improvement plans.
- **Information Technology** – This activity includes the purchase of software and hardware devices that allow for the collection and analysis of data.
- **Capital Equipment** – This activity includes that purchase of mobile and fixed goods and equipment for use by various departments. Both annually recurring purchases and single purchases are included in this activity type. Annual recurring purchases include the replacement of Police and Public Works fleets



Annual Project Type Funding - In Thousands of Dollars								
Activity	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total Funding
Construction	\$ 535.00	\$ 3,182.00	\$ 90.00	\$ 140.00	\$ 367.00	\$ 86.00	\$ 3,530.00	\$ 7,930.00
Engineering	\$ -	\$ 40.00	\$ 45.00	\$ -	\$ -	\$ 50.00	\$ 135.00	\$ 270.00
Information Technology	\$ 25.00	\$ 80.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 105.00
Capital Equipment	\$ 152.00	\$ 70.00	\$ 427.00	\$ 458.50	\$ 70.00	\$ 70.00	\$ 35.00	\$ 1,282.50
Total	\$ 712.00	\$ 3,372.00	\$ 562.00	\$ 598.50	\$ 437.00	\$ 206.00	\$ 3,700.00	\$ 9,587.50

CAPITAL IMPROVEMENTS PLAN FISCAL YEAR 2016 TO 2022

Impact of Proposed General Obligation Bonds to Long Term Debt Planning

Beginning in Fiscal Year 2018, the Town of Woodstock's annual debt service structure begins to ease under the debt structure prior to the development of the Capital Improvement Plan. In Fiscal Year 2018, the annual debt service is \$181,386.88 less than it was in the previous year due to retiring debt. In the next decade there are several instances in which the debt service declines substantially, leaving the town a significant amount of capital available to be used for further capital projects. This Capital Improvement Plan takes advantage of those reductions by timing major construction projects during the time period that previous notes are anticipated to retire. The following is a chart of the existing debt service and how it progresses over the life of the CIP:

Fiscal Year	Existing Annual Debt Service	Difference from Previous Year	Difference from FY 15 Budget
2016	\$ 1,585,660.17	\$ (3,834.66)	\$ (12,079.35)
2017	\$ 1,605,753.92	\$ 20,093.75	\$ 8,014.40
2018	\$ 1,424,367.04	\$ (181,386.88)	\$ (173,372.48)
2019	\$ 1,368,875.11	\$ (55,491.93)	\$ (228,864.41)
2020	\$ 1,317,927.57	\$ (50,947.54)	\$ (279,811.95)
2021	\$ 1,298,133.78	\$ (19,793.79)	\$ (299,605.74)
2022	\$ 1,132,694.52	\$ (165,439.26)	\$ (465,045.00)

It is clear from the above chart that there is a substantial decline in the amount of annual debt service that the Town will be required to pay if none of the debt service projects found within this plan are accomplished. The driving philosophy behind the plan is to keep the debt service as consistent as it possibly can be over the next several years. This is accomplished by making substantial investments in the infrastructure resources of the town.

The Capital Improvement Plan identifies a number of projects that will use proceeds from indebtedness in order to finance the project. The majority of the funds expended from general obligation bonds issued by the town will be used for the construction and rehabilitation of town facilities. However, some funds are used for the purchase of construction type capital equipment related to the Department of Public Works and used for both General Fund activities, as well as Public Utilities Fund operations. The following chart outlines the debt service projects proposed in this plan, as well as the timing.

It should be noted that construction related to the Water Treatment Plant Rehabilitation Project will occur in Fiscal Year 2017, but due to the rules of the Virginia Department of Health's loan programs, the debt on the project does not begin to be paid until the completion of the project, which will be in Fiscal Year 2018. So, while we will have access to funds well in advance of having to begin repayment of the loans, repayment will not begin until our prior debt retires. We additionally believe that we will be eligible for state-level historic tax credits for the rehabilitation of the Old Woodstock High School to be turned into a municipal office, which should reduce the total amount needed for the project. However, the CIP has been constructed with the assumption that we will not have access to tax credit

CAPITAL IMPROVEMENTS PLAN FISCAL YEAR 2016 TO 2022

funds to finance this project in order to develop a conservative future debt service structure. The following is a list of the debt service funded projects found within the Capital Improvement Plan:

Project	Budget (M)	Annual Debt Service	Term (Y)	Est. Rate	FY	Funding Source
Downtown Parking - Phase I	0.5	\$ 32,209.30	30	5.00%	2016	Private bank
Water Treatment Plant Rehabilitation	3.126	\$ 143,424.86	20	2.25%	2017	VDH Revolving Loan
Public Works Equipment Bond	0.34	\$ 42,000.00	10	5.00%	2019	Private bank
Fairview Park Soccer/Lacrosse Field	0.27	\$ 34,761.00	10	5.25%	2020	Private bank
Municipal Office	2.5	\$ 161,046.49	30	5.00%	2022	PPA or Private bank
Total	6.736	\$ 413,441.65				

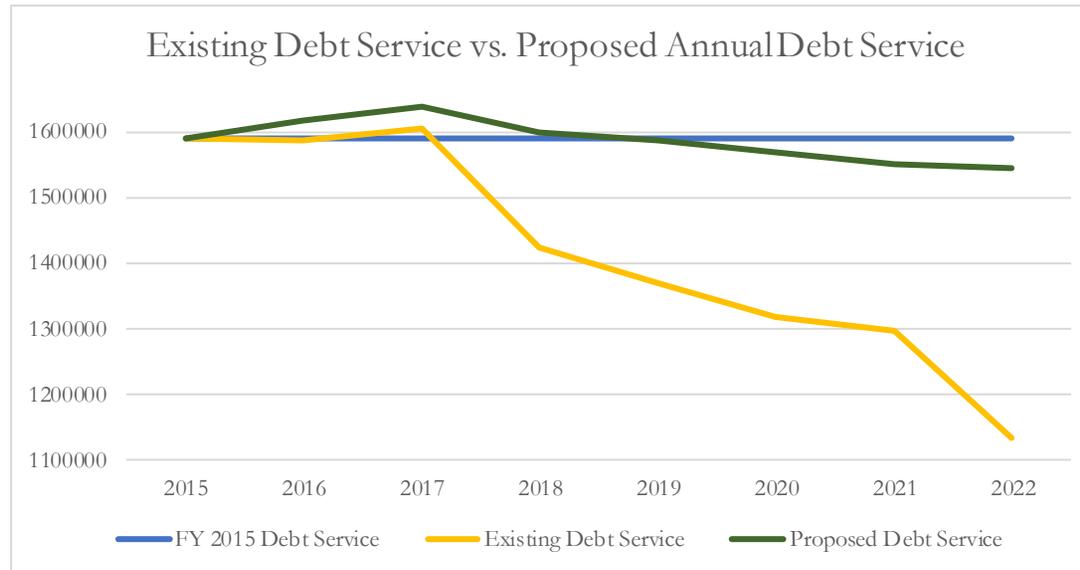
The following is a chart of the proposed annual debt service once the new capital improvement items are included in the debt service structure.

Fiscal Year	Existing Annual Debt Service	Existing & CIP Debt	Annual Difference	Proposed Debt to FY 15 Budget
2016	\$ 1,585,660.17	\$ 1,617,869.47	\$ 28,374.64	\$ 20,129.95
2017	\$ 1,605,753.92	\$ 1,637,963.22	\$ 20,093.75	\$ 40,223.70
2018	\$ 1,424,367.04	\$ 1,600,001.20	\$ (37,962.02)	\$ 2,261.68
2019	\$ 1,368,875.11	\$ 1,586,509.27	\$ (13,491.93)	\$ (11,230.25)
2020	\$ 1,317,927.57	\$ 1,570,322.73	\$ (16,186.54)	\$ (27,416.79)
2021	\$ 1,298,133.78	\$ 1,550,528.94	\$ (19,793.79)	\$ (47,210.58)
2022	\$ 1,132,694.52	\$ 1,546,136.17	\$ (4,392.77)	\$ (51,603.35)

While the next several years require some additional debt service, approximately half of the additional costs in Fiscal Year 2017 were already planned and if necessary, we can use fund balance to pay the additional debt service for Fiscal Years 2016 and 2017. In Fiscal Year 2019 and beyond we will still have some reduction in debt service payments, though not nearly the amount as planned. This should allow for other projects that may develop or can offset inflation of capital costs that are not anticipated within this financial plan.

CAPITAL IMPROVEMENTS PLAN FISCAL YEAR 2016 TO 2022

For a graphical perspective, the following chart provides a view of how we have planned to smooth the annual reduction in debt service payments.



Additionally, in the very long term perspective, there are additional years in the future where we will also experience large reductions, such as in Fiscal Year 2029, Fiscal Year 2035, Fiscal Year 2036, and Fiscal Year 2039. Even though it is a bit early to be planning projects for these years, it is clear that there will be ample room for additional capital projects for major infrastructure concerns periodically for the next thirty years.

CAPITAL IMPROVEMENTS PLAN FISCAL YEAR 2016 TO 2022

Upcoming Capital Projects List by Project Type

1. Various Small Water Main Upgrades

Location: Various

This project will upgrade the water main at multiple locations - West Spring Street at French Drive (50 feet, upgrade 4 inch to 12 inch); North Lee Street between Walnut and Locust (increase 4 inch to 8 inch). Town staff will complete the construction of this project.

Start Date: 2016 Completion Date: 2016

Total Project Budget: \$10,000

2. Upgrade Benchhoff Drive Water Line

Location: Benchhoff Drive

This project will replace 1700 feet of 2 and 4 inch water mains to 12 inch along Benchhoff Drive and make the connection between the two sections. Presently, the 2 inch and 4 inch lines do not actually connect near the railroad tracks.

Start Date: 2020 Completion Date: 2020

Total Project Budget: \$40,000

3. North Street Tank Line Improvements

Location: Between Sunset Crest and Locust

This project will connect the Sunset Crest subdivision to West Locust Street and make the connections between West Locust Street and Tower Ave. Presently, the various lines at the Tower/Locust intersection do not all connect to one another. This project will improve water system network connections and flows both in the neighborhood, as well as in the southern sections of town. A substantial portion of the costs of this project were completed in Fiscal Year 2015 and are not represented on this sheet.

Start Date: 2016 Completion Date: 2016

Total Project Budget: \$30,000

4. Water Treatment Plant Upgrade

Location: Water Treatment Plant

This project will entail replacing the original filters in the Water Treatment Plant, additional ultraviolet disinfection, and replacing the sludge handling operations by transferring sludge to the sanitary sewer collection system to be treated at the WWTP.

Start Date: 2017 Completion Date: 2018

Total Project Budget: \$3,000,000

5. Repair of West End Reservoir

Location: West Stoney Creek Dam

This project will repair the structural integrity of the dam facility and ensure that the structure will meet state regulations. Actual repair activities have not been finalized. This project is in the CIP as a placeholder because we know it is on the horizon, but do not have enough information to make decisions on actual work. Therefore, this project may change in future iterations of this plan document.

Start Date: 2022 Completion Date: 2022

Total Project Budget: \$1,000,000

CAPITAL IMPROVEMENTS PLAN FISCAL YEAR 2016 TO 2022

6. Water Well Development Location: Various

This project will identify one to three well sources as backup water sources for the Town, as well as additional capacity.

Start Date: 2018 Completion Date: 2018

Total Project Budget: \$50,000

7. Raw Water Pump Addition Location: Raw Water Pump Station

This project will result in the installation of an additional 100 horse power, 1400 gallon per minute electric vertical turbine pump at the raw water pump station. The plant presently has one pump this size, as well as two smaller pumps used for operations. This would improve plant capacity and reliability. If the one existing pump goes out of service, it will tremendously reduce our ability to provide water.

Start Date: 2021 Completion Date: 2021

Total Project Budget: \$56,000

8. West Reservoir WTP Feasibility Study Location: West Stoney Creek Dam

This project will provide funds to contract with a qualified firm to prepare a feasibility study to explore developing plans to begin using water in the west reservoir.

Start Date: 2017 Completion Date: 2017

Total Project Budget: \$20,000

9. WWTP-WTP Raw Water Loop PER Location: WWTP and WTP

This project will provide long-term planning for a potential raw water loop that uses Wastewater Treatment Plant effluent, sending it back to the headworks of the Water Treatment Plant to be used as raw drinking water.

Start Date: 2022 Completion Date: 2022

Total Project Budget: \$35,000

10. WWTP Electric Efficiency Study Location: Wastewater Treatment Plant

This project will provide funds to contract with a qualified firm to conduct a study of how to reduce electric usage at WWTP.

Start Date: 2022 Completion Date: 2022

Total Project Budget: \$50,000

11. Design Equalization Basin and WWTP Location: Wastewater Treatment Plant

This project provide funds to contract with a qualified firm to design an equalization basin at the wastewater treatment plant to equalize flows during high flow events.

Start Date: 2022 Completion Date: 2022

Total Project Budget: \$50,000

CAPITAL IMPROVEMENTS PLAN FISCAL YEAR 2016 TO 2022

12. Downtown Parking Development - Phase I

Location: Downtown - Behind 100 Block of S. Main St.

This project includes the construction of a 90-space downtown parking lot behind the eastern side of the 100 Block of South Main Street.

Start Date: 2016 Completion Date: 2016

Total Project Budget: \$500,000

13. Public Space Enhancement

Location: 100-200 Block of South Main Street

This project includes the replacement of existing sidewalk with brick sidewalk and the addition of appropriate signage, plantings, etc. to be conducted by town staff. The actual locations of beautification improvements will be determined annually by the Enhancement Committee with approval from Town Council.

Start Date: 2016 Completion Date: 2022

Total Project Budget: \$50,000

14. Main Street Sidewalk Installation

Location: North and South Main Street

This project will provide sidewalk to the west side of Main Street between Massanutten Military Academy and the southern section of Main Street. This cost assumes 80-20 grant from VDOT and only reflects Town funding.

Start Date: 2017 Completion Date: 2017

Total Project Budget: \$6,000

15. North Street Sidewalk Installation

Location: North Street

This project will install sidewalk along West North Street from the Railroad Tracks to just west of Summit Avenue, and further where existing sidewalk ends, to the interstate. This assumes 80-20 grant from VDOT and only reflects Town funding.

Start Date: 2018 Completion Date: 2018

Total Project Budget: \$10,000

16. Reservoir Street Sidewalk Installation

Location: East and West Reservoir

This project will install sidewalk along West Reservoir Road between the Railroad tracks Cook's Exxon. This assumes 80-20 grant from VDOT and only represents town funding.

Start Date: 2019 Completion Date: 2019

Total Project Budget: \$30,000

17. Water Street Sidewalk Installation

Location: Water Street

This project will install sidewalk along Water Street between Moose Road and Reservoir. This cost assumes 80-20 grant from VDOT and reflects only Town funding.

Start Date: 2020 Completion Date: 2020

Total Project Budget: \$27,000

CAPITAL IMPROVEMENTS PLAN FISCAL YEAR 2016 TO 2022

18. Woodstock Dog Park Location: Fairview Park

This project will construct a dog park at the Fairview Park location. This project is contingent on grant and donation funding.

Start Date: 2017 Completion Date: 2017

Total Project Budget: \$35,000

19. Indian Spring Wetland, Phase 2 Location: South Water Street

This project will complete the Indian Spring Wetland park by adding a boardwalk and other amenities.

Start Date: 2019 Completion Date: 2019

Total Project Budget: \$80,000

20. W. O. Riley Park - Parking Lot Repaving Location: W. O. Riley Park

This project will involve repaving the upper parking lot at W. O. Riley Park. This item was cut from the funding for the W.O. Riley Park Revitalization Project in Fiscal Year 2014 due to a lack of funds.

Start Date: 2016 Completion Date: 2016

Total Project Budget: \$35,000

21. Annual Pocket Park Development Location: Various Locations

This project will provide funding to acquire and develop pocket parks and green spaces throughout town in locations to be identified annually with input from the Parks Commission.

Start Date: 2016 Completion Date: 2022

Total Project Budget: \$150,000

22. Municipal Office Construction Location: Old Woodstock High School

The project will renovate the existing former Woodstock High School building into a municipal office. In addition to contracted renovation work, town forces will be used remove the existing non-original components of the structure and return it to its original configuration. From that point, it will be a task of updating the existing facility with modern imperatives.

Start Date: 2021 Completion Date: 2022

Total Project Budget: \$2,500,000

23. Bike-Pedestrian Trail Plan Location: Town-wide

The project will provide funds to contract with a designer to develop a bike and pedestrian trail system.

Start Date: 2018 Completion Date: 2018

Total Project Budget: \$40,000

CAPITAL IMPROVEMENTS PLAN FISCAL YEAR 2016 TO 2022

24. Ox Road Improvements Design Location: Ox Road - Reservoir to Park Ave

This project will provide conceptual and basic engineering for improvements to Ox Road from Route 42 to Park Avenue, to include road widening, bike/pedestrian facilities, and landscaping.

Start Date: 2021 Completion Date: 2021

Total Project Budget: \$50,000

25. Rail Trail Conceptual Plan Location: Railroad

This project will develop a conceptual plan and drawings for a rail trail, taking advantage of the unused railroad in town.

Start Date: 2017 Completion Date: 2017

Total Project Budget: \$40,000

26. Hydrological Study of Spring Hollow Location: S. Main, Near Jane's Garden Park

This project will include a hydrological study of the area behind the present Spring House Tavern to determine appropriately sized storm structures and downstream effects.

Start Date: 2018 Completion Date: 2018

Total Project Budget: \$5,000

27. Purchase of Accounting and Tax Software Location: Town Office

This project will replace the existing outdated separate tax and accounting software programs and replace them with one modern software package. This software package will be paid for over two years.

Start Date: 2016 Completion Date: 2017

Total Project Budget: \$50,000

28. Purchase of Sewer Meters Location: Public Works

This capital purchase will allow the Inflow and Infiltration Reduction program to begin. This project will include the purchase of 13 sewer flow meters to be placed in key locations throughout the town's sanitary sewer collection system.

Start Date: 2017 Completion Date: 2017

Total Project Budget: \$55,000

29. FY 16 Police Car Replacement Location: n/a

The Police Department replacement plan for FY 16 includes the replacement of a 2010 Chevrolet Sedan and a 2008 Chevrolet Sedan.

Start Date: 2016 Completion Date: 2016

Total Project Budget: \$70,000

CAPITAL IMPROVEMENTS PLAN FISCAL YEAR 2016 TO 2022

30. FY 17 Police Car Replacement Location: n/a

The Police Department replacement plan for FY 17 includes the replacement of a 2006 Ford Explorer.

Start Date: 2017 Completion Date: 2017

Total Project Budget: \$35,000

31. FY 18 Police Car Replacement Location: n/a

The Police Department replacement plan for FY 18 includes the replacement of two 2013 Ford Sedans.

Start Date: 2018 Completion Date: 2018

Total Project Budget: \$70,000

32. FY 19 Police Car Replacement Location: n/a

The Police Department replacement plan for FY 19 includes the replacement of a 2014 Ford Sedan and a 2010 Ford Explorer.

Start Date: 2019 Completion Date: 2019

Total Project Budget: \$70,000

33. FY 20 Police Car Replacement Location: n/a

The Police Department replacement plan for FY 20 includes the replacement of a 2015 Chevrolet Sedan.

Start Date: 2020 Completion Date: 2020

Total Project Budget: \$35,000

34. FY 21 Police Car Replacement Location: n/a

The Police Department replacement plan for FY 21 includes the replacement of a 2016 Ford Sedan.

Start Date: 2021 Completion Date: 2021

Total Project Budget: \$35,000

35. Replace Skid Loader Location: n/a

This project will replace the 1987 model skid steer loader, which is used for streets, storm drainage, and water/sewer construction work.

The old model will be traded, but it is doubtful that will offset the purchase price tremendously.

Start Date: 2016 Completion Date: 2016

Total Project Budget: \$52,000

36. New Lawn Tractor for Streets/Parks Location: n/a

This project will replace the 2000 model 72-inch commercial zero turn which presently has approximately 1,200 hours of operation. This is a component of the Fiscal Year 2019 Public Works equipment bond.

Start Date: 2019 Completion Date: 2019 Total Project Budget: \$13,500

CAPITAL IMPROVEMENTS PLAN FISCAL YEAR 2016 TO 2022

37. New Boom Arm Mower Location: n/a

This project will replace the 1993 model boom arm mower and tractor with approximately 1,600 hours. This unit is used for approximately 50% of all mowing operations. This is a component of the 2019 Public Works equipment bond, but it should be noted that we have some concerns with its ability to last until 2019. Should it become non-functional in the meantime, we may need to replace it earlier.

Start Date: 2019 Completion Date: 2019

Total Project Budget: \$125,000

38. New Dump Truck Location: n/a

This project will replace the 1999 model single axle dump truck (Unit 7), which has approximately 61,000 miles. We have experienced significant problems getting parts for this vehicle. It will be traded or sold to offset the cost of the new unit, but that is not reflected in this document. This project is a component of the 2019 Public Works equipment bond.

Start Date: 2019 Completion Date: 2019

Total Project Budget: \$125,000

39. Replacement of Back Hoe Location: n/a

This project will replace the existing 1999 Back Hoe unit, which has approximately 6,000 hours. This project is a part of a 2019 Public Works equipment bond.

Start Date: 2019 Completion Date: 2019

Total Project Budget: \$75,000

40. Ladder Truck Location: Fire Department

This project will provide town funds appropriated from the Fire Department Sinking Fund to replace the 1991 ladder truck at the Woodstock Fire Department. This is not a town project, but will require significant cash from the Town's sinking fund.

Start Date: 2018 Completion Date: 2018

Total Project Budget: \$305,000

41. FY 16 Public Works Fleet Replacement Location: Public Works

The Public Works Fleet replacement plan includes the replacement of Unit 4, the transfer of the existing Unit 4 to replace Unit 24, and the transfer of Unit 24 to replace Unit 12 at the WTP.

Start Date: 2016 Completion Date: 2016

Total Project Budget: \$30,000

42. FY 17 Public Works Fleet Replacement Location: Public Works

The Public Works Fleet replacement plan includes the replacement of the 2002 model utility truck, Unit 5.

Start Date: 2017 Completion Date: 2017 Total Project Budget: \$35,000

CAPITAL IMPROVEMENTS PLAN FISCAL YEAR 2016 TO 2022

43. FY 18 Public Works Fleet Replacement Location: Public Works

The Public Works Fleet replacement plan includes the replacement of Unit 15 (one ton dump truck) and the transfer of one 2013 Ford Police sedan to replace either Unit 12 or 14 at the WTP, whichever is in worse condition.

Start Date: 2018 Completion Date: 2018

Total Project Budget: \$40,000

44. FY 20 Public Works Fleet Replacement Location: Public Works

The Public Works Fleet replacement plan include the replacement of Unit 16 (bucket truck).

Start Date: 2020 Completion Date: 2020

Total Project Budget: \$35,000

45. FY 19 Public Works Fleet Replacement Location: Public Works

The Public Works Fleet replacement plan includes the replacement of Unit 11 (Water and Sewer Van) and the transfer of PD 2014 Ford Sedan to WWTP to replace Unit 13-1.

Start Date: 2019 Completion Date: 2019

Total Project Budget: \$50,000

46. FY 21 Public Works Fleet Replacement Location: Public Works

The Public Works Fleet replacement plan includes the replacement of a 2007 model Ford Ranger, Unit 23.

Start Date: 2021 Completion Date: 2021

Total Project Budget: \$35,000

47. FY 22 Public Works Fleet Replacement Location: Public Works

The Public Works Fleet replacement Plan includes the replacement of Unit 3 (Deputy Superintendent).

Start Date: 2022 Completion Date: 2022

Total Project Budget: \$30,000

48. Water Treatment Plant Tractor Location: Water Treatment Plant

The project will replace the existing 1992 model Ford 4X4 diesel tractor, deck mower, and snow blade with a comparably sized unit.

Start Date: 2018 Completion Date: 2018

Total Project Budget: \$12,000

GLOSSARY

GLOSSARY OF TERMS AND ACRONYMS

Accrual - the accrual basis of accounting recognizes revenues in the accounting period in which they are earned while expenses are recognized when the related liability is incurred.

Activity Center - the basic operational organization for which costs are defined and measurable activities or functions are performed.

ADA - Americans with Disabilities Act.

Adopted Budget Plan - a plan of financial operations approved by the Town Council, highlighting major changes made to the town's annual advertised budget plan by the Town Council. The Adopted Budget Plan reflects approved tax rates and estimates of revenues, expenditures, transfers and department goals, objectives and workload data. Sections are included to show major budgetary/financial policies and guidelines used in the town's fiscal management.

Advertised Budget Plan - a plan of financial operations submitted by the Town Manager to the Town Council. This document reflects estimated revenues, expenditures, transfers and department goals, objectives and workload data. In addition, sections are included to show major budgetary/financial policies and guidelines used in the town's fiscal management. The document is also called the annual budget.

Amortization - The reduction of debt through regular payments of principal and interest sufficient to retire the debt instrument at a predetermined date known as its maturity.

Annual Budget - a budget that is applicable to a single fiscal year. The term is also used to describe the Town's current Advertised Budget Plan.

Appropriation - an authorization granted by the Town Council to a specified unit of the town government to make expenditures and to incur obligations for specific purposes. It is limited in amount and as to the time when it may be spent, usually expiring at the end of the fiscal year.

Assessed Valuation - a valuation set upon real estate or other property by a government as a basis for levying taxes.

Assessment - the official valuation of property for purposes of taxation.

Audit - a systematic collection of sufficient, competent evidential matter needed to attest to the fairness of management's assertions in

GLOSSARY

the financial statements or to evaluate whether management has effectively carried out its responsibilities.

Balanced Budget - budget in which all proposed expenditures and other financial uses are fully funded by projected revenues and other financing resources. The town is required to have a balanced budget according to the *Code of Virginia*.

Basis of Accounting - the timing of recognition when the effects of financial transactions or events should be recognized for financial reporting purposes.

Bond - a written promise to pay a specified sum of money (called the principal) at a specified date in the future, plus periodic interest at a specified rate. In the budget document payments due pursuant to a bond are identified as debt service. Bonds may be used as an alternative to tax receipts to secure revenue for long-term capital improvements. General obligation bonds are debt instruments backed by the full faith and credit of the town. The State Constitution mandates taxes on real property sufficient to pay the principal and interest of such bonds. The majority of bonds issued for town construction projects are general obligation bonds even if issued for water and sewer initiatives. Revenue bonds are payable solely from revenues generated from the project for which the bonds were issued.

BPOL - Business, Professional and Occupational License Tax - refers to the license tax that is levied upon the privilege of doing business or engaging in a profession, trade, or occupation in the town. It is often also referred to as the Business License Tax.

Budget - a plan for the acquisition and allocation of resources to accomplish specified purposes. The term may be used to describe special purpose fiscal plans or parts of a fiscal plan, such as "the budget of the Police Department," "the Capital Budget" or it may relate to a fiscal plan for an entire jurisdiction, such as "the budget of the Town of Woodstock."

Budgetary Basis of Accounting – the method used to determine when revenues and expenditures are recognized for budgetary purposes, as opposed to financial reporting purposes.

CAFR - Comprehensive Annual Financial Report - the official annual financial report of the town.

Calendar Year - twelve months beginning January 1 and ending December 31.

Capital - a category of account codes which identifies major expenditures of public funds, beyond maintenance and operating costs, for procurement of items such as vehicles, computer equipment, office furniture and the acquisition or construction of a needed physical facility. The Town defines "capital" as an expenditure greater than \$5,000 for an item with an expected useful life in excess of one year.

GLOSSARY

Capital Improvement Plan - a prioritization and orderly implementation of short and long-range plans for land acquisition and construction of capital projects. It further provides for the scheduling of the associated expenditures over a period of several years in order to maximize the use of public funds. The first year of the program represents the proposed capital budget for that fiscal year. The schedule is based on a series of priorities, which take into consideration the respective projects' function and urgency. In addition, special consideration is given to the projects' relation to other improvements and plans as well as the town's current and anticipated financial capacity. The Capital Improvement Program is updated annually, at which time the schedule and the projects are reevaluated, new or deferred projects are added and the time frame is extended by one additional fiscal year.

Capital – Vehicles - fixed assets such as large vehicles and equipment that have a life expectancy of more than one year and a unit value of at least \$5,000.

Cash Management - a conscious effort to manage cash flows in such a way that interest and penalties paid are minimized and interest earned is maximized. Checks received are deposited the same day, bills are paid no sooner than the due date unless discounts can be obtained by paying earlier, future needs for cash are determined with exactness and cash on hand not needed immediately is invested in short-term interest-bearing securities.

CDBG - refers to the Community Development Block Grant program funded by the United States Department of Housing and Urban Development (HUD) to improve housing, neighborhoods and economic conditions.

CIP - Capital Improvements Plan.

COLA - Cost of Living Adjustment.

Cost - the amount of money or value exchanged for property or services.

CY - Calendar Year, twelve month period beginning January 1 and ending December 31.

Debt - an obligation resulting from the borrowing of money.

Debt Capacity – the amount of long-term debt the town could comfortably sustain without raising taxes by a large amount or reducing services to citizens to meet the annual debt service requirements.

GLOSSARY

Debt Ratios - comparative statistics showing the relationship between the town's outstanding debt and such factors as the real estate assessment base, Town population or income. These ratios often are used as part of the process of determining the credit rating of the town, especially when issuing general obligation bonds.

Debt Service - the accounting for payments of principal and interest on long-term debt.

Delinquent Taxes - taxes remaining unpaid on or after the date on which a penalty for non-payment is attached.

Department - a separate functional and accounting entity within a certain fund type.

Depreciation - The decrease in value of physical assets due to use and the passage of time. In financial terms, it refers to the process of allocating the cost of a capital asset to the periods during which the asset is used.

Disbursement - Expenditure, or a transfer of funds, to another accounting entity within the town's financial system. Total disbursements are equal to the sum of expenditures and interfund transfers.

DPW - Department of Public Works.

Enterprise Fund - accounts for operations that are financed in a manner similar to private business, where the intent is that costs of providing goods and services to the general public on a continuing basis to be financed or recovered through user charges. The town's sole current enterprise fund is the Public Utility Fund.

Expenditure - a decrease in net financial resources. Expenditures include payments in cash for current operating expenses, debt service and capital outlays.

Expenses - charges incurred, whether paid or unpaid, for operations, maintenance, interest and other charges, which are presumed to benefit the current fiscal year.

Fiduciary Fund – funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs.

Fiscal Year - in the Town of Woodstock, the twelve months beginning July 1 and ending the following June 30. (The Federal government's fiscal year begins October 1.) The property tax rate in the Town's FY 2016 fiscal plan applies to the calendar year beginning January 1, 2015. Expenditures are for the fiscal year beginning July 1, 2015.

GLOSSARY

Fringe Benefits - the fringe benefit expenditures included in the adopted budget plan are the town's share of an employee's fringe benefits. These include FICA (Social Security), health insurance, life insurance, retirement, unemployment, disability insurance, and worker's compensation, most of which are paid through salary banded premiums.

Fund - a fiscal and accounting entity with a self-balancing set of accounts which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance - the excess of a fund's assets over its liabilities and reserves.

FY - Fiscal Year, the twelve months beginning July 1 and ending the following June 30.

GED - General Educational Developmental Diploma.

General Fund - the primary tax and operating fund for town governmental activities and general operations. This fund accounts for all Town revenues and expenditures which are not accounted for in other funds.

General Obligation Bond - bond for which payment is pledged with the full faith and credit of the town. This pledge involves the general taxing powers of the town to satisfy the payment of debt obligations. See Bond.

GIS - Geographic Information System - a computer system used to assemble, store, manipulate and display information about land in the Town.

Goal - a general statement of purpose. A goal provides a framework within which the program unit operates; it reflects realistic constraints upon the unit providing the service. A goal statement speaks generally toward end results rather than toward specific actions. Also see Objective.

Governmental Funds – Governmental funds are typically used to account for most of a government's activities, including those that are tax-supported. The General Fund is the only governmental fund of the Town of Woodstock.

Interfund Transfers – FY 2016 Interfund Transfers are comprised of one-time projects or capital improvement projects.

Investments - securities held for the production of income in the form of interest, dividend or rental payments. The term does not include fixed assets used in town operations.

GLOSSARY

Lease Purchase - this method of financing allows the town to construct or acquire property and pay for it over a period of time by installment payments rather than an outright purchase. The time payments include an interest charge, which is typically reduced because the lessor does not have to pay income tax on the interest revenue.

Levy - to impose taxes, special assessments or service charges for support of the town.

Line Item - a specific expenditure category within a department budget, (e.g., travel, telephone, postage, printing, or office supplies) defined by an object code number.

Major Fund – A governmental fund or enterprise fund reported as a separate column in the basic financial statements. The general fund is always a major fund. In addition, major funds are funds whose revenues, expenditures/expenses, assets, or liabilities are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least five percent of the aggregate amount for all governmental or enterprise funds for the same item. The Town of Woodstock has only two major funds, the General Fund and the Public Utilities Fund.

MCT - Mobile Computer Terminal.

MGD - Million gallons per day.

MRA - Market Rate Adjustment.

Mission Statement - a written description stating the purpose of an organization unit (department or agency) and its function (what the department or agency does).

Mobile System – laptop computers for use in vehicles.

Modified Accrual - the modified accrual basis of accounting is used to record revenues and related assets when they become measurable and available to finance operations of the fiscal period. Accordingly, real and personal property taxes are recorded when billed and licenses, permits and fines are recorded as revenues. Expenditures are recorded as they are incurred.

Net Assets - the difference between assets and liabilities in the government-wide statement of net assets. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position of the Town is improving or deteriorating.

Net Bonded Debt – gross bonded debt less any cash or other assets available and earmarked for its retirement and less all self-supporting debt.

GLOSSARY

Non-Departmental - a category for accounting for expenditures that are common to all departments and activities, such as insurance premiums, contributions and debt service payments.

Objective - a statement of purpose defined more specifically than a goal. A goal may be a sum of several related objectives. An objective normally indicates anticipated levels of achievement and is usually time limited and quantifiable. Within the objective, specific statements with regard to targets and/or standards often are included.

Obligations - amounts that the town may be required to pay from its resources.

Operating Expenditures - a category of recurring expenses, other than salaries and capital equipment costs, which cover expenditures necessary to maintain facilities, collect revenues, provide services and otherwise carry out the town's goals. Typical line items include supplies, printing, postage, transportation and utilities.

Operations and Maintenance - (O&M) a category of account codes which identify general operating expenses, i.e., supplies, routine equipment and building maintenance and other overhead-type expenditures.

Ordinance - a formal legislative enactment by the Town Council. Revenue-raising measures, such as the imposition of taxes, special assessments and service charges, require ordinances.

Pay-For-Performance System - this refers to an assessment system that provides a process for appraising the quality of work performed by Town employees and linking potential pay increases with work performance. It is designed to establish a link between performance assessment and employee performance of job duties and responsibilities.

Personal Property - a category of property, other than real estate, so identified for purposes of taxation. It includes personally owned items, as well as corporate property and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishings and manufacturing equipment. Goods held for sale by manufacturers, wholesalers or retailers are not included.

Personnel - a category of account codes which identifies various classifications of wages and salaries and overtime expenses.

Position - a group of duties and responsibilities, as prescribed by an office or department, to be performed by a person on a full time, part time and/or temporary basis. The status of a position is not to be confused with the status of the employee.

Principal - in the context of bonds, the face value or per value of a bond or issue of bonds payable on stated dates of maturity.

Proffer - an offer of cash or property. This usually refers to property, cash or structural improvements, offered by contractors/developers

GLOSSARY

to the town in land development projects. An example is a proffer of land from a developer to the town.

Proprietary Fund - funds that focus on the determination of operating income, changes in net assets, financial position and cash flows. For the Town of Woodstock, the Public Utilities Fund is the only proprietary Fund.

Public Hearing - a scheduled meeting or time specifically set aside to provide an opportunity for citizens to discuss their feelings about a particular issue. Prior to a public hearing, the scheduled date and time, as well as the subject, must be advertised.

Quasi-external Revenue - Interfund transactions that would be treated as revenues, expenditures or expenses if they involved organizations external to the town government (e.g., payments from an enterprise fund to the general fund for reimbursement of indirect services).

Real Property - real estate, including land and improvements (buildings, fences, pavement, etc.) classified for purposes of assessment.

Refunding Bonds - bonds issued to retire bonds already outstanding.

Revenue Bonds - bonds issued to finance the construction, acquisition or improvement of a revenue-producing facility, with the principal and interest requirements payable solely from the revenues generated by the facility's operations.

Reserve - an account that records a portion of the fund balance which must be segregated for some future use and which is not available for future appropriation or expenditures.

Resolution - a special or temporary order of the Town Council.

RMS - Records Management System.

Tax Base - the aggregate value of the items being taxed. The base of the town's real property tax is the market value of all real estate in the Town; that of the personal property is the market value of all automobiles, trailers, boats, airplanes, business equipment, etc., which may be taxed as personal property by the town.

Tax Levy Ordinance - an ordinance by which taxes are levied.

Tax Rate - the amount of tax stated in terms of a unit of the tax base, i.e., \$2.675 cents per \$100 of real property assessed valuation.

GLOSSARY

Tipping Fees - the amount per ton charged to municipalities and commercial trash haulers to off-load refuse trucks at the transfer station or landfill.

Total Budget - the receipts and disbursements of all funds, e.g., the General Fund and Public Utilities fund combined.

Transfers - a movement of money from one line item to another, from one department to another or from one fund to another, as authorized by the department head, Town Manager, or Town Council, as appropriate.

Undesignated, Unreserved Fund Balance - remaining portion of fund balance at the close of the fiscal year which has not been reserved or allocated for other purposes; e.g., financial resources that may be available to meet unplanned or unforeseen contingencies.

User Fees - these are charges for certain town services used by the public. Examples include fees for the use of recreation facilities, town pool, water consumption, and sewer conveyance, etc.

VDOT - Virginia Department of Transportation.

VRS - Virginia Retirement System - The Virginia Retirement System administers a defined benefit retirement plan, a group life insurance plan, a deferred compensation plan and a cash match plan for Virginia's public sector employees.

Working Capital - the amount of net cash available in enterprise operations to assist with fund operations. Working capital is generally the difference between current assets and current liabilities.