



WOODSTOCK

MANY BENDS. *Virginia* PERFECT BREAK.

FISCAL YEAR 2019 OPERATING BUDGET

& Capital Improvement Plan



135 NORTH MAIN STREET, WOODSTOCK, VIRGINIA

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About the Cover: The cover page includes imagery of the Town's new LOVEwork art installation (unveiled in June 2018). As part of the Virginia is for Lovers promotion, Woodstock Enhancement designed the LOVEwork concept and the Public Works Department made the design come to life! The all-metal structure was hand-cut and hand-welded by our construction trades staff, the balloon was crafted by a local quilter, and the property was leased to the Town by Massanutten Military Academy (US Route 11 South in historic downtown). This is just the beginning of our Woodstock *Artstock* Program, with many more art installations to occur into the future!

www.virginia.org/love

#loveva #discoverwoodstockva

L: The Swiss Guard—Atop the historic Woodstock Courthouse and all around Town you may notice this figure known to most as a Swiss Guard. This folk symbol has been embraced by the Town and its citizens for a number of years and has stood as our town icon.

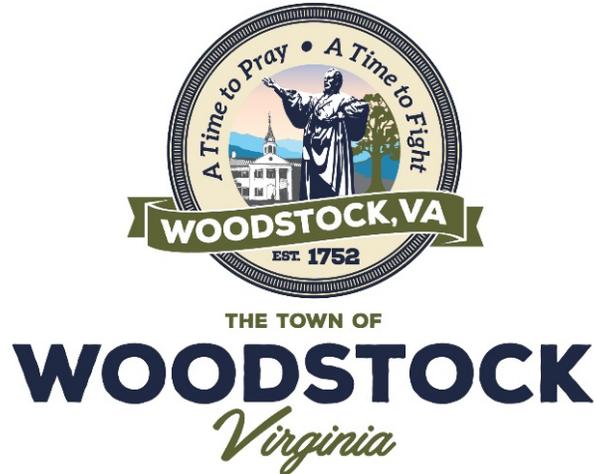
O: A Hot Air Balloon—On a clear morning or evening, look out for hot air balloons flying high over Woodstock. The balloon represents a special and rather rare outdoor rec opportunity that locals and visitors can enjoy.

V: Green Vines—The Town of Woodstock and its citizens believe in the positive aspects of an enhanced quality of life. This design represents the Town's commitment to keeping Woodstock green through the planting of trees, perennials, and annuals and maintaining our long standing status as a Tree City USA.

E: The Woodstock Tower—Another example of a great outdoor recreation opportunity is the Woodstock Tower. It provides a stunning view of the Town of Woodstock, Fort Valley, and the bends of the Shenandoah River at 2000 feet above sea level.



Town of Woodstock, Virginia



Fiscal Year 2019 Operating Budget and Capital Improvement Plan Adopted June 5, 2018

Town Council

Jeremy D. McCleary, Mayor
Jacqueline Lambert, Vice-Mayor & Finance Committee Chair
A. Paje Cross
Michael Funkhouser
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Frank Haun
Stephen Heishman

Executive Staff

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John B. O'Neill, Director of Finance

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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, 2017. This is the fourth consecutive year that the Town has qualified for this prestigious award. 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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

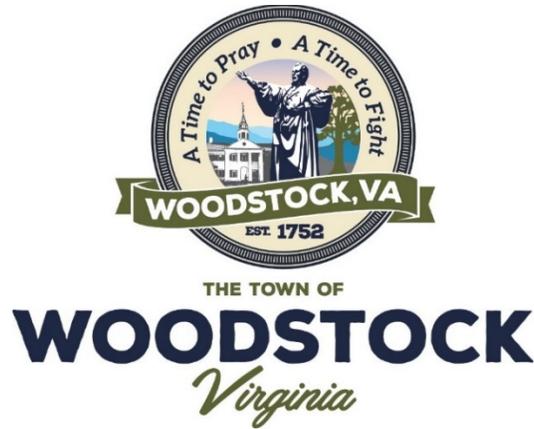
**Town of Woodstock
Virginia**

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morill

Executive Director



Town Manager’s Transmittal Letter

July 1, 2018

Dear Mayor McCleary and Members of the Town Council,

I am pleased to present the adopted budget for Fiscal Year 2019. The budget for the present year includes both a General Fund and a Public Utilities Fund, each of which include appropriated funds for both operating costs and capital projects. Although our region is still feeling the impact of the national economic recession as seen in the lack of private investment in new housing, we are seeing revenues in both funds increasing modestly, and have paid special attention to our investment in service delivery to our citizens, businesses, and visitors, as well as investment in continued quality of life enhancements as reflected in our capital projects. We will continue to closely monitor our revenues and expenditures as we move through this fiscal year.

This financial plan is based on sound strategic planning practices and goals created by Town Council and the Town Manager’s Leadership Team Members and Division Heads. We have invested significant effort into continuing to implement the Town’s Strategic Plan – one that has aligned with the fiscal years (FY 2018 – FY 2022). This year, our budget presentations to Town Council and the community reflected recommendations made based on *specific* goals and objectives created and adopted by the Town Council, based on our vision and overall values (outlined in this document on page 37). A quick recap of the Town’s overarching goals is highlighted below:

GOAL TITLE	GOAL
(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.
(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.
(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.
(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.
(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.
(6) A Beautiful Place to Live, Visit, 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.
(7) Linking Valuable Neighborhood Amenities	We will demonstrate a commitment to the improvement of Woodstock’s natural and human-made resources for recreation, transportation, and environmental purposes.
(8) Preserving our Town for Future Generations and Creating a Sustainable Environment	We will minimize the Town’s environmental footprint and encourage citizens to do the same.

Again, the operating and capital budget recommendations are based on our vision for our community’s future, our internal and external values, and the aforementioned goals which serve as our roadmap. Those links to the Strategic Plan were articulated in the budget presentations, and therefore, throughout this transmittal to you.

The Fiscal Year 2019 Budget includes a General Fund totaling \$8,093,086 and a Public Utilities Fund totaling \$5,089,394 – a total budget amount of \$13,182,480. I am pleased to note that the budget was balanced with no increase in real estate and personal property tax rates, and no increase in utility rates. However, an increase in other local taxes, specifically, a meals tax increase from 5 percent to 6 percent was recommended and adopted in order to continue to meet our organizational goals. We continue to make estimates and projections in the compilation of the budget that ensure the best use of all available resources. In addition, the funds remain structurally balanced and require no action for dependence on the other for operating and capital needs. I greatly appreciate the extensive work that it took on behalf of the Town’s leadership to continue the independence of these funds, and look

forward to working with Town Council to continue to improve the Town's diversified revenue structure in an objective and thoughtful way in the future.

Overview of Funds & Significant Budget Items

The budget consists of three major components supported by the collection of taxes, fees for service, intergovernmental transfers, issuance of debt, and other revenue sources. "Significant Budget Items" that are highlighted include any fund revenue or expenditure greater than 5 percent (unless it represents an insignificant monetary amount). The General Fund, Public Utilities Fund, and Capital Improvement Program are explained below:

General Fund: An \$8 million General Fund includes administration, police, finance, planning and community development, streets maintenance, and parks and recreation. As compared to the budget adopted for FY 2018, the General Fund operating budget has increased by 8.75 percent, which does not include capital items. An estimated \$225,000 annual increase in meals tax revenue is projected (in addition to a \$94,000 higher projection in the revenue line item in general) in order to provide funding for necessary investment in human resources, as well as planning for future capital. Overall, the General Fund increased by 17.73 percent, and the majority of that increase is mainly attributed to a large capital project that was carried over to this fiscal year – the downtown parking lot project – and other necessary items included in the Capital Improvement Program for FY 2019.

Continued Investment in Human Resources – A Competitive Municipal Employer & a Commitment to Citizen Service Delivery

The FY 2019 Budget includes a 2 percent pay increase in July 2018 for all General Fund employees (a cost of \$50,646). This increase is based on the Consumer Price Index for cost of living pay increases, which rose by 2 percent. In addition, we saw a 16 percent increase in health insurance premiums. Although this is undesirable, the increase constitutes an approximately 5 percent increase over a three-year time period, which appears to be somewhat average as compared to the market. There were several decreases in the past few years, and an 11 percent decrease in premiums from Fiscal Year 2017 to Fiscal Year 2018. We were disappointed by the increase, however, were planning for it and continue to be a competitive employer in terms of total compensation (health insurance benefits, educational pay, and wages). We see the inclusion of a strong total compensation package among the highest recruitment and retention efforts.

Budget Highlight & Link to the Strategic Plan

**ADDITION OF 2 FT POLICE PATROL POSITIONS
ADDITION OF 1 FT FLEET MAINTENANCE SPECIALIST**

- Goal 1/5, Objective I/G – LE Education Events*
- Goal 2, Objective C – Staffing Assessment*
- Goal 2, Objective F – Auxiliary Program*
- Goal 2, Objective J – Internal Monthly Squad Training*
- Goal 2, Objective M – WPD Mental Wellness Training*
- Goal 4, Objective B – Service Delivery Measures for WPD*
- Goal 4, Objective D/F – Retain (WPD)/Obtain (PW) Accreditation*
- Goal 5, Objective E – WPD Annual Report*
- Goal 5, Objective F/J – Expanded use of Social Media*
- Goal 5, Objective H – National Night Out*
- Goal 5, Objective I – Narcotic Reduction*

Changes to the personnel complement included a commitment to staff the Police Department to minimum levels. Early expenditure projections and close attention to performance measures directed funding allocation toward the creation of two additional police patrol positions (\$45,505 beginning salary for each position plus benefits commensurate with a full-time employee for a total of \$140,758 budgeted). In addition, one full-time Fleet Mechanic position was proposed in the Public Works Department in order to bolster the Town’s fleet

maintenance division and performance. The salary plus benefits is budgeted at \$65,000 and will further professionalize the fleet division by completing more work in-house, and requiring and maintaining important Automotive Service Excellence (ASE) certifications.

In an effort to continue our commitment to economic development (including tourism, small business development, enhancement design projects, and marketing), it was proposed to move the current part-time Director of Marketing & Events position to full-time status. This position was benchmarked with like positions across municipalities and will receive an annual salary of \$61,200 including benefits, totaling \$94,884.

Budget Highlight & Link to the Strategic Plan

DIRECTOR OF MARKETING & EVENTS – PTE TO FTE

- Goal 1, Objective A – EDA Plan*
- Goal 1/6, Objective E/F – Digital Marketing Creation*
- Goal 1, Objective F – Business Info Packet*
- Goal 1, Objective G – Branding Implementation*
- Goal 5, Objective A/P – Website Redesign, Newsletter, Business News*
- Goal 5/6, Objective D/I – New Event/Regional Event*
- Goal 6, Objective G – Public Art Program (Woodstock Artstock)*
- Goal 6, Objective L – Continue Façade RENEW Program*

Two years ago, a focus group of staff convened to study performance metrics as well as degree, licensure, and certification pay. Our previous Personnel Handbook provided a stipend for higher education, as well as water and wastewater operator licensure. We recognize that there are degrees, licensure, and certifications for every department and position therein and that employees showing significant initiative shall be rewarded with commensurate pay. Therefore, small salary modifications for degrees, licensure, and certifications continue to be planned for and made within this budget. The future cost to the fund will be based on the budget justification within individual department requests and will be accounted for within the employee salary sections. This budgetary action supports our commitment and goal to be the most competitive employer in our region, and allows us to rise to challenge of potentially losing employees as the unemployment trajectory continues to decline since the recession period.

Investment in Technical Competence & Professionalization – Setting the Standard for Local Government Performance



Exceeding the standards as a small locality include our commitment to retaining Virginia Law Enforcement Professional Standards Commission (VALEPSC) Accreditation of our Police Department and the attainment of American Public Works Association (APWA) Accreditation of our Public Works Department. The end of Fiscal Year 2018 saw the award of our law enforcement accreditation, which represented a significant accomplishment and commitment of human and financial resources by our law enforcement agency and entire organization. Currently our Public Works Department is 70 percent complete with APWA proofs of compliance and we are setting the goal to accomplish a mock and final review this fiscal year. Accreditation is not simply an item to check off of our Strategic Plan objectives list; it represents a sustained commitment to best management practices by our organization.



Other Significant Strategic Plan Initiatives for the Fiscal Year 2019 Budget

While these below initiatives may not make a significant impact to the operating and capital budget for the respective departments, the human resources involved in strategic projects requires a tremendous amount of recognition and will blend well into recently reworked performance measures that will drive future funding allocations. We have made a concerted effort to highlight the fiscal year's plan for initiatives so that our community knows what to expect in terms of project – both internal and external to our organization – and to make sure that we are on track with what the community values.

General Administration (Executive Administration + Finance Department) Initiatives. There are no significant operating budget recommendations included in the Fiscal Year 2019 Budget, however, the following Strategic Plan initiatives are highlighted below:

- *Goal 2, A Competitive & Innovative Employer, Objective H:* Creation of pay plan progression for all employees
- *Goal 2, A Competitive & Innovative Employer, Objective I:* Activate an FMS Software User's Group
- *Goal 2, A Competitive & Innovative Employer, Objective C:* Creation of a comprehensive succession planning tool
- *Goal 2, A Competitive & Innovative Employer, Objective G:* Creation of an employee recognition program for years of service
- *Goal 3, A Commitment to Responsible Fiscal Management Strategies, Objective C:* All department digital access to the General Ledger
- *Goal 4, Setting the Standard for Local Government Performance, Objective E:* Develop a PAFR that meets the GFOA PAFR Award Program
- *Goal 5, Bringing Citizens to the Table: Civic Engagement, Objective A:* Redesign town website
- *Goal 6, A Beautiful Place to Live, Work, & Visit, Objective D:* Complete an assessment of existing structures and facilities at Fairview park and integrate future improvements into the CIP

FY19 *Link to the Strategic Plan*

GENERAL ADMINISTRATION

- Goal 2, Objective H*
- Goal 2, Objective I*
- Goal 2, Objective C*
- Goal 2, Objective G*
- Goal 3, Objective C*
- Goal 4, Objective E*
- Goal 5, Objective A*
- Goal 6, Objective D*

Public Safety Operating Budget Highlights & Initiatives.

FY19 *Link to the Strategic Plan*

POLICE DEPARTMENT

Goal 5, Objective G
Goal 5, Objective H
Goal 5, Objective I
Goal 1, Objective I
Goal 2, Objective J

The inclusion of two additional FTEs in the Police Department Patrol Division requires outfitting the officers at approximately \$8,470 per officer. In addition, the Department will continue to invest in supervisor training by sending new supervisors to an in-depth, immersion-style management course in the amount of \$7,500. The Department will continue to work on the Woodstock Police Department Auxiliary creation. The following Strategic Plan initiatives are highlighted below:

- Goal 5, *Bringing Citizens to the Table: Civic Engagement, Objective G*: Re-establish Neighborhood Watch Program
- Goal 5, *Bringing Citizens to the Table: Civic Engagement, Objective H*: Participate in National Night Out by hosting an annual event in town neighborhoods
- Goal 5, *Bringing Citizens to the Table: Civic Engagement, Objective I*: Reduce narcotic-related offenses through the creation of programs
- Goal 1, *A Great Place to do Business, Objective I*: Chamber of Commerce membership presentation regarding proactive business protection
- Goal 2, *A Competitive & Innovative Employer, Objective J*: Continue internal monthly squad trainings

In addition to our internal Public Safety initiatives, an allocation has been provided to the volunteer fire and rescue departments located within the Town of Woodstock. The Fiscal Year 2019 Operating Budget includes a \$25,000 operating budget allocation for the Woodstock Volunteer Rescue Squad and a \$29,000 operating budget allocation for the Woodstock Volunteer Fire Department. In addition, the Fiscal Year 2019 Capital Budget includes a \$25,000 reserve for capital for the Rescue Squad and a \$70,000 reserve for capital for the Fire Department.



Public Works Operating Budget Highlights & Initiatives.

FY19 *Link to the Strategic Plan*

PUBLIC WORKS DEPARTMENT

Goal 2, Objective A
Goal 4, Objective F
Goal 5, Objective K

The operating budget includes the expansion of our contracted mowing services as a result of the removal of the boom axe mower from the capital requests (a capital investment of approximately \$126,000). Our Public Works staff is strategically moving away from continued contracted, outside services, except for mowing operations that can dedicate our talented resources to more imperative skilled work. The addition to the mowing contract

is budgeted at \$10,596.

In addition, our highly-talented Public Works divisions will be completing the following capital projects in Fiscal Year 2019 with internal forces:

- Downtown Parking Lot Project – brick and concrete pavers, landscaping, irrigation, water and sewer, sidewalk, lighting and wiring installation, bioretention installation
- Bicycle & Pedestrian Improvements
- Court Square Improvements

- Park Avenue Ephemeral Stream Restoration

The following Strategic Plan initiatives are highlighted below:

- *Goal 2, A Competitive & Innovative Employer, Objective A:* Continue interactive weekly in-house trainings
- *Goal 4, Setting the Standard for Local Government Performance, Objective F:* Achieve and retain accreditation from APWA
- *Goal 5, Bringing Citizens to the Table: Civic Engagement, Objective K:* Expand the list of projects that can be completed by various civic/volunteer organizations

Planning & Community Development Budget Highlights & Initiatives. There was a \$26,000

FY19 *Link to the Strategic Plan*
**COMMUNITY DEVELOPMENT
 DEPARTMENT**

- Goal 6, Objective H*
- Goal 6, Objective E*
- Goal 6, Objective F*
- Goal 6, Objective G*
- Goal 6, Objective I*
- Goal 1, Objective H*

reduction in the Enhancement Program materials and supplies line item and a \$3,000 enhancement of the service contracts line item for photography and videography services for the creation of marketing materials, advertisement of a new public art program (Woodstock Artstock), and for event entertainment. In addition, the Economic Development Authority (EDA) budget was allocated \$20,000 for the Woodstock Enhancement Program budget for the Façade RENEW Program in order to continue the physical enhancement of downtown buildings in the business district. There has been thousands

of dollars of private funds leveraged to-date based on the small investment made into this program. The operating budget will continue to support the completion of wayfinding signage, parking signage, pedestrian maps, and branding materials.

The following Strategic Plan initiatives are highlighted below:

- *Goal 6, A Beautiful Place to Live, Work, & Visit, Objective H:* Develop and implement Historic District Guidelines
- *Goal 6, A Beautiful Place to Live, Work, & Visit, Objective E:* Design the Court Square Park/Enhancement Project on the SW corner of Court Square
- *Goal 6, A Beautiful Place to Live, Work, & Visit, Objective F:* Create a Digital and Paper Quality of Life Marketing Piece
- *Goal 6, A Beautiful Place to Live, Work, & Visit, Objective G:* Establish a public art program/plan
- *Goal 6, A Beautiful Place to Live, Work, & Visit, Objective I:* Host an event unique to the region that increases tourism
- *Goal 1, A Great Place to do Business, Objective H:* Complete a comprehensive Zoning & Subdivision Code review

Public Utilities Fund: A \$5 million Public Utilities Fund includes water treatment, water transmission and distribution, wastewater treatment, sanitary sewer maintenance, capital outlay, and other items related to the enterprise fund. Overall, the Public Utilities Fund increased by 17 percent, due to slight cost of living increases/benefits changes in personnel, additional debt service as related to the construction of the Water Treatment Plant Improvement Project occurring during Fiscal Year 2018, and this years' capital projects. In addition, because of calculated investments, the use of money and property line item has more than doubled, allowing for more funding for future capital projects.

Revenues related to charges for service, which includes water and sewer receipts and related penalties, as well as water and sewer system development charges are projected to very slightly decrease by 0.55 percent in Fiscal Year 2019. Please note that system development charges are reserved and appropriated toward the water and sewer capital items.

As seen below, we are continuing to operate extremely conservatively in relation to increases in expenditures for the Public Utilities Fund. There are no water and sewer rate increases proposed in this fund for this fiscal year, but we will need to continue to meet the challenge of relatively flat public utilities revenues as housing and commercial development continue at a slow rate and our need to upgrade aging infrastructure continues to rise.

Continued Investment in Human Resources – A Competitive Municipal Employer

Employees classified within the Public Utilities Fund are provided the same 2 percent increase in pay as exhibited for employees in the General Fund, for a total of \$23,178 cost-of-living-related increase.

We will continue to be challenged by the knowledge gap experienced within workforces across the Nation, as we will see experienced, licensed operators in the public utilities field begin to retire. In the upcoming fiscal years we will expect several new operators to progress through their operator licensure in order to attain a Class I Operator’s License. In addition, we are partnering with the Massanutten Regional Governor’s School to host students for a mentorship in the water and wastewater fields. We are attempting to strike interest in the professionalized career field of water and wastewater. In conclusion, there were no changes to the personnel complement in this fiscal year.

The Strategic Plan Initiatives for the Public Utilities Fund are highlighted below:

FY19 *Link to the Strategic Plan*
PUBLIC UTILITIES FUND

- Goal 8, Objective C*
- Goal 4, Objective F*
- Goal 4, Objective H*
- Goal 3, Objective D*

- *Goal 8, Preserving Our Town for Future Generations and Creating a Sustainable Environment, Objective C: Comprehensive revision to FOG (Fats, Oils, Grease) Program*
- *Goal 4, Setting the Standard for Local Government Performance, Objective F: Accreditation*
- *Goal 3, A Commitment to Responsible Fiscal Management Strategies, Objective D: Prioritize water distribution system upgrades; conduct cost-benefit analysis for 8” high pressure water line (west) and dam*
- *Goal 4, Setting the Standard for Local Government Performance, Objective H: Comprehensive hydrant flushing and voluntary water quality sampling program*

Capital Improvement Program: A \$2.8 million capital improvement program represents the capital needs in the General Fund and Public Utilities Fund. Due to the Town’s dedicated and talented staff in Public Works and Community Development, we are able to allocate funding more resourcefully to many different projects. For instance, a bid on the open market by the private sector may be significantly higher than if we did in-house design and construction. It is imperative that we calculate our staff time, equipment hours, and materials and supplies as we move through the project to measure cost-effectiveness, however, aside from vehicle and equipment purchases, our capital projects are significantly reduced. This year’s capital improvement projects include items from the Town’s comprehensive Capital Improvement Program, as amended. A summary of capital items/projects, the budget estimate, funding source, and related operating costs is found in the below table.

PROJECT	BUDGET ESTIMATE	FUNDING SOURCE	OPERATING COSTS
<i>General Fund Projects</i>			
Bicycle Pedestrian System Enhancements	\$90,000	Pay-As-You-Go	None
Public Space Enhancement Project: Court Square	\$50,000	Pay-As-You-Go	None – Maintained by Shenandoah Co.
South Main Street “Academy Hill” Sidewalk Structural Engineering	\$10,500	Pay-As-You-Go	None
Ephemeral Stream Restoration Project	\$25,000	Pay-As-You-Go	None (Currently being mowed)
W.O. Riley Park Pool Renovations	\$61,002	Pay-As-You-Go	None
Municipal Office Server	\$7,898	Pay-As-You-Go	None
Downtown Parking Lot	\$1,394,816	Pay-As-You-Go/ USDA RD/ Grant Funds	\$500
Public Works & Police Department Fleet & Equipment Replacement Plan	\$271,539	Pay-As-You-Go/ Capital Lease	None
Police Interview Room Construction	\$10,188	Pay-As-You-Go	\$1,538
In-Car Camera System	\$16,782	Pay-As-You-Go	\$2,808
Digital Evidence Collection Software	\$18,199	Pay-As-You-Go	\$3,400
Police Simunition Training System	\$7,208	Asset Forfeiture Fund	None
<i>Fund Total</i>	<i>\$1,963,132</i>		
<i>Public Utilities Fund Projects</i>			
I-81 Bridge Waterline Replacement	\$250,000	Pay-As-You-Go	None
West Reservoir Dam Cost-Benefit Analysis	\$20,000	Pay-As-You-Go/ Grant	None
Water Treatment Plant Window Replacement	\$8,296	Pay-As-You-Go	(\$1,200)
PUF Fleet & Equipment Replacement Plan	\$176,890	Pay-As-You-Go	None
Water Treatment Plant Improvement Project Continuation	\$400,000	Pay-As-You-Go/ Virginia Resources Authority (VDH)	N/A
<i>Fund Total</i>	<i>\$855,186</i>		
<i>Program Total</i>	<i>\$2,818,318</i>		

This fiscal year has included the creation of a comprehensive replacement plan for vehicles and other equipment that is replaced on a reoccurring basis. The purpose is to discern one-time capital program items from annual replacement items, like vehicles. The Public Works and Police Departments currently have a five-year fleet replacement plan, and this will simply be set apart in document form from the capital improvement program. However, we have included it in the below summary to exhibit the items within the replacement plans, as they represent a significant financial commitment.

Capital Improvement Program Projects/Items Summary

Please find a summary description of the capital improvement program projects and items prioritized in the Fiscal Year 2019 Budget:

Bicycle & Pedestrian System Enhancements



Fiscal Year 2018 saw an investment of \$40,000 in our procured consultant, LandDesign of Alexandria, to create a comprehensive Bicycle & Pedestrian Master Plan. The plan, which is nearing completion, shows the necessity of completed sidewalk connections, potential off-street pedestrian and bicycle trails, and potential areas for on-street bicycle lanes. This fiscal year, we will be utilizing the plan to engineer and install a portion of the highest priority, most

cost-effective locations in order to maintain necessary momentum around bike-ped opportunities.

Woodstock is honored and tasked with being a “home base” location for several tourism-related activities for individuals and groups with active lifestyles. While we continue the important work with the Woodstock Rails to Trails Committee, we are challenged to continue to upgrade our important pedestrian and bicycle connections around that potential Rail-Trail spine. The budgeted amount for this improvement is \$90,000 and meets the Strategic Plan Goal 8, Objectives A, B, and C.



Public Space Enhancement – Court Square Project

Capital Improvement Program No. 14 & 22 includes a \$50,000 appropriation for the Court Street Public Space Enhancement. This property is on the corner of West Court Street and South Main Street and is in front of the Circuit Court Clerk’s Office. The property, owned by Shenandoah County, is in the heart of Woodstock’s downtown and is frequented by professional service providers, tourists, and citizens. The Town has received permission to improve the public space and has already received survey work from a nearby project. There will be in-house design and construction and meets the Strategic Plan Goal 6, Objective E.



South Main Street “Academy Hill” Sidewalk Structural Engineering

The eastside of “Academy Hill” is a combination of degraded brick and concrete sidewalks. In addition, there are private property walls that are erected above the sidewalk that will need to be stabilized during sidewalk replacement. This capital plan priority for structural engineer is budgeted at \$10,500, with construction proposed for Fiscal Year 2020. This capital item meets Strategic Plan Goal 7, Objective D.

Ephemeral Stream Restoration Project – W.O. Riley Park (Spring Hollow Run)

Stormwater quantity and quality continues to be a challenge in the Spring Hollow Run tributary, which eventually makes its way through downtown Woodstock and to the Shenandoah River. The Town owns W.O. Riley Park, and Spring Hollow Run flows through a portion of the park in the area of Park Avenue and Massanutten Heights. An ephemeral stream restoration project is planned for this location, meeting the goals of invasive plant removal, the installation of native plant material to

stabilize stream banks during flooding and to provide animal and insect food and habitat, and to minimize downstream flooding. There is a construction budget of \$25,000, with potential water quality grant opportunities. This project meets Goal 7 of the Strategic Plan.



W.O. Riley Park Pool Renovations

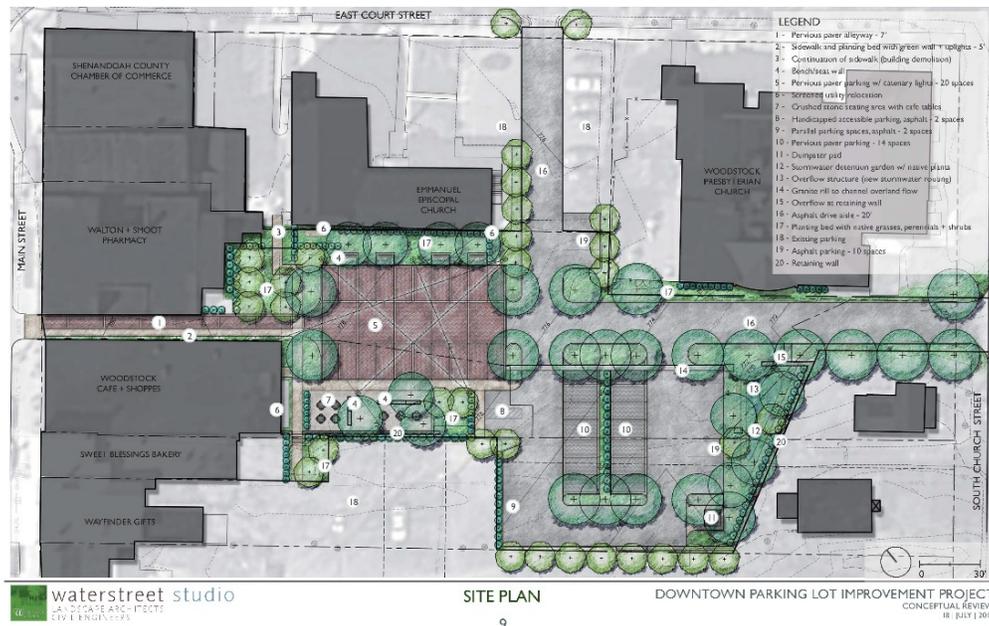
Fiscal Year 2018 saw an initial investment in the protection of the pool surface with the purchase of a large pool cover. This fiscal year, resurfacing, replacement of lane tiles, replacement of coping stones, and caulking has been planned in order to preserve the pool surface for years to come. This investment of \$61,002 meets Strategic Plan Goal 3 and provides for General Fund revenue through the sale of daily admissions, passes, swimming lessons, and concessions.

Municipal Office Server

This year, we implemented an IT Replacement Plan. The first item included an Advanced Super Server DC02/Laser Printer for the Municipal Office. The budget for the new server is approximately \$7,898 and provides the additional storage necessary for Municipal Office operations, housing the Finance Department, Executive Administration, and Community Development.

Downtown "Park"ing Lot Project

We have worked for several years with private property owners to obtain lease agreements for the improvement of a space just under one acre in the heart of downtown Woodstock. The space, which is planned to accommodate 56 parking spaces which will boast beautiful permeable pavers, enhanced tree canopy and extensive landscaping, electric vehicle charging stations, historically detailed light poles to match our Court Square streetscape, traffic-calming pedestrian ways, and a patio space for outdoor dining and gathering. This project, originally planned for Fiscal Year 2018, has been reprogrammed to Fiscal Year 2019 due to a challenging bidding environment with a project budget of \$1,394,816. The project is slated to be completed in the fall of 2018.



Public Works & Police Department Fleet Replacement Plan

Fiscal Year 2019 *Fleet & Equipment Replacement Plan* calls for the purchase of five units, and the abandonment of one unit due to contracted mowing services. An item of note is the Unit #9 1995 Dump Truck, which is 23 years old and is the Town's "workhorse" for VDOT contracted snow removal/salt application. It will be replaced with a comparable International Dump Truck and will be paid for with a capital lease in the amount specified below.

ITEM	DEPARTMENT	CONDITION	BUDGET
<i>General Fund Fleet/Equipment Replacement Plan</i>			
Unit #9 1995 Dump Truck (CIP No. 39)	PW-ST/VDOT	Fair/Bed=Poor	\$129,455 (Financing)
Tractor & Boom Arm Mower (CIP No. 38)	PW-ST	Tractor=Good/Boom Arm=Poor	N/A Test Contract This Year
Asphalt Roller	PW-ST	Fair	\$20,500
Wood Chipper	PW-ST	N/A	\$35,184
Unit #6 2014 Ford Police Sedan w/ SUV Patrol Vehicle	PD	Fair	\$41,700
2004 Dodge Stratus w/ Sedan Patrol Vehicle (CIP #32)	PD	Poor	\$44,700
<i>Total</i>			<i>\$271,539</i>

Police Department Interview Room Construction, In-Car Camera System, Digital Evidence Collection Software

A room that is currently underutilized in the Police Department is slated to be remodeled to an interview room, meeting accreditation standards and providing a private area to meet with victims, complainants, witnesses, employees, etc. The budget is \$10,188 and construction will be completed by in-house forces. There is an annual operating impact of \$1,538.

A patrol vehicle camera system is programmed to support the Town's existing body-worn camera program, but will be utilized while officers are driving and during traffic stops. Like the footage on body-worn cameras, the data will be uploaded automatically when officers return to the Police Department parking area. The system is budgeted at \$16,782 and will have an annual operating impact of 2,808.



The Cellebrite Digital Evidence Collection Software is a technology that is able to extract pertinent investigative material and data from the latest operating systems even when phones, tablets, and computers are damaged. This digital forensic tool will assist our investigators in better preparing for court by producing valuable evidence and corroborating other supporting evidence. The digital evidence collection software is \$18,199 with an annual operating impact of \$3,400.

In order to continue advancing our training program, we have budgeted \$7,208 for the Simunition® Training System, which provides a simulation of a real-life active shooter scenario which challenges officers to train for an actual circumstance. The use of asset forfeiture funds is planned for this one-time expenditure.

Replacement of the Interstate-81 Bridge Waterline

There is an appropriation of \$250,000 for the replacement of an 8” high-pressure waterline that is suspended under the West Reservoir Road Bridge (over I-81). The current waterline is over 60 years old, is ductile lined with concrete and we have experienced three breaks in a period of one and a half years. These breaks are dangerous to fix because it causes traffic control measures with VDOT for Interstate-81, a highly traveled corridor, as well as our staff members to make repairs from bucket trucks on the VDOT right-of-way. The project specifications will be to either bore underneath the interstate or to construct a new waterline and meets Strategic Plan Goal 3, Objective D.



West Reservoir Dam Cost-Benefit Analysis

Capital Improvement Program No. 9 appropriates \$20,000 in order to solicit qualified firms to conduct a cost-benefit analysis of options for the West Reservoir (Little Stoney Creek) Dam. The dam is an approximately 30’ concrete impounding structure that was originally utilized as the Town’s water source. Increased State regulations are directing the Town to evaluate the future use of the structure. This project meets Strategic Plan Goal 3, Objective D.

Water Treatment Plant Window Replacement

The Woodstock Water Treatment Plant underwent an improvement project in Fiscal Year 2018 that included significant upgrades to its filtration system, UV units, sludge handling and storage, etc. During that time, it was determined that some facility improvements should occur as well and the window replacements were programmed for this fiscal year. The budget for the replacements, with construction occurring in-house, is \$8,296. The single plate windows were installed in 1978 and will be replaced with double-pane windows for better functionality and efficiency (an estimate savings in the operating budget of \$1,200).

Public Works-Public Utility Division Fleet & Equipment Replacement Plan

Fiscal Year 2019 in the *Fleet & Equipment Replacement Plan* calls for the replacement of three vehicles and one piece of equipment of note – the backhoe – mainly utilized during utility work (water line and sewer line breaks and repair operations and other necessary excavations) in the Public Works Water & Sewer System Division at a budget of \$85,890.

ITEM	DEPARTMENT	CONDITION	BUDGET
<i>Public Utilities Fund Fleet/Equipment Replacement Plan</i>			
1999 Unit #12 Half-Ton Pick-Up Truck	WTP	Poor	\$38,000
1999 Unit #14 Half-Ton Pick-Up Truck w/ Small SUV	WTP	Poor	\$25,000
2008 Unit #23 Water & Sewer Division Truck (CIP No. 47)	PW-WS	Fair	\$28,000
1999 Unit #17 Backhoe (CIP No. 40)	PW-ST	N/A	\$85,890
<i>Total</i>			<i>\$176,890</i>

Water Treatment Plant Improvement Project Continuation

The Water Treatment Plant Improvement Project, including filter rehabilitation, air scour system, ultra violet installation, sludge handling and storage, etc. was primarily completed in Fiscal Year 2018. However, there is a portion of project wrap-up in this fiscal year (mainly in the July-August 2018 timeframe). Therefore, \$400,000 was programmed in Fiscal Year 2019.

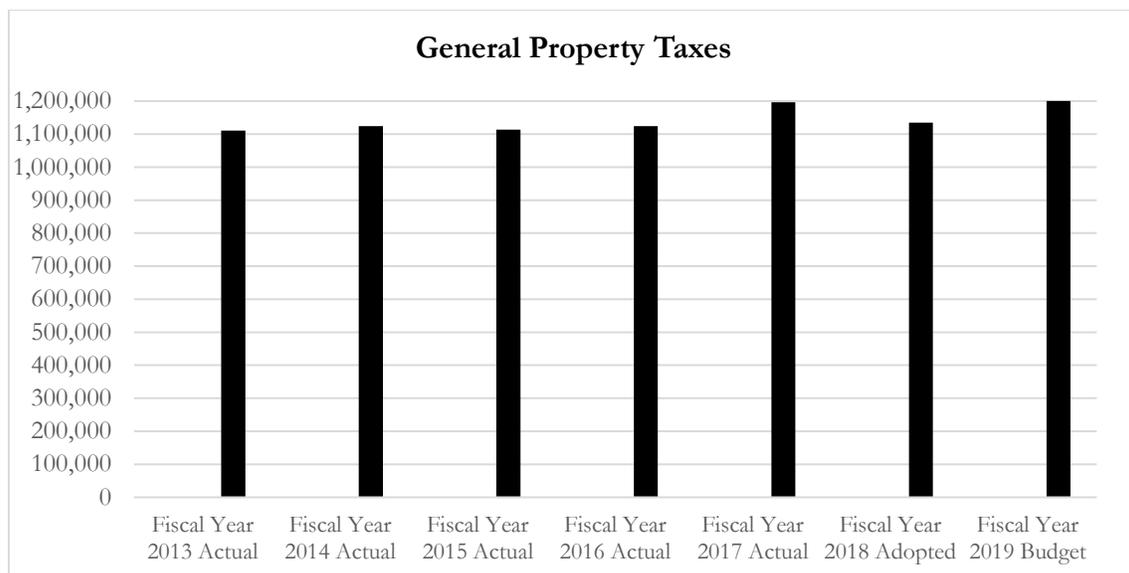
Fund Balance Reconciliation

As exhibited in the Capital Improvement Program Projects/Items table on page 17, the Town’s capital items are funded from low-interest debt financing opportunities, available pay-as-you-go funding, and grant funding. We are anticipating finishing Fiscal Year 2019 with \$3,652,257, which is 45.1% of our General Fund projected revenues, and well outperforms our 20% fund balance policy.

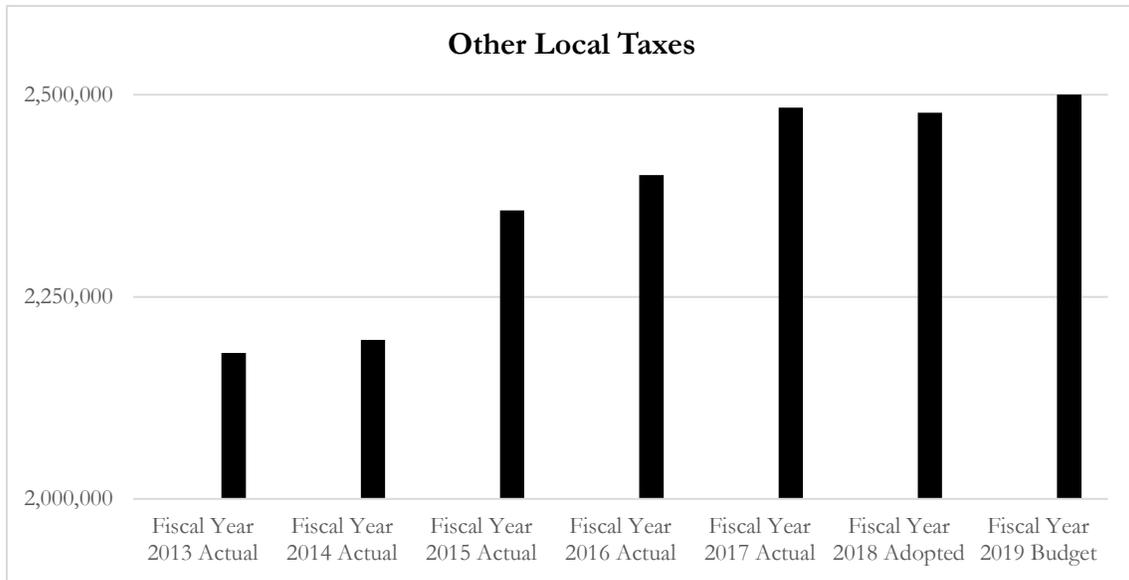
Summary of Budgetary Trends & Principal Issues Facing the Town

I have discussed a great deal of expenditures related to this Fiscal Year 2019 Budget, however, would like to concentrate for a moment on trends related to Woodstock’s revenue structure – primarily related to revenue generated from general property taxes, business-type taxes (other local taxes), and enterprise fund revenue (water and sewer revenue). There is a much more detailed overview of individual revenue types within this document (i.e. revenue related to real estate taxes, revenue related to meals taxes, etc.), however, it is interesting to see our revenue growth in the last seven years (last year is projected).

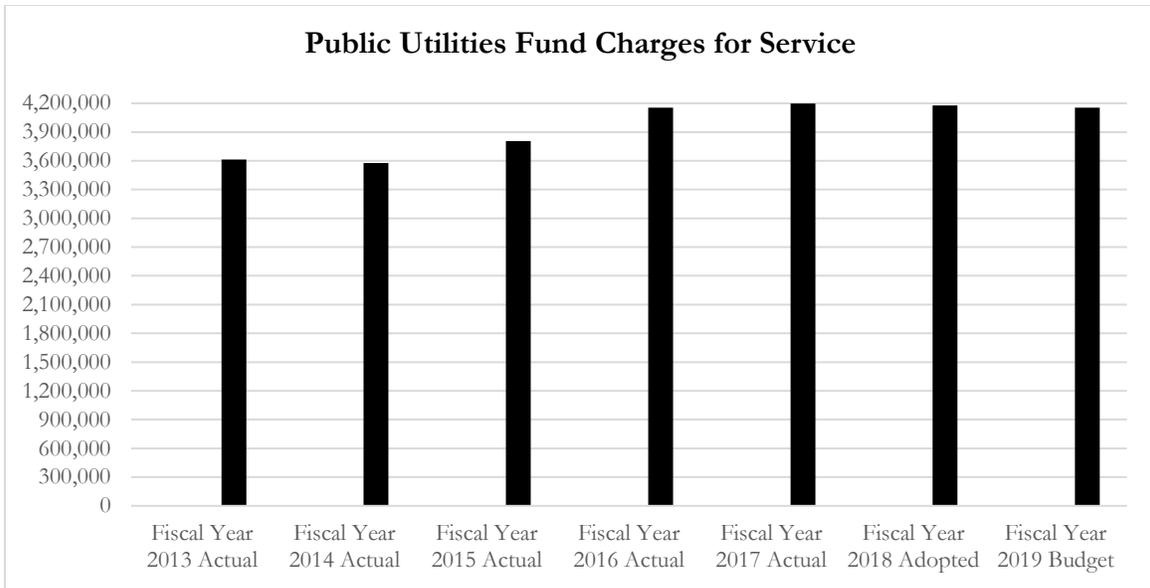
As noted previously, there are indications that we are modestly recovering from the Great Recession in terms of growth in our revenues. The Town’s general property tax revenue is made up of real estate tax, personal property tax, machinery and tools tax, public service corporation real property tax, and associated penalties and interest on those taxes. As exhibited in the below graph, the general property tax revenue has grown by 11 percent since FY 2013. During this period, there have been no tax increases (aside from a rate adjust due to an assessment) and the minimal growth in this revenue category is primarily attributed to property additions and improvements, collections efforts, and small investments in housing/vehicles.



The Town’s business-type revenue (other local taxes) is made up of county sales tax, consumer utility taxes, telecommunications tax, franchise license tax, cigarette tax, transient occupancy tax, meals tax, vehicle license tax, and public right-of-way fees. This revenue type has grown by 30 percent since FY 2013 and is highly influenced by tourism-related activities, dining, lodging, and retail sectors. This fiscal year, the meals tax rate was increased from 5 percent to 6 percent – which is projected to garner approximately \$319,000 (\$225,000 + \$94,000 increased projection) in additional General Fund revenue. Other increases are attributed to business growth in our community as demonstrated by the growth in sales, meals, and transient occupancy tax receipts – nearly all of our other local taxes categories.



Finally, the revenue related to our only proprietary fund, the Public Utilities Fund, continues to remain very flat, even with the influence of utility rate increases over the past few years (none proposed in this fiscal year). The below graph exhibits the revenues for charges for service (water and sewer receipts, water and sewer system development charges that are reserved for capital items, and penalties related to receipts are included). Charges for Service has grown by 14 percent since 2013; however, water and sewer receipts are projected slightly lower from Fiscal Year 2018.



The Future Facing Woodstock

The purpose of providing an overview of the Town’s primary revenue sources was to exhibit that while we continue modest growth within our funds, we will need to continue prudent management of fund balance, thoughtfully assess the revenue structure and make adjustments as necessary during every budget season and continue to remain an employer of choice and service delivery leader in our region. In order to make this occur in this fiscal year, we were motivated toward a revenue rate adjustment in meals tax, even though our community was fortunate to see some short-term gains in revenue as a result of an improved economy. Since 2013, our revenues have supported small cost-of-living increases for staff, as well as revenue availability for pay-as-you-go capital projects. However, it was essential to program a revenue enhancement so we could be looking toward the future for aggressive capital projects in order to improve the quality of life components and the Town’s economic development efforts. This budget has included an enhancement of those economic

development efforts through the commitment to developing our public spaces, especially in and around our downtown.



Our continued implementation of branding efforts will allow Woodstock to be seen as a home base for tourism opportunities, but also attract others to invest in a locality that offers “many bends and a perfect break” – many interesting facets with a small town, friendly environment. While we are

hesitant to depend too much on tourism-related revenues, it has been researched and verified that an increase in meals tax is structurally sound and is not impacted by the fluctuations in the economy in the way that sales and lodging tax is, for example. In addition, we benchmarked meals tax rates with other similarly-situated and nearby localities (see table on page 25), noting that our revenue structure was trailing.

VIRGINIA CITY/TOWN	MEALS TAX RATE (%)
Town of Orange	8%
Town of Abingdon City of Harrisonburg Town of Marion City of Staunton Town of Wytheville	7%
Town of Blacksburg Town of Bridgewater Town of Culpeper City of Lexington Town of Strasburg City of Winchester Town of Woodstock	6%
Town of Mount Jackson	5.5%
Town of Edinburg Town of New Market	5%
Town of Luray	4%

The high level of service delivery by our departments to our citizens will be reflected in the way that we have committed to best management practices through accreditation of our two largest departments. One of our primary challenges is to retain and train excellent employees, and we are not alone in our effort to bridge the knowledge gap that is and will be present in the next ten years. We will see highly proficient and experienced staff members exit our organization through retirement and will need to ensure the training and certification of our ranks. This budget commits to attracting and retaining employees who show initiative to attain high education, professional licensure, and certifications. Of course, in order for our employees to have the opportunity to attend courses, we will need to have all departments adequately staffed. This year's budget proposal included three position requests (two within the Police Department and one within the Public Works Department) that were recommended and funded, and I applaud the efforts of our Leadership Team in justifying and our Town Council and community in supporting. We will need to continue to pay great attention to the staffing needs and continue to invest in future human resources by identifying a path to pay progression and employee recognition as outlined in our Strategic Plan.

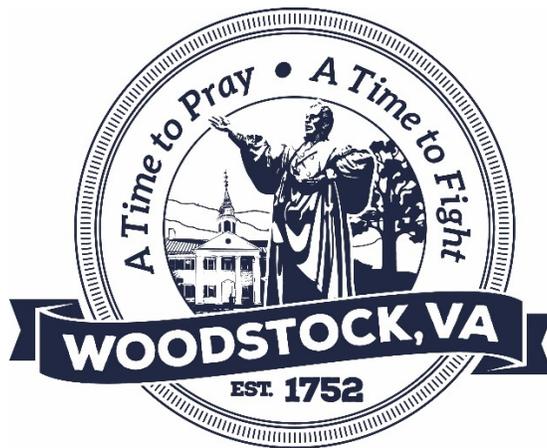
Communities across the nation will continue to be faced with challenges pertaining to aging infrastructure, especially communities like Woodstock with historic attributes and systems. Not only are we looking forward to the replacement of aging infrastructure, we are thinking creatively about how we can envision a more sustainable alternative to the conventional fix. Instead of paving over an area that was once covered with historic buildings, we have crafted a public-private agreement in an under-utilized space within our downtown to provide parking and human interaction opportunities, with stormwater quantity and quality in mind. The sprawling utility systems of our parent's and grandparent's generations will need to be reconsidered and potentially upgraded, with an eye on economic development opportunities. Our Economic Development Authority has been activated in a way that it has not been in the past five years, with a concentration on small business development through façade improvements and business recruitment/marketing/retention programs, and identification of what utilities and transportation enhancements are necessary to support commercial and industrial development.

I would like to sincerely thank our Town Council for embracing a future-oriented approach to financial planning and governance, our Leadership Team and Staff Team members for implementing the Woodstock vision in a professional and quality way, and our Woodstock citizenry for trusting us with the management of your town. Thank you to our Deputy Town Manager Mandy R. Belyea, CPA, and Director of Finance John O'Neill, for their commitment to excellence in budget development and finance in the Town of Woodstock.

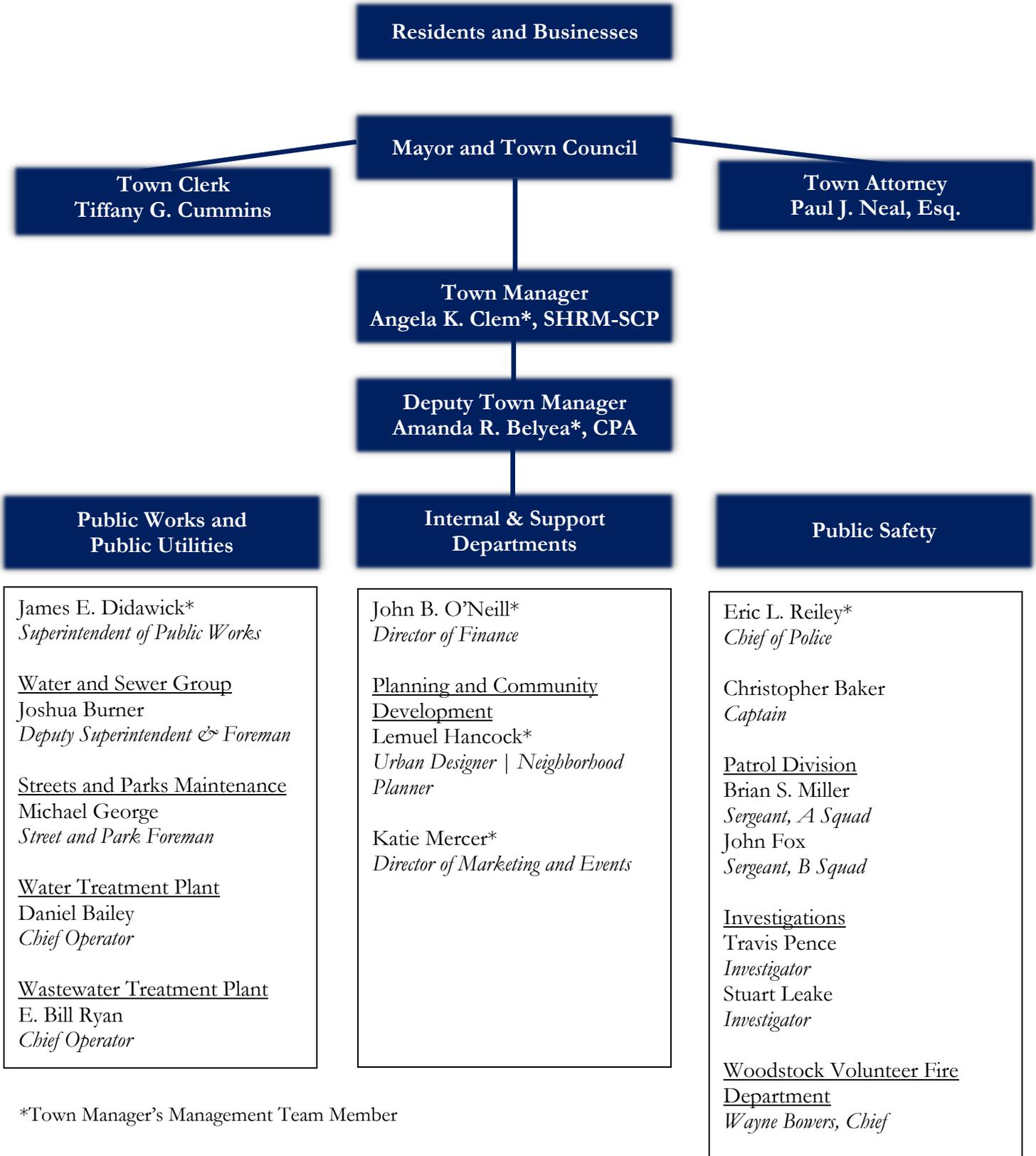
In Service,

Angela K. Clem
Town Manager

Organizational and Community Information



Town of Woodstock Organization Chart



*Town Manager's Management Team Member

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 5,212 residents in the 3.2 square miles of incorporated area of the Town. The Town is also home to the Shenandoah County Public School's Central campus, the private Massanutten Military Academy, the National Headquarters of the Sigma Sigma Sigma Sorority, the Shenandoah County Fairgrounds, and other important regional and national assets.

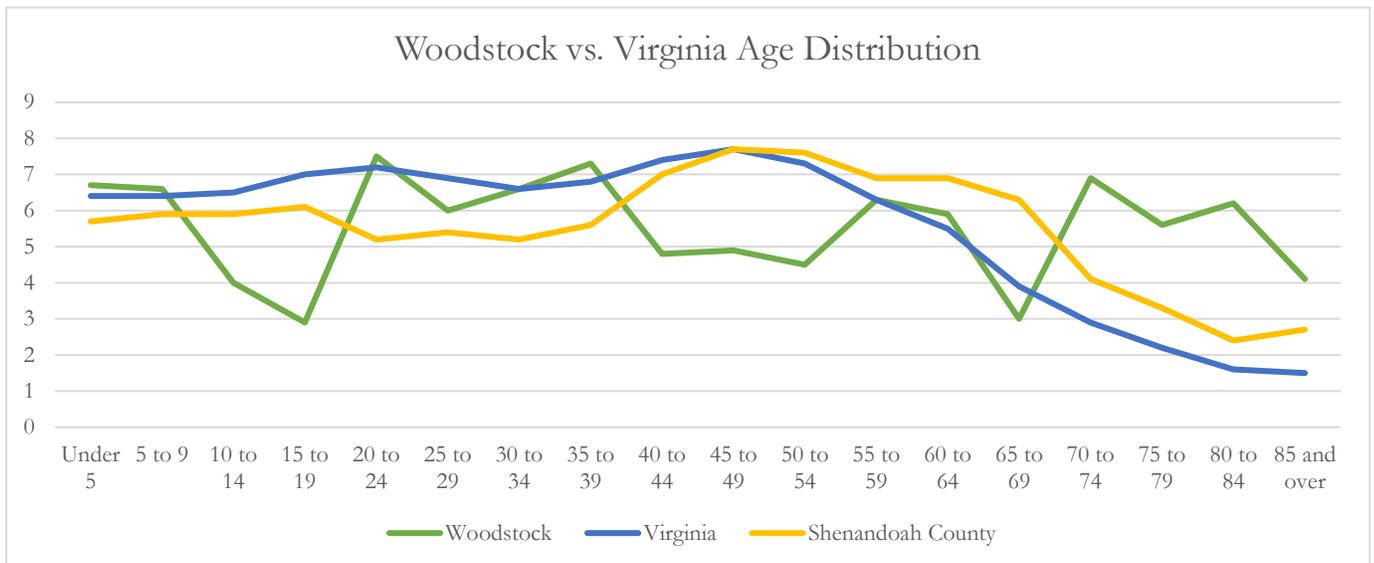
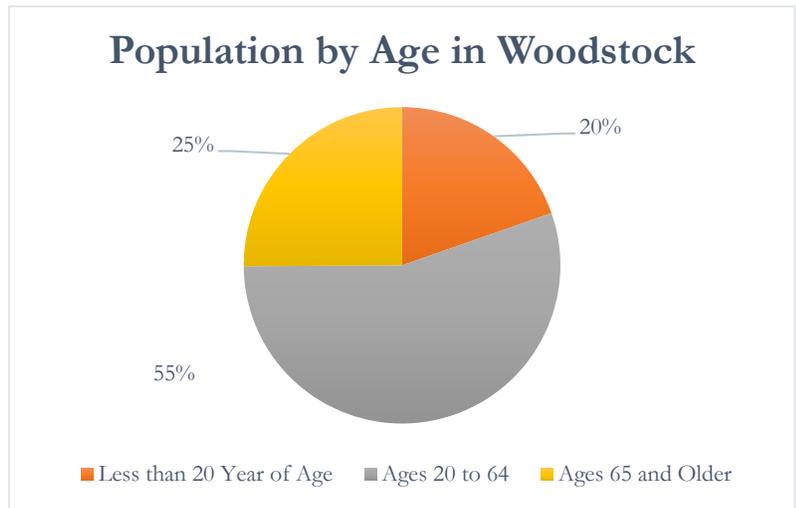
Demographics of the Town of Woodstock

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.

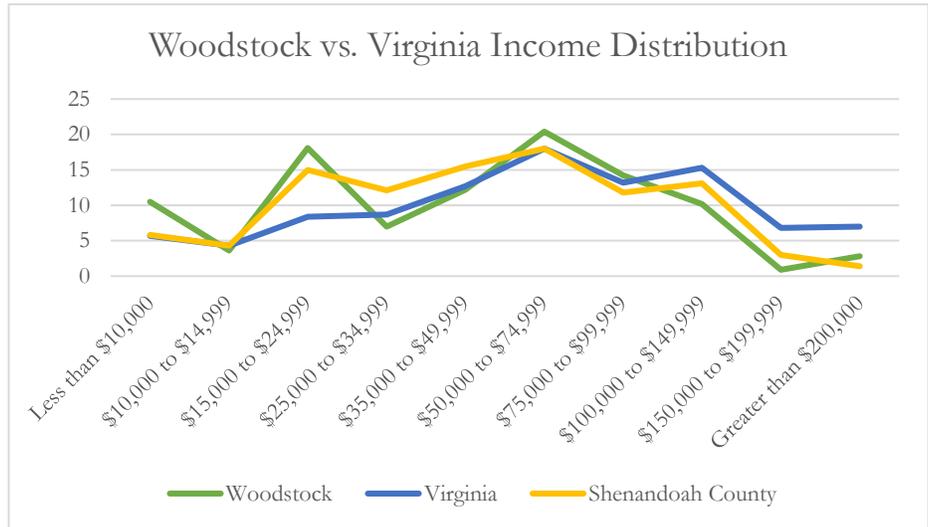
This dichotomy creates an interesting effect on the needs for public services in our community. On one hand, the higher average youth population creates demands for services from an increased need for recreational activities to a community outreach while the higher concentration of older population creates greater demands for emergency services and other services designed to meet the specific needs of the community.

Over the last several years, the Town of Woodstock has made a series of investments designed to improve the quality of life of both younger and older residents that will improve quality of life for generations to come.



Income Distribution

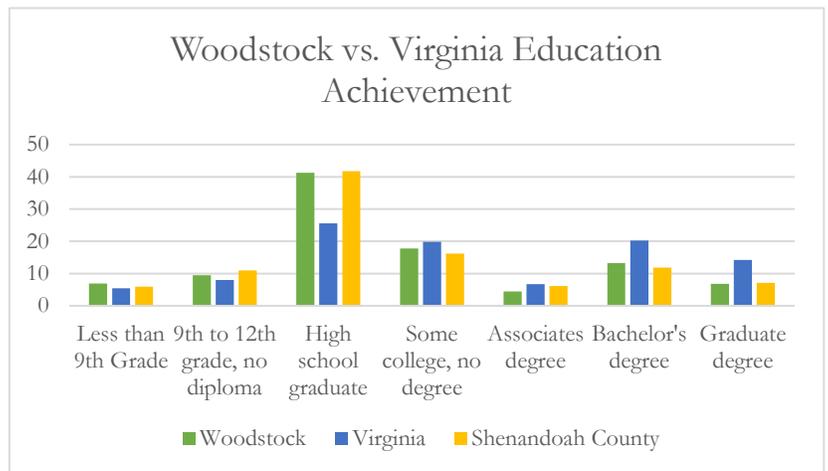
The distribution of income in the Town of Woodstock provides an interesting characterization of the community that the Town government serves. In comparison to the rest of Virginia, there tends to be more lower and upper middle class income levels. In contrast, Virginia has a higher concentration of 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

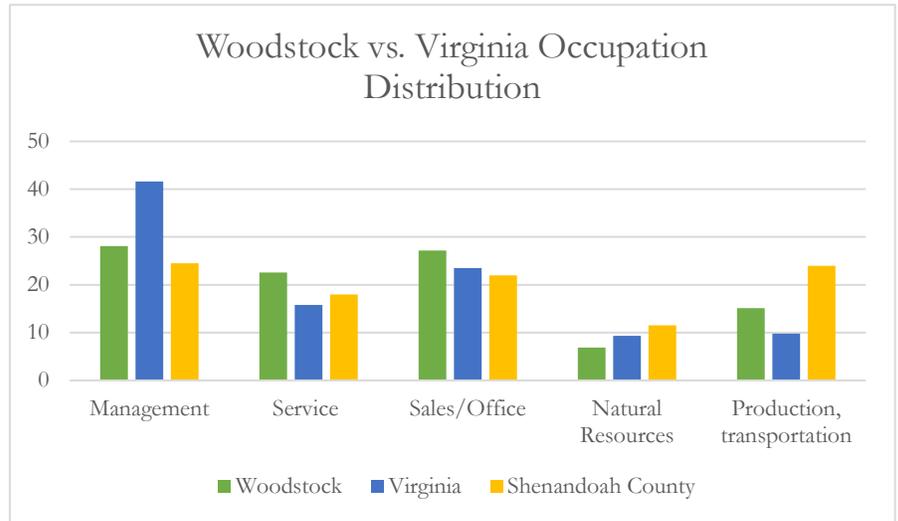
In terms of comparisons to the rest of Virginia, Woodstock and Shenandoah County as a whole, tend to have a higher percentage of the population that have a high school diploma or less education. Consequently, the Town and the County have a smaller percentage of residents with a college education or higher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



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 Taxpayers

Taxpayer	Business Type	Percentage of Valuation
Lowes Home Center LLC	Retail Store	1.79%
Wal-Mart	Retail Store	1.67%
Spectrum 1 Woodstock LLC	Shopping Center	1.28%
LH&H LLC	Hotel	1.15%
Shree Ganesh Hospitality	Hotel	1.12%
HCP Virginia, Inc.	Assisted Living	0.94%
Shenandoah Enterprises Inc	Housing Development	0.85%
Walter Enterprises	Shopping Center	0.79%
Funkhouser H N and Co Inc.	Commercial Development	0.76%
Valley Vista Apartments LLC	Housing Development	0.60%
Total Valuation	\$56,940,800	10.96%

Principal Employers in FY 2017 and FY 2008

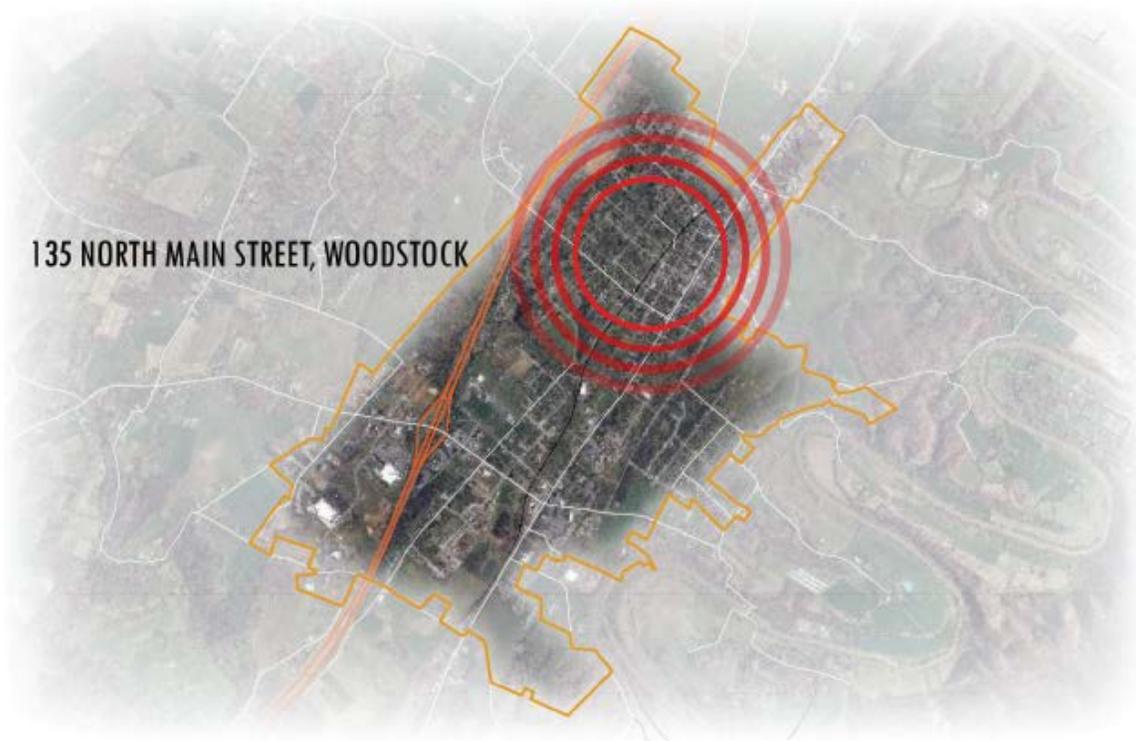
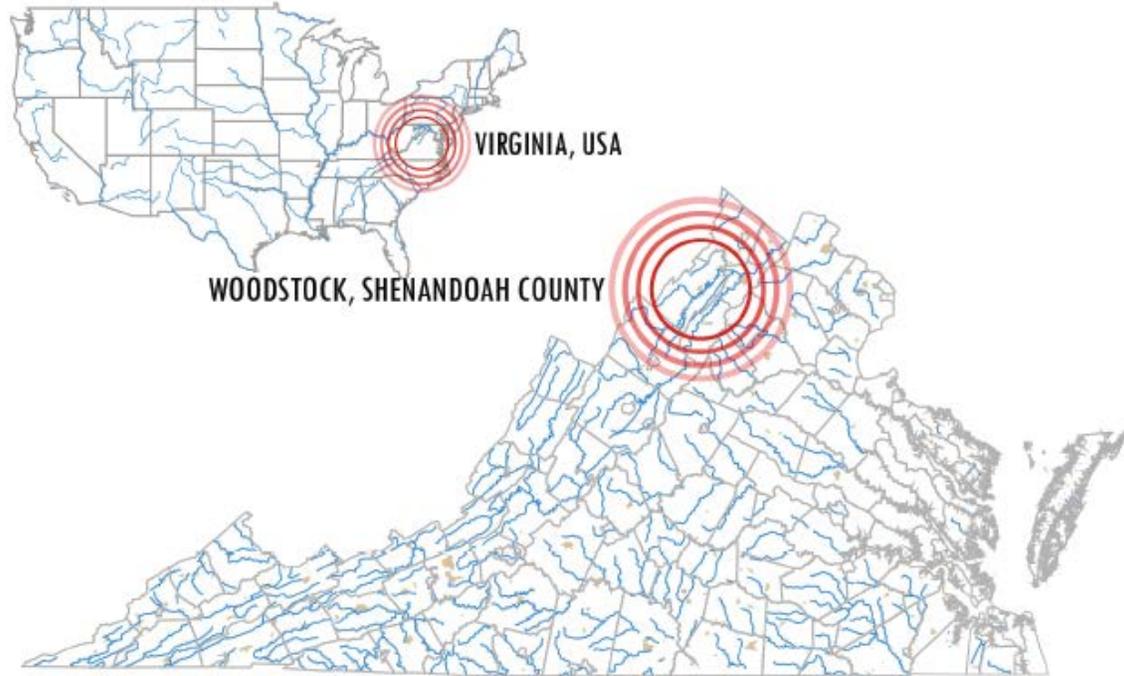
<u>Employer</u>	<u>Fiscal Year 2017</u>		<u>Fiscal Year 2008</u>	
	<u>Employees</u>	<u>Rank</u>	<u>Employees</u>	<u>Rank</u>
Shenandoah County School Board	1000+	1	1000+	1
County of Shenandoah	250 to 499	2	250 to 499	3
Valley Health System	250 to 499	3	250 to 499	2
Wal-Mart	100 to 249	4	250 to 499	4
Food Lion	100 to 249	5	100 to 249	5
Cracker Barrel Old Country Store	100 to 249	6	100 to 249	7
Skyline Terrace Nursing Home	100 to 249	7	50 to 99	8
Lowes Home Centers, Inc.	100 to 249	8	100 to 249	6
McDonald's	50 to 99	9	50 to 99	11
U.S. Postal Service	50 to 99	10	50 to 99	9
Woodstock Facility Operations (<i>formally Tandem Healthcare</i>)	20 to 49	11	-	-
Town of Woodstock	50 to 99	12	50 to 99	14
Regulus Group LLC	50 to 99	13	-	-
Massanutten Military Academy	50 to 99	14	50 to 99	10
Pollywog Place LLC	20 to 49	15	-	-
Leckner Ford of Woodstock	20 to 49	16	-	-
Shenandoah County Department of Social Services	20 to 49	17	50 to 99	13

Top Ten Water and Sewer Customers - Fiscal Year 2018

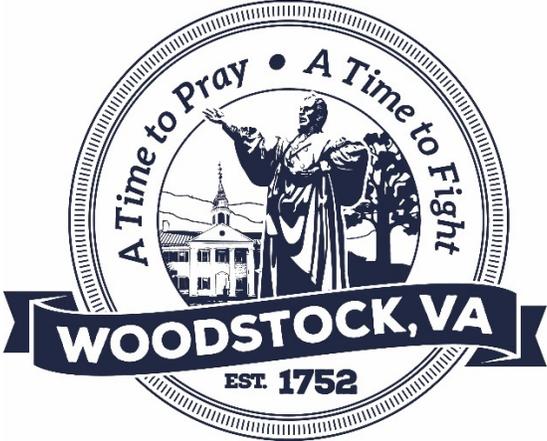
<u>Customer</u>	<u>Consumption (gallons)</u>	<u>Rank</u>
SMH, Inc.	3,565,000	1
Tandem Health Care	2,957,400	2
Cracker Barrel Old Country Store	2,919,100	3
Interstate Car Wash LLC	2,297,800	4
Hampton Inn	2,259,200	5
Skyline Terrace Conv Home	1,755,300	6
Holiday Inn Express	1,703,800	7
Woodstock Village Apartments	1,571,200	8
Pleasant Valley Condo Co-owner	1,281,000	9
Woodstock Trailer Park	1,185,500	10

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.



Linkages to the Strategic Plan



2018 to 2022 Strategic Plan

In September 2017, the Woodstock Town Council approved a five-year strategic plan. 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. These eight focus areas align with the Town's External Vision Statement, Mission Statement, and External Services Values Statement expressed as follows:

Town of Woodstock Vision Statement

External Vision Statement – Through a collaborative effort, elected officials and staff members of the Town of Woodstock commit to serving its citizens, businesses, and visitors and imagines the following:

- A commitment to continuous innovation in all aspects of Woodstock's operational and physical environment; a commitment to continuous improvement of physical spaces
- A vibrant downtown that is a tourism and citizen destination, with a variety of business and residential uses
- A town that is inclusive and diverse in its demographic makeup, with an appreciation and respect for a variety of perspectives; where neighbors interact and assist each other on a regular basis
- A home "base" for outdoor recreational activities within the greater Woodstock and Shenandoah Valley area
- An expansion of the tax base through the creation of diverse, quality housing stock, and diverse commercial and industrial enterprises
- Positive partnerships with private entities to improve design and function of new and existing physical spaces
- A commitment to unique public spaces created of quality plantings and materials, including pedestrian/bicycle connections, town gateway enhancements, pocket parks and gardens, and a great deal of public art in various mediums
- The celebration and maintenance of the historic, environmental, and agricultural integrity of the Town through preservation, adaptive reuse, in addition to educational efforts surrounding these concepts
- A strong and updated infrastructure system that serves the existing and expanding needs of the community; a commitment to utilizing best management practices in green infrastructure, gray infrastructure, and technological advances to improve infrastructure services
- A town where law enforcement officers are visible and have a community guardian philosophy; where people are safe to conduct business, visit, and reside
- The community has a positive mindset about the Town's functions, services, spaces, people, and projects and actively advocates for their community, instilling a sense of pride and an excellent quality of life.

*The picture we carry around to remind us of why we are working so hard continues to inspire this success
(Allison & Kaye, 2005:105)*

Town of Woodstock Mission Statement

To encourage and facilitate economic growth, to provide a safe environment for a diverse community, and to provide high quality and efficient services to the public, while emphasizing the Town's unique character, planning for the future, and leading by example through the implementation of best practices.

Town of Woodstock External Services Values Statement

The Town of Woodstock values the following:

People. Creating a community where people want to visit, reside, and do business is essential to our mission. Therefore, we commit to honoring the following values related to people:

- Provide a high level of transparency with the public, which works to establish trust even when tension exists
- Be consistently honest, and achieve the highest level of integrity in local government
- Approach common goals with a team-oriented mindset
- Recruit employees of the highest talent and maintain skill level through continuous education and training
- Empower and support entrepreneurs in the community through economic development programs
- Maintain a customer service-oriented focus at all levels of community service
- Provide a safe community environment for all citizens and visitors to the Town
- Maintain the human resources to complete proposed projects, required maintenance, and to maintain appropriate service levels
- Inclusion of diverse populations in the community in decision-making, economic development initiatives, and other programs
- A readiness and enthusiasm to work for the community in a variety of conditions
- Promotion of community wellness through events, activities, and public space development
- Community access to the appropriate staff members for information and dialogue; “listen and act” civic engagement
- Good partnerships with other localities and levels of government
- Trust and communication between the community, elected officials, and staff

Places. Creating and preserving places that the community values is essential to our mission.

Therefore, we commit to honoring the following values related to places:

- Safety and security for public and private properties through active community policing; positive police presence
- Public spaces that are safe, clean, and attractive
- Creation of high quality public spaces through site design, quality building materials and landscaping, and high-quality construction; well-maintained facilities and public spaces
- Innovative use of spaces for recreational opportunities
- Vibrant, colorful, and interactive public art
- Be audacious in the design and development of public spaces
- Provide resources targeted at property improvement
- Neighborhood connections and gathering spaces
- Preservation of Woodstock character and historical assets, as feasible

Concepts & Things. Indicating the things and concepts that we value is important to securing the resources important to the community and the organization, alike. Therefore, we commit to valuing the following concepts and things:

- A Town Council and staff that values fiscal responsibility and is a good steward of public monies; a commitment to long-range financial, operational, comprehensive, and capital planning
- A Town Council and staff that encourages creativity in all projects and actions
- A commitment to preparedness in all levels of service (for anticipated events and unanticipated/emergency events)
- Reliable and redundant infrastructure system; maintenance and replacement of infrastructure necessary to provide quality service
- Be a leader in the arena of local government by being precedent-setting and proactive; lead by example in local government, break paradigms; emphasize originality
- A commitment to equity in both internal and external operations
- Clean and attractive streets, sidewalks, and landscaped areas free of debris and litter
- Services rendered in a quality manner
- Emphasis on tree planting and park development
- Commitment to storm water quality and quantity control
- High level of professionalism from Town Council and staff
- Tools to complete projects and jobs in a quality and efficient manner
- Actions are solution-oriented; strive for apolitical solutions (making the best decision for the citizens of Woodstock, following the best practices in the industry)
- Provision of high quality services at an affordable rate (great value for citizens)

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 the output and outcome measurements associated with their accomplishment. The department identified in **bold** represents the department that is leading that particular objective. 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>.

In addition to the goals and objectives listed below, each department has developed one or more specific work plan items that seek to address the goals and objectives of the Town's Strategic Plan for Fiscal Year 2019. These work plan items have been denoted in each of the departmental expenditure budgets and have helped to drive resource allocation. As we begin to enter the final years of the plan, we note that specific action items become less demanding.

GOAL 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	Responsible Department	Time Frame	Output	Outcome
Complete a comprehensive Zoning & Subdivision Code review in order to update and clarify commercial, industrial, residential, and supplementary regulations in order to encourage diverse uses and smart development consistent with the unique character of Woodstock	Administration Community Development	Two years	Amended zoning and subdivision ordinances	Improved zoning and subdivision codes for the physical environment; guide
Conduct at least one presentation to the Shenandoah County Chamber of Commerce membership each calendar year and provide quarterly summaries of criminal activity impacting businesses.	Police	Yearly	Development of an interactive and educational presentation pertaining to businesses	Greater awareness regarding trends in criminal activity targeting businesses in the region

GOAL 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	Responsible Department	Time Frame	Output	Outcome
Complete the creation of a comprehensive succession planning tool in order to retain important institutional knowledge and experience through continued performance management, professional development opportunities, future human staffing needs assessment, and continued supervisory training programs.	Administration Finance Community Development Enhancement Police Public Works	Six months	Development of individual employee professional development plans A succession plan for the next ten years Maintenance of a well-educated supervisory staff Maintenance of a well-educated supervisory staff Well-planned cross-training program for staff across functions and divisions with	Employees will become active participants in their personal and professional development in order to advance organizational goals The organization will be equipped to maintain service delivery and bridge the loss of knowledge through attrition Continued success of supervisory staff in leading our organization

			training scheduled for off-peak times	Continuity of operations in the event of absence in key roles across the organization; succession planning for future leaders
Conduct Bi-Annual Employee Satisfaction Surveys in order to assess employee professional and personal needs.	Administration	Bi-annual surveys beginning in October 2018	Measure of employee satisfaction in a myriad of areas	Reduction in voluntary turnover as a result of employees being heard and issues being acted on in a timely manner
Administration and Finance will collaborate to develop pay plan progression through the pay scales (beginning, midpoint, maximum) and will continue ongoing benchmarking reviews for total compensation (pay, benefits, etc.) based on current market conditions every three to five years	Administration Finance	Six months (Beginning December 2017); ongoing thereafter	Budgetary impact of policy improvements and salary progression plan FMS User Group that meets on an at minimum semi-annual basis	Employee satisfaction A more proficient and efficient use of financial software by the Finance Team
The Woodstock Police Department will enhance the knowledge, skills, and abilities of all personnel through the use of internal monthly squad training during each calendar year to enhance job-related competency and continue professional development of all department members.	Police	Beginning every fiscal year; Ongoing	Development of training outlines/programs	Increase KSAs in job-related functions

GOAL 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	Responsible Department	Time Frame	Output	Outcome
Enable all Town departments to obtain read-only access to the general ledger of the Town's financial system to ensure that management can make well-informed purchasing decisions	Finance	Six Months	Departmental access to review the most current expenditure data	Well-informed purchasing decisions
Prioritize water distribution system upgrades to improve capacity and flow rates and	Public Works	1 Year	Cost benefit analysis	Improvement in flow rate to enhance resident and business safety and services

to mitigate ongoing maintenance problems for inclusion in the Capital Improvement Plan.				
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GOAL 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	Responsible Department	Time Frame	Output	Outcome
By extracting information from the CAFR, prepare a PAFR document that includes both narrative and graphic analysis, that provides readily accessible and easily understandable financial information to the public, and that meets the requirements of the GFOA's PAFR Award Program	Finance	Six Months	PAFR; GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting	Enhanced accessibility and understandability of the Town's financial position
Achieve and retain accreditation from the American Public Works Association (APWA).	Public Works	Six Months	APWA Accreditation and Public Works Management Practices Manual	Efficient and effective operations that conform to industry best practices
Create a comprehensive hydrant flushing and water quality sampling program.	Public Works	1 Year	Hydrant flushing and water quality sample program	System-wide representation of water quality

GOAL 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	Responsible Department	Time Frame	Output	Outcome
Collaborate with the Town's website designer to redesign the website every four years as well as to improve opportunities for citizens to more easily complete transactions online.	Administration Community Development Enhancement	Six Months	An increase of two types of online transaction functionalities; expanded web functions in needed areas	Simplified processes and increased accessibility for our citizens
Re-establish the Neighborhood Watch Program to include important law enforcement topics delivered in a presentation format on a quarterly basis.	Police	1 Year	Neighborhood Watch Program	Greater police and community relationships

In addition to Facebook, establish a Town of Woodstock presence on other social media platforms, such as Twitter.	Admin , Enhancement	Nine Months	Twitter account	Enhanced public outreach, information dissemination, and engaged citizens/visitors
Expand the list of projects that can be completed by various civic/volunteer organizations.	Admin	1 Year	Listing of projects	Increased civic engagement

GOAL 6: *A Beautiful Place to Live, Work, and Visit*

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	Responsible Department	Time Frame	Output	Outcome
Complete an assessment of the existing structures and facilities at Fairview Park (Old Wetzel Farm) and integrate future improvement programmatic goals and costs into the Capital Improvement Program.	Administration Community Development Enhancement Public Works	Six Months	Items to be placed in the CIP	Continuing public space enhancement based on need on Town-owned property
Design the Court Square Park/Enhancement Project on the Southwest corner of Court Square in order to continue public investment and enhancement in and around Court Square	Administration Community Development Enhancement	1 Year	Design for southwest corner of Court Square	Continuing public space enhancement within the downtown area
Create a Quality of Life marketing piece to be distributed to potential residents, visitors, and businesses aspiring to visit, live, and/or work in Woodstock	Administration Community Development Enhancement	1 Year	Well-designed, eye-catching marketing materials	Enhanced visitation to Woodstock as a “home base” to historic and recreational opportunities
Develop and implement Historic District Design Guidelines in order to creatively and tastefully guide historic property remodels, while promoting continued development within the historic district.	Community Development	18 Months	Historic District Standards/Guidelines	Preservation and protection of historic structures that provide a sense of place in Woodstock’s historic downtown
Work with Shenandoah County Tourism, the Woodstock Enhancement Committee, and the	Enhancement	1 Year	A new, uniquely attractive event to the area	Creation of additional tourism and event opportunities for residents and visitors

Promotions sub-committee to create and host an event unique to the region that increases tourism as measured by lodging and meals tax revenue before, during, and after the event for the first three years.				
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GOAL 7: *Linking Valuable 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	Responsible Department	Time Frame	Output	Outcome
Develop a pedestrian and bicycle network plan that improves travel and recreational options for residents of and visitors to the Town of Woodstock.	Administration Community Development Public Works	1 Year	Alternative transportation plan with specific capital projects, budgets, and funding resources	Improvement in the ease of access, comfort, and experiences for people walking or biking in town; Broaden the appeal of cycling in town to people of all ages and abilities; Move drivers safely through town
Continue the support of the Woodstock Rails to Trails Committee activities in order to be prepared for rail-trail development.	Administration Community Development Enhancement	Ongoing	Planning activities associated with rail-trail development	Readiness for rail-trail opportunities and the community benefits this type of trail may bring
Remain vigilant pertaining to properties and new development that are available for purchase, lease, or easement near potential trail, neighborhood, and/or environmental linkages in order to continue and extend green infrastructure continuity	Administration Community Development	Ongoing	Planning activities associated with trail development	Readiness for trail opportunities and the community benefits that may be associated

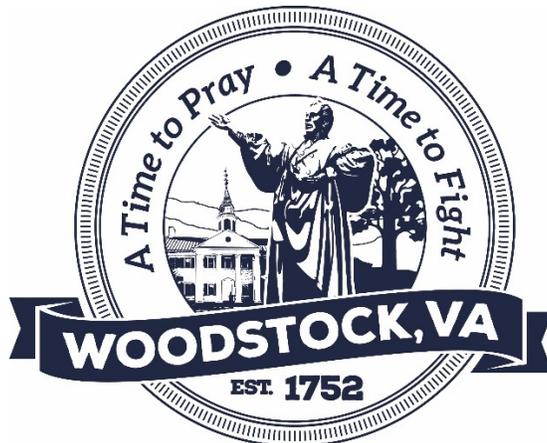
GOAL 8: *Preserving our Town for Future Generations and Creating a Sustainable Environment*

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

Objective	Responsible Department	Time Frame	Output	Outcome
Create an Urban Tree Utilization Program for the Town of Woodstock and complete educational outreach	Administration Community Development Public Works	Six Months	Urban Tree Utilization Program	The reuse of a valuable renewable resource in creative ways; avoidance of

efforts to the public on urban wood reuse.				wood going to the landfill
Research the LEAPmbr* Wastewater Membrane Bioreactor system in order to assess advertised lower energy costs and increased productivity for retrofitting our wastewater treatment plant membrane technology	Administration Finance Public Works	Six Months	A report outlining the cost-benefit of retrofitting our wastewater treatment plant membrane technology	Potential reduction of energy and maintenance costs at the wastewater treatment facility
Create a comprehensive revision and update to the Fat, Oil, & Grease Prevention Program for dissemination to restaurants and residents for the prevention of sewer back-ups.	Public Works	Six Months	New FOG Program documents and residential awareness brochures	Reduction of sewer back-ups by 25% in the commercial restaurant districts
Launch a “Green Town” program to educate residents on the impact of littering and the importance of recycling.	Administration	Six Months	Green Town program	Increased awareness of the impact of littering

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.

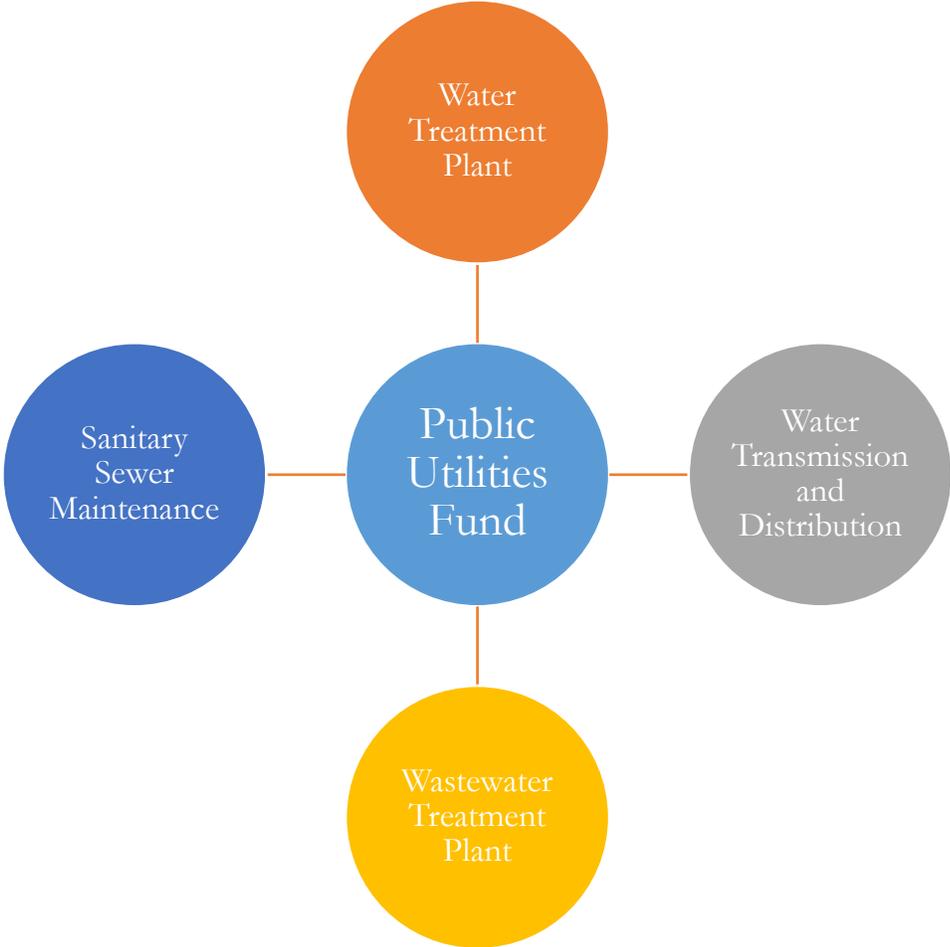
Proprietary Funds: Proprietary funds are used to account for the Town's ongoing organizations and activities that are similar to those often found in the private sector. The Town has one type of proprietary fund, an enterprise fund.

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.

General Fund Department/Fund Relationship Organizational Chart



Public Utilities Fund Department/Fund Relationship Organizational Chart



Town of Woodstock Financial Policies

(Adopted January 7, 2014)

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.
- 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.

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.

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.

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

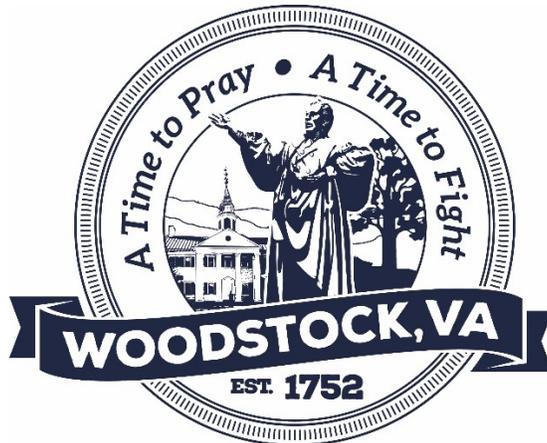
- a. The Town will continually provide to its citizens and customers the highest level of service in the most cost-effective manner possible.
- b. The Town will be scrupulous in complying with its procurement policy.

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.

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Budget Development Process



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 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 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.

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.

Fiscal Year 2019 Budget Calendar

Date	Activity	Responsibility
Friday, October 27	Publish FY 2019 Budget Calendar	Finance Director
Monday, October 30	FY 2019 Budget Kick Off Meeting	Management Team
Thursday, January 11	FY 2019 Budgets Submitted to Finance Director	Department Heads
Monday, February 19	FY 2019 Budgets Presented to Town Manager	Finance Director
Week of February 19	Town Manager & Finance Director meet with Department Heads (as needed)	Town Manager/Finance Director
Weeks of March 5 and 12	Individual Meetings with Council Members	Town Manager/Finance Director
Friday, March 16	Finish Draft Version of FY 2019 Proposed Budget and Distribute to Finance Committee	Finance Director
Week of March 19 and April 2	Finance Committee Budget Work Sessions	Finance Committee
Friday, April 6	Distribution of FY 2019 Proposed Budget to Town Council	Finance Director
Week of April 9	FY 2019 Budget Work Sessions with Town Council	Town Council
Tuesday, April 17	Submit Legal Notice on FY 2019 Proposed Budget to Press for Publication	Finance Director
Saturday, April 21	Legal Notice Published	Public Information

Date	Activity	Responsibility
Friday, April 27	Distribution of FY 2019 Proposed Budget to Town Council for Public Hearing	Finance Director
Tuesday, May 1	Public Hearing on FY 2019 Budget	Town Council
Weeks of May 7 & 14	Budget Work Sessions – Discussion of Public Hearing Comments (<i>as necessary</i>)	Town Council
Thursday, May 24	Finalize FY 2019 Budget	Finance Director
Friday, May 25	Distribution of FY 2019 Budget to Town Council for June meeting	Finance Director
Tuesday, June 5	Adoption of FY 2019 Budget and Appropriation of Funds at June meeting	Town Council

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:

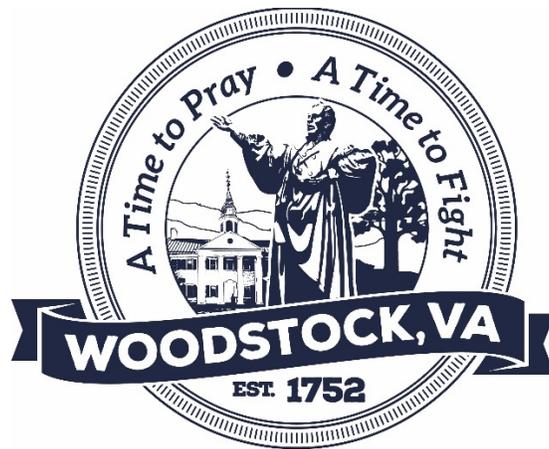
- Transferring from the unexpended balance of another appropriation;
- Transferring from appropriation for contingencies; or
- Appropriating unreserved fund balance or unanticipated revenues

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 Schedules



Overview of Revenues

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
<u>GENERAL FUND REVENUES:</u>								
General Property Taxes	1,113,136	1,124,215	1,196,076	1,134,447	1,222,057	1,239,000	104,553	9.22%
Other Local Taxes	2,356,855	2,400,740	2,484,121	2,477,752	2,537,750	2,838,675	360,923	14.57%
Permits and Licenses	372,771	396,644	395,688	398,425	403,000	410,600	12,175	3.06%
Fines and Forfeitures	38,963	29,491	38,080	35,170	30,650	32,730	(2,440)	-6.94%
Use of Money & Property	6,478	10,997	21,881	10,500	38,500	38,500	28,000	266.67%
Charges for Services	237,849	253,583	273,748	261,600	262,000	278,350	16,750	6.40%
Miscellaneous Revenue	90,474	28,351	32,859	28,759	18,475	23,800	(4,959)	-17.24%
Federal Revenues	1,043,814	1,033,283	1,075,427	1,127,071	1,072,241	1,086,993	(40,078)	-3.56%
State Revenues	8,717	10,508	11,976	2,500	4,651	7,272	4,772	190.88%
Other Financing Sources	220	550	4,022	1,397,944	627,763	2,137,166	739,222	52.88%
Total General Fund	5,269,277	5,288,362	5,533,878	6,874,168	6,217,087	8,093,086	1,218,918	17.73%
<u>PUBLIC UTILITIES FUND REVENUES</u>								
Use of Money & Property	3,006	7,494	18,364	12,000	35,657	30,000	18,000	150.00%
Charges for Services	3,806,170	4,154,762	4,197,846	4,176,425	4,060,263	4,153,365	(23,060)	-0.55%
Miscellaneous Revenues	13,979	13,823	5,475	10,000	3,185	5,000	(5,000)	-50.00%
State Revenues	0	0	0	0	0	0	0	0.00%
Federal Revenues	0	0	0	0	0	0	0	0.00%
Other Financing Sources	0	0	0	148,409	3,206,320	901,029	752,620	507.13%
Total Public Utilities Fund	3,823,155	4,176,079	4,221,685	4,346,834	7,305,425	5,089,394	742,560	17.08%
Total Revenues Consolidated	9,092,432	9,464,441	9,755,563	11,221,002	13,522,512	13,182,480	1,961,478	17.48%

Overview of Expenditures

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
<u>GENERAL FUND EXPENDITURES:</u>								
Legislative Department	61,638	62,768	59,210	64,910	67,640	80,536	15,626	24.07%
Executive Administration	286,188	299,358	283,285	351,386	331,632	361,783	10,397	2.96%
General Administration	0	0	0	0	0	0	0	0.00%
Financial Administration	430,609	432,866	432,531	484,410	474,082	489,480	5,070	1.05%
Electoral Board	0	2,281	0	2,400	2,482	0	(2,400)	-100.00%
Public Safety	1,556,530	1,665,313	1,697,088	1,828,493	1,859,927	2,039,875	211,382	11.56%
Public Works	1,550,568	1,560,022	1,539,433	1,766,205	1,653,984	1,845,797	79,592	4.51%
Parks and Recreation	213,931	254,638	233,425	242,310	258,972	274,207	31,897	13.16%
Planning and Community Development	297,047	292,670	314,875	379,230	323,736	408,551	29,321	7.73%
Contributions	203,000	29,000	29,000	280,000	306,000	356,000	76,000	27.14%
Capital Outlay	418,211	203,240	235,778	1,230,444	440,262	1,963,132	732,688	59.55%
Debt Service	134,332	134,332	136,912	178,040	178,040	177,200	(840)	-0.47%
Transfers, Reserves, and Other	2,240	55,364	50,830	66,340	65,565	96,525	30,185	45.50%
Total General Fund	5,154,294	4,991,852	5,012,367	6,874,168	5,962,322	8,093,086	1,218,918	17.73%
<u>PUBLIC UTILITIES FUND EXPENDITURES:</u>								
Water Treatment Plant	674,399	713,124	720,989	727,448	760,050	769,148	41,700	5.73%
Water Transmission and Distribution	294,752	305,283	339,597	319,025	325,671	331,196	12,171	3.82%
Wastewater Treatment Plant	1,002,721	1,044,705	1,071,550	1,093,742	1,143,401	1,159,300	65,558	5.99%
Sanitary Sewer Maintenance	240,371	238,093	249,472	265,910	270,601	277,331	11,421	4.30%
Capital Outlay	66,628	0	207,235	148,405	3,430,329	855,186	706,781	476.25%
Debt Service	1,466,604	1,367,898	1,106,032	1,587,000	1,325,775	1,430,000	(157,000)	-9.89%
Transfers and Reserves	75,000	269,759	0	141,804	0	222,483	80,679	56.89%
Service Charges	45,746	51,409	51,153	63,500	48,406	44,750	(18,750)	-29.53%
Total Public Utilities Fund	3,866,221	3,990,271	3,746,028	4,346,834	7,304,233	5,089,394	742,560	17.08%
Total Expenditures	9,020,515	8,982,123	8,758,395	11,221,002	13,266,555	13,182,480	1,961,478	17.48%

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 computation of the Town's legal debt margin as of June 30, 2018 is as follows:

Assessed Value of Real Property, January 1, 2018:	\$529,318,900
Debt Limit: Ten Percent (10%) of Assessed Value:	\$52,931,890
General Obligation Bonds:	<u>\$21,978,967</u>
Legal Debt Margin:	\$30,952,923

Long Term Debt Service Schedule

Please note that the Town anticipates closing on notes late in Fiscal Year 2018, estimates for which are reflected in the below charts.

<u>Year Ending</u> <u>June 30,</u>	Governmental Activities	
	Long-Term Obligations	
	General Obligation Bonds	
	Principal	Interest
2018	126,117	29,647
2019	141,666	35,530
2020	109,615	31,872
2021	103,188	28,753
2022	95,197	26,346
2023-2027	512,156	95,562
2028-2038	452,780	63,555
Total	\$ 1,540,719	\$ 311,266

<u>Year Ending</u> <u>June 30,</u>	Business-Type Activities	
	Long-Term Obligations	
	General Obligation Bonds	
	Principal	Interest
2018	1,125,497	270,598
2019	1,121,826	256,459
2020	1,121,704	243,205
2021	1,124,392	229,836
2022	982,880	216,740
2023-2027	5,050,533	961,091
2028-2032	4,472,671	732,160
2033-2037	3,268,819	463,575
2038-2048	2,170,264	272,278
Total	\$ 20,438,587	\$ 3,645,943

Fiscal Year 2019 Debt Service Payments

Issue Date	Maturity Date	Issue Amount	Rate	Principal Outstanding	Interest Outstanding	Principal Due FY 19	Interest Due FY 19
General Fund							
<i>General Obligation Bond (RD)</i>							
9/24/1991	9/24/2021	534,000	5.00%	47,177	3,109	17,995	1,949
<i>General Obligation Bond (SunTrust)</i>							
5/1/2013	5/1/2028	1,000,000	2.26%	694,455	79,950	63,672	15,009
<i>General Obligation Bond (BB&T)</i>							
8/19/2013	8/19/2018	170,183	1.62%	35,139	569	35,139	569
<i>General Obligation Bond (Parking Lot Estimated)</i>							
6/1/2018	7/1/2038	650,000	2.85%	637,831	197,990	24,860	18,002
Total General Fund				1,414,602	281,619	141,666	35,530
Public Utilities Fund							
<i>General Obligation Bond (RD)</i>							
9/24/1991	9/24/2021	534,000	5.00%	35,490	2,348	13,534	1,466
<i>General Obligation Bond (RD)</i>							
5/1/2001	5/1/2041	2,286,000	3.49%	1,824,305	1,131,052	42,352	76,712
<i>General Obligation Sener Bond (US Bank) Refunded</i>							
6/28/2001	4/28/2021	855,000	Various	30,000	1,806	10,000	981
<i>General Obligation Bond (SunTrust)</i>							
12/11/2002	12/11/2018	1,250,000	3.85%	51,857	580	51,857	580
<i>General Obligation Water Bond (BB&T)</i>							
6/27/2006	6/27/2021	1,500,000	4.36%	381,270	33,719	121,706	16,623
<i>General Obligation Revenue Bond (VRA)</i>							
9/27/2006	7/1/2028	4,561,156	0.00%	2,394,607	0	228,058	0
<i>General Obligation Bond (VRA)</i>							
11/9/2007	1/1/2035	13,917,296	0.00%	9,463,761	0	556,692	0
<i>General Obligation Bond (US Bank)</i>							
12/13/2007	4/1/2038	2,470,000	Various	0	0	0	0
<i>General Obligation Bond (VRA)</i>							
11/19/2014	10/1/2037	2,005,000	Various	2,005,000	1,002,066	60,000	89,744
<i>General Obligation Bond (VRA-2016 Estimated)</i>							
7/1/2016	7/1/2036	3,150,000	3.85%	3,126,800	1,203,774	37,627	70,353
Total Public Utilities Fund				19,313,090	3,375,345	1,121,826	256,459
Total All Funds				20,727,692	3,656,963	1,263,492	291,989

Fund Balance

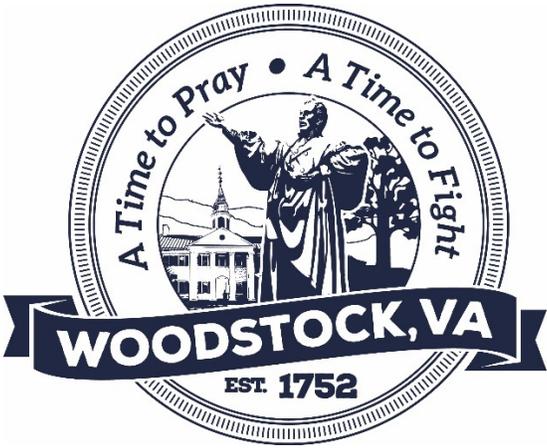
Fund balance measures the net financial resources available to finance expenditures of future periods. It is defined as the excess of the General Fund's assets and deferred inflows of resources over its liabilities and deferred outflows of resources. Information in the following chart has been taken 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. For example, in FY 2019, \$805,211 (including \$304,117 for the Downtown Parking Project) has been appropriated for capital projects resulting in a decrease in fund balance of 28.41%.

General Fund Fund Balance Summary

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted
Beginning Fund Balance	3,872,209	2,719,253	2,834,236	3,130,746	3,130,746	3,652,257	3,907,022
Revenues	5,287,147	5,269,277	5,288,362	5,533,878	6,874,168	6,217,087	7,287,875
Expenditures	(6,440,103)	(5,154,294)	(4,991,852)	(5,012,367)	(6,874,168)	(5,962,322)	(8,093,086)
Revenues Less Expenditures	(1,152,956)	114,983	296,510	521,511	0	254,765	(805,211)
Ending Fund Balance	2,719,253	2,834,236	3,130,746	3,652,257	3,130,746	3,907,022	3,101,811
Percent Change in Fund Balance		4.23%	10.46%	16.66%	0.00%	8.14%	-28.41%

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 2017 audited CAFR, had an unassigned fund balance equal to 57 percent of General Fund expenditures. In the FY 2019 budget, after the appropriations of fund balance for capital investment, the projected fund balance of \$3,101,811 represents 38 percent of the budgeted expenditures.

General Fund



Description of General Fund Revenues

Description of Individual Revenue Sources

General Property Taxes

Real Estate Tax – Current: A tax imposed on the assessed valuation of real estate (includes mobile homes which are taxed at the personal property tax rate) appraised at 100 percent of its fair market value. Assessment information is provided by Shenandoah County and in 2018 provides for an increase in the overall valuation of real estate parcels within the Town of approximately 1.50%. The tax year 2018 tax rate is maintained at \$0.16 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 2018 is \$0.90 per \$100 valuation, the same rate that applied in the prior year. 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 2018 tax rate is 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.

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 2018 tax rate is adopted at \$0.16 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 an annual rate of 10 percent of the taxes due is accrued each month for which a tax is delinquent.

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).

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 6 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. The tax rate is set to increase to 6 percent effective August 1 of this budget year.

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 \$18 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.

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.
- *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.

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.

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.

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 sales at the concessions stand at the swimming pool.

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.

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.

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

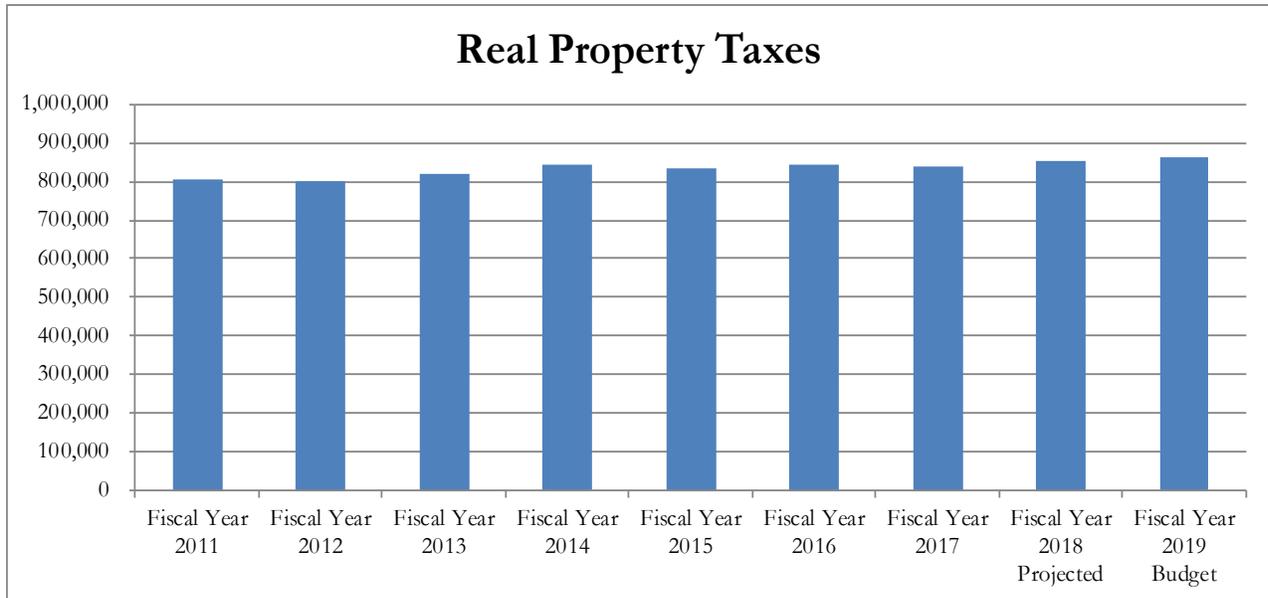
Basis of Revenue Projections

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.

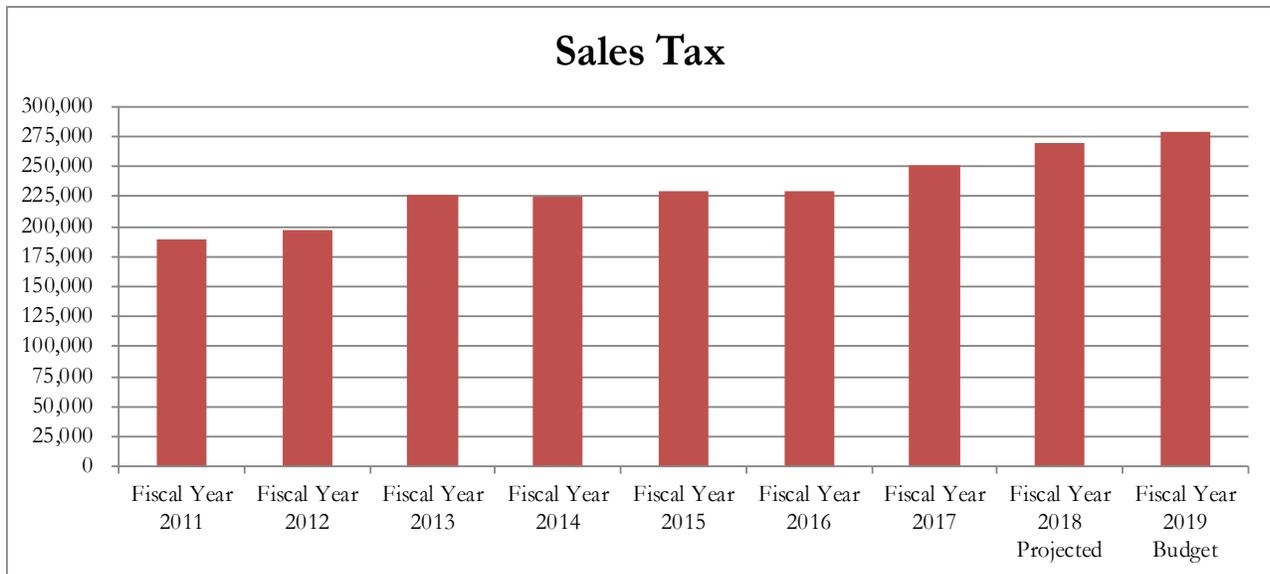
Real Property Taxes

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. Revenue from this source is expected to remain relatively constant through FY 2019. A linear trend analysis of actual figures suggests that in FY 2018, the Town will receive approximately \$850,441 in total real property taxes. The budget for FY 2019 includes an estimated \$860,000 from this revenue source.



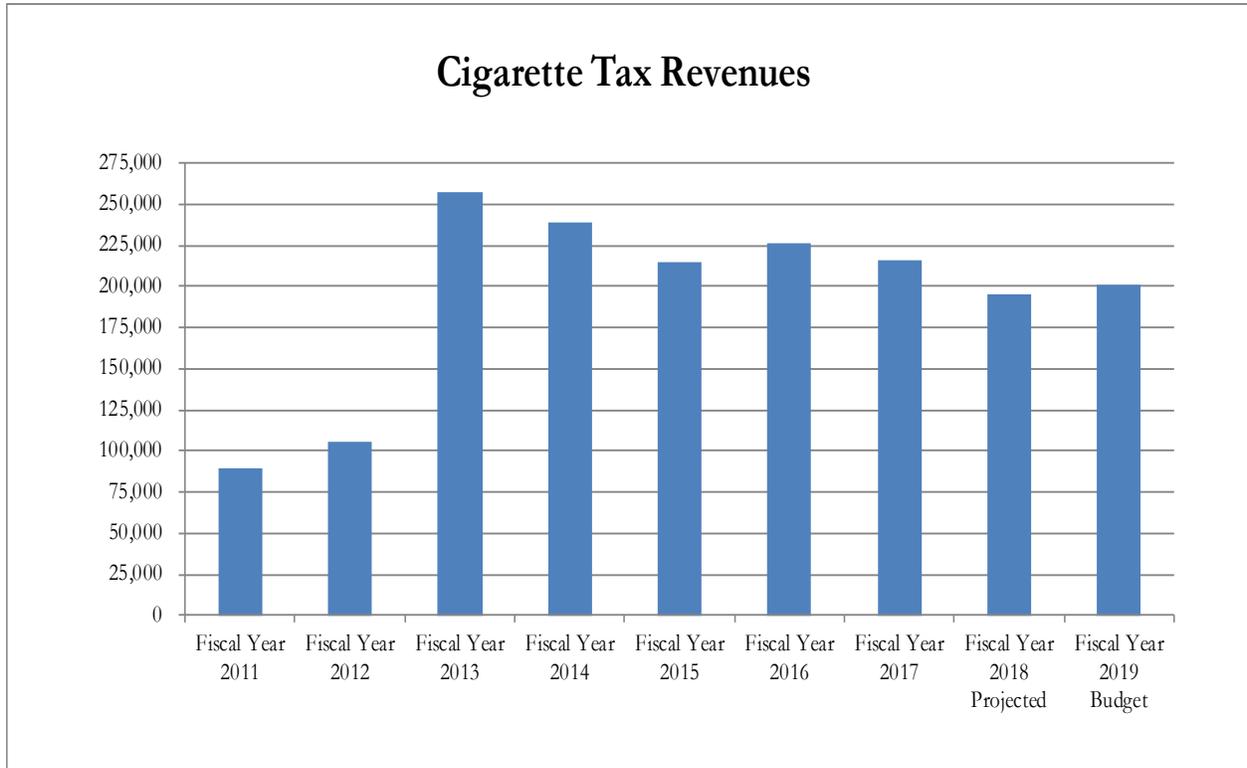
County Sales Taxes

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. By Fiscal Year 2013, revenues had rebounded to pre-recession levels and have since leveled off but show modest annual increases in recent years. 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. The current dynamics of the economy of both the Town of Woodstock, and the globe remain unpredictable. Therefore, the current year (FY 2018) 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 2019 at \$278,100.



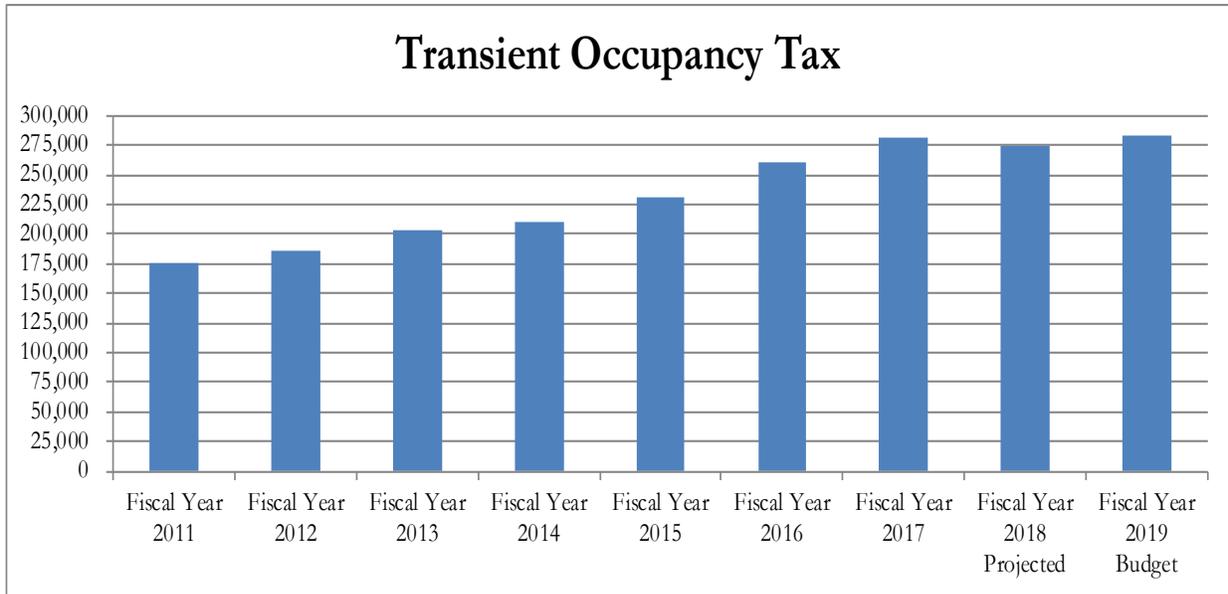
Cigarette Taxes

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 increase for FY 2019 revenues.



Transient Occupancy Taxes

The transient occupancy tax (aka lodging tax) also continues to rebound after the 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 \$283,250. 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.



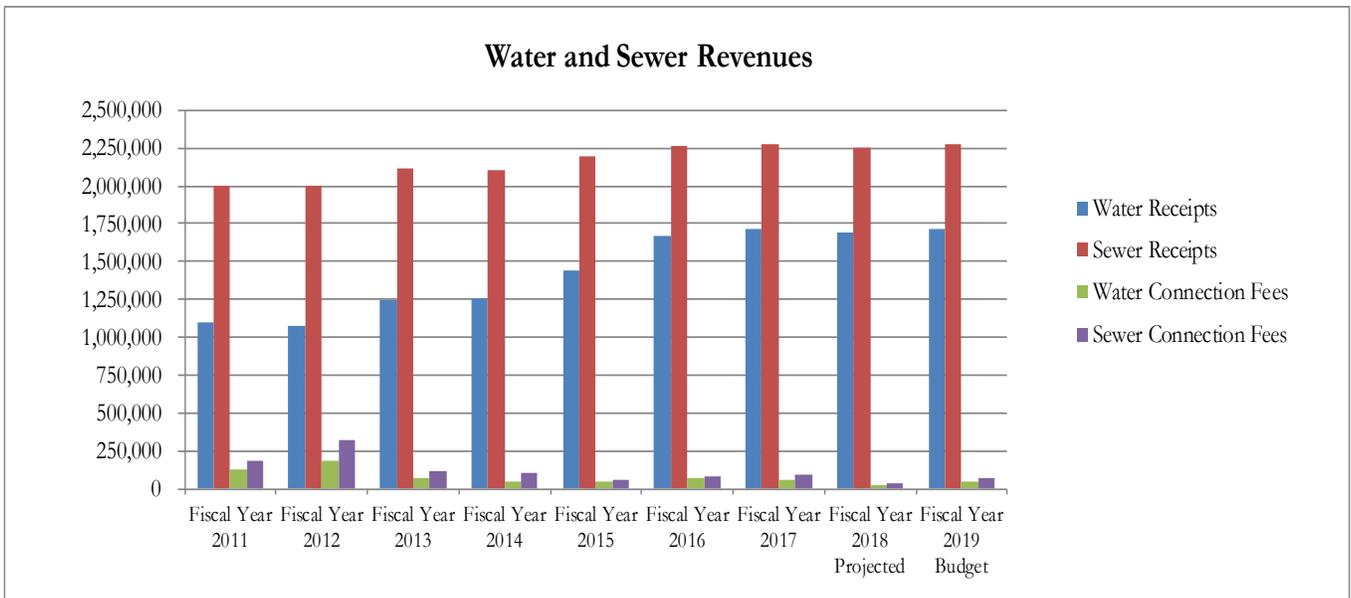
Meals Taxes

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 somewhat 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 are likely to attract consumers from other places to dine in Woodstock. The budget projects total revenues in the amount of \$1,297,800 in FY 2019, partly due to an increase from 5% to 6% in the tax rate, which will become effective on August 1.



Water and Sewer Receipts and Connections Fees

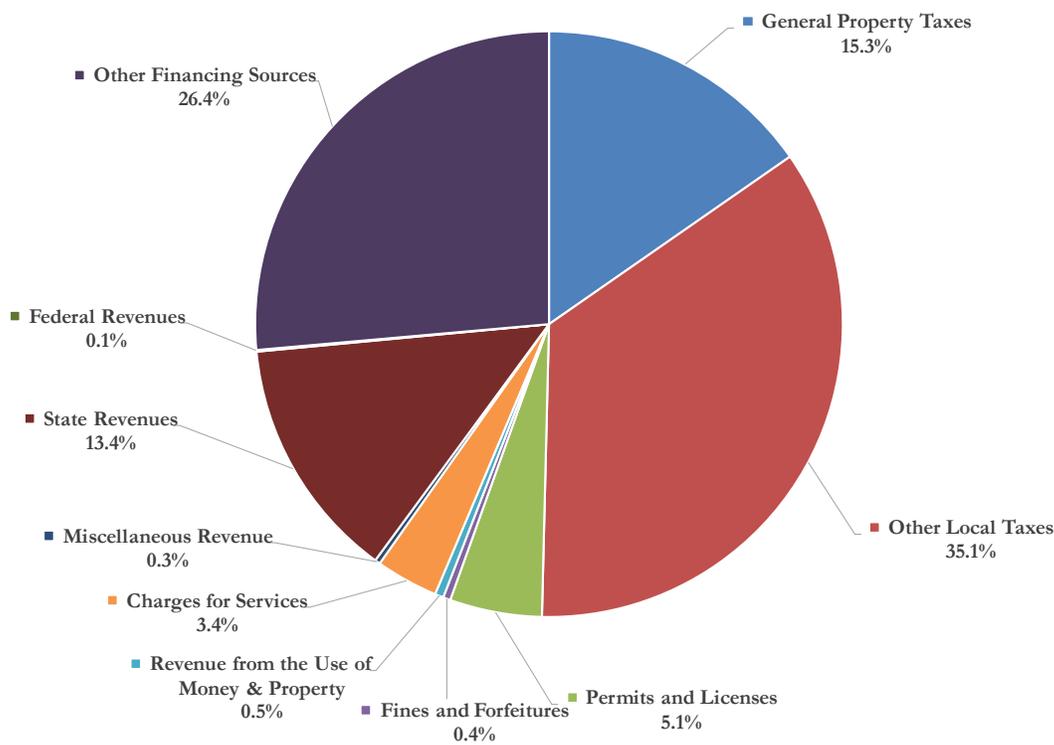
Revenue from the sale of water and sewer service, and the sale of connections to the water distribution and sewer collection system, provide the majority of the funds used in the Public Utilities Fund. In Fiscal Year 2015, the Town had to increase water and sewer rates in order to balance the fund without a significant transfer from the General Fund. The Town used 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 class. We then calculated 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 currently exists. In order to fully fund the Public Utilities Fund in Fiscal Year 2016, it was necessary to increase the water and sewer usage rates although not as dramatically as in the previous year. For FY 2016, a twenty-five-cent increase in water rates was implemented to provide for the effects of inflation. No change in rates is included in the budget for FY 2019.



General Fund Revenue Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
<u>GENERAL FUND REVENUES:</u>								
General Property Taxes	1,113,136	1,124,215	1,196,076	1,134,447	1,222,057	1,239,000	104,553	9.22%
Other Local Taxes	2,356,855	2,400,740	2,484,121	2,477,752	2,537,750	2,838,675	360,923	14.57%
Permits and Licenses	372,771	396,644	395,688	398,425	403,000	410,600	12,175	3.06%
Fines and Forfeitures	38,963	29,491	38,080	35,170	30,650	32,730	(2,440)	-6.94%
Revenue from the Use of Money & Property	6,478	10,997	21,881	10,500	38,500	38,500	28,000	266.67%
Charges for Services	237,849	253,583	273,748	261,600	262,000	278,350	16,750	6.40%
Miscellaneous Revenue	90,474	28,351	32,859	28,759	18,475	23,800	(4,959)	-17.24%
<i>Categorical Aid:</i>								
State Revenues	1,043,814	1,033,283	1,075,427	1,127,071	1,072,241	1,086,993	(40,078)	-3.56%
Federal Revenues	8,717	10,508	11,976	2,500	4,651	7,272	4,772	190.88%
Other Financing Sources	220	550	4,022	1,397,944	627,763	2,137,166	739,222	52.88%
REVENUES:	5,269,277	5,288,362	5,533,878	6,874,168	6,217,087	8,093,086	1,218,918	17.73%

FY 2019 Budgeted Revenues



Local Revenue

		FY 2016	FY 2017	FY 2018	FY 2018	FY 2019	\$ Budget to	% Budget to
		Actual	Actual	Budget	Projected	Adopted	Budget	Budget
<u>General Property</u>								
10-3110-0001	Real Property Taxes - Current	814,140	823,469	844,667	850,441	860,000	15,333	1.82%
10-3110-0002	Real Property Taxes - Delinquent	27,787	17,345				0	0.00%
10-3110-0003	Personal Property Taxes - Current	205,174	242,746	252,000	275,000	282,000	30,000	11.90%
10-3110-0004	Personal Property Taxes - Delinquent	17,421	14,083				0	0.00%
10-3110-0005	Machinery & Tools Taxes - Current	1,133	1,236				0	0.00%
10-3110-0006	Machinery & Tools Taxes - Delinquent	0	1				0	0.00%
10-3110-0007	Real Property Taxes Public Service Corp - Current	20,607	24,594	21,280	24,584	25,000	3,720	17.48%
10-3110-0008	Real Property Taxes Public Service Corp - Delinquent	0	0				0	0.00%
10-3110-0009	Personal Property Taxes Public Service Corp - Current	237	571				0	0.00%
10-3110-0011	Penalties - All Property Taxes	25,586	0				0	0.00%
10-3110-0012	Interest - All Property Taxes	12,130	72,031	16,500	72,032	72,000	55,500	336.36%
		1,124,215	1,196,076	1,134,447	1,222,057	1,239,000	104,553	9.22%
<u>Other Local Taxes</u>								
10-3120-0020	County Sales Taxes	229,866	251,069	253,763	270,000	278,100	24,337	9.59%
10-3120-0021	Consumer Utility Taxes	88,905	89,709	92,370	93,000	95,790	3,420	3.70%
10-3120-0022	Telecommunications Tax	90,979	89,557	91,355	87,000	89,610	(1,745)	-1.91%
10-3120-0023	Franchise License Taxes	192,317	215,177	197,935	217,500	224,025	26,090	13.18%
10-3120-0024	Cigarette Taxes	225,623	216,375	213,160	195,000	200,850	(12,310)	-5.78%
10-3120-0025	Transient Occupancy Taxes	261,139	280,467	284,214	275,000	283,250	(964)	-0.34%
10-3120-0026	Meals Taxes	1,168,010	1,205,408	1,203,850	1,260,000	1,522,800	318,950	26.49%
10-3120-0027	Vehicle License Taxes	109,344	97,868	106,580	100,000	103,000	(3,580)	-3.36%
10-3120-0028	Public Right-of-Way Fees	30,358	27,692	30,450	25,000	25,750	(4,700)	-15.44%
10-3120-0031	Penalties - All Other Local Taxes	4,115	10,786	4,060	15,000	15,490	11,430	281.53%
10-3120-0032	Interest - All Other Local Taxes	84	13	15	250	10	(5)	-33.33%
		2,400,740	2,484,121	2,477,752	2,537,750	2,838,675	360,923	14.57%
<u>Permits/Licenses</u>								
10-3130-0040	Business, Professional, Occupational Licenses	383,991	378,755	385,719	380,000	387,600	1,881	0.49%
10-3130-0041	Penalties - Business, Professional, Occupational Licenses	1,403	2,003	1,400	2,000	2,000	600	42.86%
10-3130-0042	Development Permits and Fees	11,250	14,930	11,306	21,000	21,000	9,694	85.74%
		396,644	395,688	398,425	403,000	410,600	12,175	3.06%
<u>Fines/Forfeitures</u>								
10-3140-0060	Court Fines and Forfeitures	28,371	37,350	34,170	30,000	32,000	(2,170)	-6.35%
10-3140-0061	Parking Fines	1,120	730	1,000	650	730	(270)	-27.00%
		29,491	38,080	35,170	30,650	32,730	(2,440)	-6.94%
<u>Revenue from the Use of Money & Property</u>								
10-3150-0080	Interest on Bank Deposits	7,472	18,349	7,000	35,000	35,000	28,000	400.00%
10-3150-0084	Rental of Recreational Properties	3,525	3,532	3,500	3,500	3,500	0	0.00%
		10,997	21,881	10,500	38,500	38,500	28,000	266.67%

		FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
<u>Charges for Services</u>								
10-3160-0090	Refuse Collection Fees	169,279	183,770	175,000	182,000	192,000	17,000	9.71%
10-3160-0095	Chili Cook-off Fees	(1,312)	1,078	0	0	0	0	0.00%
10-3160-0110	Swimming Pool Fees	62,233	63,043	62,500	55,000	60,000	(2,500)	-4.00%
10-3160-0111	Swimming Lessons	5,575	6,288	5,600	5,000	6,350	750	13.39%
10-3160-0112	Concessions	17,808	19,569	18,500	20,000	20,000	1,500	8.11%
		253,583	273,748	261,600	262,000	278,350	16,750	6.40%

<u>Miscellaneous Revenue</u>								
10-3170-0120	Miscellaneous Receipts	5,326	10,605	5,699	7,800	7,800	2,101	36.87%
10-3170-0121	Contributions	1,275	3,916	3,060	675	1,000	(2,060)	-67.32%
10-3170-0122	Commemorative Tree Program	750	0	0			0	0.00%
10-3170-0123	Donations - AED	0	0	0			0	0.00%
10-3170-0124	VDOT - Snow Removal Contract	20,550	18,338	20,000	10,000	15,000	(5,000)	-25.00%
10-3170-0125	Donations - WO Riley Memorials	450	0	0			0	0.00%
		28,351	32,859	28,759	18,475	23,800	(4,959)	-17.24%

State Revenue

<u>Non-categorical Aid:</u>								
10-3210-0201	Rolling Stock Tax	4,991	8,866	5,000	4,500	4,500	(500)	-10.00%
10-3210-0202	Motor Vehicle Rental Tax	19,027	21,266	20,000	22,090	22,100	2,100	10.50%
10-3210-0203	Personal Property Tax Reimbursement	106,753	106,753	106,753	106,753	106,753	0	0.00%
		130,771	136,885	131,753	133,343	133,353	1,600	1.21%

<u>Categorical Aid:</u>								
10-3220-0300	Law Enforcement Assistance Grant	98,888	102,068	102,068	102,068	102,068	0	0.00%
10-3220-0305	Asset Forefeiture Funds	375	0	8,500	1,476	7,208	(1,292)	-15.20%
10-3220-0310	Distribution of Fire Program Funds	16,154	16,540	18,000	17,040	17,050	(950)	-5.28%
10-3220-0315	Street and Highway Maintenance	769,760	793,286	795,000	806,564	806,564	11,564	1.45%
10-3220-0316	Local Government Challenge Grant		0	750	750	750	0	0.00%
10-3220-0317	LFSWCD Downtown Parking Lot		0	50,000		10,000	(40,000)	-80.00%
10-3220-0318	Downtown Parking Lot -VDCW		0	10,000		10,000	0	0.00%
10-3220-0320	Community Facilities Grant		0	0			0	0.00%
10-3220-0321	VHDA MUMI Planning Grant		0	0			0	0.00%
10-3220-0322	Dam Safety, Flood Prevention & Protection Grant	4,137	0	0			0	0.00%
10-3220-0323	Public Safety Grants (ICAC)	3,780	5,420	0			0	0.00%
10-3220-0324	Urban Tree Canopy Program	7,843	18,076	11,000	11,000		(11,000)	-100.00%
10-3220-0325	Va State Police Task Force GMIS	1,575	3,152				0	0.00%
		902,512	938,542	995,318	938,898	953,640	(41,678)	-4.19%

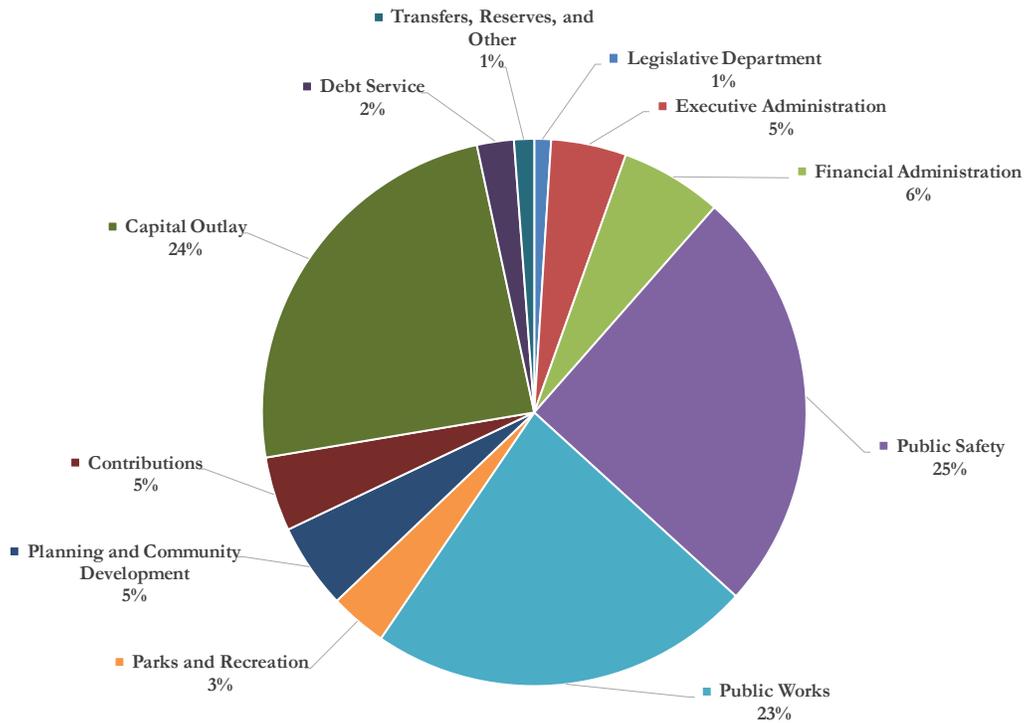
Federal Revenue

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
<u>Federal Revenues</u>							
<u>Categorical Aid:</u>							
10-3320-0500	2,151	2,151		2,151	2,151	2,151	0.00%
10-3320-0501	2,859			0	3,152	3,152	0.00%
10-3320-0503	5,498	7,856	2,500	2,500		(2,500)	-100.00%
10-3320-0530						0	0.00%
10-3320-0531						0	0.00%
10-3320-0532		1,969			1,969	1,969	0.00%
10-3320-0550						0	0.00%
	10,508	11,976	2,500	4,651	7,272	4,772	39.85%
<u>Other Financing</u>							
<u>Non-Revenue Receipts:</u>							
10-3410-0600		0				0	0.00%
10-3410-0603	550	4,022	500	500	500	0	0.00%
10-3410-0604			650,000	0	1,079,455	429,455	66.07%
10-3410-0605			296,510	296,510	501,094	204,584	69.00%
10-3410-0605			223,934	103,753	304,117	80,183	35.81%
10-3410-0605			227,000	227,000	252,000	25,000	11.01%
	550	4,022	1,397,944	627,763	2,137,166	739,222	52.88%
TOTAL GENERAL FUND REVENUES:	5,288,362	5,533,878	6,874,168	6,217,087	8,093,086	1,218,918	17.73%

General Fund Expenditures Summary

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
<u>GENERAL FUND EXPENDITURES:</u>								
Legislative Department	61,638	62,768	59,210	64,910	67,640	80,536	15,626	24.07%
Executive Administration	286,188	299,358	283,285	351,386	331,632	361,783	10,397	2.96%
Financial Administration	430,609	432,866	432,531	484,410	474,082	489,480	5,070	1.05%
Electoral Board	0	2,281	0	2,400	2,482	0	(2,400)	-100.00%
Public Safety	1,556,530	1,665,313	1,697,088	1,828,493	1,859,927	2,039,875	211,382	11.56%
Public Works	1,550,568	1,560,022	1,539,433	1,766,205	1,653,984	1,845,797	79,592	4.51%
Parks and Recreation	213,931	254,638	233,425	242,310	258,972	274,207	31,897	13.16%
Planning and Community Development	297,047	292,670	314,875	379,230	323,736	408,551	29,321	7.73%
Contributions	203,000	29,000	29,000	280,000	306,000	356,000	76,000	27.14%
Capital Outlay	418,211	203,240	235,778	1,230,444	440,262	1,963,132	732,688	59.55%
Debt Service	134,332	134,332	136,912	178,040	178,040	177,200	(840)	-0.47%
Transfers, Reserves, and Other	2,240	55,364	50,830	66,340	65,565	96,525	30,185	45.50%
TOTAL GENERAL FUND	5,154,294	4,991,852	5,012,367	6,874,168	5,962,322	8,093,086	1,218,918	17.73%

FY 2019 Budgeted Expenditures



Legislative Department

The Legislative Department consists of expenditures for the following:

Town Council

The Woodstock Town Council is comprised of an elected mayor and six Council members who function as the Town's legislative body. The Town Council in its legislative role adopts all ordinances and resolutions and establishes the general policies of the Town. The Town Council meets regularly on the first Tuesday of each month.

Town Clerk

The Town Clerk is primarily responsible for taking and preparing minutes for all meetings of the Town Council, Town Council committee meetings, and Planning Commission.

Town Council

Account Number	Account Name	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
Salaries & Benefits:								
10-4110-1100	Salaries & Wages – Regular	40,500	40,500	40,500	40,500	40,500	0	0.00%
Employee Benefits:								
10-4110-2100	FICA/Medicare - Employer	3,098	3,098	3,100	3,099	3,100	0	0.00%
10-4110-2300	Hospital/Medical Plans				6,948	15,981	15,981	0.00%
10-4110-2500	Unemployment Insurance	118	30	0	29	50	50	0.00%
Contractual Services:								
10-4110-3300	Printing	0	226	0	226	0	0	0.00%
10-4110-3400	Advertising	1,388	2,182	1,500	1,362	2,000	500	33.33%
10-4110-3800	Other Contractual Services	10,890	3,918	7,500	5,038	7,000	(500)	-6.67%
Other Charges:								
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, &	426	363	1,500	365	1,500	0	0.00%
Materials and Supplies:								
10-4110-5100	Materials and Supplies	197	1,038	1,500	572	1,000	(500)	-33.33%
10-4110-5200	Office Supplies & Equipment	0	0	0	0	0	0	0.00%
10-4110-5300	Food Supplies & Food Services	1,143	2,621	3,000	2,806	3,000	0	0.00%
TOTAL TOWN COUNCIL EXPENDITURES:		57,760	53,976	58,600	60,945	74,131	15,531	26.50%

Town Council Goals and Objectives for Fiscal Year 2019

As the elected representatives of the Town of Woodstock, there are no goals and objectives identified for Fiscal Year 2019. However, the Town Council aims to maintain its strong commitment to delivering exceptional services to the Woodstock community and exercising leadership through the establishment of policy, including the enactment of ordinances and resolutions, and through the allocation of resources, including the adoption of the Town's annual operating and capital budgets.

Town Council Performance Measures

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Projection	FY 2019 Goal
Number of Town Council Meetings	12	12	13	12
Number of Town Council Committee Meetings	16	23	27	20

Town Clerk

Account Number	Account Name	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
Salaries & Benefits:								
10-4111-1100	Salaries & Wages – Regular	3,775	3,925	4,000	4,700	4,100	100	2.50%
Employee Benefits:								
10-4111-2100	FICA/Medicare - Employer	266	276	310	333	315	5	1.61%
Materials and Supplies:								
10-4111-4520	Convention, Training, &	0	833	1,500	1,311	1,500	0	0.00%
10-4111-4610	Association and Membership	0	160	375	271	375	0	0.00%
10-4111-5200	Office Supplies & Equipment	967	40	125	80	115	(10)	-8.00%
TOTAL TOWN CLERK EXPENDITURES:		5,008	5,234	6,310	6,695	6,405	95	1.51%
TOTAL LEGISLATIVE EXPENDITURES:		62,768	59,210	64,910	67,640	80,536	15,626	24.07%

Town Clerk Goals and Objectives for Fiscal Year 2019

Goal	Link to Strategic Plan	Quantification	Time Frame
Continue membership and participation in the Virginia Municipal Clerks Association (VMCA) and the regional chapter	<i>A Competitive and Innovative Employer</i> <i>Setting the Standard for Local Government Performance</i>	Attendance at the Annual Institute/Academy and regional meetings	End of fiscal year

Town Clerk Performance Measures

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Projection	FY 2019 Goal
Number of Town Council and Committee meeting minutes prepared	28	35	40	32
Number of Planning Commission meeting minutes prepared	6	8	6	6
Percentage of meeting minutes adopted without revision	100%	100%	100%	100%

Executive Administration

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.

Deputy Town Manager: The Deputy Town Manager assists the Town Manager with the planning, direction, control, and evaluation of town operations and programs and collaborates with the management team in the creation and maintenance of the Town's operating and capital budgets, strategic, economic, and comprehensive plans, and human resource development.

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

Town Manager

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
Salaries & Benefits:							
10-4120-1100 Salaries & Wages – Regular	94,906	89,746	94,778	94,778	96,674	1,896	2.00%
Employee Benefits:							
10-4120-2100 FICA/Medicare - Employer Contribution	7,274	7,268	7,315	6,764	7,460	145	1.98%
10-4120-2210 Virginia Retirement System	16,219	15,753	16,074	16,074	16,396	322	2.00%
10-4120-2220 ICMA – Employer Contribution	0	333	840	420	840	0	0.00%
10-4120-2300 Hospital/Medical Plans	8,400	10,766	13,896	13,896	16,141	2,245	16.16%
10-4120-2400 Group Life Insurance	1,069	1,207	1,242	1,242	1,266	24	1.93%
10-4120-2500 Unemployment Insurance	55	37	0	14	10	10	0.00%
10-4120-2600 Workers' Compensation	0	0	0	0	0	0	0.00%
10-4120-2720 Allowance - Educational Assistance	0	0	0	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	7,977	0	0	0	0	0.00%
Contractual Services:							
10-4120-3120 Consulting Services	0	0	5,000	3,293	5,000	0	0.00%
10-4120-3300 Printing	517	485	500	693	500	0	0.00%
Other							
Charges:							
10-4120-4210 Postal Services	50	0	100	0	100	0	0.00%
10-4120-4220 Telecommunications	1,796	1,829	2,000	1,474	2,000	0	0.00%
10-4120-4520 Convention, Training, & Education	853	2,827	4,000	3,294	4,000	0	0.00%
10-4120-4610 Association and Membership Dues	974	1,433	2,000	2,524	2,000	0	0.00%
10-4120-4620 Books/Subscriptions/Educational Materials	0	95	500	100	500	0	0.00%
Materials and Supplies:							
10-4120-5100 Materials and Supplies	1,106	771	600	760	600	0	0.00%
10-4120-5200 Office Supplies & Equipment	0	21	100	124	100	0	0.00%
10-4120-5300 Food Supplies & Food Services	458	451	500	937	500	0	0.00%
TOTAL TOWN MANAGER	133,977	141,299	149,745	146,687	154,387	4,642	3.10%

Town Manager Goals and Objectives for Fiscal Year 2019

Goal	Link to Strategic Plan	Quantification	Time Frame
<p>Conduct a bi-annual employee satisfaction survey in order to assess employee professional and personal needs.</p> <p>Develop a baseline of employee turnover in the past ten years.</p> <p>Creation and fulfillment of a timely action plan based on employee responses.</p>	<p><i>A Competitive and Innovative Employer</i></p>	<p>Measure of employee satisfaction and reduction in voluntary turnover</p>	<p>December 2018</p>

Town Manager Performance Measures

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Projection	FY 2019 Goal
Provide Information and Support to Town Council				
Number of Town Manager reports and briefings provided to Town Council	100%	100%	100%	100%
Number of Council/Committee agenda items returned to staff for incomplete information	0	0	0	0
Administer Town Policy				
Percentage of Strategic Plan items completed during planned fiscal year	90%	90%	90%	95%

Deputy Town Manager

	FY 2016	FY 2017	FY 2018	FY 2018	FY 2019	\$ Budget to	% Budget to
	Actual	Actual	Budget	Projected	Adopted	Budget	Budget
Salaries & Benefits:							
10-4121-1100 Salaries & Wages – Regular	73,312	63,718	89,627	89,627	91,420	1,793	2.00%
Employee Benefits:							
10-4121-2100 FICA/Medicare - Employer Contribution	5,139	4,493	6,888	6,342	7,026	138	2.00%
10-4121-2210 Virginia Retirement System	13,224	9,752	15,201	15,201	15,505	304	2.00%
10-4121-2220 ICMA – Employer Contribution	333	227	420	420	420	0	0.00%
10-4121-2300 Hospital/Medical Plans	14,882	15,666	13,896	13,896	16,141	2,245	16.16%
10-4121-2400 Group Life Insurance	871	753	1,174	1,174	1,198	24	2.04%
10-4121-2500 Unemployment Insurance	84	35	0	14	11	11	0.00%
10-4121-2600 Workers' Compensation	0	0	0	0	0	0	0.00%
10-4121-2720 Educational Assistance	0	0	0	0	0	0	0.00%
10-4121-2800 Employee Appreciation	250	250	250	250	250	0	0.00%
10-4121-2900 Accrued Annual & Sick Leave	0	0	0	0	0	0	0.00%
Contractual Services:							
10-4121-3220 Service Contracts			6,000	5,227	6,000	0	0.00%
10-4121-3300 Printing	26	29	100	29	100	0	0.00%
Other Charges:							
10-4121-4210 Postal Services	37	24	200	25	100	(100)	-50.00%
10-4121-4510 Mileage	60	0	500	311	500	0	0.00%
10-4121-4520 Convention, Training, & Education	1,305	1,988	3,000	3,325	3,000	0	0.00%
10-4121-4610 Association and Membership Dues	738	684	1,000	1,486	1,825	825	82.50%
10-4121-4620 Books/Subscriptions/Educational Materials	0	100	200	340	200	0	0.00%
10-4121-4630 Training - Sponsored by Locality	525	2,448	1,500	2,020	2,000	500	33.33%
Materials and Supplies:							
10-4121-5200 Office Supplies & Equipment	1,565	2,321	600	953	600	0	0.00%
10-4121-5300 Food Supplies & Food Services	268	208	450	707	450	0	0.00%
10-4121-5700 Uniforms and Wearing Apparel	0	0	100	0	100	0	0.00%
TOTAL DEPUTY TOWN MANAGER	112,619	102,696	141,106	141,347	146,846	5,740	4.07%

Deputy Town Manager Goals and Objectives for Fiscal Year 2019

Goal	Link to Strategic Plan	Quantification	Time Frame
<p>Complete a comprehensive succession planning tool.</p> <p>Department Heads and supervisors will work with staff team members to develop individual employee professional development plans for regular discussion during performance feedback sessions.</p>	<i>A Competitive and Innovative Employer</i>	Development of individual employee professional development plans	August 2018
<p>Conduct a bi-annual employee satisfaction survey in order to assess employee professional and personal needs.</p> <p>Develop a research-based employee survey that gauges the satisfaction levels of employees.</p>	<i>A Competitive and Innovative Employer</i>	Measure of employee satisfaction and reduction in voluntary turnover	December 2018
<p>Research and create at least two types of online transaction opportunities.</p> <p>Research and potentially utilize at least one CivicPlus product.</p>	<i>Bringing Citizens to the Table: Civic Engagement</i>	Increase in online transaction functionalities and expanded web functions in needed areas	June 2018

Deputy Town Manager Performance Measures

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Projection	FY 2019 Goal
Human Resource Management and Development				
Number of Supervisor Trainings Conducted	-	8	10	11
Number of Recruitment Packets Developed	2	3	3	3
Oversee Assigned Departments				
Percentage of Strategic Plan items completed on time for assigned departments	90%	90%	90%	95%

Town Attorney

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
Salaries & Benefits:							
10-4130-1100 Salaries & Wages - Regular	48,279	20,839	0	0	0	0	0.00%
Employee Benefits:							
10-4130-2100 FICA/Medicare - Employer Contribution	3,694	1,594	0	0	0	0	0.00%
10-4130-2500 Unemployment Insurance	35	3	0	0	0	0	0.00%
10-4130-2600 Workers' Compensation	34	29	0	0	0	0	0.00%
Contractual Services:							
10-4130-3140 Legal Services	420	16,525	60,000	43,063	50,000	(10,000)	-16.67%
10-4130-3145 Legal Services - EDA					10,000	10,000	0.00%
Other Charges:							
10-4130-4520 Convention, Training, & Education	0	0	0	0	0	0	0.00%
10-4130-4610 Association and Membership Dues	300	300	535	535	550	15	2.80%
TOTAL TOWN ATTORNEY EXPENDITURES:	52,762	39,290	60,535	43,598	60,550	15	0.02%
TOTAL EXECUTIVE ADMINISTRATION:	299,358	283,285	351,386	331,632	361,783	10,397	2.96%

Town Attorney Goals and Objectives for Fiscal Year 2019

Effective in Fiscal Year 2017, the Town Attorney is engaged on a contractual basis to provide legal counsel to the executive administration and the Town Council on various issues that may arise. Therefore, there are no expressed goals and objectives for Fiscal Year 2018.

Financial Administration

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.

Department of Finance

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
Salaries & Benefits:							
10-4140-1100 Salaries & Wages – Regular	202,451	213,813	227,558	227,558	232,110	4,552	2.00%
10-4140-1200 Salaries & Wages – Overtime	2,801	1,852	2,000	1,152	1,500	(500)	-25.00%
Employee Benefits:							
10-4140-2100 FICA/Medicare - Employer Contributi	15,156	15,750	17,689	16,867	18,035	346	1.96%
10-4140-2210 Virginia Retirement System	37,086	36,817	39,109	39,091	39,891	782	2.00%
10-4140-2215 Hybrid Disability Program		0	212	143	218	6	2.83%
10-4140-2220 ICMA – Employer Contribution	1,680	1,610	1,680	1,680	1,680	0	0.00%
10-4140-2300 Hospital/Medical Plans	45,737	38,098	36,432	36,666	42,313	5,881	16.14%
10-4140-2400 Group Life Insurance	2,442	2,800	2,980	2,999	3,041	61	2.05%
10-4140-2500 Unemployment Insurance	145	105	200	49	42	(158)	-79.00%
10-4140-2600 Workers' Compensation	452	432	500	469	500	0	0.00%
10-4140-2720 Allowance - Educational Assistance	0	0	3,000	0	3,000	0	0.00%
10-4140-2800 Employee Appreciation	900	900	900	900	900	0	0.00%
10-4140-2900 Accrued Annual & Sick Leave	0	0	0	0	0	0	0.00%
Contractual Services:							
10-4140-3110 Accounting & Auditing Services	24,480	27,225	30,000	32,746	32,800	2,800	9.33%
10-4140-3210 Repairs and Maintenance	0	0	500	0	500	0	0.00%
10-4140-3220 Service Contracts	69,727	59,970	70,000	63,000	65,000	(5,000)	-7.14%
10-4140-3300 Printing	6,974	6,151	8,000	6,987	7,000	(1,000)	-12.50%
10-4140-3400 Advertising	66	486	100	490	500	400	400.00%
Other Charges:							
10-4140-4210 Postal Services	3,923	4,767	7,500	8,326	7,500	0	0.00%
10-4140-4220 Telecommunications	3,224	3,352	3,500	3,781	3,500	0	0.00%
10-4140-4310 Vehicle Liability Insurance	0	0	0	0	0	0	0.00%
10-4140-4320 General Liability Insurance	0	0	0	0	0	0	0.00%
10-4140-4410 Lease of Equipment	0	0	5,000	0	2,000	(3,000)	-60.00%
10-4140-4510 Mileage	777	758	1,000	490	1,000	0	0.00%
10-4140-4520 Convention, Training, & Education	1,696	4,060	5,000	4,194	5,000	0	0.00%
10-4140-4610 Association and Membership Dues	5,204	4,762	6,000	6,439	6,000	0	0.00%
10-4140-4620 Books/Subscriptions/Educational	243	120	250	265	250	0	0.00%
Materials and Supplies:							
10-4140-5100 Materials & Supplies	2,879	1,920	10,000	15,500	10,000	0	0.00%
10-4140-5200 Office Supplies & Equipment	4,596	6,671	5,000	4,125	5,000	0	0.00%
10-4140-5300 Food Supplies & Food Service	139	112	200	65	150	(50)	-25.00%
10-4140-5700 Uniforms and Wearing Apparel	88	0	100	100	50	(50)	-50.00%
TOTAL DEPARTMENT OF FINANCE EXPEND.	432,866	432,531	484,410	474,082	489,480	5,070	1.05%
TOTAL FINANCIAL ADMINISTRATION:	432,866	432,531	484,410	474,082	489,480	5,070	1.05%

Department of Finance Goals and Objectives for Fiscal Year 2019

Goal	Link to Strategic Plan	Quantification	Time Frame
Identify employee years of service (eight years to midpoint based on Springsted study), salary ranges, and analyze current position on scale based on COLA to-date. Assess the budgetary implications and create annual progression plan.	<i>A Competitive and Innovative Employer</i>	Salary Progression Plan	July 2019
Work with the Town's Information Technology (IT) provider to enable all Town departments to gain read-only access to the general ledger to review "real-time" departmental expenditure data. Provide in-house training to all departmental staff on how to access and review the financial information within the general ledger.	<i>A Commitment to Responsible Fiscal Management Strategies</i>	Departmental access to review the most current expenditure data to make informed purchasing decisions	December 2018
By extracting information from the CAFR, prepare a PAFR document that includes both narrative and graphic analysis, that provides readily accessible and easily understandable financial information to the public, and that meets the requirements of the GFOA's PAFR Award Program.	<i>Setting the Standard for Local Government Performance</i>	PAFR	December 2018

Department of Finance Performance Measures

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Projection	FY 2019 Goal
Revenue and Expenditure Processing				
Percent of real estate property tax bills collected	92	95	95	95
Percent of personal property tax bills collected	87	88	88	90
Percent of utility bills collected	95	97	97	97
Percent of vendor payments processed and submitted by due date	97	97	97	98
Percent of payroll tax filings made on time	100	100	100	100
Percent of Taxes at five-year "write off"	.43%	.42%	.40%	<1%
Percent of Utility Receivables at five-year	.11%	.23%	.20%	<1%

Budgeting, Accounting, and Reporting Financial Information				
Percent of bank accounts reconciled within thirty days	75	100	100	100
Receipt of GFOA Certification for Excellence in Financial Reporting	Accomplished	Accomplished	Accomplished	Pending
Comprehensive Annual Financial Report received an unmodified audit opinion	Accomplished	Accomplished	Accomplished	Pending
Receipt of GFOA Distinguished Budget Presentation	Accomplished	Accomplished	Accomplished	Pending

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.

Electoral Board and Officials

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
Salaries & Benefits:							
10-4150-1100 Salaries & Wages - Regular	1,115	0	1,171	1,292	0	(1,171)	-100.00%
Contractual Services:							
10-4150-3300 Printing	247	0	249	250	0	(249)	-100.00%
10-4150-3400 Advertising	45	0	60	50	0	(60)	-100.00%
Other Charges:							
10-4150-4210 Postal Services	39	0	60	40	0	(60)	-100.00%
Materials and Supplies:							
10-4150-5100 Materials and Supplies	835	0	860	850	0	(860)	-100.00%
TOTAL ELECTORAL BOARD & OFFICIALS EXPENDITURES:	2,281	0	2,400	2,482	0	(2,400)	-100.00%
TOTAL BOARD OF ELECTIONS	2,281	0	2,400	2,482	0	(2,400)	-100.00%

Board of Elections Goals and Objectives for Fiscal Year 2019

There are no goals and objectives for Fiscal Year 2019 as the election process is managed by Shenandoah County.

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.

Police Department

	FY 2016	FY 2017	FY 2018	FY 2018	FY 2019	\$ Budget	% Budget
	Actual	Actual	Budget	Projected	Adopted	to Budget	to Budget
Salaries & Benefits:							
10-4210-1100 Salaries & Wages – Regular	866,486	896,820	937,559	923,974	1,044,055	106,496	11.36%
10-4210-1150 Salaries & Wages –Parttime		0	0	45,129	37,000	37,000	0.00%
10-4210-1200 Salaries & Wages – Overtime	71,045	83,266	72,171	112,673	90,000	17,829	24.70%
10-4210-1300 Salaries & Wages – Holiday	45,906	47,819	50,000	55,276	51,000	1,000	2.00%
Employee Benefits:							
10-4210-2100 FICA/Medicare - Employer Contribution	71,849	73,820	81,648	86,600	94,126	12,478	15.28%
10-4210-2210 Virginia Retirement System	153,415	149,329	158,971	156,675	176,724	17,753	11.17%
10-4210-2215 Hybrid Disability Program		0	274	374	293	19	6.93%
10-4210-2220 ICMA – Employer Contribution	6,965	7,125	7,560	6,965	8,400	840	11.11%
10-4210-2300 Hospital/Medical Plans	196,138	196,063	185,160	192,915	247,340	62,180	33.58%
10-4210-2400 Group Life Insurance	10,099	11,605	12,284	12,257	13,658	1,374	11.19%
10-4210-2500 Unemployment Insurance	11,923	1,112	11,000	251	230	(10,770)	-97.91%
10-4210-2600 Workers' Compensation	17,816	30,696	31,000	31,014	32,000	1,000	3.23%
10-4210-2710 Allowance – Uniform Cleaning	8,500	8,042	8,500	8,500	10,250	1,750	20.59%
10-4210-2720 Allowance – Educational Assistance	0	0	0	0	0	0	0.00%
10-4210-2800 Employee Appreciation	3,450	3,850	3,450	3,750	3,750	300	8.70%
10-4210-2900 Accrued Annual and Sick Leave	6,595	6,292	0	9,065	0	0	0.00%
Contractual Services:							
10-4210-3150 Translation Services	375	775	3,500	1,381	1,500	(2,000)	-57.14%
10-4210-3210 Repairs and Maintenance	9,626	8,223	15,000	6,635	10,000	(5,000)	-33.33%
10-4210-3220 Service Contracts	22,668	19,932	41,956	35,231	34,768	(7,188)	-17.13%
10-4210-3300 Printing	859	458	1,000	268	1,000	0	0.00%
10-4210-3400 Advertising	2,735	(59)	750	491	750	0	0.00%
Other Charges:							
10-4210-4210 Postal Services	485	547	500	298	500	0	0.00%
10-4210-4220 Telecommunications	16,072	17,004	16,340	17,647	16,340	0	0.00%
10-4210-4510 Mileage	0	0	0	0	0	0	0.00%
10-4210-4520 Convention, Training, & Education	25,857	23,341	33,120	28,720	40,620	7,500	22.64%
10-4210-4610 Association and Membership Dues	958	657	500	889	750	250	50.00%
10-4210-4620 Books/Subscriptions/Educational Material	58	0	300	0	300	0	0.00%
Materials and Supplies:							
10-4210-5100 Materials & Supplies	15,948	7,077	11,000	5,825	11,000	0	0.00%
10-4210-5200 Office Supplies & Equipment	17,585	14,730	34,400	6,855	14,400	(20,000)	-58.14%
10-4210-5300 Food Supplies and Food Service	223	142	150	320	150	0	0.00%
10-4210-5500 Police Supplies & Equipment	27,357	43,502	40,900	41,947	42,236	1,336	3.27%
10-4210-5510 Police Supplies & Equip (Asset Seizure)	4,100		8,500	0		(8,500)	-100.00%
10-4210-5600 Vehicle and Powered Equipment Fuels	15,976	16,466	25,000	20,531	20,000	(5,000)	-20.00%
10-4210-5700 Uniforms and Wearing Apparel	18,090	11,914	17,500	29,031	19,695	2,195	12.54%
TOTAL POLICE	1,649,159	1,680,548	1,809,993	1,841,487	2,022,835	212,842	11.76%

Police Department Goals and Objectives for Fiscal Year 2019

Goal	Link to Strategic Plan	Quantification	Time Frame
Create and present an interactive presentation to Chamber of Commerce businesses designed to proactively educate business owners and their agents to deter criminal activity in their business field.	<i>A Great Place to Do Business</i>	Interactive and educational presentation pertaining to businesses	December 2018
Create a 12-month training calendar consisting of monthly squad trainings.	<i>A Competitive and Innovative Employer</i>	Monthly squad trainings	December 2018
<p>Re-establish the Neighborhood Watch Program on a quarterly basis.</p> <p>Review and revise trainings each year dependent upon identified needs in officers or changes in policies and procedures.</p> <p>Create a program schedule with specific topics and instructors.</p> <p>Advertise the dates of the program and reach out to frequent attendees; host the program.</p>	<i>Bringing Citizens to the Table: Civic Engagement</i>	Neighborhood Watch Meetings	June 2019

Police Department Performance Measures

Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Projection	FY 2019 Goal
Respond to Calls for Service				
Number of calls for service per day average in a 24-hour period	25.0	25.8	23.1	23
Number of calls for service per officer (per year)	903	941.9	843.2	800
Number of calls per shift (average over a 12-hour assigned shift)	12.5	12.9	11.6	11
Conduct Community Outreach Programs				
Number of neighborhood outreach programs conducted each quarter	2	2	4.5	6
Estimated number of community participants in all events	2,500	2,500	10,000	12,000
Estimated number of community participants at the largest event	2,049	2,050	1,500	2,000
Estimated number of participants at the smallest event	15	15	12	20
Conduct Criminal Investigations				

Percentages of investigations cleared by arrest	Violent – 87.3%	76.6%	83.6%	85%
	Property – 82.5%	58.2%	54.5%	60%
Percentage of arrests that result in conviction	76%	68.3%	64.2%	80%
Conviction Ratio (convictions/arrests)	0.76	0.68	0.64	0.80
Percentage of non-conviction dismissed by Court	0.13%	8.3%	8.11%	4%
Percentage of non-convictions <i>Nolle prosequi</i>	0.02%	22.3%	26.1%	15%
Percentage of non-convictions as a result of a not guilty verdict	0.13%	1.1%	1.4%	1%
Maintain Operational Readiness Through Training				
Average score on semi-annual firearms qualification	Pass	Pass	Pass	Pass
Properly Manage the Department's Assets				
Percentage of vehicles receiving appropriate preventative maintenance on time annually	100%	100%	100%	100%
Percentage of firearms receiving proper maintenance on time annually	100%	100%	100%	100%
Percentage of RADAR units maintained on schedule	100%	100%	100%	100%
Percentage of bicycles maintained/inspected on schedule	100%	100%	100%	100%

Fire and Emergency Medical Services

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
Contractual Services:							
10-4220-3610 Distribution of State Fire Program Funds	16,154	16,540	18,500	18,440	17,040	(1,460)	-7.89%
TOTAL FIRE & EMERGENCY MEDICAL	16,154	16,540	18,500	18,440	17,040	(1,460)	-7.89%
TOTAL PUBLIC SAFETY	1,665,313	1,697,088	1,828,493	1,859,927	2,039,875	211,382	11.56%

Fire and Emergency Medical Services Goals and Objectives for Fiscal Year 2019

This item serves as a pass-through for state funding of the Town's volunteer fire department. Therefore, no goals and objectives are identified for Fiscal Year 2019.

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 General Administration

		FY 2016	FY 2017	FY 2018	FY 2018	FY 2019	\$ Budget	% Budget
		Actual	Actual	Budget	Projected	Adopted	to Budget	to Budget
Salaries & Benefits:								
10-4310-1100	Salaries & Wages – Regular	93,557	126,455	129,707	129,707	132,301	2,594	2.00%
10-4310-1150	Salaries & Wages –Parttime		0	0	0	0	0	0.00%
10-4310-1200	Salaries & Wages – Overtime	5,250	0	0	0	0	0	0.00%
Employee Benefits:								
10-4310-2100	FICA/Medicare - Employer Contribution	7,352	9,132	9,987	9,405	10,610	623	6.24%
10-4310-2210	Virginia Retirement System	20,716	21,998	22,657	22,654	24,126	1,469	6.48%
10-4310-2215	Hybrid Disability Program		0	271	160	280	9	3.32%
10-4310-2220	ICMA – Employer Contribution	420	403	840	420	840	0	0.00%
10-4310-2300	Hospital/Medical Plans	23,940	22,420	21,031	21,408	24,865	3,834	18.23%
10-4310-2400	Group Life Insurance	1,343	1,656	1,700	1,699	1,733	33	1.94%
10-4310-2500	Unemployment Insurance	76	55	0	25	21	21	0.00%
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%
Contractual Services:								
10-4310-3210	Repairs and Maintenance	0	0	100	217	100	0	0.00%
10-4310-3220	Service Contracts	728	946	250	950	250	0	0.00%
10-4310-3230	Public Works Accreditation	3,846	852	15,000	956	10,000	(5,000)	-33.33%
Other Charges:								
10-4310-4220	Telecommunications	4,894	5,309	4,500	5,821	4,500	0	0.00%
10-4310-4520	Convention, Training, & Education	29	0	0	375	250	250	0.00%
10-4310-4550	Public Works Trade Show	(2,000)	428	0	0	0	0	0.00%
Materials and Supplies:								
10-4310-5200	Office Supplies & Equipment	1,383	16	600	60	600	0	0.00%
10-4310-5700	Uniforms and Wearing Apparel	0	0	100	0	100	0	0.00%
TOTAL GENERAL ADMINISTRATION		161,984	190,120	207,193	194,307	211,026	3,833	1.85%

Public Works General Administration Goals and Objectives for Fiscal Year 2019

Goal	Link to Strategic Plan	Quantification	Time Frame
Comply with the recommended practices set forth in the <i>Public Works Management Practices Manual</i> in order to achieve and retain Accreditation through APWA.	<i>Setting the Standard for Local Government Performance</i>	Accreditation	June 2019

Street Maintenance

		FY 2016	FY 2017	FY 2018	FY 2018	FY 2019	\$ Budget	% Budget
		Actual	Actual	Budget	Projected	Adopted	to Budget	to Budget
Salaries & Benefits:								
10-4320-1100	Salaries & Wages – Regular	258,149	231,699	268,440	271,465	256,947	(11,493)	-4.28%
10-4320-1150	Salaries & Wages - Parttime		0	17,000	11,753	17,000	0	0.00%
10-4320-1200	Salaries & Wages – Overtime	20,647	18,060	23,000	23,702	23,000	0	0.00%
10-4320-1300	Salaries & Wages - Holiday	1,883	0	0	0	0	0	0.00%
Employee Benefits:								
10-4320-2100	FICA/Medicare - Employer Contribution	20,587	18,685	23,404	21,774	22,580	(824)	-3.52%
10-4320-2210	Virginia Retirement System	56,650	53,662	62,378	54,850	50,073	(12,305)	-19.73%
10-4320-2215	Hybrid Disability Program	590	620	776	903	1,046	270	34.79%
10-4320-2220	ICMA – Employer Contribution	2,526	2,485	3,780	2,083	3,780	0	0.00%
10-4320-2300	Hospital/Medical Plans	93,943	93,610	91,791	91,471	120,155	28,364	30.90%
10-4320-2400	Group Life Insurance	3,710	4,467	4,794	4,293	3,870	(924)	-19.27%
10-4320-2500	Unemployment Insurance	234	149	600	95	100	(500)	-83.33%
10-4320-2600	Workers' Compensation	19,795	19,213	20,000	20,642	20,000	0	0.00%
10-4320-2800	Employee Appreciation	1,800	1,800	1,800	1,600	1,800	0	0.00%
10-4320-2900	Accrued Annual & Sick Leave	587	9,143	0	0	0	0	0.00%
Contractual Services:								
10-4320-3130	Engineering & Architectural Services	27,024	21,947	18,000	18,985	18,000	0	0.00%
10-4320-3210	Repairs and Maintenance	10,952	16,304	22,500	17,797	22,500	0	0.00%
10-4320-3220	Service Contracts	248,817	330,309	327,150	325,691	350,000	22,850	6.98%
10-4320-3400	Advertising	890	0	1,000	0	1,000	0	0.00%
10-4320-3500	Laundry & Dry Cleaning	9,406	6,583	9,000	7,160	9,000	0	0.00%
Other Charges:								
10-4320-4220	Telecommunications	864	951	500	970	500	0	0.00%
10-4330-4410	Lease of Equipment	4,170	363	4,000	2,416	1,000	(3,000)	-75.00%
10-4320-4510	Mileage	0	0	0	0	0	0	0.00%
10-4320-4520	Convention, Training, & Education	3,519	5,153	3,500	6,159	7,000	3,500	100.00%
Materials and Supplies:								
10-4320-5100	Materials and Supplies	49,082	43,333	50,000	48,934	50,000	0	0.00%
10-4320-5200	Office Supplies & Equipment	3,119	950	1,700	1,166	1,700	0	0.00%
10-4320-5300	Food Supplies and Food Service	902	733	850	768	850	0	0.00%
10-4320-5700	Uniforms and Wearing Apparel	453	173	750	258	750	0	0.00%
TOTAL STREET MAINTENANCE		840,299	880,392	956,713	934,935	982,651	25,938	2.71%

Street Maintenance Goals and Objectives for Fiscal Year 2019

Goal	Link to Strategic Plan	Quantification	Time Frame
Increase the number of licensed herbicide and pesticide applicators on staff.	<i>A Beautiful Place to Live and Work</i>	At least 3 employees begin the testing to attain commercial applicators license	End of Fiscal Year

Street Maintenance Performance Measures

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Projection	FY 2019 Goal
Inspect and maintain Town street network				
Percentage of street signs inspected	100	100	100	100
Percentage of deficient signs repaired within seven days of inspection	100	100	100	100
Percentage of streets inspected (annually)	100	100	100	100
Percentage of minor street deficiencies repaired within two weeks of report	61	62	65	70
Inspect and maintain Town sidewalk network				
Percentage of sidewalks inspected annually	33.3	33.3	33.3	33.3
Percentage of minor deficiencies repaired within seven days	66	67	68	75
Inspect and maintain storm water structures				
Percentage of storm structures receiving annual inspection	50	50	50	50
Percentage of minor deficiencies repaired within seven days	75	76	75	80
Maintain right of way grass, landscaping, and trees				
Percentage of survival rate of new street tree plantings	-	-	-	95
Percentage of leaf collection completed by December 15 annually	100	100	100	100

Street Lighting

		FY 2016	FY 2017	FY 2018	FY 2018	FY 2019	\$ Budget	% Budget
		Actual	Actual	Budget	Projected	Adopted	to Budget	to Budget
<i>Other Charges:</i>								
10-4321-4110	Electrical Services	52,855	52,221	55,000	53,310	55,000	0	0.00%
TOTAL STREET LIGHTING		52,855	52,221	55,000	53,310	55,000	0	0.00%

Street Lighting Goals and Objectives for Fiscal Year 2019

The Street Lighting fund represents payments to Dominion Virginia power for street lighting, but there are no organizational activities associated with this program. Therefore, there are no goals or objectives for Fiscal Year 2019.

Street Cleaning

		FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
Salaries & Benefits:								
10-4322-1100	Salaries & Wages – Regular	5,852	4,294	5,908	3,265	5,794	(114)	-1.93%
10-4322-1150	Salaries & Wages - Parttime		0	0	0	0	0	0.00%
10-4322-1200	Salaries & Wages – Overtime	531	481	750	874	500	(250)	-33.33%
Employee Benefits								
10-4322-2100	FICA/Medicare – Employer Contribution	487	365	510	433	481	(29)	-5.69%
10-4322-2600	Workers’ Compensation	283	330	0	0	0	0	0.00%
Materials and Supplies:								
10-4322-5100	Materials and Supplies	0	12,229	100	5,000	100	0	0.00%
TOTAL STREET CLEANING		7,153	17,699	7,268	9,572	6,875	(393)	-5.41%

Street Cleaning Goals and Objectives for Fiscal Year 2019

Goal	Link to Strategic Plan	Quantification	Time Frame
Increase the number of released street sweeper operators by one	<i>Setting the Standard for Local Government Performance</i>	Number of operators increased to two	End of Fiscal Year

Street Cleaning Performance Measures

Measure	FY 2015 Actual	FY 2016 Actual	FY 2018 Projection	FY 2019 Goal
Operate Street Sweeper throughout the Town				
Number of curb miles swept annually	175	175	175	175
Percent of streets swept within 48 hours after significant flood event	100	100	100	100

Snow and Ice Removal

		FY 2016	FY 2017	FY 2018	FY 2018	FY 2019	\$ Budget	% Budget
		Actual	Actual	Budget	Projected	Adopted	to Budget	to Budget
Salaries & Benefits:								
10-4323-1100	Salaries & Wages – Regular	7,423	569	7,754	5,019	15,878	8,124	104.77%
10-4323-1150	Salaries & Wages - Parttime		0	0	0	0	0	0.00%
10-4323-1200	Salaries & Wages – Overtime	14,546	4,245	10,000	9,629	10,000	0	0.00%
10-4323-1300	Salaries & Wages – Holiday	4,745	0	0	0	0	0	0.00%
Employee Benefits								
10-4323-2100	FICA/Medicare – Employer Contribution	2,043	368	1,359	1,275	1,980	621	45.70%
Contractual Services:								
10-4320-3220	Service Contracts	0	0	0	0	0	0	0.00%
Materials and Supplies:								
10-4323-5100	Materials and Supplies	2,453	539	2,000	550	2,000	0	0.00%
10-4323-5300	Food Service & Food Supplies	1,053	359	750	400	750	0	0.00%
10-4323-5400	Chemical Supplies	12,603	7,799	24,000	8,000	20,000	(4,000)	-16.67%
TOTAL SNOW & ICE REMOVAL		44,866	13,879	45,863	24,873	50,608	4,745	10.35%

Snow and Ice Removal Goals and Objectives for Fiscal Year 2019

Goal	Link to Strategic Plan	Quantification	Time Frame
Increase the number of CDL and non-CDL qualified snow plow operators	<i>Setting the Standard for Local Government Performance</i>	Number of operators increased to two	End of Fiscal Year

Snow and Ice Removal Performance Measures

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Projection	FY 2019 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	2.4 hours	2.3 hours
Average time from beginning of accumulation to roads cleared on all roads	5.9 hours	5.8 hours	5.8 hours	5.7 hours

Refuse Collection and Disposal

		FY 2016	FY 2017	FY 2018	FY 2018	FY 2019	\$ Budget	% Budget
		Actual	Actual	Budget	Projected	Adopted	to Budget	to Budget
Contractual Services:								
10-4330-3220	Service Contracts	216,835	221,484	225,000	229,349	242,500	17,500	7.78%
10-4330-3400	Advertising	0	0	0	0	0	0	0.00%
10-4330-3500	Laundry and Dry Cleaning	0	0	0	0	0	0	0.00%
10-4330-3800	Other Contractual Services	4,489	4,489	25,000	5,672	15,000	(10,000)	-40.00%
Other Charges:								
10-4330-4410	Lease of Equipment	0	0	0	0	0	0	0.00%
Materials and Supplies:								
10-4330-5100	Materials and Supplies	0	0	0	0	1,000	1,000	0.00%
10-4330-5700	Uniforms and Wearing Apparel	0	0	0	0	0	0	0.00%
TOTAL REFUSE COLLECTION		221,324	225,973	250,000	235,021	258,500	8,500	3.40%

Refuse and Recycling Collection Performance Measures

Goal	Link to Strategic Plan	Quantification	Time Frame
Provide opportunities for residents to lease or purchase recycling containers from the Town.	<i>Preserving Our Town for Future Generations and Creating a Sustainable Environment</i>	Green Town Program	End of Fiscal Year
Research grant opportunities to subsidize recycling containers.	<i>A Commitment to Responsible Fiscal Management Strategies</i>		
Research and implement educational programs that increase awareness of the environmental impacts of littering.			
Partner with Shenandoah County Landfill to enhance knowledge of recycling and the impact of recycling to the landfill.			

Maintenance of Buildings and Grounds

		FY 2016	FY 2017	FY 2018	FY 2018	FY 2019	\$ Budget	% Budget
		Actual	Actual	Budget	Projected	Adopted	to Budget	to Budget
Salaries & Benefits:								
10-4340-1100	Salaries & Wages – Regular	16,718	8,877	17,354	14,948	10,204	(7,150)	-41.20%
10-4340-1150	Salaries & Wages - Parttime		0	0	0	0	0	0.00%
10-4340-1200	Salaries & Wages – Overtime	541	378	500	351	500	0	0.00%
Employee Benefits:								
10-4340-2100	FICA/Medicare - Employer Contribution	1,175	652	1,366	1,156	818	(548)	-40.12%
10-4340-2600	Workers' Compensation	113	134	0	0	0	0	0.00%
Contractual Services:								
10-4340-3210	Repairs and Maintenance	4,272	5,417	12,000	13,314	12,000	0	0.00%
10-4340-3220	Service Contracts	21,072	30,256	25,000	43,541	25,000	0	0.00%
10-4340-3250	Pest, Nuisance Contro				10,000	2,500	2,500	0.00%
10-4340-3810	Swimming Pool Concessions	0	0	0	0	0	0	0.00%
Other Charges:								
10-4340-4110	Electrical Services	18,616	19,433	19,000	19,414	19,000	0	0.00%
10-4340-4120	Heating Services	6,368	6,741	10,000	8,045	10,000	0	0.00%
Materials and Supplies:								
10-4340-5100	Materials and Supplies	23,937	9,640	20,000	8,040	20,000	0	0.00%
10-4340-5800	Janitorial Supplies	3,258	3,137	3,000	2,998	3,000	0	0.00%
TOTAL GENERAL BUILDINGS & GROUNDS		96,070	84,665	108,220	121,807	103,022	(5,198)	-4.80%

Maintenance of Building and Grounds Goals and Objectives for Fiscal Year 2019

Goal	Link to Strategic Plan	Quantification	Time Frame
Complete a full facilities self-inspection and inventory	<i>A Commitment to Responsible Fiscal Management Strategies</i>	Completion of inspection program	End of Fiscal Year

Maintenance of Building and Grounds Performance Measures

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Projection	FY 2019 Goal
Number of work orders completed annually	104	89	95	95
Percentage of work orders completed within 48 hours	81	84	88	90

Maintenance of Vehicles, Machinery, and Equipment

		FY 2016	FY 2017	FY 2018	FY 2018	FY 2019	\$ Budget	% Budget
		Actual	Actual	Budget	Projected	Adopted	to Budget	to Budget
Salaries & Benefits:								
10-4350-1100	Salaries & Wages – Regular	9,732	1,876	9,970	3,133	53,983	44,013	441.45%
10-4350-1150	Salaries & Wages - Parttime		0	0	0	0	0	0.00%
10-4350-1200	Salaries & Wages – Overtime	201	454	200	267	200	0	0.00%
Employee Benefits:								
10-4350-2100	FICA/Medicare - Employer Contribution	704	178	778	254	932	154	19.79%
10-4350-2210	Virginia Retirement System					9,493	9,493	0.00%
10-4350-2215	Hybrid Disability Program					105	105	0.00%
10-4350-2220	ICMA – Employer Contribution					420	420	0.00%
10-4350-2300	Hospital/Medical Plans					12,432	12,432	0.00%
10-4350-2400	Group Life Insurance					550	550	0.00%
10-4350-2500	Unemployment Insurance	8	1	0	0	0	0	0.00%
10-4350-2600	Workers' Compensation	566	518	0	0	0	0	0.00%
Contractual Services:								
10-4350-3210	Repairs and Maintenance	56,061	33,014	50,000	35,869	40,000	(10,000)	-20.00%
Materials and Supplies:								
10-4350-5100	Materials and Supplies	53,164	23,210	50,000	25,343	40,000	(10,000)	-20.00%
10-4350-5600	Vehicle and Powered Equipment Fuels	15,035	15,233	25,000	15,293	20,000	(5,000)	-20.00%
TOTAL VEHICLES, MACHINERY & EQUIPMENT:		135,471	74,484	135,948	80,159	178,115	42,167	31.02%
TOTAL PUBLIC WORKS		1,560,022	1,539,433	1,766,205	1,653,984	1,845,797	79,592	4.51%

Maintenance of Vehicles, Machinery, and Equipment Goals and Objectives for Fiscal Year 2019

Goal	Link to Strategic Plan	Quantification	Time Frame
Recruit a qualified mechanic for new fleet services program.	<i>A Competitive and Innovative Employer</i> <i>Setting the Standard for Local Government Performance</i>	Recruitment of Fleet Services Specialist	September 2018

Maintenance of Vehicles, Machinery, & Equipment Performance Measures

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Projection	FY 2019 Goal
Maintain Vehicles				
Percentage of vehicles receiving annual inspection	100	100	100	100
Typical total fleet down time due to necessary repairs	3 days	3 days	3 days	2 days
Total Fleet Uptime Percentage	95	95	95	98
Percentage of repairs returned for work	<1	<1	<1	0

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 ten 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 Zoning

		FY 2016	FY 2017	FY 2018	FY 2018	FY 2019	\$ Budget to	% Budget to
		Actual	Actual	Budget	Projected	Adopted	Budget	Budget
Salaries & Benefits:								
10-4410-1100	Salaries & Wages – Regular	66,436	69,548	71,291	71,291	72,717	1,426	2.00%
Employee Benefits:								
10-4410-2100	FICA/Medicare - Employer Contribution	4,994	4,992	5,486	4,932	5,595	109	1.99%
10-4410-2210	Virginia Retirement System	12,235	12,819	13,101	13,067	13,363	262	2.00%
10-4410-2215	Hybrid Disability Program		0	416	245	429	13	3.13%
10-4410-2220	ICMA – Employer Contribution	385	420	420	420	420	0	0.00%
10-4410-2300	Hospital/Medical Plans	16,023	11,075	10,704	13,497	16,141	5,437	50.79%
10-4410-2400	Group Life Insurance	747	976	934	1,031	953	19	2.03%
10-4410-2500	Unemployment Insurance	56	57	0	16	11	11	0.00%
10-4410-2600	Workers' Compensation	0	0	0	0	0	0	0.00%
10-4410-2800	Employee Appreciation	250	250	250	250	250	0	0.00%
10-4410-2900	Accrued Annual & Sick Leave	0	0	0	0	0	0	0.00%
Contractual Services:								
10-4410-3130	Engineering & Architectural Services	320	9,170	20,000	5,125	15,000	(5,000)	-25.00%
10-4410-3300	Printing	26	49	250	99	250	0	0.00%
Other Charges:								
10-4410-4210	Postal Services	0	0	100	7	100	0	0.00%
10-4410-4510	Mileage	495	340	400	423	400	0	0.00%
10-4410-4520	Convention, Training, and Education	682	2,226	2,555	2,049	3,000	445	17.42%
10-4410-4610	Association and Membership Dues					498	498	0.00%
Materials and Supplies:								
10-4410-5100	Materials and Supplies	855	389	250	608	300	50	20.00%
10-4410-5200	Office Supplies & Equipment	6,100	400	1,050	1,050	1,050	0	0.00%
10-4410-5300	Food Supplies & Food Services	95	162	300	291	400	100	33.33%
TOTAL PLANNING & ZONING		109,699	112,873	127,507	114,401	130,877	3,370	2.64%

Planning and Zoning Goals and Objectives for Fiscal Year 2019

Goal	Link to Strategic Plan	Quantification	Time Frame
Develop and implement Historic District Design Guidelines.	<i>A Beautiful Place to Live, Work, & Visit</i>	Historic District Design Guidelines	November 2018
Develop standards and visual representation guide for rehabilitation projects as well as new construction.			
Develop certificate of appropriateness or similar			

permitting process for approval.			
Design the Court Square Park/Enhancement Project on the southwest corner of Court Square in order to continue investment around Court Square.	<i>A Beautiful Place to Live, Work, & Visit</i>	Interactive and educational presentation pertaining to businesses	February 2019
Complete comprehensive Zoning & Subdivision Code review. Identify best management practices and examples.	<i>A Great Place to Do Business</i>	Updated Zoning and Subdivision Code	June 2019

Planning and Zoning Performance Measures

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Projection	FY 2019 Goal
Manage Land Development in the Town				
Number of zoning permits processed	102	75	86	88
Average time (days) from zoning permit submittal to decision transmitted	2.46	2.22	1.90	2.00
Number of Right of Way Permits processed	2	2	1	2
Average time (days) from Right of Way permit submittal to decision transmitted	1.5	1.5	2	2
Number of Special Use Permits processed	1	0	0	1
Number of Board of Zoning Appeals applications	1	0	0	0
Number of General Land Use permits processed	8	2	2	4
Average time (hours) from General Land Use permit submittal to decision transmitted	2	2	2	2
Number of site plans submitted	3	2	3	4
Number of administrative subdivisions submitted	0	4	6	5
Number of infrastructure inspection reports	17	22	5	10
Number of portable storage unit permit requests	1	0	1	1
Average time (hours) from portable storage unit permit submission to decision transmitted	8	0	8	8
Number of compliance inspections	-	80	100	150
Number of compliance letters sent	-	40	70	100
Number of compliance enforcement actions	-	3	4	15

Planning Commission

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
Salaries & Benefits:							
10-4411-1100 Salaries & Wages – Regular	10,800	18,000	10,800	10,800	10,800	0	0.00%
Employee Benefits:							
10-4411-2100 FICA/Medicare - Employer Contribution	826	1,377	826	826	826	0	0.00%
Contractual Services:							
10-4411-3130 Engineering & Architectural Services	0	0	0	0	0	0	0.00%
10-4411-3400 Advertising	288	207	300	0	300	0	0.00%
Other Charges:							
10-4411-4510 Mileage	0	0	0	0	0	0	0.00%
10-4411-4520 Convention, Training, and Education	0	0	0	0	0	0	0.00%
Materials and Supplies:							
10-4411-5100 Materials and Supplies	0	0	0	0	0	0	0.00%
10-4411-5200 Office Supplies and Equipment	0	0	0	0	0	0	0.00%
TOTAL PLANNING COMMISSION	11,914	19,584	11,926	11,626	11,926	0	0.00%

Planning Commission Goals and Objectives for Fiscal Year 2019

The Planning Commission meets only as needed during the year. Therefore, there are no goals and objectives for Fiscal Year 2019.

Board of Zoning Appeals

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
Salaries & Benefits:							
10-4412-1100 Salaries & Wages – Regular	1,200	1,200	1,200	1,200	1,200	0	0.00%
Employee Benefits:							
10-4412-2100 FICA/Medicare - Employer Contribution	92	92	92	92	92	0	0.00%
Contractual Services:							
10-4412-3400 Advertising	217	0	225	0	225	0	0.00%
10-4413-3611 Distribution of State Grant Funds	0	0	0	0	0	0	0.00%
TOTAL BOARD OF ZONING APPEALS:	1,509	1,292	1,517	1,292	1,517	0	0.00%

Board of Zoning Appeals Goals and Objectives for Fiscal Year 2019

The Board of Zoning Appeals meets on an as needed basis depending on how many zoning appeals occur during the year. Therefore, there are no goals and objectives for Fiscal Year 2019.

Woodstock Enhancement Committee Program

		FY 2016	FY 2017	FY 2018	FY 2018	FY 2019	\$ Budget to	% Budget to
		Actual	Actual	Budget	Projected	Adopted	Budget	Budget
Salaries & Benefits:								
10-4420-1100	Salaries & Wages – Regular	55,264	59,612	45,713	72,687	61,200	15,487	33.88%
10-4420-1200	Salaries & Wages - Overtime	3,191	1,880	250	3,705	250	0	0.00%
10-4420-2100	FICA/Medicare - Employer Contribution	4,344	5,805	3,517	5,284	4,733	1,216	34.57%
10-4420-2210	Virginia Retirement System					11,247	11,247	0.00%
10-4420-2215	Hybrid Disability Program					361	361	0.00%
10-4420-2220	ICMA – Employer Contribution					420	420	0.00%
10-4420-2300	Hospital/Medical Plans					16,141	16,141	0.00%
10-4420-2400	Group Life Insurance					802	802	0.00%
10-4420-2500	Unemployment Insurance	32	19	0	12	12	12	0.00%
10-4420-2800	Employee Appreciation	200	200	200	200	200	0	0.00%
Contractual Services:								
10-4420-3220	Service Contracts	43,688	53,911	57,000	68,555	60,000	3,000	5.26%
10-4420-3300	Printing	146	0	1,500	1,250	1,500	0	0.00%
10-4420-3400	Advertising	4,964	9,232	8,000	7,835	8,000	0	0.00%
Other Charges:								
10-4420-4210	Postal Services	13	20	500	25	500	0	0.00%
10-4420-4510	Mileage	626	807	500	733	500	0	0.00%
10-4420-4520	Convention, Training, and Education	1,486	1,126	1,000	1,902	1,000	0	0.00%
10-4420-4610	Association and Membership Dues	0	0	400	0	400	0	0.00%
Materials and Supplies:								
10-4420-5100	Materials and Supplies	32,946	32,831	76,000	27,944	50,000	(26,000)	-34.21%
10-4420-5200	Office Supplies and Equipment	(143)	16	600	50	600	0	0.00%
10-4420-5300	Food Supplies and Food Service	1,332	1,862	1,200	2,235	1,200	0	0.00%
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT:		148,089	167,321	196,380	192,417	219,066	22,686	11.55%

Enhancement Goals and Objectives for Fiscal Year 2019

Goal	Link to Strategic Plan	Quantification	Time Frame
Create a Quality of Life Marketing Piece.	<i>A Beautiful Place to Live, Work, & Visit</i>	Quality of Life Marketing Piece	June 2019
Establish a public art program/plan that increases installments by 200%.	<i>A Beautiful Place to Live, Work, & Visit</i>	Public Art Program/Plan	June 2019
Assess potential public art locations for incorporation into the plan.			
Gather community input on type of art installment;			

Estimate the cost of each new installment.			
<p>Create/host an event unique to region that increases tourism.</p> <p>Engage public for ideas; Work with County Tourism and WEC and sub-committees to determine event.</p> <p>Create a timeline for the event.</p> <p>Host the event and measure the success.</p>	<p><i>A Beautiful Place to Live, Work, & Visit</i></p>	<p>Unique Event</p>	<p>June 2019</p>

Enhancement Performance Measures

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Projection	FY 2019 Goal
Civic Engagement: Social Media Outreach				
Number of Facebook posts	61	107	59	115
Number of Instagram posts	14	0	22	50
Recruitment of Enhancement Committee Volunteers				
Number of new volunteers for committees and events	-	-	5	8
Support and Development of Small Businesses				
Number of businesses participating and competing in RevUp Shenandoah County	N/A	N/A	12	18
Placemaking				
Number of WE hosted/co-hosted events	13	12	12	14

Economic Development Authority

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
Salaries & Benefits:							
10-4422-1100 Salaries & Wages – Regular	0	0	0	0	2,100	2,100	0.00%
Employee Benefits:							
10-4422-2100 FICA/Medicare - Employer Contribution	0	0	0	0	165	165	0.00%
Contractual Services:							
10-4422-3220 Service Contracts	0	0	20,000	0	20,000	0	0.00%
Other Charges:							
10-4422-4520 Convention, Training, and Education	0	0	0	0	1,000	1,000	0.00%
TOTAL ECONOMIC DEVELOPMENT AUTHORITY:	0	0	20,000	0	23,265	3,265	16.33%

Economic Development Authority Goals and Objectives for Fiscal Year 2019

Goal	Link to Strategic Plan	Quantification	Time Frame
Create an Economic Development Strategic Plan	<i>A Great Place to Do Business</i>	Economic Development Strategic Plan	December 2018
Provide grants to businesses for façade improvements through the Façade RENEW Grant Program in order attract and retain downtown business tenants	<i>A Great Place to Do Business</i>	Façade grants provided through the Façade RENEW Grant Program	End of Fiscal Year

Economic Development Authority Performance Measures

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Projection	FY 2019 Goal
Support and Development of Businesses				
Façade RENEW applications/percentage approved	9/89%	4/75%	3/100%	5/100%
Average Façade RENEW grant money awarded	\$1,062.50	\$1,950.00	\$2,133.33	\$4,000.00
Average Façade RENEW grant money leveraged	\$8,888.73	\$6,820.00	\$3,465.00	\$15,000.00

Woodstock Tree Board

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
Contractual Services:							
10-4423-3120 Consulting Services	3,373	478	3,500	550	3,500	0	0.00%
Other Charges:							
10-4423-4510 Mileage	133	0	150	0	150	0	0.00%
10-4423-4520 Convention, Training, and Education	0	341	250	350	250	0	0.00%
Materials and Supplies:							
10-4423-5100 Materials and Supplies	17,953	12,986	18,000	3,100	18,000	0	0.00%
TOTAL TREE BOARD EXPENDITURES:	21,459	13,805	21,900	4,000	21,900	0	0.00%
TOTAL PLANNING & COMMUNITY DEVELOPMENT EXPENDITURES:	292,670	314,875	379,230	323,736	408,551	29,321	7.73%

Tree Board Goals and Objectives for Fiscal Year 2019

Goal	Link to Strategic Plan	Quantification	Time Frame
Increase the Town's tree canopy by planting trees along right of ways	<i>Preserving Our Town for Future Generations and Creating a Sustainable Environment</i>	Trees planted	End of Fiscal Year

Parks and Recreation

Parks and Recreation consists of expenditures for the following functions:

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 Maintenance

Account Number	Account Name	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
Salaries & Benefits:								
10-4830-1100	Salaries & Wages - Regular	57,339	58,943	59,816	47,137	71,722	11,906	19.90%
10-4830-1150	Salaries & Wages - Parttime		0	2,500	7,733	2,500	0	0.00%
10-4830-1200	Salaries & Wages – Overtime	3,608	3,482	5,000	5,112	5,000	0	0.00%
Employee Benefits:								
10-4830-2100	FICA/Medicare - Employer Contribution	5,461	4,421	5,150	4,371	6,060	910	17.67%
10-4830-2210	Virginia Retirement System	1,710	4,330	0	4,216	13,356	13,356	0.00%
10-4830-2400	Group Life Insurance	123	444	0	11,431	939	939	0.00%
10-4830-2500	Unemployment Compensation	117	41	0	24	21	21	0.00%
10-4830-2600	Workers' Compensation	2,262	2,190	0	0	2,500	2,500	0.00%
Contractual Services:								
10-4830-3110	Consulting Services	0	0	0	0	0	0	0.00%
10-4830-3210	Repairs and Maintenance	34,273	6,409	3,000	9,691	3,500	500	16.67%
10-4830-3400	Advertising	85	95	350	100	350	0	0.00%
10-4830-3800	Other Contractual Services	0	118	1,500	6,022	1,500	0	0.00%
10-4830-4320	General Liability Insurance	0		0	0	0	0	0.00%
Materials and Supplies:								
10-4830-5100	Materials and Supplies	38,588	22,177	30,000	28,905	30,000	0	0.00%
10-4830-5600	Vehicle and Powered Equipment Fuels	1,701	1,286	2,500	1,325	2,500	0	0.00%
10-4830-5700	Uniforms and Wearing Apparel	384	83	500	93	500	0	0.00%
10-4830-5800	Janitorial Supplies	4,769	4,926	6,600	5,737	6,600	0	0.00%
TOTAL PARK		150,420	108,945	116,916	131,897	147,048	30,132	25.77%

Park Maintenance Goals and Objectives for Fiscal Year 2019

Goal	Link to Strategic Plan	Quantification	Time Frame
Review the existing Fairview Park Master Plan.	<i>A Beautiful Place to Live, Work, and Visit</i>	Update to Fairview Park Master Plan	January 2019
Assess the existing facilities with a structural contractor and/or engineer.			
Consider the existing function of the space and the future public need/desire at the location (e.g. barn as an event space, playing fields, restrooms, indoor pool facility, baseball facility, landscaping and trail opportunities, etc.).			

Parks Commission

Account Number	Account Name	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
<i>Salaries & Benefits:</i>								
10-4831-1100	Salaries & Wages - Regular	900	900	900	900	900	0	0.00%
<i>Employee Benefits:</i>								
10-4831-2100	FICA/Medicare - Employer Contribution	69	69	69	69	69	0	0
TOTAL PARK COMMISSION		969	969	969	969	969	0	0.00%

Park Commission Goals and Objectives for Fiscal Year 2019

The Park Commission meets on an as needed basis during the year. Therefore, there are no goals and objectives for Fiscal Year 2019.

Swimming Pool

Account Number	Account Name	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
Salaries & Benefits:								
10-4840-1100	Salaries & Wages – Regular	58,608	66,400	63,500	5,632	3,000	(60,500)	-95.28%
10-4840-1150	Salaries & Wages -Parttime		0		65,693	62,000	62,000	0.00%
10-4840-1200	Salaries & Wages – Overtime	5,460	8,542	3,500	8,645	3,500	0	0.00%
Employee Benefits:								
10-4840-2100	FICA/Medicare - Employer Contribution	4,883	5,733	5,125	5,860	5,240	115	2.24%
10-4840-2500	Unemployment Insurance	232	51	0	13	50	50	0.00%
Contractual Services:								
10-4840-3210	Repairs and Maintenance	1,428	1,280	8,000	3,638	8,000	0	0.00%
10-4840-3800	Other Contractual Services	40	0	250	0	250	0	0.00%
10-4840-3810	Concession Stand Operations	869	1,078	250	1,367	250	0	0.00%
Other Charges								
10-4840-4110	Electrical Services	9,443	10,086	13,000	9,501	13,000	0	0.00%
10-4830-4320	General Liability Insurance	0	0	0	0	0	0	0.00%
10-4840-4220	Telecommunications	695	310	600	570	700	100	16.67%
Materials and Supplies:								
10-4840-5100	Materials and Supplies	6,902	10,337	9,500	7,140	9,500	0	0.00%
10-4840-5110	Materials for Resale	7,358	10,887	12,000	10,057	12,000	0	0.00%
10-4840-5400	Chemical Supplies	6,799	8,072	7,500	7,079	7,500	0	0.00%
10-4840-5700	Uniforms and Wearing Apparel	532	0	700	0	700	0	0.00%
10-4840-5800	Janitorial Supplies	0	735	500	911	500	0	0.00%
TOTAL POOL		103,249	123,511	124,425	126,106	126,190	1,765	1.42%
TOTAL PARKS AND RECREATION		254,638	233,425	242,310	258,972	274,207	31,897	13.16%

Swimming Pool Goals and Objectives for Fiscal Year 2019

Goal	Link to Strategic Plan	Quantification	Time Frame
Increase the number of certified Water Safety Instructors (WSI) to instruct swimming lessons.	<i>Setting the Standard for Local Government Performance</i>	At least two certified swimming lesson instructors	May 2019 (Beginning of Pool Season)

Swimming Pool Performance Measures

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018 Projection	FY 2019 Goal
Manage a High-Quality Swimming Lesson Program				
Average satisfaction level with range of swimming lesson offerings (1 = Very Dissatisfied; 5 = Very Satisfied)	N/A	4.56	4.60	4.75
Average satisfaction level with quality of swimming lessons (1 = Very Dissatisfied; 5 = Very Satisfied)	N/A	4.28	4.50	4.75
Average overall satisfaction level swimming lessons (1 = Very Dissatisfied; 5 = Very Satisfied)	N/A	4.50	4.50	4.75

General Fund Non-Departmental Expenditures

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.

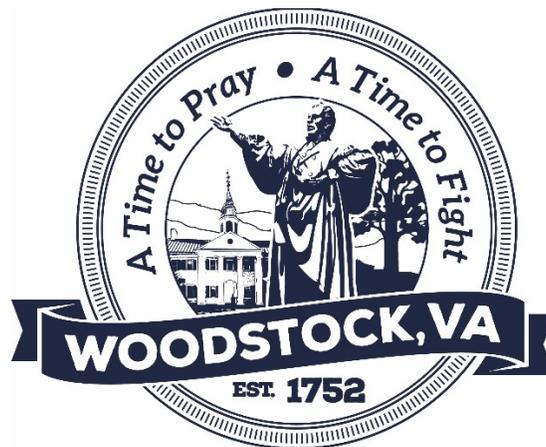
Transfers and Reserves: Transfers and Reserves function primarily accounts for those funds that are transferred out of the General Fund and in to the Public Utilities Fund.

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.

General Fund Non-Departmental

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
<u>CONTRIBUTIONS:</u>							
10-4900-4710 Contribution to Rescue Squad	0	0	24,000	50,000	75,000	51,000	212.50%
10-4900-4720 Contribution to Fire Department	29,000	29,000	256,000	256,000	281,000	25,000	9.77%
TOTAL CONTRIBUTIONS:	29,000	29,000	280,000	306,000	356,000	76,000	27.14%
<u>CAPITAL OUTLAY:</u>							
10-4910-1100 Salaries & Fringe -Capital	0	19,622	0	0	0	0	0.00%
10-4910-6100 Machinery and Equipment	69,521	0	14,769	14,769	115,959	101,190	685.15%
10-4910-6400 Motor Vehicles and Equipment	91,814	67,623	142,560	142,559	215,855	73,295	51.41%
10-4910-6500 Software	25,000	25,000	0	0	0	0	0.00%
10-4910-6901 Swimming Pool Project/Cover	0	0	19,000	19,000	61,002	42,002	221.06%
10-4910-6910 Downtown Parking Project	16,905	55,681	1,014,115	223,934	1,394,816	380,701	37.54%
10-4910-6911 Rail Trail/Trail Development	0	0	40,000	40,000	90,000	50,000	125.00%
10-4910-6913 Dog Park	0	42,024	0	0	0	0	0.00%
10-4910-6914 Public Space Improvements	0	0	0	0	75,000	75,000	0.00%
10-4910-6915 Solar Street lights	0	12,276	0	0	0	0	0.00%
10-4910-6916 Sidewalk	0	13,552	0	0	10,500	10,500	0.00%
TOTAL CAPITAL OUTLAY:	203,240	235,778	1,230,444	440,262	1,963,132	732,688	59.55%
<u>DEBT SERVICE:</u>							
10-4920-7110 Principal Payments	108,477	110,560	138,140	138,140	141,320	3,180	2.30%
10-4920-7120 Interest Payments	25,855	26,352	39,900	39,900	35,880	(4,020)	-10.08%
TOTAL DEBT SERVICE:	134,332	136,912	178,040	178,040	177,200	(840)	-0.47%
<u>TRANSFERS & RESERVES:</u>							
10-4930-8500 Reserve for Contingency	0	0	19,815	19,815	0	(19,815)	-100.00%
10-4930-8320 Reserve for Capital Projects	0	0	0	0	50,000	50,000	0.00%
TOTAL TRANSFERS & RESERVES:	0	0	19,815	19,815	50,000	30,185	152.33%
<u>INSURANCE PREMIUMS and SERVICE CHARGES:</u>							
10-4940-4310 Vehicle Liability Insurance	13,762	7,231	14,000	12,063	13,000	(1,000)	-7.14%
10-4940-4320 General Liability Insurance	31,800	32,847	32,000	28,891	30,000	(2,000)	-6.25%
10-4940-4800 Bank Service Charges	491	511	525	546	775	250	47.62%
10-4940-4810 Credit Card Processing	(1,174)	2,671	0	4,250	2,750	2,750	0.00%
10-4940-4840 Tax Relief for Elderly	10,485	7,570	0	0	0	0	0.00%
TOTAL SERVICE CHARGES:	55,364	50,830	46,525	45,750	46,525	0	0.00%
TOTAL NON-DEPARTMENTAL	421,936	452,520	1,754,824	989,867	2,592,857	838,033	47.76%
TOTAL GENERAL FUND	4,991,852	5,012,367	6,874,168	5,962,322	8,093,086	1,218,918	

Public Utilities Fund



Description of Public Utilities Fund Revenues

Revenues in the Public Utilities Fund are based upon primarily charges for service and charges for access to service. The primary revenue production is based on the following revenue items.

Water Receipts: Fees for water service are charged on the basis of consumption and in the basis of the meter size. The following is the water rate schedule for Fiscal Year 2019.

In Town Rates

	Meter Under 1"	Meter 1" & Over
First 2,500 gallons	\$ 24.17	\$ 26.90
Next 47,500 gallons	8.46 per 1,000	9.39 per 1,000
Next 50,000 gallons	8.20 per 1,000	8.98 per 1,000
Over 100,000 gallons	7.81 per 1,000	8.52 per 1,000

Out of Town Rates

	Meter Under 1"	Meter 1" & Over
First 2,500 gallons	\$ 31.70	\$ 35.67
Next 47,500 gallons	11.42 per 1,000	12.74 per 1,000
Next 50,000 gallons	10.93 per 1,000	12.10 per 1,000
Over 100,000 gallons	10.39 per 1,000	11.48 per 1,000

Sewer Receipts: Fees for sewer service are based on the consumption water and on the basis of the water meter size. The following is the sewer rate schedule for Fiscal Year 2019.

In Town Rates

	Meter Under 1"	Meter 1" & Over
First 2,500 gallons	\$ 44.92	\$ 54.78
Next 47,500 gallons	12.03 per 1,000	14.94 per 1,000
Next 50,000 gallons	10.45 per 1,000	13.00 per 1,000
Over 100,000 gallons	9.82 per 1,000	12.24 per 1,000

Water Connection Charges: Connection charges are based on the capacity of the service being provided. The Department of Finance maintains a list of Water System Development Charges which takes into account many different situations, such as use of the water service, etc. that impacts the individual fee paid.

Sewer Connection Charges: Connection charges are based on the capacity of the service being provided. The Department of Finance maintains a list of Sewer System Development Charges which takes into account many different situations, such as use of the sewer service, etc. that impacts the individual fee paid.

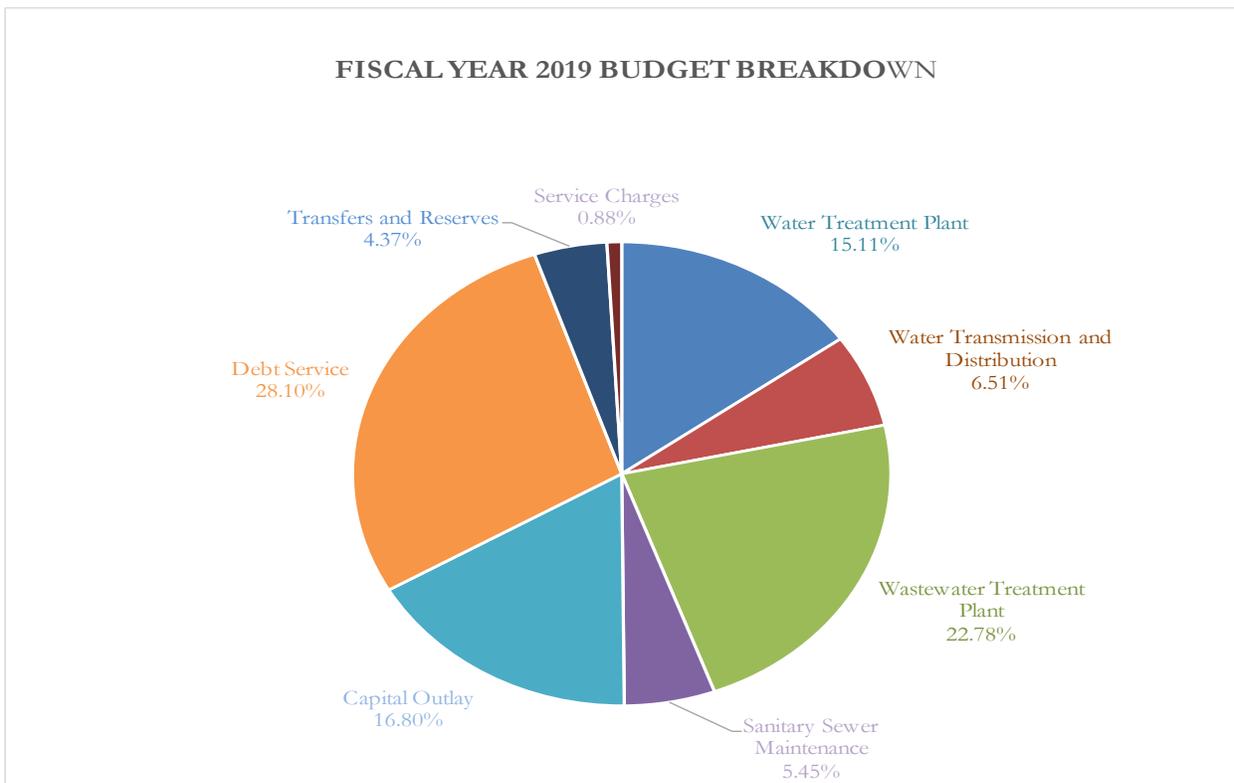
Public Utilities Fund Revenues

Account Number	Account Name	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
<u>Revenue from the Use of Money & Property:</u>								
60-3150-0080	Interest on Bank Deposits	7,470	18,349	12,000	35,657	30,000	18,000	150.00%
60-3150-0082	Dividends on Investments	24	15	0	0	0	0	0.00%
		7,494	18,364	12,000	35,657	30,000	18,000	150.00%
<u>Charges for Services:</u>								
60-3160-0100	Water Receipts	1,672,297	1,711,264	1,708,500	1,692,560	1,709,485	985	0.06%
60-3160-0101	Sewer Receipts	2,263,321	2,271,321	2,271,000	2,246,680	2,269,147	(1,853)	-0.08%
60-3160-0102	Water Connection Charges	65,445	61,892	50,000	25,495	50,000	0	0.00%
60-3160-0103	Sewer Connection Charges	82,929	92,000	75,000	38,969	75,000	0	0.00%
60-3160-0104	Penalties – Water and Sewer	70,770	61,369	71,925	56,559	49,733	(22,192)	-30.85%
		4,154,762	4,197,846	4,176,425	4,060,263	4,153,365	(23,060)	-0.55%
<u>Miscellaneous Revenue:</u>								
60-3170-0120	Miscellaneous Receipts	13,823	5,475	10,000	3,185	5,000	(5,000)	-50.00%
		13,823	5,475	10,000	3,185	5,000	(5,000)	-50.00%
<u>Other Financing Sources:</u>								
<u>Non-Revenue Receipts:</u>								
60-3410-0600	Transfers from General Fund	0	0	0				
60-3410-0606	Appropriated Fund Balance -CIP		0	51,813	337,720	501,029	449,216	866.99%
60-3410-0606	Appropriated Fund Balance -WTP Upgrade					400,000	400,000	0.00%
60-3410-0610	Appropriated Tap Fees-CIP		0	96,596		0	(96,596)	-100.00%
60-3410-0604	Proceeds from Indebtedness	0	0	0	2,868,600		0	0.00%
60-3410-0606	Unrestricted Reserves	0	0	0	0	0	0	0.00%
		0	0	148,409	3,206,320	901,029	752,620	507.13%
TOTAL PUBLIC UTILITIES FUND REVENUES:		4,176,079	4,221,685	4,346,834	7,305,425	5,089,394	742,560	17.08%

Public Utilities Fund Expenditures

Summary

	FY 2016 Actual	FY 2016 Actual	FY 2017 Budget	FY 2017 Projected	FY 2018 Adopted	\$ Budget to Budget	% Budget to Budget
Water Treatment Plant	713,124	720,989	727,448	760,050	769,148	41,700	5.73%
Water Transmission and Distribution	305,283	339,597	319,025	325,671	331,196	12,171	3.82%
Wastewater Treatment Plant	1,044,705	1,071,550	1,093,742	1,143,401	1,159,300	65,558	5.99%
Sanitary Sewer Maintenance	238,093	249,472	265,910	270,601	277,331	11,421	4.30%
Capital Outlay	0	207,235	148,405	3,430,329	855,186	706,781	476.25%
Debt Service	1,367,898	1,106,032	1,587,000	1,325,775	1,430,000	(157,000)	-9.89%
Transfers and Reserves	269,759	0	141,804	0	222,483	80,679	56.89%
Service Charges	51,409	51,153	63,500	48,406	44,750	(18,750)	-29.53%
PUBLIC UTILITIES FUND EXPENDITURES:	3,990,271	3,746,028	4,346,834	7,304,233	5,089,394	742,560	17.08%



Water Treatment Plant

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
Salaries & Benefits:							
60-4710-1100 Salaries & Wages – Regular	252,151	231,207	246,729	247,744	255,914	9,185	3.72%
60-4710-1150 Salaries & Wages - Parttime		0	0	0	0	0	0.00%
60-4710-1200 Salaries & Wages – Overtime	8,930	6,076	7,500	9,177	7,500	0	0.00%
60-4710-1300 Salaries & Wages – Holiday	4,525	4,461	5,500	10,298	5,500	0	0.00%
Employee Benefits:							
60-4710-2100 FICA/Medicare - Employer Contribution	19,681	17,951	20,030	20,049	20,732	702	3.50%
60-4710-2210 Virginia Retirement System	33,487	34,621	43,335	43,008	44,398	1,063	2.45%
60-4710-2215 Hybrid Disability Program		0	480	338	517	37	7.71%
60-4710-2220 ICMA – Employer Contribution	1,680	1,524	2,100	1,680	2,100	0	0.00%
60-4710-2300 Hospital/Medical Plans	50,935	48,047	47,136	47,136	54,745	7,609	16.14%
60-4710-2400 Group Life Insurance	2,888	3,025	3,231	3,281	3,326	95	2.94%
60-4710-2500 Unemployment Insurance	179	128	300	61	52	(248)	-82.67%
60-4710-2600 Workers' Compensation	9,049	8,503	8,000	8,566	8,750	750	9.38%
60-4710-2800 Employee Appreciation	1,050	1,050	1,050	1,150	1,050	0	0.00%
60-4710-2900 Accrued Annual and Sick Leave	(16,076)	9,906	0	0	0	0	0.00%
60-4710-2910 Annual OPEB Cost	3,039	3,259	0	3,259	0	0	0.00%
Contractual Services:							
60-4710-3110 Accounting and Auditing Services		0		0	0	0	0.00%
60-4710-3130 Engineering and Architectural Services	2,128	0	9,000	3,000	0	(9,000)	-100.00%
60-4710-3210 Repairs and Maintenance	42,860	60,420	35,307	60,420	59,814	24,507	69.41%
60-4710-3220 Service Contracts	76,809	59,742	80,000	68,948	80,000	0	0.00%
60-4710-3300 Printing	13	382	100	1,426	1,000	900	900.00%
60-4710-3400 Advertising	572	371	350	350	350	0	0.00%
60-4710-3500 Laundry and Dry Cleaning	6,165	3,782	5,550	3,840	5,550	0	0.00%
60-4710-3700 Sludge Removal	0	0	0	0	0	0	0.00%
Other Charges:							
60-4710-4110 Electrical Services	64,809	71,878	65,000	73,073	68,000	3,000	4.62%
60-4710-4120 Heating Services	7,853	9,843	14,000	11,463	14,000	0	0.00%
60-4710-4210 Postal Services	111	558	200	600	200	0	0.00%
60-4710-4220 Telecommunications	5,069	4,933	5,000	5,535	5,000	0	0.00%
60-4710-4310 Vehicle Liability Insurance	0	0	0	0	0	0	0.00%
60-4710-4320 General Liability Insurance	0	0	0	0	0	0	0.00%
60-4710-4520 Convention, Training, & Education	3,641	6,525	4,000	9,341	5,000	1,000	25.00%
60-4710-4610 Association and Membership Dues	10,416	7,462	10,000	7,133	10,000	0	0.00%
60-4710-4620 Books/Subscriptions/Educational Materials	328	135	100	656	150	50	50.00%
Materials and Supplies:							
60-4710-5100 Materials & Supplies	18,636	23,689	18,000	21,499	18,000	0	0.00%
60-4710-5200 Office Supplies & Equipment	1,930	1,606	750	734	750	0	0.00%
60-4710-5300 Food Supplies and Food Service	1,657	1,073	300	1,317	350	50	16.67%
60-4710-5400 Chemical and Laboratory Supplies	96,615	94,481	90,000	89,474	92,000	2,000	2.22%
60-4710-5600 Vehicle and Powered Equipment Fuels	992	3,544	3,500	4,794	3,500	0	0.00%
60-4710-5700 Uniforms and Wearing Apparel	764	174	400	200	400	0	0.00%
60-4710-5800 Janitorial Supplies	238	633	500	500	500	0	0.00%
TOTAL WATER TREATMENT PLANT	713,124	720,989	727,448	760,050	769,148	41,700	5.73%

Water Treatment Plant Goals and Objectives for Fiscal Year 2019

Goal	Link to Strategic Plan	Quantification	Time Frame
<p>Conduct a cost benefit analysis of the Little Stoney Creek Dam as a drinking water source and the replacement of aging water main infrastructure.</p> <p>Based on the analysis, prioritize any necessary capital projects in the Capital Improvement Plan.</p>	<p><i>A Commitment to Responsible Fiscal Management Strategies</i></p> <p><i>Preserving Our Town for Future Generations and Creating a Sustainable Environment</i></p>	<p>Cost Benefit Analysis</p> <p>Inclusion of improvements in future CIP</p>	<p>End of Fiscal Year</p>

Water Transmission and Distribution

	FY 2016	FY 2017	FY 2018	FY 2018	FY 2019	\$ Budget	% Budget
	Actual	Actual	Budget	Projected	Adopted	to Budget	to Budget
WATER TRANSMISSION & DISTRIBUTION:							
Salaries & Benefits:							
60-4720-1100	Salaries & Wages – Regular	126,772	149,406	131,781	134,510	134,417	2,636 2.00%
60-4720-1150	Salaries & Wages - Parttime		0		2,566	0	0 0.00%
60-4720-1200	Salaries & Wages – Overtime	14,904	19,746	20,000	25,693	20,000	0 0.00%
60-4720-1300	Salaries & Wages – Holiday		0		0	0	0 0.00%
Employee Benefits:							
60-4720-2100	FICA/Medicare - Employer Contrib	9,942	11,563	11,691	11,395	11,910	219 1.87%
60-4720-2210	Virginia Retirement System	17,109	20,332	22,350	24,474	22,797	447 2.00%
60-4720-2220	ICMA – Employer Contribution	840	840	1,050	840	1,260	210 20.00%
60-4720-2300	Hospital/Medical Plans	39,090	36,694	34,740	34,740	40,318	5,578 16.06%
60-4720-2400	Group Life Insurance	1,489	1,816	1,727	1,920	1,762	35 2.03%
60-4720-2500	Unemployment Insurance	104	52	200	65	32	(168) -84.00%
60-4720-2600	Workers' Compensation	0	0	0	0	0	0 0.00%
60-4720-2800	Employee Appreciation	600	600	600	600	600	0 0.00%
60-4720-2900	Accrued Annual and Sick Leave	1,477	2,591	0	0	0	0 0.00%
60-4720-2910	Annual OPEB Cost	1,818	1,950	0	0	0	0 0.00%
Contractual Services:							
60-4720-3120	Consulting Services	0	0	0	0	0	0 0.00%
60-4720-3210	Repairs and Maintenance	7,965	6,312	7,000	7,174	8,000	1,000 14.29%
60-4720-3220	Service Contracts	2,744	2,498	4,000	2,580	4,000	0 0.00%
60-4720-3400	Advertising	0	0	300	0	300	0 0.00%
60-4720-3500	Laundry and Dry Cleaning	3,158	1,962	2,700	2,116	2,700	0 0.00%
Other Charges:							
60-4720-4210	Postal Services	9,381	9,168	10,000	8,988	10,000	0 0.00%
60-4720-4220	Telecommunications	2,136	1,650	2,500	1,682	2,500	0 0.00%
60-4720-4310	Vehicle Liability Insurance	0	0	0	0	0	0 0.00%
60-4720-4320	General Liability Insurance	0	0	0	0	0	0 0.00%
60-4720-4510	Mileage				0	0	0 0.00%
60-4720-4520	Convention, Training, & Education	2,143	3,399	3,000	3,816	3,500	500 16.67%
Materials and Supplies:							
60-4720-5100	Materials & Supplies	57,275	65,040	58,036	58,476	60,000	1,964 3.38%
60-4720-5200	Office Supplies & Equipment	2,716	1,108	1,000	1,160	1,000	0 0.00%
60-4720-5300	Food Supplies and Food Service	709	1,018	600	930	600	0 0.00%
60-4720-5600	Vehicle and Powered Equipment	2,527	1,769	5,500	1,750	5,500	0 0.00%
60-4720-5700	Uniforms and Wearing Apparel	384	83	250	196	0	(250) -100.00%
TOTAL WATER TRANSMISSION & DISTRIBUTION		305,283	339,597	319,025	325,671	331,196	12,171 3.82%

Water Transmission and Distribution Goals and Objectives for Fiscal Year 2019

Goal	Link to Strategic Plan	Quantification	Time Frame
Create a hydrant flushing plan with locations and frequency.	<i>A Commitment to Responsible Fiscal Management Strategies</i>	Hydrant Flushing Plan and Incentives	End of Fiscal Year
Create incentives for water quality sample locations.			

Wastewater Treatment Plant

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
Salaries & Benefits:							
60-4730-1100 Salaries & Wages – Regular	325,161	332,572	336,398	348,730	346,402	10,004	2.97%
60-4730-1150 Salaries & Wages - Parttime		0		0	0	0	0.00%
60-4730-1200 Salaries & Wages – Overtime	23,631	15,233	20,000	14,835	20,000	0	0.00%
60-4730-1300 Salaries & Wages – Holiday	8,766	7,149	10,000	16,943	10,000	0	0.00%
Employee Benefits:							
60-4730-2100 FICA/Medicare - Employer Contribution	26,161	25,673	28,254	28,478	29,020	766	2.71%
60-4730-2210 Virginia Retirement System	41,691	44,263	57,028	55,964	58,654	1,626	2.85%
60-4730-2215 Hybrid Disability Program		0	177	158	193	16	9.04%
60-4730-2220 ICMA – Employer Contribution	2,234	2,520	2,940	2,538	2,940	0	0.00%
60-4730-2300 Hospital/Medical Plans	78,274	73,004	69,738	71,334	80,880	11,142	15.98%
60-4730-2400 Group Life Insurance	3,609	3,540	4,407	4,324	4,538	131	2.97%
60-4730-2500 Unemployment Insurance	239	150	500	96	73	(427)	-85.40%
60-4730-2600 Workers’ Compensation	9,615	8,512	10,000	10,243	10,000	0	0.00%
60-4730-2800 Employee Appreciation	1,250	1,450	1,250	1,450	1,250	0	0.00%
60-4730-2900 Accrued Annual and Sick Leave	7,470	20,728	0	0	0	0	0.00%
60-4730-2910 Annual OPEB Cost	3,627	3,890	0	3,900	0	0	0.00%
Contractual Services:							
60-4730-3110 Accounting and Auditing Services		0		0	0	0	0.00%
60-4730-3130 Engineering and Architectural Services	12,008	0	3,000	0	3,000	0	0.00%
60-4730-3210 Repairs and Maintenance	44,502	50,514	50,000	49,568	50,000	0	0.00%
60-4730-3220 Service Contracts	59,636	44,872	73,000	70,799	73,000	0	0.00%
60-4730-3300 Printing	0	0	100	0	100	0	0.00%
60-4730-3400 Advertising	611	0	500	0	500	0	0.00%
60-4730-3500 Laundry and Dry Cleaning	11,528	6,718	9,500	7,719	9,500	0	0.00%
60-4730-3700 Sludge Removal	72,706	108,233	80,000	93,585	95,000	15,000	18.75%
Other Charges:							
60-4730-4110 Electrical Services	173,039	199,128	180,000	209,766	200,000	20,000	11.11%
60-4730-4120 Heating Services	2,200	26	0	0	0	0	0.00%
60-4730-4210 Postal Services	95	774	1,000	770	1,000	0	0.00%
60-4730-4220 Telecommunications	6,846	6,501	6,100	6,807	6,500	400	6.56%
60-4730-4310 Vehicle Liability Insurance	0	0	0	0	0	0	0.00%
60-4730-4320 General Liability Insurance	0	0	0	0	0	0	0.00%
60-4730-4510 Mileage	0	0	0	0	0	0	0.00%
60-4730-4520 Convention, Training, & Education	3,287	2,217	5,000	3,672	5,000	0	0.00%
60-4730-4610 Association and Membership Dues	8,971	9,931	10,000	10,166	12,000	2,000	20.00%
60-4730-4620 Books/Subscriptions/Educational Material	78	0	100	0	0	(100)	-100.00%
Materials and Supplies:							
60-4730-5100 Materials & Supplies	29,062	30,549	35,000	39,777	40,000	5,000	14.29%
60-4730-5200 Office Supplies & Equipment	5,673	1,363	5,000	2,583	5,000	0	0.00%
60-4730-5300 Food Supplies and Food Service	335	96	500	384	500	0	0.00%
60-4730-5400 Chemical and Laboratory Supplies	75,699	66,523	85,000	83,312	85,000	0	0.00%
60-4730-5600 Vehicle and Powered Equipment Fuels	6,023	4,476	7,500	4,250	7,500	0	0.00%
60-4730-5700 Uniforms and Wearing Apparel	616	945	1,000	1,000	1,000	0	0.00%
60-4730-5800 Janitorial Supplies	62	0	750	250	750	0	0.00%
TOTAL WASTEWATER TREATMENT PLANT	1,044,705	1,071,550	1,093,742	1,143,401	1,159,300	65,558	5.99%

Wastewater Treatment Goals and Objectives for Fiscal Year 2019

Goal	Link to Strategic Plan	Quantification	Time Frame
<p>Research the LEAPmBR* Wastewater Membrane Bioreactor system by creating a report based on the GE Power Water & Process Technologies information, as well as the applied use of the technology in wastewater facilities (by interviewing the end users).</p> <p>Creating a cost-benefit analysis of utilizing the technology</p>	<p><i>A Commitment to Responsible Fiscal Management Strategies</i></p> <p><i>Preserving Our Town for Future Generations and Creating a Sustainable Environment</i></p>	<p>Cost Benefit Analysis of New Technology</p> <p>Inclusion in future CIP</p>	<p>End of Fiscal Year</p>

Sanitary Sewer Maintenance

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
SANITARY SEWER MAINTENANCE:							
Salaries & Benefits:							
60-4740-1100 Salaries & Wages – Regular	111,729	119,649	131,781	132,034	134,417	2,636	2.00%
60-4740-1150 Salaries & Wages - Parttime		0		0	0	0	0.00%
60-4740-1200 Salaries & Wages – Overtime	7,703	7,511	10,000	7,943	10,000	0	0.00%
60-4740-1300 Salaries & Wages – Holiday		0		0	0	0	0.00%
Employee Benefits:							
60-4740-2100 FICA/Medicare - Employer	8,318	9,068	10,926	15,715	11,145	219	2.00%
60-4740-2210 Virginia Retirement System	17,109	20,333	22,350	23,120	22,797	447	2.00%
60-4740-2220 ICMA – Employer Contribution	840	840	1,050	840	1,260	210	20.00%
60-4740-2300 Hospital/Medical Plans	39,091	36,971	34,740	34,740	40,318	5,578	16.06%
60-4740-2400 Group Life Insurance	1,489	1,826	1,727	1,797	1,762	35	2.03%
60-4740-2500 Unemployment Insurance	104	53	200	68	32	(168)	-84.00%
60-4740-2600 Workers’ Compensation	0	0	0	0	0	0	0.00%
60-4740-2800 Employee Appreciation	600	600	600	600	600	0	0.00%
60-4740-2900 Accrued Annual and Sick Leave	1,477	2,591	0	0	0	0	0.00%
60-4740-2910 Annual OPEB Cost	1,819	1,951	0	1,951	0	0	0.00%
Contractual Services:							
60-4740-3210 Repairs and Maintenance	5,892	11,181	7,000	11,798	7,000	0	0.00%
60-4740-3500 Laundry and Dry Cleaning	3,158	1,962	2,800	2,021	2,800	0	0.00%
Other Charges:							
60-4740-4110 Electrical Services	0	0	0	0	0	0	0.00%
60-4740-4210 Postal Services	4,690	4,039	0	3,969	2,000	2,000	0.00%
60-4740-4220 Telecommunications	632	790	3,736	1,137	3,700	(36)	-0.96%
60-4740-4310 Vehicle Liability Insurance	0	0	0	0	0	0	0.00%
60-4740-4320 General Liability Insurance	0	0	0	0	0	0	0.00%
60-4740-4510 Mileage		0		0	0	0	0.00%
60-4740-4520 Convention, Training, &	1,936	2,229	3,000	3,434	3,500	500	16.67%
Materials and Supplies:							
60-4740-5100 Materials & Supplies	25,901	25,124	30,000	26,216	30,000	0	0.00%
60-4740-5200 Office Supplies & Equipment	2,642	792	1,000	941	1,000	0	0.00%
60-4740-5300 Food Supplies and Food Service	52	110	100	306	100	0	0.00%
60-4740-5600 Vehicle and Powered Equipment	2,527	1,769	4,500	1,854	4,500	0	0.00%
60-4740-5700 Uniforms and Wearing Apparel	384	83	400	117	400	0	0.00%
TOTAL SANITARY SEWER MAINTENANCE	238,093	249,472	265,910	270,601	277,331	11,421	4.30%

Sanitary Sewer Maintenance Goals and Objectives for Fiscal Year 2019

Goal	Link to Strategic Plan	Quantification	Time Frame
Evaluate the existing sewer back-up data from FOG (locations, frequency, etc.). Assess the existing program components, ordinance, and overall effectiveness in the reduction of sewer back-ups.	<i>Preserving Our Town for Future Generations and Creating a Sustainable Environment</i>	Creation of updated FOG Program	End of Fiscal Year

<p>Create new program documents and residential awareness brochures (utilizing new branding suite).</p> <p>Disseminate the new program documents to all of the restaurants; place educational materials on the website.</p>			
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Public Utilities Fund Non-Departmental Expenditures

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Projected	FY 2019 Adopted	\$ Budget to Budget	% Budget to Budget
<u>CAPITAL OUTLAY:</u>							
60-4910-6100 Machinery and Equipment	0	0	30,621	31,201	85,890	55,269	180.49%
60-4910-6400 Motor Vehicles and Equipment	0	37,343			91,000	91,000	0.00%
60-4910-6911 Trunk Sewer Expansion	0						
60-4910-6912 WWTP Expansion	0	28,431				0	0.00%
60-4910-6912 WTP Plant expansion		141,461		3,349,128	408,296	408,296	0.00%
60-4910-6914 Water Utility Extension Projects	0		67,784		250,000	182,216	268.82%
60-4910-6931 W Reservoir Development	0				20,000	20,000	0.00%
60-4910-6932 Water Well Development	0		50,000	50,000		(50,000)	-100.00%
TOTAL CAPITAL OUTLAY:	0	207,235	148,405	3,430,329	855,186	706,781	476.25%
<u>DEBT SERVICE:</u>							
60-4920-7110 Principal Payments	1,141,894	897,131	1,224,000	1,125,500	1,165,000	(59,000)	-4.82%
60-4920-7120 Interest Payments	226,004	208,901	363,000	200,275	265,000	(98,000)	-27.00%
TOTAL DEBT SERVICE:	1,367,898	1,106,032	1,587,000	1,325,775	1,430,000	(157,000)	-9.89%
<u>TRANSFERS & RESERVES:</u>							
60-4930-8500 Reserve for Contingency	0	0	16,804		51,640	34,836	207.31%
60-4930-8510 Reserve for Debt Service	0	0	0		0	0	0.00%
60-4930-8520 Reserve for Capital Outlay	269,759	0	125,000		170,843	45,843	36.67%
TOTAL TRANSFERS & RESERVES:	269,759	0	141,804	0	222,483	80,679	56.89%
<u>INSURANCE PREMIUMS and SERVICE CHARGES:</u>							
60-4940-4310 Vehicle Liability Insurance	2,029	1,276	2,000	1,952	2,000	0	0.00%
60-4940-4320 General Liability Insurance	40,918	39,868	45,000	40,686	42,000	(3,000)	-6.67%
60-4940-4800 Bank Service Charges	307	509	1,500	1,068	750	(750)	-50.00%
60-4940-7140 Bad Debt Expense	8,155	0	15,000	4,700	0	(15,000)	-100.00%
60-4940-7150 Bond Issue Costs		9,500			0	0	0.00%
TOTAL SERVICE CHARGES:	51,409	51,153	63,500	48,406	44,750	(18,750)	-29.53%
TOTAL NON-DEPARTMENTAL	1,689,066	1,364,420	1,940,709	4,804,510	2,552,419	611,710	31.52%
TOTAL PUBLIC UTILITIES FUND	3,990,271	3,746,028	4,346,834	7,304,233	5,089,394	742,560	17.08%

Personnel Position Counts

<u>Function</u>	<u>FY 2017 Authorized</u>	<u>FY 2018 Authorized</u>	<u>FY 2019 Adopted</u>
Legislative			
Town Council	0.0	0.0	0.0
Town Clerk	0.0	0.0	0.0
	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Executive Administration			
Town Manager	1.0	1.0	1.0
Deputy Town Manager	1.0	1.0	1.0
	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>
General Administration			
Town Attorney	0.5	0.0	0.0
Risk Manager	0.0	0.0	0.0
	<u>0.5</u>	<u>0.5</u>	<u>0.0</u>
Financial Administration			
Finance Department	4.0	4.0	4.0
	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>
Public Safety			
Administration	3.0	3.0	3.0
Patrol	12.0	12.0	14.0
Investigations	2.0	2.0	2.0
Administrative	1.0	1.0	1.0
	<u>18.0</u>	<u>18.0</u>	<u>20.0</u>
Public Works			
Administration	1.0	1.0	2.0
Streets	9.0	9.0	9.0
Administrative	1.0	1.0	1.0
	<u>11.0</u>	<u>11.0</u>	<u>12.0</u>
Community Development			
Planning and Zoning	1.0	1.0	1.0
Enhancement	.5	.5	1.0
	<u>1.0</u>	<u>1.5</u>	<u>2.0</u>

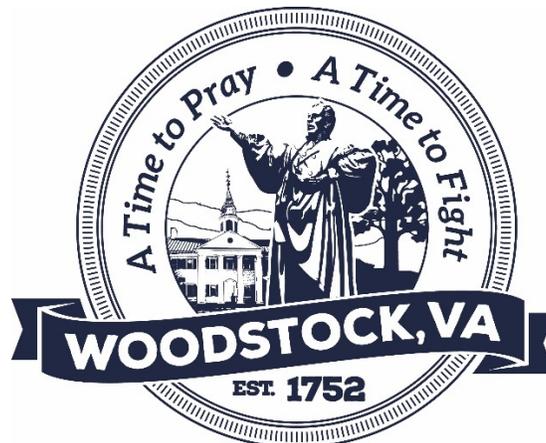
<u>Function</u>	<u>FY 2016 Authorized</u>	<u>FY 2018 Authorized</u>	<u>FY 2019 Adopted</u>
Parks and Recreation			
Parks	1.0	1.0	1.0
	1.0	1.0	1.0
Public Utilities			
Water Treatment	5.0	5.0	5.0
Water Transmission	3.0	3.0	3.0
Wastewater Treatment	7.0	7.0	7.0
Sanitary Sewer	3.0	3.0	3.0
	18.0	18.0	18.0
Totals	56.0	55.5	59.0

DISCUSSION OF CHANGES

As described in detail within the transmittal letter, the budget provides for two additional full-time police officers within the Police Department and one full-time fleet services specialist within the Public Works Departments. In addition, funding is provided to convert the Director of Marketing and Events from a part-time position into a full-time position.

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Capital Improvement 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 these opportunities.

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

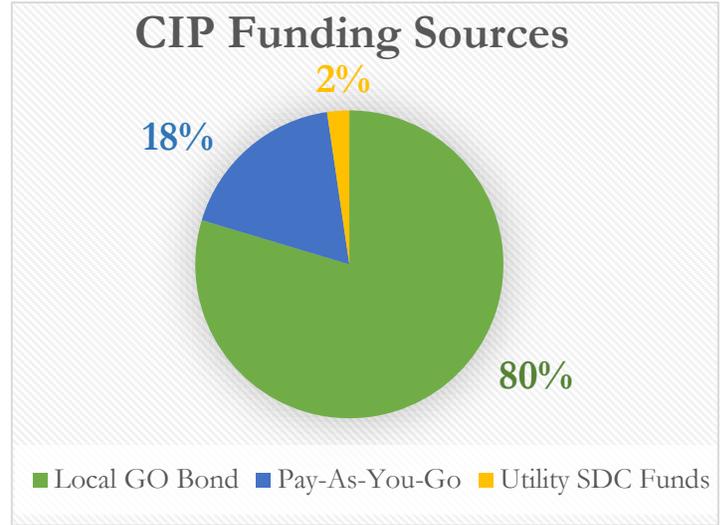
The driving philosophy behind the development of our Capital Improvement Plan has been to aggressively and proactively make investments in our community, but at the same time ensure that the impact to taxpayers is as minimal as possible. The Town is in the fortunate position that over the next several 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.

Funding Sources Summary

Funding Sources – How we fund investments

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



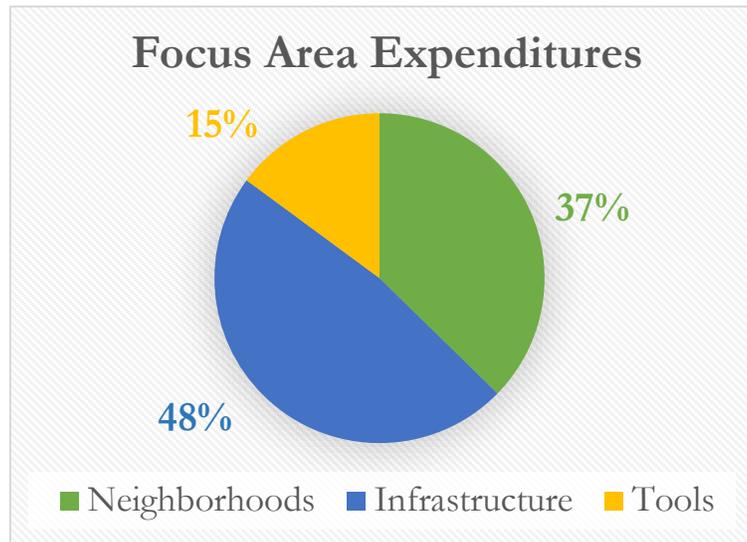
- Local General Obligation (GO) Bonds** – Used primarily to fund major construction projects or large capital equipment purchases. The debt that is issued as a result of this plan consists of notes that vary in length of obligation. Generally, note lengths are determined based on the anticipated life 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

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.



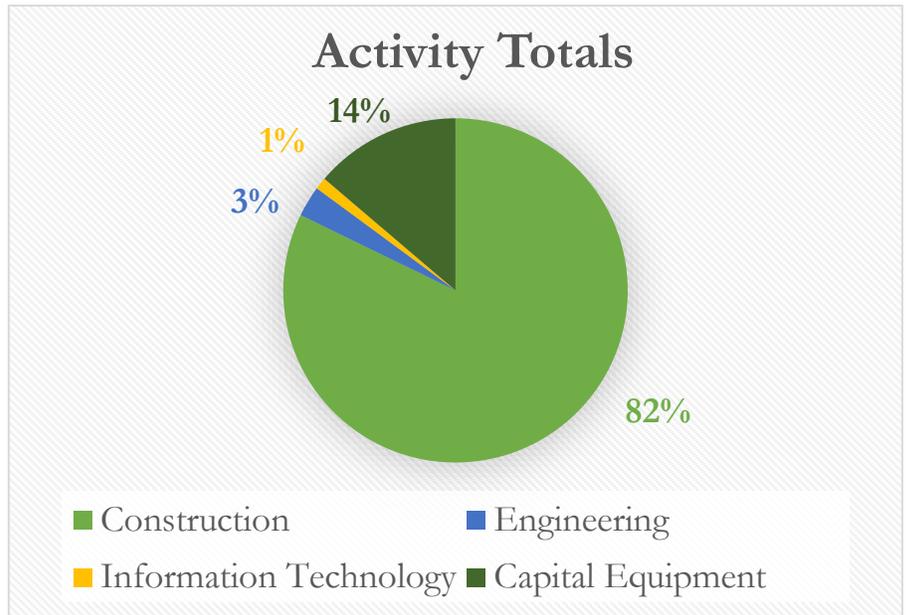
- Neighborhood Connections and Amenities** – These projects include the development of public spaces, downtown business support infrastructure, connections between neighborhoods, and developing municipal facilities that improve neighborhoods. This includes \$3.5 million in projects.
- Excellent Infrastructure** – Includes the rehabilitation and improvements of water and sewer treatment and pipe network systems. In sum, this focus area includes \$4.4 million in 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

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 the 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

Impact of Proposed General Obligation Bonds to Long-Term Debt Planning

Beginning in Fiscal Year 2019, 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 2019, 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 possible 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 proceeds gained 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 is a chart outlining 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 2018, 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 2019. So, while we will have access funds well in advance of having to begin repayment of the loan funds, 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 funds that would help 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:

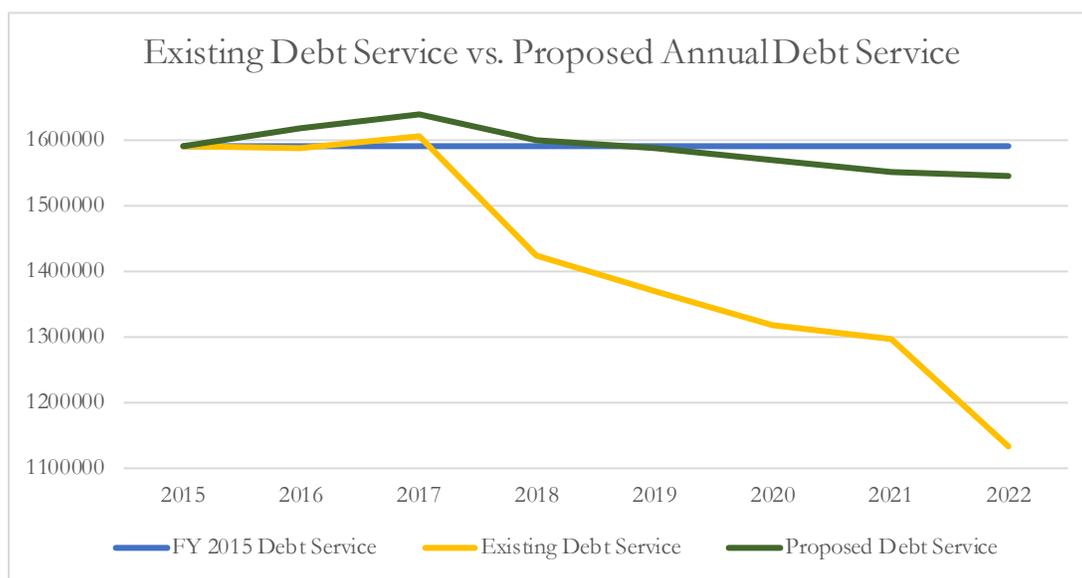
Project	Budget (M)	Annual Debt Service	Term (Y)	Est. Rate	FY	Funding Source
Downtown Parking - Phase I	0.5	\$ 32,209.30	30	5.00%	2016	Private bank
Water Treatment Plant Rehabilitation	3.126	\$ 143,424.86	20	2.25%	2017	VDH Revolving Loan
Public Works Equipment Bond	0.34	\$ 42,000.00	10	5.00%	2019	Private 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 added into 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 2018 were already planned and if necessary, we can use fund balance to pay the additional debt service for Fiscal Years 2016 and 2018. In Fiscal Year 2019 and beyond we will still have some reduction in debt service payments, though with not nearly the amount of reduction as we had planned. This should allow for other projects that may arise or can help to deal with inflation of capital costs that are not anticipated within this financial plan.

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



In the very long-term perspective, there are some debt reductions in additional years in the future that have the capability of being smoothed, such as in Fiscal Year 2029, Fiscal Year 2035, Fiscal Year 2036, and Fiscal Year 2039. Even though it is 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.

Fiscal Year 2019-2022 Capital Improvement Plan Projects

The Town's approved Capital Improvement Plan included Fiscal Years 2016 to 2022 and is undergoing a significant update. We have included the capital projects as funded in the budget for FY 2019 as well as those remaining to be completed. The projects included in the FY 2019 budget are highlighted in green.

Upgrade Benchhoff Drive Water Line			
Project ID	1	Department	Water and Sewer
Project Type	Construction	Begin/Complete Date	2020/2020
CIP Focus	Excellent Infrastructure		Benchhoff Drive
Major Fund	Public Utilities Fund	Total Budget	\$40,000
Description	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.		

Water Treatment Plant Upgrade			
Project ID	2	Department	WTP
Project Type	Construction	Begin/Complete Date	2018/2019
CIP Focus	Excellent Infrastructure	Location	Water Treatment Plant
Major Fund	Public Utilities Fund	Total Budget	\$400,000
Description	This project will entail replacing the original filters in the Water Treatment Plant, addition ultraviolet disinfection, and replacing the sludge handling operations by transferring sludge to the sanitary sewer collection system to be treated at the WWTP. This project is expected to carry over into FY 2019.		

Repair of West End Reservoir			
Project ID	3	Department	WTP
Project Type	Construction	Begin/Complete Date	2022/2022
CIP Focus	Excellent Infrastructure	Location	West Stony Creek Dam
Major Fund	Public Utilities Fund	Total Budget	\$1,000,000
Description	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.		

Raw Water Pump Addition			
Project ID	5	Department	WTP
Project Type	Construction	Begin/Complete Date	2021/2021
CIP Focus	Excellent Infrastructure	Location	Raw Water Pump Station
Major Fund	Public Utilities Fund	Total Budget	\$56,000
Description	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.		

Soccer/Lacrosse Field Construction			
Project ID	6	Department	
Project Type	Construction	Begin/Complete Date	2020/2020
CIP Focus	Neighborhood Connections and Amenities	Location	Fairview Park
Major Fund	General Fund	Total Budget	\$270,000
Description	This project will result in the construction of two soccer/lacrosse fields and associated restroom facilities.		

West Reservoir WTP Feasibility Study			
Project ID	7	Department	WTP
Project Type	Engineering	Begin/Complete Date	2019/2019
CIP Focus	Excellent Infrastructure	Location	West Stony Creek Dam
Major Fund	Public Utilities Fund	Total Budget	\$20,000
Description	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.		

WWTP-WTP Raw Water Loop PER			
Project ID	8	Department	WTP
Project Type	Engineering	Begin/Complete Date	2022/2022
CIP Focus	Excellent Infrastructure	Location	WWTP and WTP
Major Fund	Public Utilities Fund	Total Budget	\$35,000
Description	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.		

WWTP Electric Efficiency Study			
Project ID	9	Department	WWTP
Project Type	Engineering	Begin/Complete Date	2022/2022
CIP Focus	Excellent Infrastructure	Location	Wastewater Treatment Plant
Major Fund	Public Utilities Fund	Total Budget	\$50,000
Description	This project will provide funds to contract with a qualified firm to conduct a study of how to reduce electric usage at WWTP.		

Design Equalization Basin and WWTP			
Project ID	10	Department	WWTP
Project Type	Engineering	Begin/Complete Date	2022/2022
CIP Focus	Excellent Infrastructure	Location	Wastewater Treatment Plant
Major Fund	Public Utilities Fund	Total Budget	\$50,000
Description	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.		

Downtown Parking Development			
Project ID	11	Department	Community Development
Project Type	Construction	Begin/Complete Date	2019/2019
CIP Focus	Neighborhood Connections and Amenities	Location	Downtown – Behind 100 Block of S. Main St.
Major Fund	General Fund	Total Budget	\$1,394,816
Description	This projects includes the construction of a 90-space downtown parking lot behind the eastern side of the 100 Block of South Main Street.		

Main Street Sidewalk Engineering			
Project ID	13	Department	Streets and Sidewalks/Parks
Project Type	Construction	Begin/Complete Date	2019/2019
CIP Focus	Neighborhood Connections and Amenities	Location	North and South Main Street
Major Fund	General Fund	Total Budget	\$10,500
Description	Engineering for the repair of the S. Main St. sidewalk (Academy Hill); walls present a structural issue with mix of old brick sidewalk, broken concrete, and failing curb structure needs addressing for pedestrian safety.		

Water Street Sidewalk Installation			
Project ID	16	Department	Streets and Sidewalks/ Parks
Project Type	Construction	Begin/Complete Date	2020/2020
CIP Focus	Neighborhood Connections and Amenities	Location	Water Street
Major Fund	General Fund	Total Budget	\$27,000
Description	This project will install sidewalk along Water Street between Moose Road and Reservoir.		

Ephemeral Stream Restoration			
Project ID	18	Department	Streets and Sidewalks/ Parks
Project Type	Construction	Begin/Complete Date	2019/2019
CIP Focus	Neighborhood Connections and Amenities	Location	Park Ave/Ox Road
Major Fund	General Fund	Total Budget	\$25,000
Description	Construct stream restoration project to improve flood mitigation efforts for Downtown. Improve public space in existing park with in house design and construction.		

Annual Pocket Park Development			
Project ID	19	Department	Streets and Sidewalks/ Parks
Project Type	Construction	Begin/Complete Date	2020/2022
CIP Focus	Neighborhood Connections and Amenities	Location	Various Locations
Major Fund	General Fund	Total Budget	\$150,000
Description	This project will provide funding to acquire and develop pocket parks and green spaces through town in locations to be identified annually with input from the Parks Commission.		

Municipal Office Construction			
Project ID	20	Department	Town Manager
Project Type	Construction	Begin/Complete Date	2021/2022
CIP Focus	Neighborhood Connections and Amenities	Location	Old Woodstock High School
Major Fund	General Fund	Total Budget	\$2,500,000
Description	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.		

Bike-Pedestrian Trail Plan			
Project ID	21	Department	Community Development
Project Type	Engineering	Begin/Complete Date	2019/2019
CIP Focus	Neighborhood Connections and Amenities	Location	Town-wide
Major Fund	General Fund	Total Budget	\$90,000
Description	The project will provide funds to contract with designer to develop a bike and pedestrian trail system to Create a more accessible community; recreation and transportation		

Ox Road Improvements Design			
Project ID	22	Department	Streets and Sidewalks/ Parks
Project Type	Engineering	Begin/Complete Date	2021/2021
CIP Focus	Neighborhood Connections and Amenities	Location	Ox Road – Reservoir to Park Ave
Major Fund	General Fund	Total Budget	\$50,000
Description	This project will provide conceptual and basic engineering for improvement to Ox Road from Route 42 to Park Avenue, to include road widening, bike/pedestrian facilities, and landscaping.		

FY 19 Public Works Wood Chipper			
Project ID	23(N)	Department	Streets and Sidewalks/ Parks
Project Type	Vehicles/Equipment	Begin/Complete Date	2019
CIP Focus	Tools to do the Job	Location	Public Works
Major Fund	General Fund	Total Budget	\$35,184
Description	Acquisition of new wood chipper, Unit will be utilized for maintenance of tree canopy, clean up weeks, and debris clean up after storms, etc.		

Advanced Server (Town Office)			
Project ID	24(N)	Department	Finance
Project Type	Equipment	Begin/Complete Date	2019
CIP Focus	Tools to do the Job	Location	Business Office
Major Fund	General Fund	Total Budget	\$7,898
Description	Per IT Replacement Plan –Shenandoah Technologies 2 x 8C/16T Xeon Processor (at 2.1 GHz)		

Swimming Pool Renovations			
Project ID	25(N)	Department	Parks
Project Type	Construction	Begin/Complete Date	2019
CIP Focus	Neighborhood Connections and Amenities	Location	Town Pool
Major Fund	General Fund	Total Budget	\$61,002
Description	Renovations to swimming pool, including the resurfacing of the pool for future use and ease of operations and maintenance. Includes the resurface, tiles, and coping stones.		

Windows WTP upgrade			
Project ID	26(N)	Department	WTP
Project Type	Construction	Begin/Complete Date	2019
CIP Focus	Neighborhood Connections and Amenities	Location	WTP
Major Fund	Public Utilities	Total Budget	\$8,296
Description	Replace existing windows original to facility construction at the conclusion of facility upgrade project. Future cost savings relative to heating and cooling. Windows can be installed by town personnel with oversight from the Construction Trades Specialist.		

Waterline Replacement (Rt. 42 Bridge)			
Project ID	27(N)	Department	Public Works
Project Type	Construction	Begin/Complete Date	2019
CIP Focus	Neighborhood Connections and Amenities	Location	Rte. 42/ I81
Major Fund	Public Utilities	Total Budget	\$250,000
Description	Replace 8" waterline under Route 42 (Over I-81) as we continue to have dangerous water main breaks at this location with limited means to continued repairs.		

Court Square Public Space Enhancement Project			
Project ID	28(N)	Department	Enhancement
Project Type	Construction	Begin/Complete Date	2019
CIP Focus	Neighborhood Connections and Amenities	Location	Court Square
Major Fund	General Fund	Total Budget	\$50,000
Description	This project will provide funding to enhance the public space located at the corner of South Main Street and West Court Street. This project will include in-house design and construction.		

FY 19 Police Car Replacement			
Project ID	29	Department	Police
Project Type	Vehicles/Equipment	Begin/Complete Date	2019/2019
CIP Focus	Tools to do the Job	Location	n/a
Major Fund	General Fund	Total Budget	\$86,400
Description	The Police Department replacement plan for FY 19 includes the replacement of a 2013 Ford Sedan and a 2014 Ford Explorer.		

FY 20 Police Car Replacement			
Project ID	30	Department	Police
Project Type	Vehicles/Equipment	Begin/Complete Date	2020/2020
CIP Focus	Tools to do the Job	Location	n/a
Major Fund	General Fund	Total Budget	\$70,000
Description	The Police Department replacement plan for FY 20 includes the replacement of a 2015 Chevrolet Sedan.		

FY 21 Police Car Replacement			
Project ID	31	Department	Police
Project Type	Vehicles/Equipment	Begin/Complete Date	2021/2021
CIP Focus	Tools to do the Job	Location	n/a
Major Fund	General Fund	Total Budget	\$35,000
Description	The Police Department replacement plan for FY 21 includes the replacement of a 2016 Ford Sedan.		

FY 22 Police Car Replacement			
Project ID	32	Department	Police
Project Type	Vehicles/Equipment	Begin/Complete Date	2022/2022
CIP Focus	Tools to do the Job	Location	n/a
Major Fund	General Fund	Total Budget	\$35,000
Description	As provided in the Police Department replacement plan		

FY 23 Police Car Replacement			
Project ID	33	Department	Police
Project Type	Vehicles/Equipment	Begin/Complete Date	2023/2023
CIP Focus	Tools to do the Job	Location	n/a
Major Fund	General Fund	Total Budget	\$70,000
Description	The Police Department replacement plan for FY 23 includes replacement of two 2019 sedans.		

Asphalt Roller for Streets			
Project ID	34	Department	Streets and Sidewalks
Project Type	Vehicles/Equipment	Begin/Complete Date	2019/2019
CIP Focus	Tools to do the Job	Location	Public Works
Major Fund	General Fund	Total Budget	\$20,500
Description	This unit features two 39-inch double vibratory drums and dual drum drive which will allow for increased compaction capability and maneuverability over the present roller, which has neither.		

New Boom Arm Mower			
Project ID	35	Department	Streets and Sidewalks/ Parks
Project Type	Vehicles/Equipment	Begin/Complete Date	2020/2020
CIP Focus	Tools to do the Job	Location	n/a
Major Fund	General Fund	Total Budget	\$125,000
Description	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.		

New Dump Truck			
Project ID	36	Department	Streets and Sidewalks/ Parks
Project Type	Vehicles/Equipment	Begin/Complete Date	2019/2019
CIP Focus	Tools to do the Job	Location	Public Works
Major Fund	General Fund	Total Budget	\$129,455
Description	This project will replace the 1999 model single axle dump truck (Unit 9). 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.		

Replacement of Back Hoe			
Project ID	37	Department	Water and Sewer
Project Type	Vehicles/Equipment	Begin/Complete Date	2019/2019
CIP Focus	Tools to do the Job	Location	Public Works
Major Fund	Public Utilities Fund	Total Budget	\$85,890
Description	This project will replace the existing 1999 Back Hoe unit, which has approximately 6,000 hours.		

FY 19 Public Works Fleet Replacement			
Project ID	39	Department	Streets and Sidewalks/Parks
Project Type	Vehicles/Equipment	Begin/Complete Date	2019/2019
CIP Focus	Tools to do the Job	Location	Public Works
Major Fund	General Fund	Total Budget	\$38,000
Description	Replacement of 20-year-old pickup truck to include tool boxes, lights, and radios.		

FY 19 Public Works Fleet Replacement			
Project ID	40	Department	Streets and Sidewalks/ Parks
Project Type	Vehicles/Equipment	Begin/Complete Date	2019/2019
CIP Focus	Tools to do the Job	Location	Public Works
Major Fund	General Fund	Total Budget	\$25,000
Description	SUV administrative vehicle to replace twenty (20) year old pick-up truck and to include lights and radio packages.		

FY 19 Public Works Fleet Replacement			
Project ID	41	Department	Water and Sewer
Project Type	Vehicles/Equipment	Begin/Complete Date	2019/2019
CIP Focus	Tools to do the Job	Location	Public Works
Major Fund	General Fund	Total Budget	\$28,000
Description	Chevrolet Silverado 2500 4X4 Pick-Up Truck with Snow Plow package, Lights, and Radios.		

FY 20 Public Works Fleet Replacement			
Project ID	42	Department	Streets and Sidewalks/ Parks
Project Type	Vehicles/Equipment	Begin/Complete Date	2020/2020
CIP Focus	Tools to do the Job	Location	Public Works
Major Fund	General Fund	Total Budget	\$35,000
Description	The Public Works Fleet replacement plan include the replacement of Unit 16 (bucket truck).		

FY 21 Public Works Fleet Replacement			
Project ID	43	Department	Water and Sewer
Project Type	Vehicles/Equipment	Begin/Complete Date	2021/2021
CIP Focus	Tools to do the Job	Location	Public Works
Major Fund	Public Utilities Fund	Total Budget	\$35,000
Description	The Public Works Fleet replacement plan includes the replacement of a 2007 model Ford Ranger, Unit 23.		

FY 22 Public Works Fleet Replacement			
Project ID	44	Department	Water and Sewer
Project Type	Vehicles/Equipment	Begin/Complete Date	2022/2022
CIP Focus	Tools to do the Job	Location	Public Works
Major Fund	Public Utilities Fund	Total Budget	
Description	The Public Works Fleet replacement Plan includes the replacement of Unit 3 (Deputy Superintendent).		

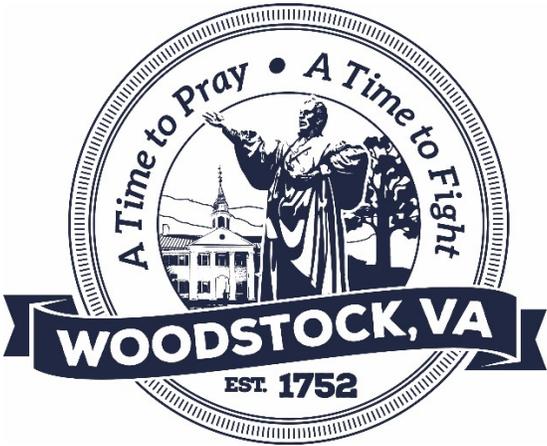
Police Department Facilities-Camera –Interview Room			
Project ID	45(N)	Department	Police
Project Type	Equipment	Begin/Complete Date	2019/2019
CIP Focus	Competitive and innovative employer	Location	Police Department
Major Fund	General Fund	Total Budget	\$10,188
Description	Interview Room Audio/Video Recording System, We currently have no proper interview room		

Police Department Facilities-Camera – In Car System			
Project ID	46(N)	Department	Police
Project Type	Equipment	Begin/Complete Date	2019/2019
CIP Focus	Competitive and innovative employer	Location	Police Department
Major Fund	General Fund	Total Budget	\$16,782
Description	Camera system to capture front view and prisoner area of the cruiser		

Police Department Facilities-Digital Evidence Collection			
Project ID	47(N)	Department	Police
Project Type	Equipment	Begin/Complete Date	2019/2019
CIP Focus	Competitive and innovative employer	Location	Police Department
Major Fund	General Fund	Total Budget	\$18,199
Description	Digital Evidence Collection Software		

Police Department Facilities- Simunition			
Project ID	48(N)	Department	Police Department
Project Type	Vehicles/Equipment	Begin/Complete Date	2019/2019
CIP Focus	Competitive and innovative employer	Location	Police Department
Major Fund	General Fund	Total Budget	\$7,208
Description	Simunition training equipment, Use of force training and justification application		

Glossary of Terms and Acronyms



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 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.

Capital Improvement Program - 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 the housing, neighborhood and economic conditions.

CIP - Capital Improvement Program.

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.

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 inter-fund 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 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 payment 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.

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.

FTE (Full-Time Equivalent) – refers to the full-time equivalent of an organization's part-time employees. Any employee working at least 30 hours per week is considered full-time. In addition, part-time employees are counted using a method of dividing the total number of hours worked by all part-time employees in a year, and dividing by 2080.

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.

Inter-fund Transfers – FY 2018 Inter-fund 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.

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.

MDT – Mobile Data Terminal (computer)

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.

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 following items relate to positions and the funding of the various types of positions. 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 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 – Inter-fund 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., 2675 cents per \$100 of real property assessed valuation.

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, tennis courts, 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.