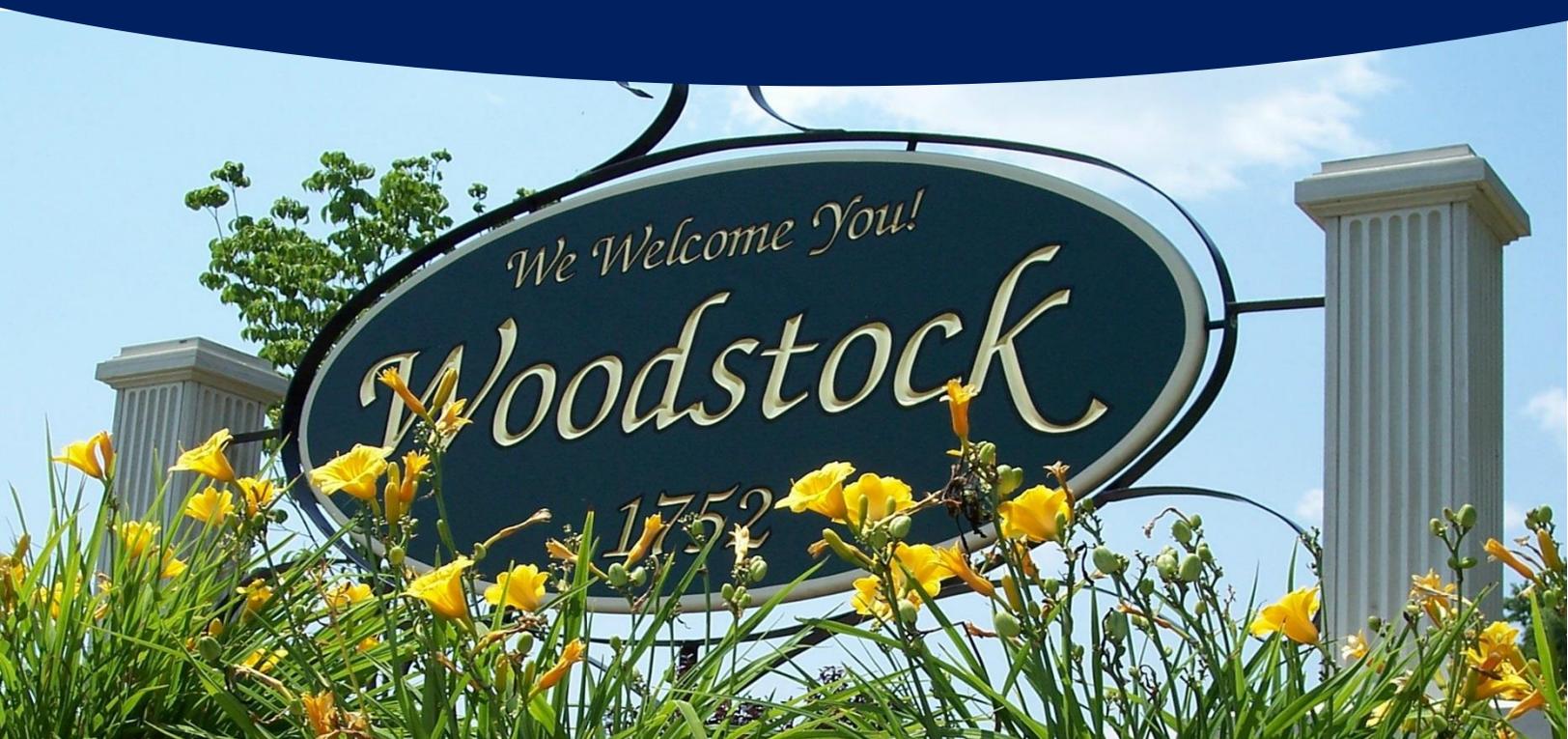


Town of Woodstock

Fiscal Year 2017 Operating Budget
&
Capital Improvement Plan



Town of Woodstock, Virginia



Fiscal Year 2017 Operating Budget and Capital Improvement Plan Adopted June 7, 2016

Town Council

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

Executive Staff

Reid A. Wodicka, PhD, Town Manager
Angela K. Clem, Assistant Town Manager
John B. O'Neill, Director of Finance

Table of Contents

GFOA Recognition.....	8
Town Manager’s Transmittal Letter.....	9
Organizational and Community Information.....	19
Town of Woodstock Organization Chart	20
History of the Town of Woodstock	21
Demographics of the Town of Woodstock	22
Location of Woodstock.....	26
Linkages to the Strategic Plan.....	27
2013 to 2018 Strategic Plan	28
Financial Structure	31
Fund Descriptions and Structure.....	32
General Fund Department/Fund Relationship Organizational Chart	33
Public Utilities Fund Department/Fund Relationship Organizational Chart	34
Town of Woodstock Financial Policies	35
Budget Development Process	41
Basis for Budgeting	42
Budget Process Overview.....	42
Roles and Responsibilities	43
Fiscal Year 2017 Budget Calendar	44
Budget Modification and Amendment.....	45
Consolidated Financial Schedules	47
Overview of Revenues	48
Overview of Expenditures	49
Debt Service Summary.....	50
Long Term Debt Service Schedule	50
Fiscal Year 2017 Debt Service Payments	51
Fund Balance	52
General Fund.....	53
Description of General Fund Revenues.....	54
Description of Individual Revenue Sources	54
<i>Discussion of Revenue Estimation Methods for Major Revenue Sources</i>	60
General Fund Revenue Summary.....	67

<i>Local Revenue</i>	68
<i>State Revenue</i>	69
<i>Federal Revenue</i>	70
<i>Other Financing</i>	70
General Fund Expenditures Summary.....	71
Legislative Department	72
<i>Town Council</i>	73
<i>Town Clerk</i>	74
Executive Administration.....	75
<i>Town Manager</i>	76
<i>Assistant Town Manager</i>	77
<i>Town Attorney</i>	78
Financial Administration	79
Department of Finance	80
Board of Elections	82
<i>Electoral Board and Officials</i>	83
Public Safety	84
<i>Police Department</i>	85
<i>Fire and Emergency Medical Services</i>	86
Public Works.....	87
<i>Public Works General Administration</i>	88
<i>Street Maintenance</i>	89
<i>Street Lighting</i>	91
<i>Street Cleaning</i>	92
<i>Snow and Ice Removal</i>	93
<i>Refuse Collection and Disposal</i>	94
<i>Maintenance of Buildings and Grounds</i>	95
<i>Maintenance of Vehicles, Machinery, and Equipment</i>	96
Planning and Community Development.....	97
<i>Planning and Zoning</i>	98
<i>Planning Commission</i>	100
<i>Board of Zoning Appeals</i>	101
<i>Woodstock Enhancement Committee Program</i>	102
<i>Economic Development Authority</i>	103
<i>Woodstock Tree Board</i>	104

Parks and Recreation.....	105
<i>Field Maintenance</i>	106
<i>Parks Maintenance</i>	107
<i>Parks Commission</i>	108
<i>Swimming Pool</i>	109
<i>General Fund Non-Departmental</i>	111
Public Utilities Fund.....	113
Summary.....	116
Water Treatment Plant	117
Water Distribution	119
Wastewater Treatment Plant	120
Sanitary Sewer Maintenance	122
Public Utilities Fund Non-Departmental Expenditures	123
Personnel Position Counts	124
Capital Improvement Plan – Fiscal Year 2016 to 2022	127
Glossary of Terms and Acronyms	145

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, 2015. This is the second 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.



Town Manager's Transmittal Letter

July 1, 2016

Dear Mayor McCleary and Members of the Town Council,

I am pleased to present the adopted budget for Fiscal Year 2017. 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. As we discussed at length during our budget meetings in the spring of 2016, the present budget reflects a planned financially lean year with respect to spending on new initiatives. As a result of a final “balloon” debt service payment, we enjoy less discretionary revenue from growth in various taxes in this budget. However, there are a number of incremental organizational and service delivery changes that are addressed in this budget, and I believe that will result in a more efficient and effective level of service for our community, in addition to creating a better working environment for our employees.

Though we do not have a large amount of spending in new operating costs, we anticipate the completion of a number of large and very public projects that will help to improve the quality of life of our residents. Though we have substantial expenditures with respect to capital projects in the coming year, the thorough planning of these projects – both with regard to the actual project and for the finances associated with the project – are a result of our comprehensive capital improvement planning process that we implemented in Fiscal Year 2016 and have continued to refine with the present budget.

Most importantly, this budget reflects a balanced and properly planned financial plan for the Town for the coming year. Both funds are structurally balanced and do not rely on one-time funds for ongoing operations, nor does this budget use accounting actions that address deficits on paper while continuing a structural deficit in the financial operations of the Town. Additionally, the enterprise fund is self-supporting, both in its operations and its capital improvements. The structural balance of this budget reflects our organization's commitment to resiliency in its service delivery and a planned future that preserves our capabilities as an organization and improves the quality of life for the members of the community that we serve.

I continue to be appreciative of the efforts of this Town Council to remain positive and professional in handling budget matters. While our organization faces considerable challenges in our effort to effectively provides services to our residents, the Town Council approaches the budget process from an objective perspective, and I appreciate each of you being willing to discuss issues in a thoughtful manner.

OVERVIEW – SIGNIFICANT BUDGET ITEMS AND SUMMARY OF TRENDS

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

- **General Fund:** A \$6.036 million General Fund, which represents an operating increase of approximately \$183,000 from Fiscal Year 2016, excluding capital improvement projects. This Fund includes all typical governmental programs, such as general administration, police,

finance, planning and community development, streets maintenance, and parks and recreation. This amount also accounts for the debt service applicable to the General Fund. We continue to see moderate growth in most line items of revenue after several years of harsh declines associated with the Great Recession. Revenue levels are approaching pre-recession levels. Including capital items, there is a \$683,000 increase in the General Fund to finance the construction of a downtown parking facility, as discussed below.

- **Public Utilities Fund:** A \$7.546 million Public Utilities Fund, which represents an operating increase of approximately \$126,000 from Fiscal Year 2016, which also does not include capital improvements projects. This Fund includes funding to operate the Water Treatment Plant, the Wastewater Treatment Plant, and the Water Distribution and Sewer Collection maintenance crew. This amount also provide for the debt service applied to the Public Utilities Fund. There is a small increase to water rates included in this budget, which is addressed later in this letter. Fiscal Year 2009 included a major upgrade to the wastewater treatment plant, providing a year in this chart that is significantly greater than in subsequent years. Operating budgets for the last several years have been relatively flat.
- **Capital Improvement Program:** A \$3.820 million capital improvement program is also accounted for in both the General Fund and the Public Utilities Fund. The primary project in the coming year is an upgrade to the Town’s Water Treatment Plant, approximately \$3.126 million. Approximately \$500,000 of this program represents an investment in downtown parking, which is funded through the issuance of new debt. The remaining balance is funded through a pay-as-you-go capital program based on the surplus cash collected during Fiscal Year 2015. This represents equipment and materials purchases that will be used in our operations for many years. This year’s capital improvement projects represent the Fiscal Year 2016 allocations provided in the Town’s Fiscal Year 2016-2022 Capital Improvement Plan.

PRINCIPAL ISSUES FACING THE TOWN

Instability of Real Property Taxes

The present budget reflects a market correction to the values of real property from the previous assessment. After Shenandoah County completed its reassessment of real property values in the community during 2014 and 2015, the valuation in town decreased by nearly \$31 million dollars, a reduction of 5.5%. Interestingly, \$26 million of that value reduction occurred as a result of reductions in the value of land, while improvements made up the balance. This is unusual because typically land holds its value more readily while the values of improvements tend to be more volatile. However, as a result of the recent recession, there were a series of subdivisions that were prepared and started, but were never completed. As such, there is an oversupply of parcels available in town, which likely drives the value of other land down.

At the present tax rate, this reduction in valuation would result in a nearly \$50,000 reduction in real property taxes. Because this year was a planned “lean” year as discussed in the next section, we are not able to absorb that reduction in valuation and the accompanying reduction in real property tax revenue. As such, this budget includes an increase in the real property tax from \$0.15 to \$0.16.

Year	Rate	Year	Rate
2000	\$0.19	2007	\$0.16
2001	\$0.19	2008	\$0.16
2002	\$0.19	2009	\$0.16
2003	\$0.18	2010-present	\$0.15
2004	\$0.18		
2005	\$0.19		
2006	\$0.19		

An adjustment of tax rate is consistent with the Town's practice for at least the last fifteen year. The rate of \$0.16 still reflects a significantly lower tax rate compared to the rate fifteen years ago (\$0.19). However, this adjustment will result in no net change to tax bills for the average valuation, though some properties may experience increases while others might actually see a decrease, depending on the actual new valuation of the property.

The Fiscal Year 2017 “Balloon” Payment

The Town's consolidated debt service schedules include a one-time increase in the debt service funding required for Fiscal Year 2017. Though we recognize that we are not using the term exactly right, we have internally referred to this anomaly as a “balloon” payment. This increase in payments is a result of the final payment for several long-term notes that mature in the Fiscal Year 2017. This increase in payment reflects approximately \$50,000 more in 2017 compared to Fiscal Year 2015. Fiscal Year 2016 had a slight increase as well.

This increase in required funding to service our debt limits our use of revenues realized as a result of the moderate growth experienced in the consumption-type local taxes. This deficit is addressed by delaying departmental request to subsequent years when our debt service begins to decrease. In the coming years, even with the addition of new debt associated with our Capital Improvement Plan, our debt service obligations will decline substantially.

However in the meantime, we have postponed several new initiatives proposed by departments with plans to implement them in future years. As such, the changes to the budget and the priorities discussed below are fewer and of a smaller magnitude than in previous years.

Implementation of our Planned Investments

During Fiscal Year 2015, the Town Council approved the Fiscal Year 2016 to 2022 Capital Improvement Plan. This plan, found later in this document, addresses three priority area – Investing in Neighborhood Amenities, Excellent Infrastructure, and the Tools to Do the Job. This was the Town's first effort to conduct a comprehensive capital planning process, but has served our budgeting and political process well.

The Fiscal Year 2017 budget continues the implementation of FY16 to 22 plan, with some changes as discussed below. While it may be unusual to consider the implementation of our CIP as a “principal issue” facing our community, we believe that the proper investment in community's resources and amenities should be a primary issue and a primary focus of every budget discussion. Throughout the United States, communities have failed to make the investments needed to protect the health and safety and promote the quality of life of the community. One of our primary goals in this budget and the budgets that have led to this one over the last several years, has been to identify our investment needs and to work proactively to ensure that the needed investments occur.

Capital improvements are a necessity that must be prioritized as a funding item. The implementation of our CIP is a principle issue because while there are certain projects that will excite the community because they serve as new amenities, most of the projects found within the CIP are not particularly exciting. For instance, the inclusion of a major upgrade to our Water Treatment Plant is the largest single project in the CIP and will represent a significant improvement in our ability to treat drinking water. However, most citizens will never notice this project.

Because those types of projects are sometimes not particularly politically popular, we have programmed our CIP to make these investments on an incremental basis as funds become available from the reductions associated with the maturing of prior loans. Properly planning the financial structure creates an opportunity for investments to occur within a reasonable amount of time and ensure that we do not end up like other localities that have failed to properly plan.

Of course, the CIP document, and the plan itself must be updated over time to address issues that develop. This year, we have made updates to the original plan as our organizational capabilities have changed and our ability to fund projects continues to evolve from year to year. However, the CIP for Fiscal Year 2017 is largely intact, with only minimal changes necessary.

BUDGET PRIORITIES

Budget priorities found within the document do not vary much from previous years. This is the result of the planned lean year. This year we are focused, as an organization, to maintain the level of financial security that we have enjoyed in recent years while we invest in capital improvements that will benefit our community and ensure our resilience as a small community for the long term. However, there are a few changes to the budget that reflect small organizational changes intended to improve our operations and capabilities.

Focusing on our Strengths

For a very long time, the Town has been an attractive employer and has been well-suited to hire great employees. Particularly over the last several years, the Town has hired a series of highly qualified and extremely talented employees. However, due to the nature of our work, some of those employees are required to perform work that does not take advantage of their strengths. This is particularly the case in our Public Works Department and specifically within our Street Maintenance crew.

In order to maintain the appearance that we expect and that our community expects, our Street Maintenance crew spends a considerable amount of time each spring and summer mowing grass along right of ways. While this is an important task that must be completed, we are concerned that it is not necessarily the best use of our time and human resources. For that reason, this budget includes funding to contract a portion of that mowing to a private landscaping contractor, particularly in areas of high visibility, high traffic, and thus high risk areas. The funds appropriated for this purpose are insufficient to complete all of the mowing, but will take a large amount away and allow them to work on projects that better utilize their capabilities.

This is the only significant change in the operations of the Town included within this budget. This is due to the need to maintain a level of financial stability during a lean year.

In addition to our Street Maintenance programs, our Police Department has enjoyed a strong reputation for decades. As such, we have been approached by members of the public who are interested in volunteering to serve our organization. This budget includes funding to develop and implement an auxiliary police officer program. Funding for this program includes the purchase of uniforms and equipment, as well as fees for workers compensation insurance, for up to 5 auxiliary officers.

With respect to the operating budget, these two changes represent the entirety of substantial budget policy priority changes. This document typically requires a much larger discussion of changes associated with our budget priorities, but our focus in the coming year is to maintain our service delivery levels, as well as focusing on our capital improvements projects as planned for the present year.

CAPITAL IMPROVEMENT PLAN

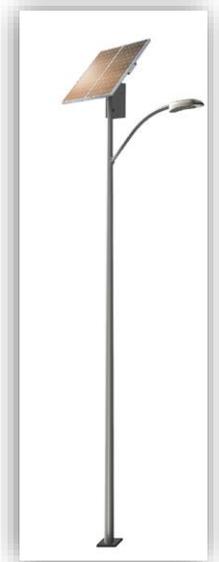
The following is a list of capital expenditures funded in the Fiscal Year 2016 adopted budget. The Town defines capital expenditures as those expenditures used to purchase assets with an initial, individual cost of more than \$5,000 (amount not rounded) and an estimated useful life in excess of one year. This can include the purchase of equipment, tools, or software, as well as construction-type projects. The total dollar amount of capital projects included in this budget this year is substantially higher than in most years. This a results from the two large construction projects we anticipate completing in the coming year.

Most importantly, the pay-as-you-go funding component of the Capital Improvements Plan is different for two reasons. First, in previous years, we have utilized the *projected* net operating revenues from the present fiscal year as the basis for the level of expenditures on capital projects in the next fiscal year. While this procedure has worked well because we have made conservative projections, we are concerned that this practice has the potential to over-estimate projections, leading to appropriating more funds than are actually available from the previous year. Early in this budget processes, we identified the goal of changing to use of the *audited* net operating revenues from the previous budget year as the basis for our capital budgets in the coming budget year. For instance, using our prior practice, we would have used Fiscal Year 2016's projected net operating revenues as a baseline for spending in Fiscal Year 2017. In our new system, we use the audited net operating revenues from Fiscal Year 2015 to base our Fiscal Year 2017 capital projects. This change has the effect of ensuring that we continue to build fund balance levels while still making important investments. At the same time, we eliminate any gamble associated with uncertainty from projecting net revenues.

Second, this is the first year that the Public Utilities Fund will not only support the operating costs of the fund, but also the pay-as-you-go capital projects. For the last several years, the General Fund has funded pay-as-you-go CIP items in the Public Utilities Fund. As a result of the Town's commitment to ensuring that the Fund supports itself, we have now stopped that practice, and the two funds are supporting themselves independently.

Street Lights on Motel Drive

Several years ago, a Hampton Inn was built on Motel Drive. At the time, the Town agreed to install street lights along Motel Drive. To this point, that has not been completed. This item includes the installation of two solar powered street lights along Motel Drive. In considering the use of traditional street lights versus the solar alternative, we determined that the fee Dominion Power would charge to install new street lights at this location was comparable to the cost of the new solar lights. However, the solar lights offer two benefits. First, there will be no future power bill associated with these lights. Second, this project continues to advance our "green" initiatives that have become such an important part of our organizational culture and are identified in our Strategic Plan. The budget for this project is \$14,930. Because there is no power bill associated with these lights, there are no operating costs associated with this project.



Financial Software

During Fiscal Year 2016, the Town purchased a new financial management system that integrates all of the data that is associated with the financial operations of the town. Prior to this, the Department of Finance used four separate software programs, none of which were interoperable. The terms of the purchase provided that the Town would be responsible for paying half of the cost in Fiscal Year 2016 and the second half

in Fiscal Year 2017. The second installment due in Fiscal Year 2017 is \$25,000. There are no anticipated future operating costs associated with this project.

Police Car Replacement

Several years ago, the Police Department developed a fleet replacement program that was designed to ensure that all of the police cars in service are replaced in a timely fashion. During Fiscal Year 2017, one police vehicle will be replaced. The vehicle to be replaced is a 2006 Ford Explorer that is used by the Sergeants as their response vehicle. Because of the nature of this vehicle's assignment, it is on the road each day. The new vehicle will be another four-wheel drive vehicle of comparable size.



The budget for this project is \$35,000, which includes the purchase of the vehicle and the installation of any necessary emergency equipment, such as warning lights, sirens, etc., though as much of that equipment as possible that can be used from the old vehicle will be used on the new vehicle.

Because this replacement is for an existing vehicle, we do not anticipate any additional operating costs associated with this project. However, over the next several years, we will likely save on unplanned maintenance that might have been associated with an older vehicle.

Woodstock Dog Park Construction

The present budget includes funds to construct a dog park at the existing Fairview Park location. The Woodstock Parks Commission approved a concept plan for this project in January 2016. We have identified a 1.7-acre area that is presently unused to become the location of the dog park. We believe that this project will encourage a stronger active use of the Fairview Park location, which is a 70-acre park located along West North Street. The location was originally purchased to create a very large park approximately ten year ago. However, due to the recent recession, the planned facility was never built and, as it stands presently, is unlikely to be funded in the near future.

However, we believe that we can make active and positive use of this facility with the introduction of a dog park facility, inviting the community to take advantage of this amenity and using for a purpose similar to the original intention of the project. An additional benefit of this project is that that dog park facility could easily be relocated in the future should the Town desire to build out the originally planned park. In the meantime, though, we hope that residents will enjoy bringing their pets to the dog park.

The budget for this project is \$30,000 and will increase operating costs at that facility by approximately \$1,000 per year due to the planned maintenance of the various amenities and fences at the site.

Main Street Sidewalk Improvements

Each year, the CIP includes funds to improve pedestrian walkways. This year, the Town will repair and reinstall sidewalk along the 500 block of South Main Street. Over the last several decades, the existing sidewalk in this area has fallen into disrepair. In several locations, both old brick and concrete sidewalk has become so disrupted that it is difficult, if not dangerous, to walk. This safety hazard will be addressed and we will begin a multi-year effort to improve the quality of existing sidewalks in town. In this initial project, the Town will replace 200 feet of sidewalk on west side of Main Street and another 203 feet on the east side of the street. Existing brick and concrete sidewalks will be replaced by brick pavers and we will eliminate the rock wall found in the picture.



This project will be completed by in-house forces. As such, we only budgeted for the materials, supplies, and equipment needed to complete the project. The project budget for this item is \$9,000. We do not anticipate any additional recurring operating costs associated with this project.

Construct Downtown Parking – Phase I

A frequently cited concern with the redevelopment of downtown is the perceived lack of parking. We recently commissioned a study that indicated that the downtown area is approximately 300 parking space deficient for the *present* use, much less the spaces to be required as the area develops. This lack of parking provides a strong barrier to redevelopment of several of the buildings that are otherwise ripe for investment. This budget includes funding for the construction of Phase I of a parking facility to be located on the east side of the 100 block of South Main Street and to include approximately 60 additional parking spaces. The project is to be constructed on private properties. Agreements for the use of properties have been completed, and the Town is presently in the design phase of the project.

This project will be funded through the issuance of a \$500,000 loan from the United States Department of Agriculture’s Rural Development program. The debt will be amortized over a period of 20 years and will be repaid with General Fund revenues. At this point, there is no intention to include parking fees as part of the project. There will be some additional operating costs associated with this facility to include electric charges for lighting (approximately \$500 per year), snow removal (minimal marginal cost over existing snow removal), and eventual repairs to the pavement as necessary.

Water Treatment Plant Upgrade

The Town of Woodstock’s Water Treatment Plant was originally constructed in the late 1970s. While there have been various maintenance-type activities completed on this facility in that time, there has never been a complete overhaul of this facility. This project is the single largest project in the multi-year capital improvement plan. The project includes improvements to nearly every system in the facility, including the following:

- installation of a sludge collection system to be installed in the sedimentation
- replacement of filter influent and effluent valves
- replacement of filter media and associated structures
- installation of an air scouring filter cleaning system, intended to better clean filters and decrease the use of finished water for backwashing filters
- installation of an ultraviolet disinfection system

- installation of upgraded control and data monitoring equipment
- elimination of the existing sludge lagoons and replacement with a 300,000 gallon holding tank
- construction of a force sewer main for sludge handing at the wastewater treatment plant

In sum, the total budget for this project is \$3,126,000 and is funded by a loan program managed by the Virginia Department of Heath’s Office of Drinking Water. In general, we believe that there will be little additional operating costs associated with the project. This is because we are increasing the efficiency of some items – and in some case eliminating costs – by making investments. For instance, though the ultraviolet disinfection will increase our electric consumption, we will also be able to significantly reduce our use of chlorine on daily basis.

South Water Street Water Main Upgrades

This project provides funds for the replacement of 700 feet of 4 inch water main along South Water Street. Over the last several years, the Town has been working to eliminate choke points in the water system in a priority manner to improve the flow dynamics of the system. Additionally, over the last several years, this section of pipe has broken a number of times, causing the pavement to be in bad shape from the number of cuts that have been necessary. This 4 inch water main will be replaced with an 8 inch main, which is more appropriate for domestic and fire flow demands in that and other areas. This project will be completed by in house forces, likely during the months of July and August 2016.

The budget for this project is \$20,000. That amount includes funding for pipe and other appurtenances necessary for this project. It does not include labor costs since we are completing the project in-house. Additionally, it does not include repaving costs because we will use Virginia Department of Transportation street maintenance funds for the repaving. We do not classify these costs as capital costs because this is essentially pass-through funding. However, VDOT has identified this area as a section that needs to be repaved, and we want to replace the water main before we repave the road. We do not anticipate any additional operating costs associated with this project.

West Reservoir Water Treatment Plant Study

This project provides funds for the completion of a Preliminary Engineering Report (PER) studying the potential for the re-use of a reservoir facility that the town owns. The reservoir is approximately 12 miles west of the Town along Little Stoney Creek, holding approximately 18 million gallons. This was a primary water source for the Town until the present Water Treatment Plant was constructed in the 1970s. Since then, this facility has remained dormant. A primary concern for the Town is that the reservoir facility is managed by a high-hazard dam is subject to Department of Conservation and Recreation safety rules. We are presently determining what improvements are needed to the dam.



Before we complete those improvements, the Town must determine the feasibility of returning this facility to use as a water source. If it is not practical to use this facility as a water source in the future, it may be necessary to remove the dam and eliminate our liability there. However, because the Town’s only present water source is the existing Water Treatment Plant, it may be advantageous to secure a second source location in case our river source is ever contaminated or otherwise unusable

for some period of time. This project will provide funds to study this issue and determine the appropriate next steps for the Town.

The budget for this project is \$35,000 to hire a qualified engineering firm to complete the PER. Because this is an engineering project, we do not anticipate any operating cost effects.

Public Works Fleet Replacement

This project provides funds for the continuation of the Public Work fleet replacement plan that was developed several years ago. This year, the plan calls for the replacement of Unit 5, which is a 2002 Ford utility truck. It is used in the Public Utilities Fund for meter reading and servicing and for completing MISS Utility markings. Additionally, it is used as a service truck for Water and Sewer services as necessary. This truck will be replaced by a comparably sized (350-series) pickup truck with a utility body.

The budget for this project is \$45,000 and we anticipate a slight reduction in operating costs associated with unplanned repairs and maintenance of this fifteen year old truck.

Total Fiscal Year 2017 Capital Improvement Plan Costs, Funding Sources, and Operating Costs

<i>Project</i>	<i>Budget Estimate</i>	<i>Funding Source</i>	<i>Operating Costs</i>
<i>General Fund Projects</i>			
Street Lights – Motel Drive	\$14,930	Pay As You Go	None
Finance Software	\$25,000	Pay As You Go	None
Police Car Replacement	\$35,000	Pay As You Go	None additional
Woodstock Dog Park	\$30,000	Pay As You Go	\$1,000 annually
Main Street Sidewalk Repair	\$9,000	Pay As You Go	None
Downtown Parking	\$500,000	USDA Loan	\$500 annually
<i>Fund Total</i>	\$613,930		
<i>Public Utilities Fund Projects</i>			
WTP Upgrade	\$3,126,000	VDH Loan	None additional
Water St. Water Main Upgrades	\$20,000	Pay As You Go	None
West Reservoir Feasibility Study	\$35,000	Pay As You Go	None
Public Works Fleet Replacement	\$45,000	Pay As You Go	None additional
<i>Fund Total</i>	\$3,226,000		
<i>Program Total</i>	<i>\$3,339,930</i>		

Fund Balance Reconciliation

With respect to the pay as you go items, each of the Fiscal Year 2017 Capital Improvement Plan items is funded from available fund balance, based on the net operating revenues from Fiscal Year 2015's audited net operating revenues. Because this is the first year that we have used this system, some of the net operating revenues from Fiscal Year 2015 were already used in Fiscal Year 2016's capital items, leaving only a small amount in the General Fund's balance. However, because this is planned as a lean year and because we have a number of other large capital projects this year that will require the attention of staff, we have fewer items on this year's project list. Thus, we are able to fund two years' worth of General Fund capital items from one year's net operating revenues. We are anticipating finishing Fiscal Year 2017 with \$2,908,024 available in General Fund balance, or 55% of projected Fiscal Year 2018 General Fund expenditures, substantially outperforming our minimum goal of 30%.

I would like to express my sincere appreciation to those who have worked to make this budget development process a success. Though this year is a planned lean year, I feel confident that our array of capital projects will keep all of us busy throughout the year and will provide excellent improvements for our community and our organization. Specifically, though, I would like to thank Mr. John O’Neill, Director of Finance, for his instrumental role in the budget development process. We continue a tradition of excellence in financial planning and management in this community and I know that this will continue well into the future.

In service to the Woodstock community,

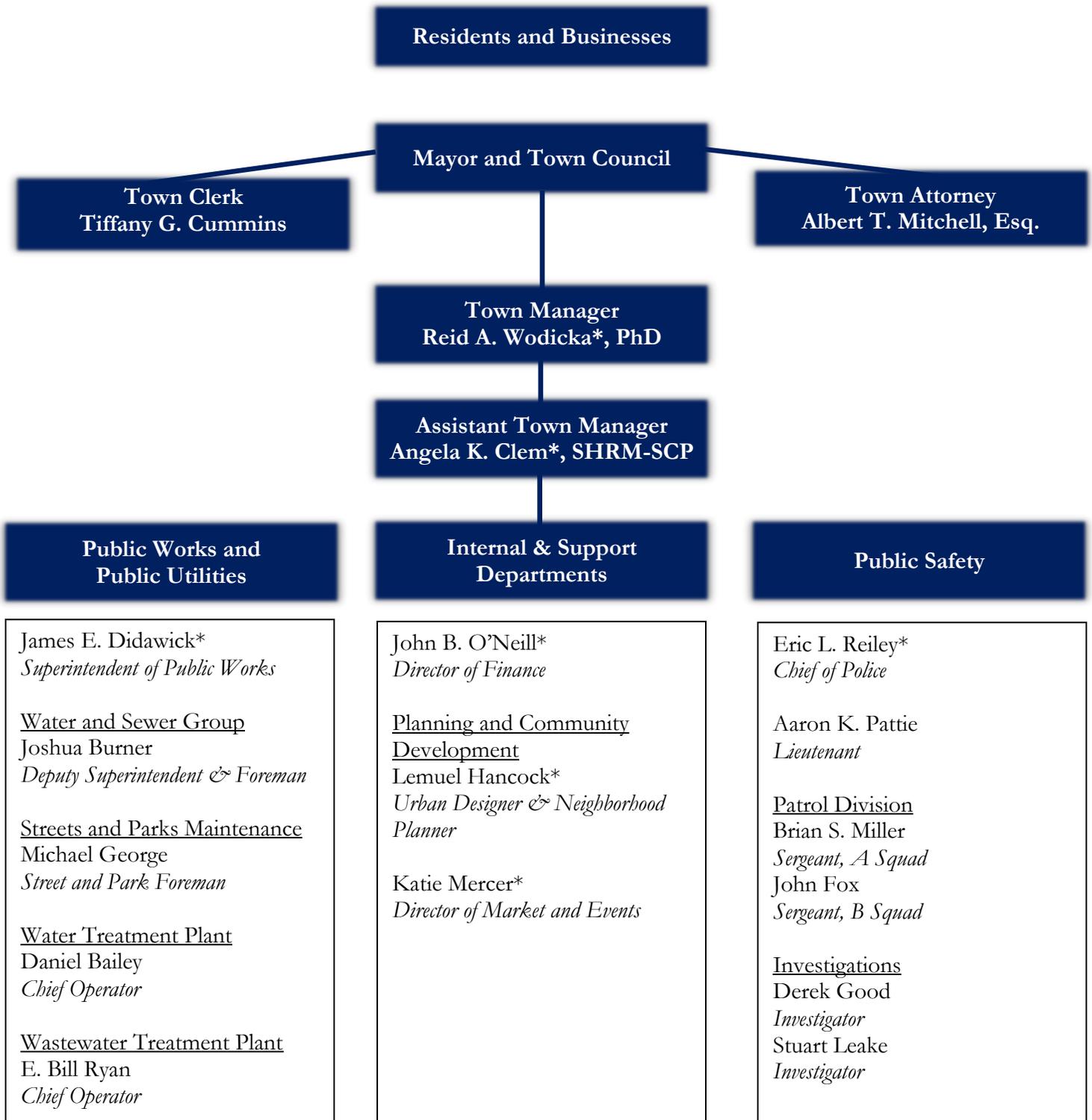
A handwritten signature in black ink that reads "Reid A. Wodicka". The signature is written in a cursive style with a prominent initial "R".

Reid A. Wodicka, PhD
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 5,171 residents in the 3.2 square miles of incorporated area of the Town. The Town is home the Shenandoah County Public School's Central campus, the private Massanutten Academy, the National Headquarters of the Sigma Sigma Sigma Sorority, the Shenandoah County Fairgrounds, and other important regional and national assets.

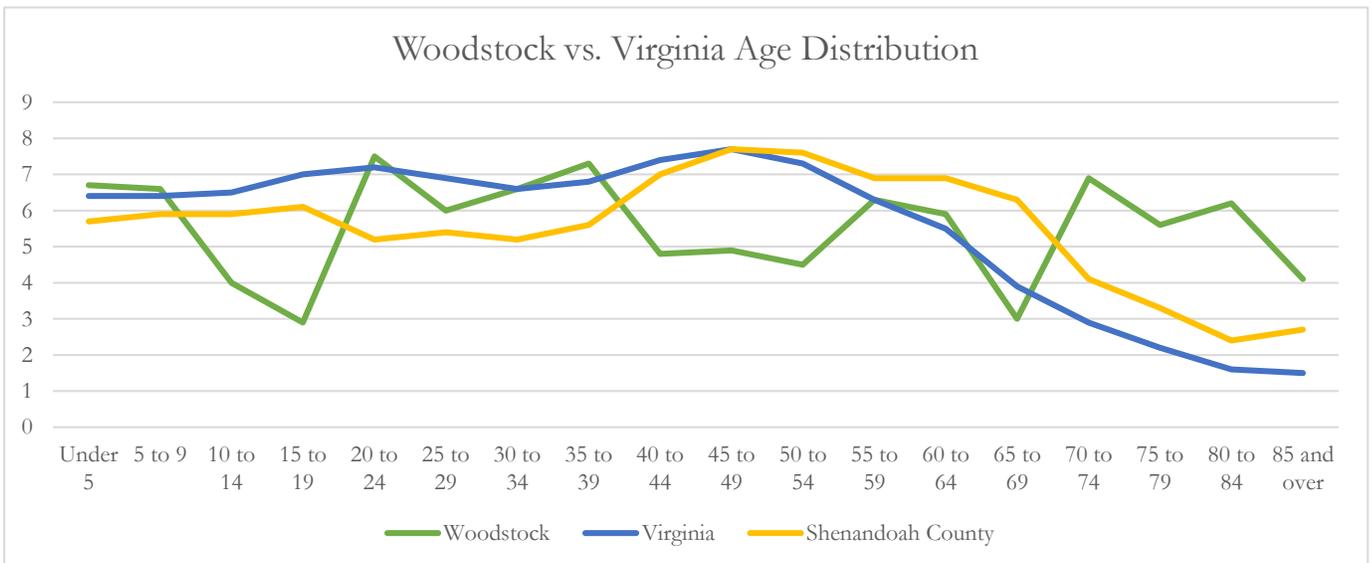
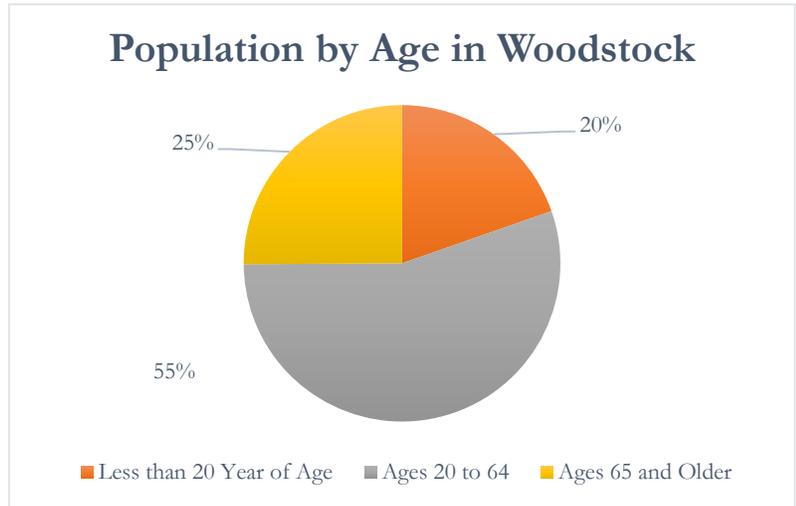
Demographics of the Town of Woodstock

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.

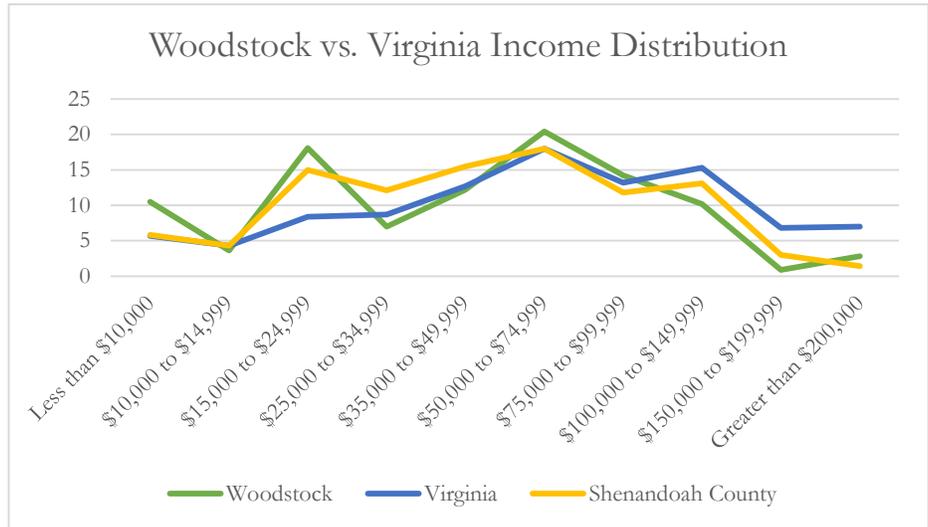
This dichotomy creates an interesting effect on the needs for public services in our community. On one hand, the higher average youth population creates demands for services from an increased needs for recreational activities to a community outreach while the higher concentration of older population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

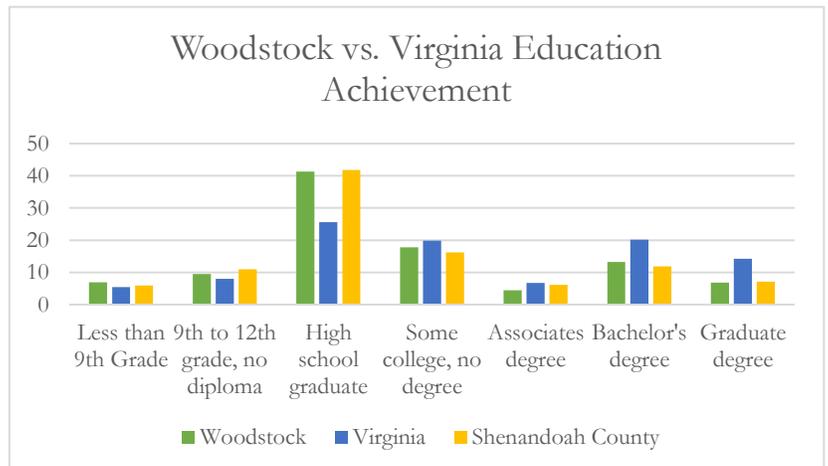
The distribution of income in the Town of Woodstock provides an interesting characterization of the community that the Town government serves. In comparison to the rest of Virginia, there tends to be more lower and upper middle class income levels. In contrast, Virginia has a higher concentration of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

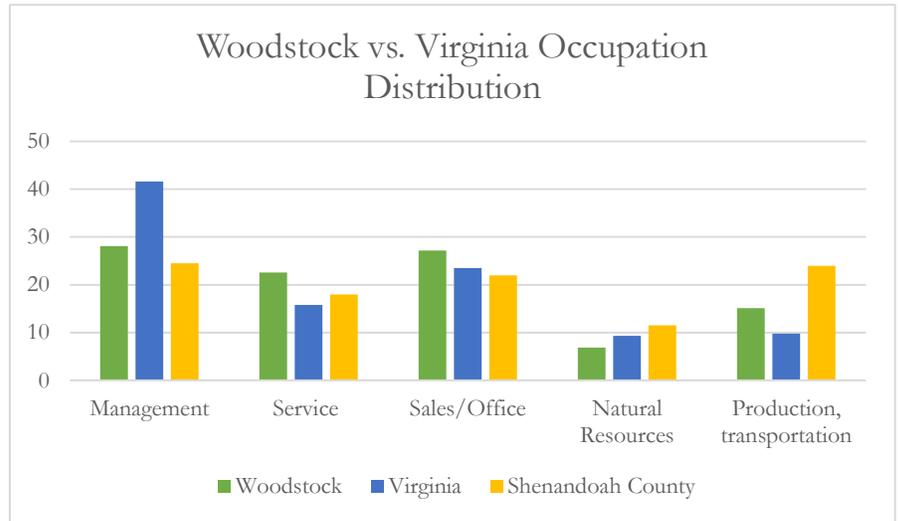
In terms of comparisons to the rest of Virginia, Woodstock and Shenandoah County as a whole, tend to have a higher percentage of the population that have a high school diploma or less education. Consequently, the Town and the County have a smaller percentage of residents with a college education or higher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

Taxpayer	Business Type	Percentage of Valuation
Lowes Home Center LLC	Retail	1.71
French Brothers LLC	Investment Properties	1.68
Wal-Mart	Retail Store	1.67
Spectrum 1 Woodstock LLC	Shopping Center	1.23
Shree Ganesh Hospitality	Hotel	1.08
LH&H LLC	Hotel	1.08
HCP Virginia, Inc.	Assisted Living	0.95
Walter Enterprises	Shopping Center	0.93
Toothman Investments	Housing Development	0.87
Interstate Investment Property LLC	Commercial Development	0.85
Total Valuation	\$66,913,000	12.05

Principal Employers in FY 2016 and FY 2006

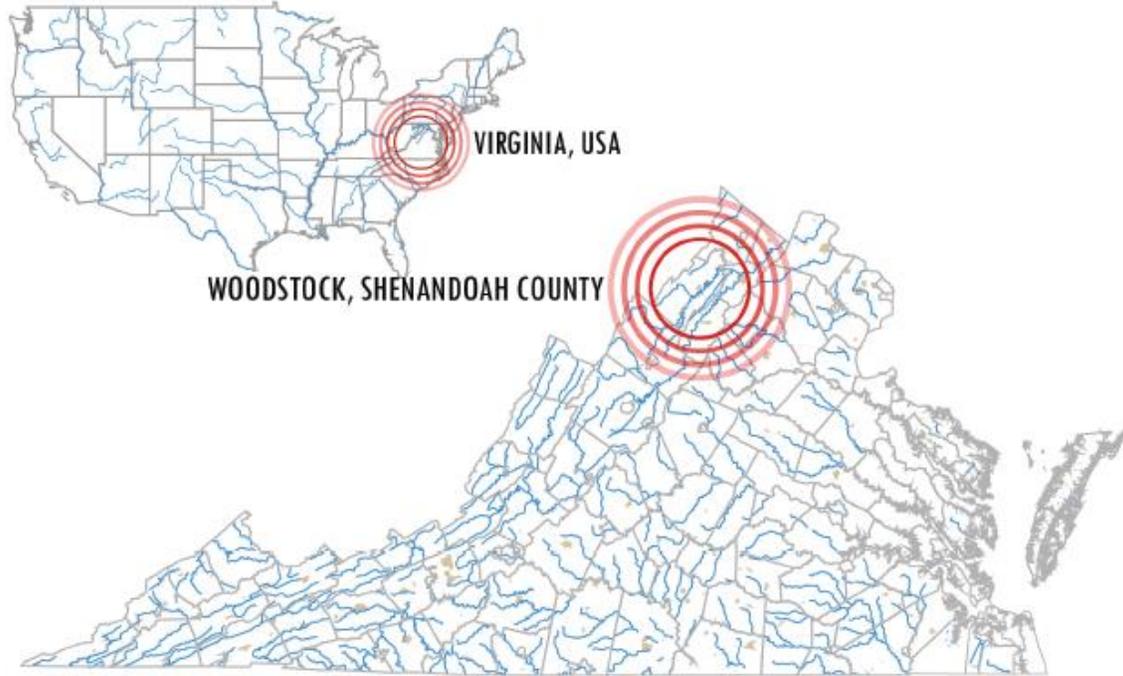
Employer	FY 2016		FY 2006	
	Employees	Rank	Employees	Rank
Shenandoah County School Board	1000+	1	1000+	1
County of Shenandoah	250 to 499	2	250 to 499	4
Valley Health System	250 to 499	3	250 to 499	2
Wal-Mart	250 to 499	4	250 to 499	3
Food Lion	100 to 249	5	-	5
Lowe's Home Center, Inc	100 to 249	6	-	-
Skyline Terrace Nursing Home	100 to 249	7	50 to 99	7
Burger King	50 to 99	8	-	8
Cracker Barrel Old Country Store	50 to 99	9	-	6
McDonald's	50 to 99	10	-	9
Town of Woodstock	50-99	12	50 to 99	10
Massanutten Military Academy	50 to 99	3	50 to 99	11
Shenandoah County Department of Social Services	50 to 99	-	50 to 99	12
US Postal Service	50 to 99	-	50 to 99	-
Woodstock Facility Operations	50 to 99	11	50 to 99	-

Top Ten Water and Sewer Customers - Fiscal Year 2016

Employer	FY 2016	
	Monthly Consumption	Rank
SMH, Inc.	606,600	1
Interstate Car Wash LLC	344,200	2
Tandem Health Care	317,700	3
The Ridge	234,000	4
Skyline Terrace Home	189,100	5
Hampton Inn	177,100	6
Cracker Barrel	173,500	7
WB Estate (Dairy)	146,200	8
Woodstock Village Apartments	143,600	9
Woodstock Trailer Park	132,800	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



2013 to 2018 Strategic Plan

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

In addition to the objectives listed below, each department has developed one or more specific work plan items that seek to address the themes of the Town’s Strategic Plan. As we begin to enter the final years of the plan, we note that specific action items become less demanding. It is time to begin a new strategic planning process, which will be accomplished in Fiscal Year 2017, but in the meantime, each department has identified new operational projects for the coming year that they will work on to meet our larger organizational goals.

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
Develop incentives or grant programs to encourage “greening” of paved parking areas	Finance Planning Enhancement Tree Board/Planning	Year 4	Incentive program with clearly defined guidelines	Reduction of negative impact of parking lots

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
Conduct a compensation and benefit packages	Finance	Year 4, and every third year after	Market Analysis of wages	Realignment of our pay plans to meet market competition

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
Maintain an uncommitted fund balance of at least 30 percent of the General Fund expenditures	Finance	Year 3, Annual thereafter	Funds directed towards savings in each annual budget	Improvement of financial stability of the town
Adopt a balanced fiscal plan based on Town Council's goals	Finance	Year 1, Annual thereafter	Annual budget document	Planned operational investments

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
Conform to the standards for accreditation from the American Public Works Association (APWA)	Public Works	Year 4&5	APWA Accreditation	Assurance that Public Works is operating within the industry's best practices
Conform to the requirements for Accreditation through the Virginia Law Enforcement Professional Standards Commission (VLEPSC) in anticipation of achievement of accreditation in future years	Police	Year 4&5	Implement and adhere to all requirements necessary for certification	Police Department will perform all law enforcement functions according to established best practices and ensure professional delivery of services

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
Develop a web-based system for information related to capital projects currently underway and needed in the future; Status/Timeline Publication	Public Works	Year 4	Added component on the website	Improved public information

Creation of a Geographic Information System (web-based) ⁱ	Planning/All Departments	Year 4	GIS System and data input by all departments	To improve internal data sharing, information preservation, and provide geospatial citizen/developer tools
--	--------------------------	--------	--	--

6. A Beautiful Place to Live and Work

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

Objective	Responsible Department	Time Frame	Output	Outcome
Develop a public information campaign to encourage use of recycling, water conservation, and proper disposal methods	Public Works Planning	Year 4	Informational media	Improved public information and use of available programs

7. Preserving and Linking Neighborhood Amenities

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

Objective	Responsible Department	Time Frame	Output	Outcome
Create a comprehensive trail and sidewalk plan	Planning Public Works Enhancement	Year 4	Trail & Sidewalk Plan to utilize in capital planning and building; identify funding sources	To create a connection of neighborhoods to public amenities; improved health conditions

8. Preserving our Town for Future Generations

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

Objective	Responsible Department	Time Frame	Output	Outcome
Create and perform an environmental impact analysis in order to identify “green” alternatives	Public Works	Year 4	Restructuring of operations	Reduced use of resources; improved

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.

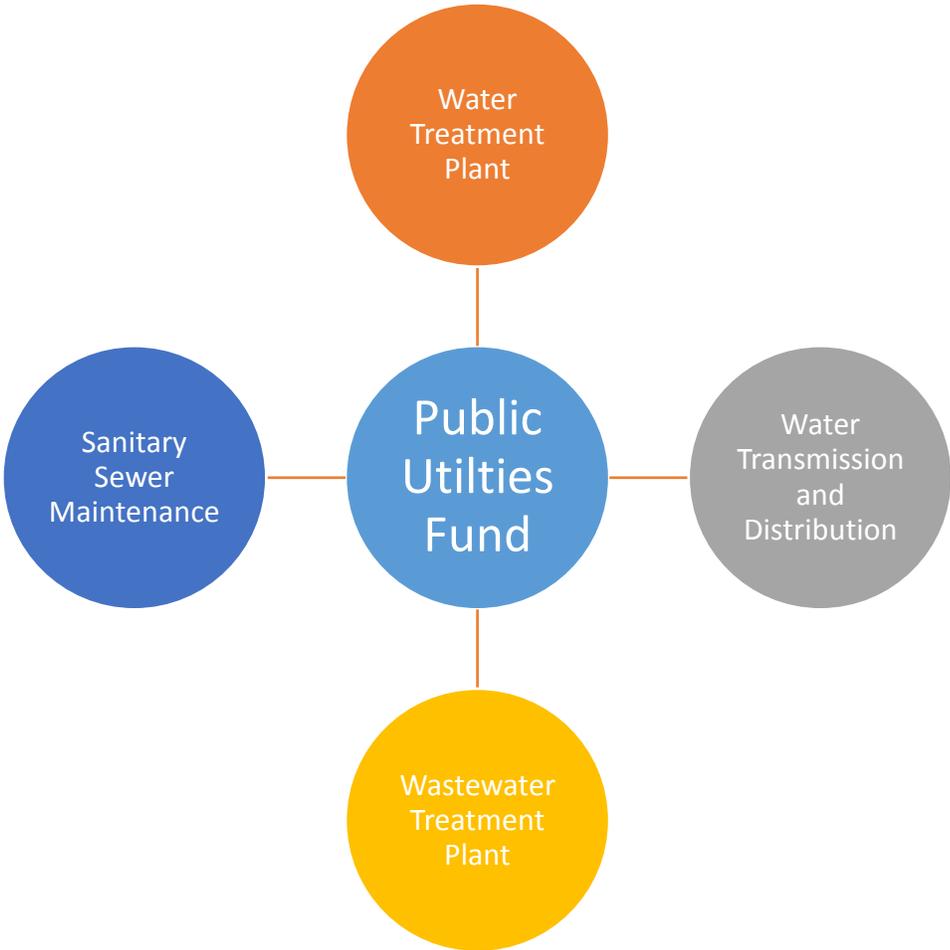
Proprietary Funds: Proprietary funds are used to account for the Town's ongoing organizations and activities that are similar to those often found in the private sector. The Town has one type of proprietary fund, an enterprise fund.

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

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.
- d. The Town will maintain an appropriated contingency account not to exceed 1% of general fund revenue to provide for any supplemental appropriations or other unanticipated expenditures.

(this page intentionally left blank)

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

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

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

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 2017 Budget Calendar

Date	Activity	Responsibility
Tuesday, December 1	Publish FY 2017 Budget Calendar	Finance Director
Monday, December 14	FY 2017 Budget Kick Off Meeting	Management Team
Thursday, January 14	FY 2017 Budgets Submitted to Finance Director	Department Heads
Friday, February 19	FY 2017 Budgets Presented to Town Manager	Finance Director
Week of February 22	Town Manager & Finance Director meet with Department Heads (as needed)	Town Manager/Finance Director
Weeks of March 7 and 14	Individual Meetings with Council Members	Town Manager/Finance Director
Friday, March 18	Finish Draft Version of FY 2017 Proposed Budget and Distributed to Finance Committee	Finance Director
Week of March 21 and April 4	Finance Committee Budget Work Sessions	Finance Committee
Friday, April 8	Distribution of FY 2017 Proposed Budget to Town Council	Finance Director
Week of April 11	FY 2017 Budget Work Sessions with Town Council	Town Council
Tuesday, April 19	Submit Legal Notice on FY 2017 Proposed Budget to Press for Publication	Finance Director
Saturday, April 23	Legal Notice Published	Public Information

Friday, April 29	Distribution of FY 2017 Proposed Budget to Town Council for Public Hearing	Finance Director
Tuesday, May 3	Public Hearing on FY 2017 Budget	Town Council
Weeks of May 9 & 16	Budget Work Sessions – Discussion of Public Hearing Comments (as necessary)	Town Council
Thursday, May 26	Finalize FY 2017 Budget	Finance Director
Friday, May 27	Distribution of FY 2017 Budget to Town Council for June meeting	Finance Director
Tuesday, June 7	Adoption of FY 2017 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 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
<u>GENERAL FUND REVENUES</u>							
General Property Taxes	1,101,680	1,072,371	1,067,235	1,062,486	1,110,457	15,822	1.43%
Other Local Taxes	1,752,017	1,808,074	1,863,818	1,934,809	2,180,417	59,066	2.50%
Permits and Licenses	377,695	368,409	366,300	352,145	363,532	7,725	2.08%
Fines and Forfeitures	48,639	40,930	38,766	44,209	34,551	17,311	87.92%
Use of Money & Property	29,510	23,683	18,866	20,844	14,734	1,948	32.19%
Charges for Services	199,379	208,649	219,375	226,596	222,201	6,411	2.62%
Miscellaneous Revenue	76,638	15,724	53,236	62,254	23,012	6,600	76.30%
Federal Revenues	848,994	860,195	862,786	904,392	813,057	5,488	0.54%
State Revenues	1,012,804	81,640	21,596	86,894	7,803	2,860	44.76%
Other Financing Sources	200,000	61,662	63,424	24,501	1,000,000	441,233	136.92%
Total General Fund	5,647,356	4,541,337	4,575,402	4,719,130	5,769,764	564,464	10.31%
<u>PUBLIC UTILITIES FUND REVENUES</u>							
Use of Money & Property	12,546	3,975	3,006	2,000	2,600	600	30.00%
Charges for Services	3,615,007	3,577,310	3,806,170	4,030,421	4,082,696	52,275	1.30%
Miscellaneous Revenues	6,973	32,711	13,979	10,000	10,000	0	0.00%
State Revenues	0	0	0	0	0	0	0.00%
Federal Revenues	0	0	0	0	0	0	0.00%
Other Financing Sources	387,676	0	0	25,000	3,451,000	3,426,000	13704.00%
Total Public Utilities Fund	4,022,202	3,613,996	3,823,155	4,067,421	7,546,296	3,478,875	85.53%
Total Revenues	9,791,966	8,901,143	9,092,432	9,539,832	13,583,171	4,043,339	42.38%

Overview of Expenditures

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	%Change
<u>GENERAL FUND EXPENDITURES</u>							
Legislative Department	53,914	57,091	61,638	60,335	61,430	1,095	1.81%
Executive Administration	293,845	314,920	286,188	311,378	311,019	(359)	-0.12%
General Administration	0	0	0	0	0	0	0.00%
Financial Administration	463,354	466,135	430,609	449,079	463,902	14,823	3.30%
Electoral Board	0	2,010	0	2,150	0	(2,150)	-100.00%
Public Safety	1,409,741	1,555,714	1,556,530	1,730,106	1,789,419	59,313	3.43%
Public Works	1,312,920	1,630,323	1,550,568	1,616,794	1,639,246	22,452	1.39%
Parks and Recreation	198,497	181,504	213,931	245,270	252,036	6,766	2.76%
Planning & Comm. Devel.	243,763	255,928	297,047	300,099	334,509	34,410	11.47%
Contributions	279,000	264,000	203,000	226,500	305,000	78,500	34.66%
Capital Outlay	162,104	1,590,497	418,211	202,000	613,930	411,930	203.93%
Debt Service	64,855	121,262	134,332	135,000	174,334	39,334	29.14%
Transfers, Reserves, and Other	399,286	719	2,240	74,750	92,050	17,300	23.14%
Total General Fund	4,881,279	6,440,103	5,154,294	5,353,461	6,036,875	683,414	12.77%
<u>PUBLIC UTILITIES FUND EXPENDITURES</u>							
Water Treatment Plant	677,741	679,375	674,399	735,026	735,009	(17)	0.00%
Water Transmission	295,897	295,217	294,752	303,752	305,865	2,113	0.70%
Wastewater Treatment Plant	957,533	1,035,641	1,002,721	1,009,095	1,037,268	28,173	2.79%
Sanitary Sewer Maintenance	228,209	239,575	240,371	263,252	267,263	4,011	1.52%
Capital Outlay	81,113	0	66,628	25,000	3,231,000	3,206,000	12824.00%
Debt Service	1,494,993	1,492,087	1,466,604	1,495,000	1,548,000	53,000	3.55%
Transfers and Reserves	0	0	75,000	125,000	382,191	257,191	205.75%
Service Charges	388	1,949	45,746	32,500	39,700	7,200	22.15%
Total Public Utilities Fund	3,735,874	3,743,844	3,866,221	3,988,625	7,546,296	3,557,671	89.20%
Total Expenditures	8,617,153	10,183,947	9,020,515	9,342,086	13,583,171	4,241,085	45.40%

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, 2015 is as follows:

Assessed Value of Real Property, January 1, 2015:	\$556,191,000
Debt Limit: Ten Percent (10%) of Assessed Value:	\$55,619,100
General Obligation Bonds:	<u>\$19,220,195</u>
Legal Debt Margin:	\$36,408,905

Long Term Debt Service Schedule

Please note that the Town anticipates closing on notes during Fiscal Year 2017, which are reflected in the below charts.

Year Ending June 30,	Governmental Activities	
	Long-Term Obligations	
	General Obligation Bonds	
	Principal	Interest
2016	108,477	25,854
2017	126,198	48,136
2018	141,557	34,207
2019	145,201	30,562
2020	113,246	26,809
2021-2025	517,885	93,065
2026-2032	457,190	33,221
Total	\$ 1,609,754	\$ 291,855

Year Ending June 30,	Business-Type Activities	
	Long-Term Obligations	
	General Obligation Bonds	
	Principal	Interest
2016	1,248,977	238,060
2017	1,290,000	258,000
2018	1,231,299	326,226
2019	1,194,229	307,857
2020	1,159,611	291,474
2021-2025	5,350,015	1,244,872
2026-2030	5,052,676	931,189
2031-2035	4,434,086	564,886
2036-2043	1,647,003	190,284
Total	\$ 22,607,896	\$ 4,352,848

Fiscal Year 2017 Debt Service Payments

Issue Date	Maturity Date	Issue Amount	Rate	Principal Outstanding	Interest Outstanding	Principal Due FY 17	Interest Due FY 17
General Fund							
				General Obligation Bond (RD)			
9/24/1991	9/24/2021	534,000	5.00%	80,578	9,593	16,286	3,658
				General Obligation Bond (SunTrust)			
5/1/2013	5/1/2028	1,000,000	2.26%	816,952	114,476	60,861	17,820
				General Obligation Bond (BB&T)			
8/19/2013	8/19/2018	170,183	1.62%	103,746	3,379	34,028	1,681
				General Obligation Bond (Parking Lot Estimated)			
7/1/2016	7/1/2031	500,000	2.85%	0	0	15,023	24,977
		Total General Fund		1,001,276	127,448	126,198	48,136
Public Utilities Fund							
				General Obligation Bond (RD)			
9/24/1991	9/24/2021	534,000	5.00%	60,613	7,226	12,249	2,751
				General Obligation Bond (RD)			
5/1/2001	5/1/2041	2,286,000	3.49%	1,903,798	1,289,686	38,906	80,158
				General Obligation Sewer Bond (US Bank) Refunded			
6/28/2001	4/28/2021	855,000	Various	225,000	8,666	185,000	5,466
				General Obligation Bond (SunTrust)			
12/11/2002	12/11/2018	1,250,000	3.85%	249,374	12,589	96,862	7,901
				General Obligation Water Bond (BB&T)			
6/27/2006	6/27/2021	1,500,000	4.36%	609,641	82,008	111,749	26,581
				General Obligation Revenue Bond (VRA)			
9/27/2006	7/1/2028	4,561,156	0.00%	2,736,694	0	228,058	0
				General Obligation Bond (VRA)			
11/9/2007	1/1/2035	13,917,296	0.00%	10,298,799	0	556,692	0
				General Obligation Bond (US Bank)			
12/13/2007	4/1/2038	2,470,000	Various	120,000	4,635	60,000	3,475
				General Obligation Bond (VRA)			
11/19/2014	10/1/2037	2,005,000	Various	2,005,000	1,184,628	0	91,281
				General Obligation Bond (VRA-2016 Estimated)			
7/1/2016	7/1/2036	3,150,000	3.85%	0	0	484	40,387
		Total Public Utilities Fund		18,208,919	2,589,438	1,290,000	258,000
		Total All Funds		19,210,195	2,716,886	1,416,198	306,136

Fund Balance

Fund balance measures the net financial resources available to finance expenditures of future periods. It is defined as the excess of the General Fund's assets and deferred inflows of resources over its liabilities and deferred outflows of resources. Information in the following chart has been taken from the Town's prior years' audited Comprehensive Annual Financial Reports (CAFRs). Negative differences between the General Fund revenues and expenditures represent planned uses of the unassigned fund balance for "pay-as-you-go" capital outlay expenditures as in FY 2014 when almost \$1.2 million from fund balance accumulated in fiscal years 2012 and 2013 was used for the development of the W.O. Riley Park.

General Fund Fund Balance Summary

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Adopted
Beginning Fund Balance	2,983,724	3,872,209	2,719,253	2,834,236	2,953,186
Revenues	5,769,764	5,287,147	5,269,277	5,472,411	6,036,875
Expenditures	(4,881,279)	(6,440,103)	(5,154,294)	(5,353,461)	(6,036,875)
Revenues Less Expenditures	888,485	(1,152,956)	114,983	118,950	0
Ending Fund Balance	3,872,209	2,719,253	2,834,236	2,953,186	2,953,186
Percent Change in Fund Balance	29.78%	-29.78%	4.23%	4.20%	0.00%

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 2015 audited CAFR, had an unassigned fund balance equal to 48 percent of General Fund 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 2016 provides for a decrease in the overall valuation of real estate parcels within the Town. The tax year 2016 tax rate was adopted at \$0.16 per \$100 valuation, an increase of one cent to offset the revenue lost as a result of the general reassessment process. 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 2016 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 2015 tax rate was adopted at \$0.90 per \$100 valuation. Taxes are billed semi-annually and are due by June 5 and December 5 each year.

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

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

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

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

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

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

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

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

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 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.

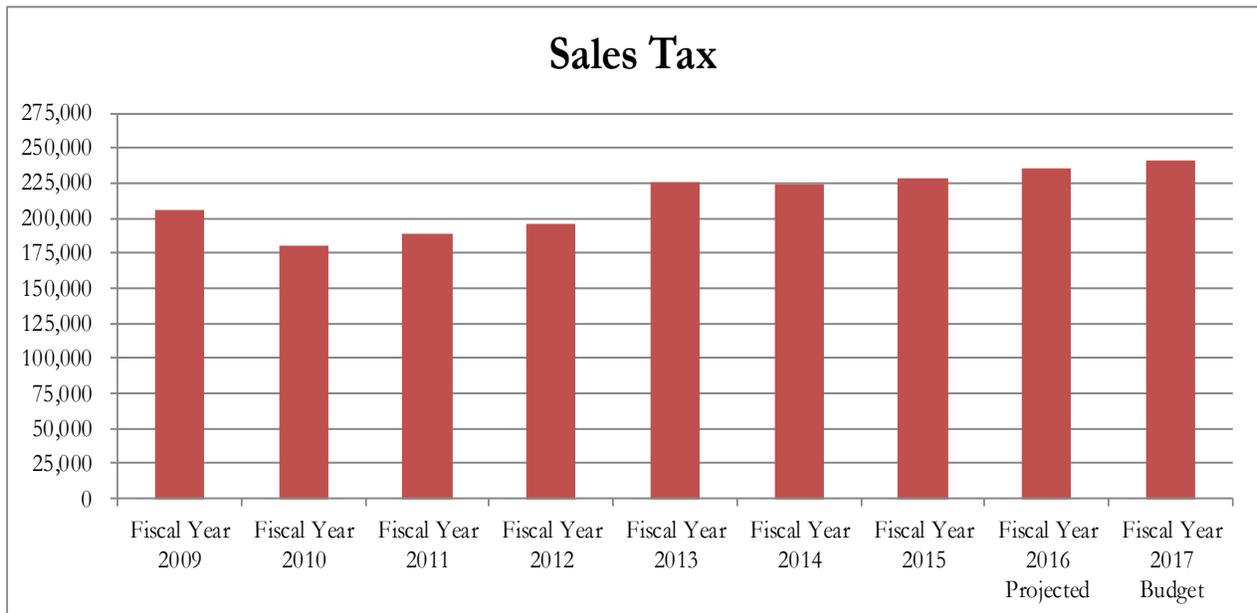
Real Property Taxes

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. In FY 2013, there was a significant increase (2.8%) in the amount collected from real property taxes. This trend continued into FY 2014, but is not projected to continue. Revenue from this source is expected to remain constant (\$835,000) through FY 2016. A linear trend analysis of actual figures suggests that in FY 2016, the Town will receive approximately \$835,000 in total real property taxes. The budget for FY 2017 includes an estimated \$835,138 from this revenue source.



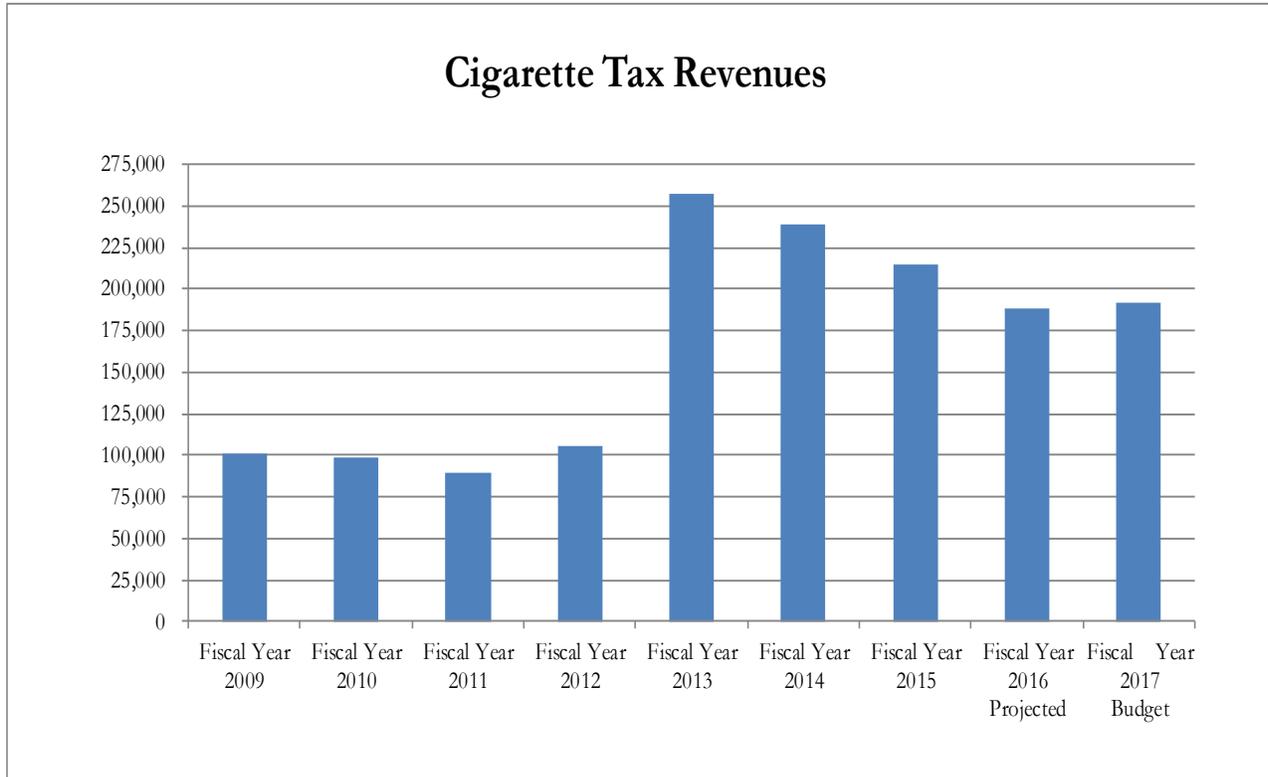
County Sales Taxes

Compared with the real property tax, sales tax revenues have experienced a more volatile trend in recent years and were more greatly affected by the recession. Fiscal Year 2010 was the leanest year with regard to the sales tax collections. This is to be expected with respect to the volatility of sales taxes during challenging economic times. However, by Fiscal Year 2013, revenues had rebounded to pre-recession levels and have since leveled off. 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 2016) 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 2017 at \$240,777.



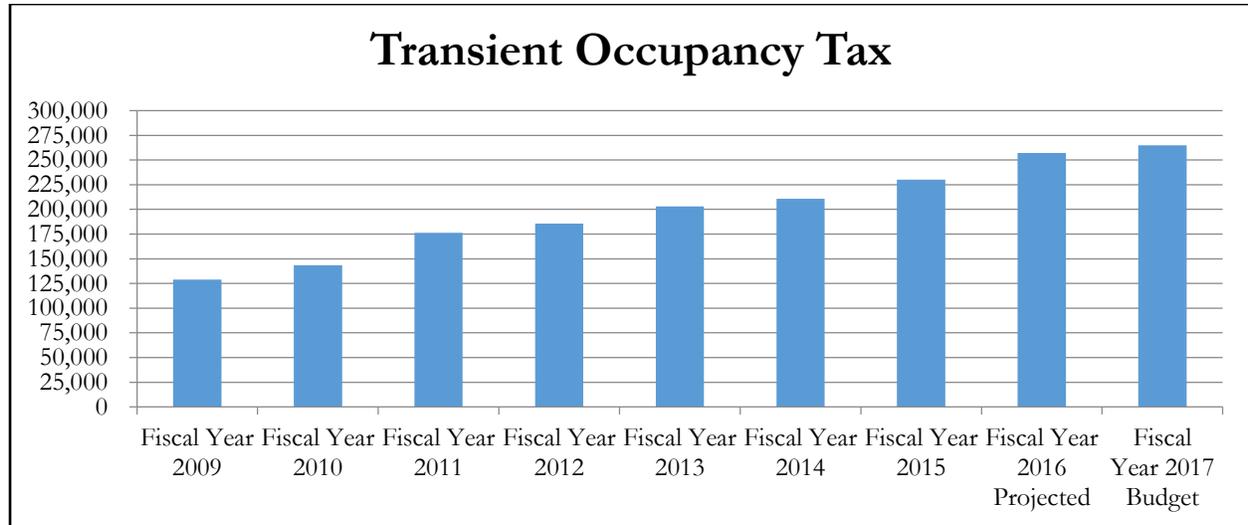
Cigarette Taxes

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 2017 revenues.



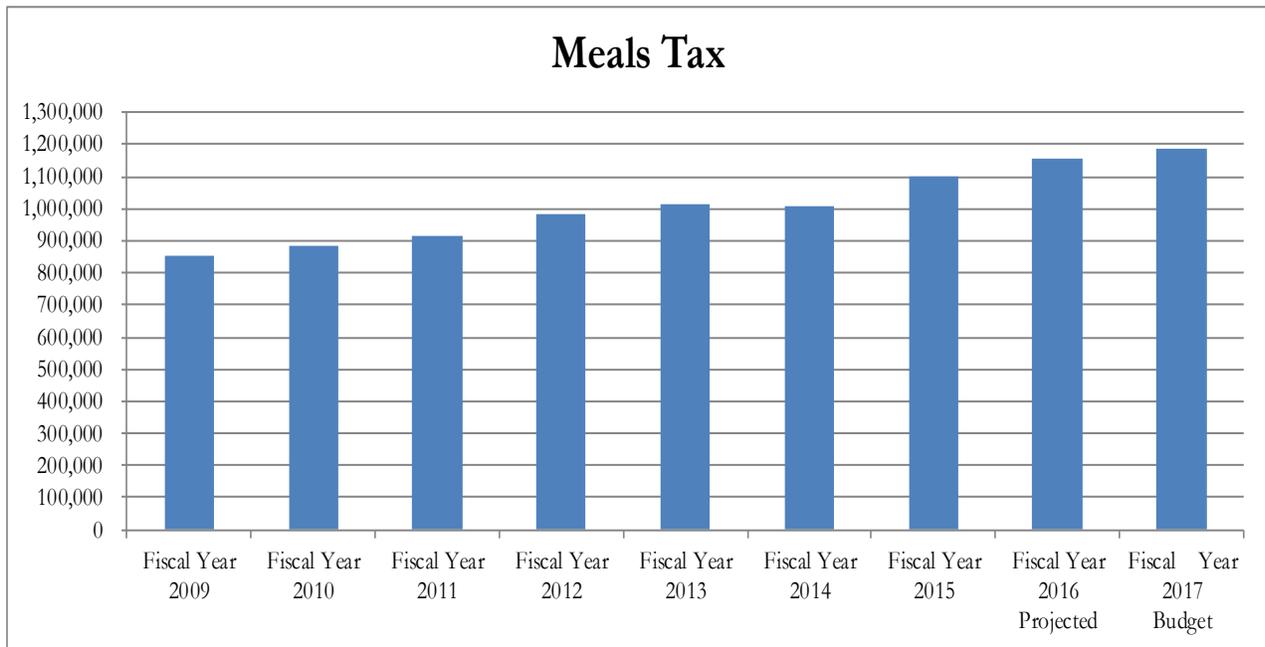
Transient Occupancy Taxes

The transient occupancy tax (aka Lodging tax) also continues to rebound after the recent recession showing a slow but steadily increasing progression. In order to predict revenue levels for the coming year, we used a linear trend analysis. The results of the trend analysis suggested that, in the coming fiscal year, revenue from the transient occupancy tax would be \$265,000. This calculation was confirmed by comparing the seven months current year to date actuals with the similar data for the prior five years. Much of the transient occupancy taxes that are collected are due to either a) construction workers who are working in the area, or b) tourists who are traveling through the area on Interstate 81.



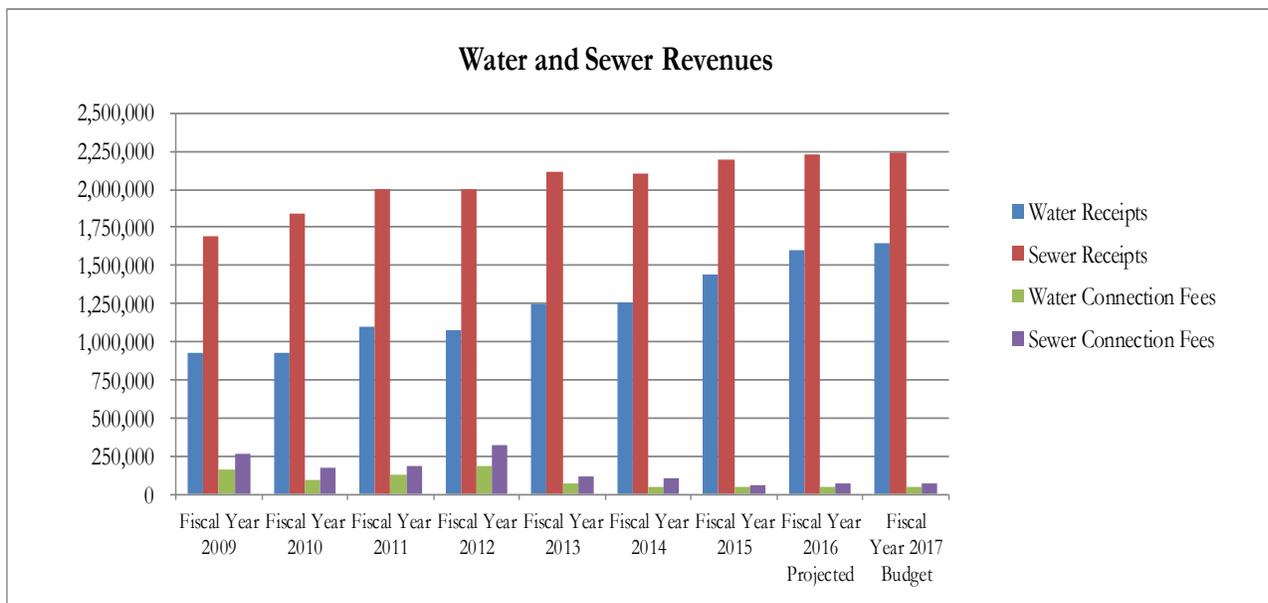
Meals Taxes

Meals taxes are the single largest General Fund source of revenue for the Town. We have experienced significant and continuous growth in the meals taxes in recent years, though this is also a tax that can potentially be quite 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 \$1,184,832 in FY-2017.



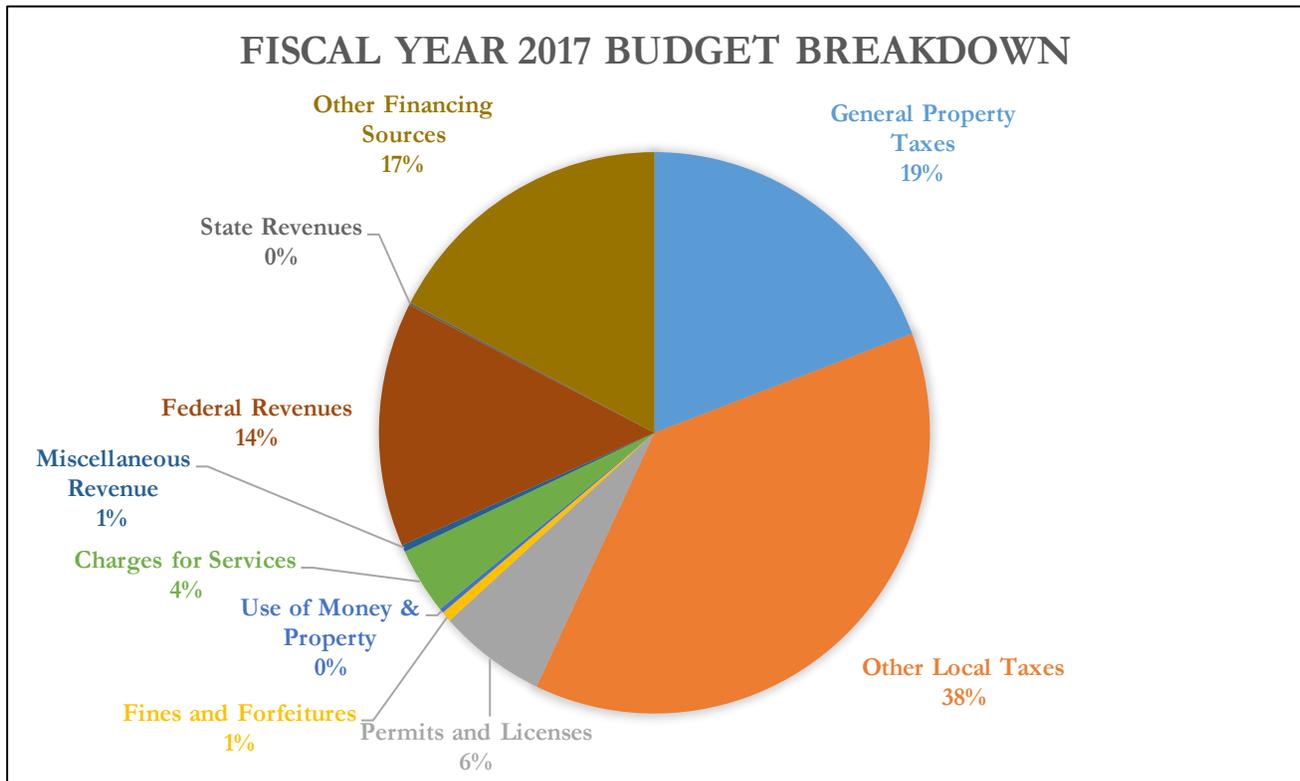
Water and Sewer Receipts and Connections Fees

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. 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-2017 a twenty-five cent increase in water rates was implemented to provide for the effects of inflation.



General Fund Revenue Summary

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
GENERAL FUND REVENUES							
General Property Taxes	1,101,680	1,072,371	1,067,235	1,062,486	1,110,457	15,822	1.43%
Other Local Taxes	1,752,017	1,808,074	1,863,818	1,934,809	2,180,417	59,066	2.50%
Permits and Licenses	377,695	368,409	366,300	352,145	363,532	7,725	2.08%
Fines and Forfeitures	48,639	40,930	38,766	44,209	34,551	17,311	87.92%
Use of Money & Property	29,510	23,683	18,866	20,844	14,734	1,948	32.19%
Charges for Services	199,379	208,649	219,375	226,596	222,201	6,411	2.62%
Miscellaneous Revenue	76,638	15,724	53,236	62,254	23,012	6,600	76.30%
Federal Revenues	848,994	860,195	862,786	904,392	813,057	5,488	0.54%
State Revenues	1,012,804	81,640	21,596	86,894	7,803	2,860	44.76%
Other Financing Sources	200,000	61,662	63,424	24,501	1,000,000	441,233	136.92%
Total General Fund	5,647,356	4,541,337	4,575,402	4,719,130	5,769,764	564,464	10.31%



Local Revenue

	FY 2014	FY 2015	FY 2016	FY 2017	\$	%
	Actual	Actual	Projected	Budget	Change	Change
General Property Taxes						
10-3110-0001 Real Property Taxes - Current	788,838	799,508	782,000	804,052	22,052	2.82%
10-3110-0002 Real Property Taxes - Delinquent	54,061	35,987	36,000	31,086	(4,914)	-13.65%
10-3110-0003 Personal Property Taxes - Current	184,725	218,489	218,000	210,000	(8,000)	-3.67%
10-3110-0004 Personal Property Taxes - Delinquent	53,884	23,064	37,000	41,540	4,540	12.27%
10-3110-0005 Machinery & Tools Taxes - Current	1,865	906	1,000	0	(1,000)	-100.00%
10-3110-0006 Machinery & Tools Taxes - Delinquent	172	0	0	0	0	0.00%
10-3110-0007 RP Public Service Corp - Current	14,654	22,240	22,000	22,507	507	2.30%
10-3110-0008 RP Public Service Corp - Delinquent	296	266	0	0	0	0.00%
10-3110-0009 PP Public Service Corp - Current	0	0	0	0	0	0.00%
10-3110-0011 Penalties - All Property Taxes	14,832	8,122	9,000	10,052	1,052	11.69%
10-3110-0012 Interest - All Property Taxes	10,781	4,554	5,000	6,585	1,585	31.70%
	1,124,108	1,113,136	1,110,000	1,125,822	15,822	1.43%
Other Local Taxes						
10-3120-0020 County Sales Taxes	224,692	229,086	236,056	240,777	4,721	2.00%
10-3120-0021 Consumer Utility Taxes	89,167	89,274	89,937	92,000	2,063	2.29%
10-3120-0022 Telecommunications Tax	94,581	93,755	89,827	95,000	5,173	5.76%
10-3120-0023 Franchise License Taxes	199,737	260,735	200,000	204,000	4,000	2.00%
10-3120-0024 Cigarette Taxes	239,386	214,232	187,760	191,515	3,755	2.00%
10-3120-0025 Transient Occupancy Taxes	210,788	230,062	257,133	264,847	7,714	3.00%
10-3120-0026 Meals Taxes	1,005,123	1,102,304	1,155,934	1,184,832	28,898	2.50%
10-3120-0027 Vehicle License Taxes	92,464	95,049	100,000	100,000	0	0.00%
10-3120-0028 Public Right-of-Way Fees	30,183	31,550	33,310	33,977	667	2.00%
10-3120-0031 Penalties - All Other Local Taxes	10,652	10,779	8,825	10,990	2,165	24.53%
10-3120-0032 Interest - All Other Local Taxes	11	29	100	10	(90)	-90.00%
	2,196,784	2,356,855	2,358,882	2,417,948	59,066	2.50%
Permits & Licenses						
10-3130-0040 Business, Professional, Occupational	356,697	359,993	360,000	366,156	6,156	1.71%
10-3130-0041 Penalties - Business, Professional,	1,284	1,463	1,500	1,200	(300)	-20.00%
10-3130-0042 Development Permits and Fees	10,571	11,315	10,631	12,500	1,869	17.58%
	368,552	372,771	372,131	379,856	7,725	2.08%
Fines & Forfeitures						
10-3140-0060 Court Fines and Forfeitures	100,880	38,413	19,260	36,000	16,740	86.92%
10-3140-0061 Parking Fines	1,030	550	429	1,000	571	133.10%
	101,910	38,963	19,689	37,000	17,311	87.92%
Revenue from the Use of Money & Property						
10-3150-0080 Interest on Bank Deposits	3,933	2,988	2,779	5,000	2,221	79.92%
10-3150-0084 Rental of Recreational Properties	2,270	3,490	3,273	3,000	(273)	-8.34%
	6,203	6,478	6,052	8,000	1,948	32.19%

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Charges for Services						
10-3160-0090 Refuse Collection Fees	171,920	171,576	172,364	174,064	1,700	0.99%
10-3160-0095 Public Works Trade Show fees	0	1,455	0	0	0	0.00%
10-3160-0110 Swimming Pool Fees	50,954	54,584	57,967	58,712	745	1.29%
10-3160-0111 Swimming Lessons	6,310	3,650	4,307	6,500	2,193	50.92%
10-3160-0112 Concessions	389	6,584	10,227	12,000	1,773	17.34%
	229,573	237,849	244,865	251,276	6,411	2.62%
Miscellaneous Revenue						
10-3170-0120 Miscellaneous Receipts	32,005	41,938	5,000	12,000	7,000	140.00%
10-3170-0121 Gifts and Donations	2,575	7,689	2,150	3,000	850	39.53%
10-3170-0122 Commemorative Tree Program	(360)	925	1,500	250	0	0.00%
10-3170-0123 Donations - AED	0	3,028	0	0	0	0.00%
10-3170-0124 VDOT - Snow Removal Contract	0	36,894	0	0	0	0.00%
10-3170-0125 Donations - WO Riley Memorials	0	0	0	0	0	0.00%
	34,220	90,474	8,650	15,250	6,600	76.30%
<i>State Revenue</i>						
Non-Categorical Aid						
10-3210-0201 Rolling Stock Tax	5,137	4,836	4,991	5,041	50	1.00%
10-3210-0202 Motor Vehicle Rental Tax	406	22,291	14,583	500	(14,083)	-96.57%
10-3210-0203 Personal Property Tax Reimbursement	106,753	106,753	106,753	106,753	0	0.00%
	112,296	133,880	126,327	112,294	(14,033)	-11.11%
Categorical Aid						
10-3220-0300 Law Enforcement Assistance Grant	98,888	98,888	98,888	98,888	0	0.00%
10-3220-0305 Asset Forfeiture Funds	0	38,835	4,100	16,600	12,500	304.88%
10-3220-0310 Distribution of Fire Program Funds	15,308	17,148	14,539	18,000	3,461	23.80%
10-3220-0315 Street and Highway Maintenance	801,670	719,170	769,760	777,458	7,698	1.00%
10-3220-0316 Local Government Challenge Grant	750	0	750	750	0	0.00%
10-3220-0320 Community Facilities Grant	0	27,000	0	0	0	0.00%
10-3220-0321 VHDA MUMI Planning Grant	0	0	0	0	0	0.00%
10-3220-0322 Dam Safety, Flood Prevention &	0	0	4,138	0	(4,138)	-100.00%
10-3220-0324 Urban Tree Canopy Program	4,963	4,869	5,000	5,000	0	0.00%
10-3220-0325 Va State Police ICAC	11,132	4,024	0	0	0	0.00%
	932,711	909,934	897,175	916,696	19,521	2.18%

Federal Revenue

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Categorical Aid						
10-3320-0500 Bulletproof Vest Partnership Grant	1,033	0	0	1,500	1,500	0.00%
10-3320-0501 Justice Assistance Grant Program	1,535	1,482	2,859	2,750	(109)	-3.81%
10-3320-0503 State and Community Highway Safety	6,561	3,955	3,531	5,000	1,469	41.60%
10-3320-0530 Transportation Enhancement Program	0	0	0	0	0	0.00%
10-3320-0531 USDA Cooperative Forestry Assistance	0	0	0	0	0	0.00%
10-3320-0532 US Secret Service Task Force	1,475	3,280	0	0	0	0.00%
10-3320-0550 FEMA Public Assistance Grant	0	0	0	0	0	0.00%
	10,604	8,717	6,390	9,250	2,860	44.76%

Other Financing

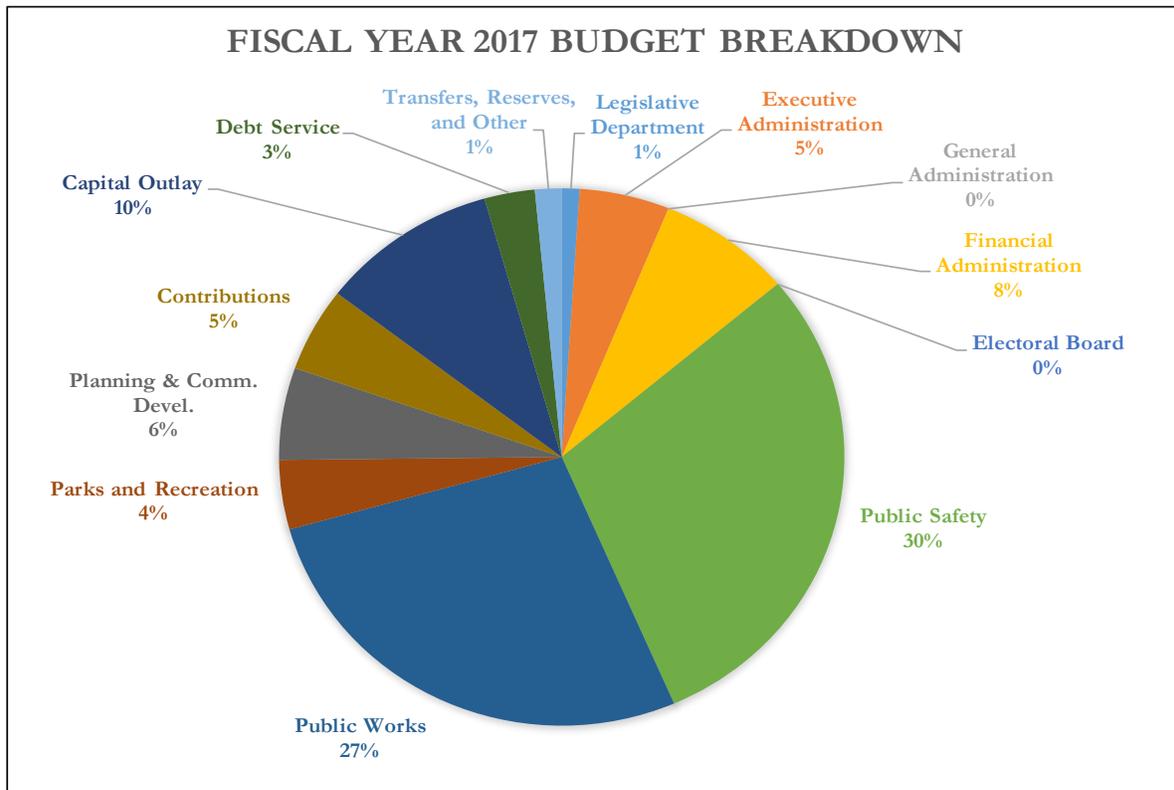
Non-Revenue Receipts

10-3410-0600 Transfers from General Fund	0	0	0	0	0	0.00%
10-3410-0603 Sale of Land, Vehicles, Equipment, and	0	220	250	0	(250)	-100.00%
10-3410-0604 Proceeds from Indebtedness	170,186	0	0	500,000	500,000	0.00%
10-3410-0605 Transfers from Unreserved Fund Balance	0	0	0	114,983	114,983	0.00%
10-3410-0605 Transfers from Unreserved Fund Balance	0	0	322,000	148,500	(173,500)	-53.88%
	170,186	220	322,250	763,483	441,233	136.92%

TOTAL GENERAL FUND REVENUE	5,287,147	5,269,277	5,472,411	6,036,875	564,464	10.31%
-----------------------------------	------------------	------------------	------------------	------------------	----------------	---------------

General Fund Expenditures Summary

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	%Change
GENERAL FUND EXPENDITURES							
Legislative Department	53,914	57,091	61,638	60,335	61,430	1,095	1.81%
Executive Administration	293,845	314,920	286,188	311,378	311,019	(359)	-0.12%
General Administration	0	0	0	0	0	0	0.00%
Financial Administration	463,354	466,135	430,609	449,079	463,902	14,823	3.30%
Electoral Board	0	2,010	0	2,150	0	(2,150)	-100.00%
Public Safety	1,409,741	1,555,714	1,556,530	1,730,106	1,789,419	59,313	3.43%
Public Works	1,312,920	1,630,323	1,550,568	1,616,794	1,639,246	22,452	1.39%
Parks and Recreation	198,497	181,504	213,931	245,270	252,036	6,766	2.76%
Planning & Comm. Devel.	243,763	255,928	297,047	300,099	334,509	34,410	11.47%
Contributions	279,000	264,000	203,000	226,500	305,000	78,500	34.66%
Capital Outlay	162,104	1,590,497	418,211	202,000	613,930	411,930	203.93%
Debt Service	64,855	121,262	134,332	135,000	174,334	39,334	29.14%
Transfers, Reserves, and Other	399,286	719	2,240	74,750	92,050	17,300	23.14%
Total General Fund	4,881,279	6,440,103	5,154,294	5,353,461	6,036,875	683,414	12.77%



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

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salary and Benefits						
10-4110-1100 Salaries & Wages – Regular	40,700	40,500	40,500	40,500	0	0.00%
Employee Benefits						
10-4110-2100 FICA/Medicare -	3,114	3,098	3,100	3,100	0	0.00%
10-4110-2500 Unemployment Insurance	215	4	60	10	(50)	-83.33%
Contractual Services						
10-4110-3300 Printing	0	735	0	0	0	0.00%
10-4110-3400 Advertising	388	2,134	750	750	0	0.00%
10-4110-3800 Other Contractual Services	7,074	5,629	7,100	7,000	(100)	-1.41%
Other Charges						
10-4110-4210 Postal Services	0	0	0	0	0	0.00%
10-4110-4510 Mileage	0	0	0	0	0	0.00%
10-4110-4520 Convention, Training, & Education	125	2,584	2,750	2,750	0	0.00%
Materials and Supplies						
10-4110-5100 Materials and Supplies	150	1,263	300	500	200	66.67%
10-4110-5200 Office Supplies & Equipment	0	49	0	0	0	0.00%
10-4110-5300 Food Supplies & Food Services	2,120	2,450	2,500	3,000	500	20.00%
TOTAL TOWN COUNCIL EXPENDITURES	53,886	58,446	57,060	57,610	550	0.96%

Goals and Objectives for Fiscal Year 2017

The Town Council is the legislative body for the town. Therefore, there are no goals and objectives for Fiscal Year 2017.

Town Clerk

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salary and Benefits						
10-4111-1100 Salaries & Wages – Regular	3,000	2,950	3,000	3,500	500	16.67%
Employee Benefits						
10-4111-2100 FICA/Medicare -	205	220	230	270	40	17.39%
Materials and Supplies						
10-4111-5200 Office Supplies & Equipment	0	22	45	50	5	11.11%
TOTAL TOWN CLERK EXPENDITURES	3,205	3,192	3,275	3,820	545	16.64%
TOTAL LEGISLATIVE EXPENDITURES	57,091	61,638	60,335	61,430	1,095	1.81%

Goals and Objectives for Fiscal Year 2017

<u>Goal</u>	<u>Link to Strategic Plan</u>	<u>Quantification</u>	<u>Timeframe</u>
Begin membership in the Virginia and local municipal clerk association	“A Competitive and Innovative Employer”	Number of meetings attended per year	End of fiscal year, check in quarterly

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.

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

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

Town Manager Performance Measures

Measure	FY 2015 Actual	FY 2016 Projection	FY 2017 Goal
Provide information and support to Town Council			
Percentage of weekly Council-Manager memo submitted by noon each Friday	100%	100%	100%
Number of committee/council agenda items returned to staff for incomplete information	0	0	0
Administer Town Policy			
Percentage of Strategic Plan items completed during planned fiscal year	90%	92%	95%
Percentage of Town Department performance measurements met	n/a	65%	75%

Assistant Town Manager Performance Measures

Measure	FY 2015 Actual	FY 2016 Projection	FY 2017 Goal
Maintain Capital Improvement Plan			
Percentage of CIP items on time	n/a	100%	100%
Percentage of CIP items on budget	n/a	100%	100%
Oversee Assigned Departments			
Percentage of Strategic Plan items completed on time for assigned departments	90%	100%	100%
Percentage of assigned departments performance measurements met	85%	90%	95%

Town Manager

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salaries and Benefits						
10-4120-1100 Salaries & Wages – Regular	92,525	93,405	94,906	96,258	1,352	1.42%
Employee Benefits						
10-4120-2100 FICA/Medicare - Employer	9,243	7,159	7,324	7,428	104	1.42%
10-4120-2210 Virginia Retirement System	16,277	15,841	17,140	15,160	(1,980)	-11.55%
10-4120-2220 ICMA – Employer Contribution	0	0	840	840	0	0.00%
10-4120-2300 Hospital/Medical Plans	7,150	8,100	8,400	7,800	(600)	-7.14%
10-4120-2400 Group Life Insurance	1,122	1,051	1,130	1,194	64	5.66%
10-4120-2500 Unemployment Insurance	48	40	128	50	(78)	-60.94%
10-4120-2600 Workers' Compensation	0	0	0	0	0	0.00%
10-4120-2720 Allowance - Educational Assistance	3,000	0	0	0	0	0.00%
10-4120-2800 Employee Appreciation	300	300	300	300	0	0.00%
10-4120-2900 Accrued Annual and Sick Leave	28,169	0	0	0	0	0.00%
Contactual Services						
10-4120-3120 Consulting Services	0	0	0		0	0.00%
10-4120-3300 Printing	58	8	150	500	350	233.33%
Other Charges						
10-4120-4210 Postal Services	8	0	0	100	100	0.00%
10-4120-4220 Telecommunications	1,595	1,432	1,600	1,600	0	0.00%
10-4120-4520 Convention, Training, & Education	1,358	2,157	4,000	4,000	0	0.00%
10-4120-4610 Association and Membership Dues	743	806	2,000	2,000	0	0.00%
10-4120-4620 Books/Subscriptions/Educational	0	0	500	500	0	0.00%
Materials and Supplies						
10-4120-5100 Materials and Supplies	744	986	500	500	0	0.00%
10-4120-5200 Office Supplies & Equipment	333	100	500	500	0	0.00%
10-4120-5300 Food Supplies & Food Services	489	836	750	750	0	0.00%
TOTAL TOWN MANAGER	163,162	132,221	140,168	139,480	(688)	-0.49%

Goals and Objectives for Fiscal Year 2017

Goal	Link to Strategic Plan	Quantification	Timeframe
Attain ICMA-CM candidacy	<p>“A Competitive and Innovative Employer”</p> <p>“Setting the Standard for Local Government Performance”</p>	Completion of application process	End of fiscal year

Assistant Town Manager

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salaries and Benefits						
10-4120-1100 Salaries & Wages – Regular	66,225	65,431	73,224	76,129	2,905	3.97%
Employee Benefits						
10-4121-2100 FICA/Medicare - Employer	4,862	5,115	5,634	5,856	222	3.94%
10-4121-2210 Virginia Retirement System	11,438	12,406	13,224	12,660	(564)	-4.26%
10-4121-2220 ICMA – Employer Contribution	210	228	420	420	0	0.00%
10-4121-2300 Hospital/Medical Plans	11,115	10,532	15,540	14,430	(1,110)	-7.14%
10-4121-2400 Group Life Insurance	788	777	871	997	126	14.47%
10-4121-2500 Unemployment Insurance	46	40	228	50	(178)	-78.07%
10-4121-2600 Workers' Compensation	0	0	0	0	0	0.00%
10-4121-2720 Educational Assistance	0	0	0	0	0	0.00%
10-4121-2800 Employee Appreciation	250	250	250	250	0	0.00%
10-4121-2900 Accrued Annual & Sick Leave	0	2,393	0	0	0	0.00%
Contactual Services						
10-4121-3300 Printing	109	58	400	100	(300)	-75.00%
Other Charges						
10-4121-4210 Postal Services	70	51	350	200	(150)	-42.86%
10-4121-4510 Mileage	510	270	650	400	(250)	-38.46%
10-4121-4520 Convention, Training, & Education	2,203	1,714	2,250	2,250	0	0.00%
10-4121-4610 Association and Membership Dues	344	549	600	600	0	0.00%
10-4121-4620 Books/Subscriptions/Educational	26	26	200	100	(100)	-50.00%
10-4121-4630 Training - Sponsored by Locality	0	205	1,000	1,000	0	0.00%
Materials and Supplies						
10-4121-5200 Office Supplies & Equipment	1,686	35	1,050	600	(450)	-42.86%
10-4121-5300 Food Supplies & Food Services	445	458	400	400	0	0.00%
10-4121-5700 Uniforms and Wearing Apparel	97	0	100	100	0	0.00%
TOTAL ASSISTANT TOWN MANAGER	100,424	100,538	116,391	116,542	151	0.13%

Goals and Objectives for Fiscal Year 2017

Goal	Link to Strategic Plan	Quantification	Timeframe
Attain SHRM-SCP Certification	“A Competitive and Innovative Employer” “Setting the Standard for Local Government Performance”	Completion of testing and program	September 2016

Town Attorney

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salaries and Benefits						
10-4130-1100 Salaries & Wages – Regular	46,834	48,265	49,833	50,220	387	0.78%
Employee Benefits						
10-4130-2100 FICA/Medicare - Employer	3,583	3,692	3,812	3,842	30	0.79%
10-4130-2500 Unemployment Insurance	46	40	67	50	(17)	-25.37%
10-4130-2600 Workers' Compensation	57	52	57	35	(22)	-38.60%
Contactual Services						
10-4130-3140 Legal Services	480	1,080	500	500	0	0.00%
Other Charges						
10-4130-4520 Convention, Training, & Education	34	0	50	0	(50)	-100.00%
10-4130-4610 Association and Membership Dues	300	300	500	350	(150)	-30.00%
TOTAL TOWN ATTORNEY	51,334	53,429	54,819	54,997	178	0.32%
TOTAL EXECUTIVE ADMINISTRATION	314,920	286,188	311,378	311,019	(359)	-0.12%

Goals and Objectives for Fiscal Year 2017

The Town Attorney is a part-time position that provides legal counsel to executive administration and the Town Council on various issues that may arise. Therefore, there are not expressed goals and objectives for Fiscal Year 2017.

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 Performance Measures

Measure	FY 2015 Actual	FY 2016 Projection	FY 2017 Goal
Revenue and Expenditure Processing			
Percent of real estate property tax bills mailed at least 15 days prior to due date	100	100	100
Percent of real estate property tax bills collected	90	92	95
Percent of personal property tax bills mailed at least 15 days prior to due date	100	100	100
Percent of personal property tax bills collected	85	88	95
Percent of utility bills mailed before the last day of each month	100	100	100
Percent of utility bills collected	90	97	95
Percent of vendor payments processed and submitted by due date	95	97	100
Percent of payroll payments issued accurately and on time	100	100	100
Percent of payroll tax filings made on time	100	100	100
Budgeting, Accounting, and Reporting Financial Information			
Percent of accounting entries that are corrections requested by auditor	0	0	0
Percentage of month end reports submitted within 2 weeks of month end to Council, Management, Staff	100	100	100
Percent of bank accounts reconciled within thirty days	100	100	100
Receipt of GFOA Certification for Excellence in Financial Reporting	Accomplished	Accomplished	Accomplished
Comprehensive Annual Financial Report earned an unmodified audit opinion	Accomplished	Pending	Accomplished
Receipt of GFOA Distinguished Budget Presentation	Accomplished	Pending	Accomplished
Completion of CAFR by Dec 1	Accomplished	Pending	Accomplished

Department of Finance

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salary and Benefits						
10-4140-1100 Salaries & Wages – Regular	187,487	170,836	205,551	213,720	8,169	3.97%
10-4140-1200 Salaries & Wages – Overtime	1,002	1,208	500	1,500	1,000	200.00%
Employee Benefits						
10-4140-2100 FICA/Medicare - Employer	13,875	12,988	15,853	16,592	739	4.66%
10-4140-2210 Virginia Retirement System	34,706	32,006	37,123	35,542	(1,581)	-4.26%
10-4140-2215 Hybrid Disability Program	0	0	0	207	207	0.00%
10-4140-2220 ICMA – Employer Contribution	1,680	1,575	1,680	1,680	0	0.00%
10-4140-2300 Hospital/Medical Plans	41,148	37,208	40,740	41,154	414	1.02%
10-4140-2400 Group Life Insurance	2,391	2,105	2,446	2,800	354	14.47%
10-4140-2500 Unemployment Insurance	182	197	282	200	(82)	-29.08%
10-4140-2600 Workers’ Compensation	574	571	754	475	(279)	-37.00%
10-4140-2720 Allowance - Educational Assistance	2,609	551	3,000	3,000	0	0.00%
10-4140-2800 Employee Appreciation	900	800	900	900	0	0.00%
10-4140-2900 Accrued Annual & Sick Leave	1,392	1,556	0	0	0	0.00%
Contractual Services						
10-4140-3110 Accounting & Auditing Services	23,400	28,250	29,000	29,500	500	1.72%
10-4140-3210 Repairs and Maintenance	0	482	1,000	500	(500)	-50.00%
10-4140-3220 Service Contracts	61,369	49,921	60,000	60,000	0	0.00%
10-4140-3300 Printing	7,158	6,578	8,500	8,000	(500)	-5.88%
10-4140-3400 Advertising	1,140	12	500	500	0	0.00%
Other Charges						
10-4140-4210 Postal Services	10,593	7,849	10,000	9,000	(1,000)	-10.00%
10-4140-4220 Telecommunications	3,673	3,149	3,750	3,750	0	0.00%
10-4140-4310 Vehicle Liability Insurance	14,107	14,640	0	0	0	0.00%
10-4140-4320 General Liability Insurance	30,373	31,887	0	0	0	0.00%
10-4140-4410 Lease of Equipment	8,220	2,813	8,000	6,500	(1,500)	-18.75%
10-4140-4510 Mileage	216	557	1,000	1,000	0	0.00%
10-4140-4520 Convention, Training, & Education	2,546	2,193	3,000	3,000	0	0.00%
10-4140-4610 Association and Membership Dues	5,324	4,584	5,000	5,932	932	18.64%
10-4140-4620 Books/Subscriptions/Educational Mater	562	33	500	350	(150)	-30.00%
Materials and Supplies						
10-4140-5100 Materials & Supplies	1,787	12,333	2,500	13,000	10,500	420.00%
10-4140-5200 Office Supplies & Equipment	6,753	3,472	7,000	5,000	(2,000)	-28.57%
10-4140-5300 Food Supplies & Food Service	968	255	500	0	(500)	-100.00%
10-4140-5700 Uniforms and Wearing Apparel	0	0	0	100	100	0.00%
TOTAL DEPARTMENT OF FINANCE EXPENDITURES:						
	466,135	430,609	449,079	463,902	14,823	3.30%
TOTAL FINANCIAL ADMINISTRATION:						
	466,135	430,609	449,079	463,902	14,823	3.30%

Goals and Objectives for Fiscal Year 2017

<u>Goal</u>	<u>Link to Strategic Plan</u>	<u>Quantification</u>	<u>Timeframe</u>
Arrange low-cost financing in support of parking lot project on Main St.	“A Great Place to Do Business”	Interest Rate/Closing Date	September 2016
Implement pay progression through newly implemented Compensation Plan	“A Competitive & Innovative Employer”	Plan approval by Town Council	End of Fiscal Year
Prepare CAF and Budget Documents that qualify for GFOA recognition	“A Commitment to Responsible Fiscal Management Strategies”	GFOA notification	End of Fiscal Year

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 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salary and Benefits						
10-4150-1100 Salaries & Wages - Regular	1,322	0	1,350	0	(1,350)	-100.00%
Contractual Services						
10-4150-3300 Printing	219	0	300	0	(300)	-100.00%
10-4150-3400 Advertising	66	0	85	0	(85)	-100.00%
Other Charges						
10-4150-4210 Postal Services	13	0	15	0	(15)	-100.00%
Materials and Supplies						
10-4150-5100 Materials and Supplies	390	0	400	0	(400)	-100.00%
TOTAL ELECTORAL BOARD & OFFICIALS EXPENDITURES	2,010	0	2,150	0	(2,150)	-100.00%
TOTAL BOARD OF ELECTIONS	2,010	0	2,150	0	(2,150)	-100.00%

Goals and Objectives for Fiscal Year 2017

There is no election in Fiscal Year 2017. Therefore, there are no goals and objectives for Fiscal Year 2017.

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 Performance Measures

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

Police Department

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salary and Benefits						
10-4210-1100 Salaries & Wages – Regular	806,750	821,033	883,696	904,792	21,096	2.39%
10-4210-1200 Salaries & Wages – Overtime	52,843	53,351	56,952	67,171	10,219	17.94%
10-4210-1300 Salaries & Wages – Holiday	50,523	49,731	55,000	55,000	0	0.00%
Employee Benefits						
10-4210-2100 FICA/Medicare - Employer	67,403	68,559	76,167	79,141	2,974	3.90%
10-4210-2210 Virginia Retirement System	136,183	145,944	159,595	147,626	(11,969)	-7.50%
10-4210-2215 Hybrid Disability Program				266	266	0.00%
10-4210-2220 ICMA – Employer Contribution	5,390	7,123	7,560	7,560	0	0.00%
10-4210-2300 Hospital/Medical Plans	191,403	178,185	204,750	210,018	5,268	2.57%
10-4210-2400 Group Life Insurance	9,383	9,646	10,516	11,629	1,113	10.58%
10-4210-2500 Unemployment Insurance	8,908	9,013	9,870	10,600	730	7.40%
10-4210-2600 Workers’ Compensation	30,744	26,366	29,700	25,470	(4,230)	-14.24%
10-4210-2710 Allowance – Uniform Cleaning	3,437	6,750	8,500	8,500	0	0.00%
10-4210-2720 Allowance – Educational Assistance	1,500	0	1,500	1,500	0	0.00%
10-4210-2800 Employee Appreciation	3,450	3,650	3,850	3,850	0	0.00%
10-4210-2900 Accrued Annual and Sick Leave	18,463	9,483	0		0	0.00%
Contractual Services						
10-4210-3150 Translation Services	120	249	500	500	0	0.00%
10-4210-3210 Repairs and Maintenance	11,186	14,510	15,750	15,000	(750)	-4.76%
10-4210-3220 Service Contracts	2,602	15,943	34,200	35,956	1,756	5.13%
10-4210-3300 Printing	524	891	1,000	1,000	0	0.00%
10-4210-3400 Advertising	712	1,241	750	750	0	0.00%
Other Charges						
10-4210-4210 Postal Services	650	550	500	500	0	0.00%
10-4210-4220 Telecommunications	14,954	15,822	15,500	16,340	840	5.42%
10-4210-4510 Mileage	0	0			0	0.00%
10-4210-4520 Convention, Training, & Education	38,282	19,039	30,000	32,500	2,500	8.33%
10-4210-4610 Association and Membership Dues	545	495	500	500	0	0.00%
10-4210-4620 Books/Subscriptions/Educational	172	87	300	300	0	0.00%
Materials and Supplies						
10-4210-5100 Materials & Supplies	9,012	6,676	11,000	11,000	0	0.00%
10-4210-5200 Office Supplies & Equipment	5,752	14,919	22,700	34,400	11,700	51.54%
10-4210-5300 Food Supplies and Food Service	34	0	150	150	0	0.00%
10-4210-5500 Police Supplies & Equipment	31,206	23,571	29,100	49,400	20,300	69.76%
10-4210-5600 Vehicle and Powered Equipment Fuels	25,235	22,508	30,000	25,000	(5,000)	-16.67%
10-4210-5700 Uniforms and Wearing Apparel	15,461	14,047	15,000	15,000	0	0.00%
TOTAL POLICE EXPENDITURES	1,542,827	1,539,382	1,714,606	1,771,419	56,813	3.31%

Goals and Objectives for Fiscal Year 2017

Goal	Link to Strategic Plan	Quantification	Timeframe
Implement police auxiliary program	“Bringing Citizens to the Table: Civic Engagement”	Number of working auxiliary officer	End of fiscal year

Fire and Emergency Medical Services

	FY 2014	FY 2015	FY 2016	FY 2017		%
	Actual	Actual	Projected	Budget	\$ Change	Change
Contractual Services						
10-4220-3610 Distribution of State Fire Program	12,888	17,148	15,500	18,000	2,500	16.13%
TOTAL FIRE & EMS EXPENDITURES	12,888	17,148	15,500	18,000	2,500	16.13%
TOTAL PUBLIC SAFETY EXPENDITURES	1,555,715	1,556,530	1,730,106	1,789,419	59,313	3.43%

Goals and Objectives for Fiscal Year 2017

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 2017.

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 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salary and Benefits						
10-4310-1100 Salaries & Wages – Regular	92,015	98,324	112,876	126,881	14,005	12.41%
10-4310-1200 Salaries & Wages – Overtime	0	1,117	0	0	0	0.00%
Employee Benefits						
10-4310-2100 FICA/Medicare - Employer	6,623	7,338	8,667	9,771	1,104	12.74%
10-4310-2210 Virginia Retirement System	12,928	19,543	20,385	21,100	715	3.51%
10-4310-2215 Hybrid Disability Program				211	211	0.00%
10-4310-2220 ICMA – Employer Contribution	420	428	420	840	420	100.00%
10-4310-2300 Hospital/Medical Plans	14,430	23,088	23,940	22,230	(1,710)	-7.14%
10-4310-2400 Group Life Insurance	891	1,296	1,343	1,662	319	23.75%
10-4310-2500 Unemployment Insurance	114	79	152	80	(72)	-47.37%
10-4310-2600 Workers' Compensation	0	0	0	0	0	0.00%
10-4310-2800 Employee Appreciation	450	450	450	450	0	0.00%
Contractual Services						
10-4310-3210 Repairs and Maintenance	0	0	100	100	0	0.00%
10-4310-3220 Service Contracts	181	324	250	250	0	0.00%
Other Charges						
10-4310-4220 Telecommunications	3,983	4,487	4,000	4,000	0	0.00%
10-4310-4520 Convention, Training, & Education	221	96	500	500	0	0.00%
10-4310-4550 Public Works Trade Show	0	0	12,000	0	(12,000)	-100.00%
Materials and Supplies						
10-4310-5200 Office Supplies & Equipment	144	212	500	500	0	0.00%
10-4310-5700 Uniforms and Wearing Apparel	24	60	100	100	0	0.00%
TOTAL GENERAL ADMINISTRATION	132,424	156,842	185,683	188,675	2,992	1.61%

Goals and Objectives for Fiscal Year 2017

<u>Goal</u>	<u>Link to Strategic Plan</u>	<u>Quantification</u>	<u>Timeframe</u>
Complete 50% of APWA Accreditation standards required policies	“Setting the Standard for Local Government Performance”	Completion of standards	End of fiscal year

Street Maintenance

Street Maintenance

	FY 2014	FY 2015	FY 2016	FY 2017		%
	Actual	Actual	Projected	Budget	\$ Change	Change
Salary and Benefits						
10-4320-1100 Salaries & Wages – Regular	254,666	241,308	250,321	247,814	(2,507)	-1.00%
10-4320-1200 Salaries & Wages – Overtime	21,206	21,225	22,000	22,000	0	0.00%
Employee Benefits						
10-4320-2100 FICA/Medicare - Employer	20,407	20,029	23,797	20,930	(2,867)	-12.05%
10-4320-2210 Virginia Retirement System	53,392	54,872	58,228	58,148	(80)	-0.14%
10-4320-2215 Hybrid Disability Program	26	738	0	795	795	0.00%
10-4320-2220 ICMA – Employer Contribution	2,049	2,698	3,780	3,780	0	0.00%
10-4320-2300 Hospital/Medical Plans	84,754	89,259	89,880	90,102	222	0.25%
10-4320-2400 Group Life Insurance	3,682	3,618	3,837	4,581	744	19.39%
10-4320-2500 Unemployment Insurance	445	357	400	400	0	0.00%
10-4320-2600 Workers' Compensation	33,255	20,856	33,000	20,590	(12,410)	-37.61%
10-4320-2800 Employee Appreciation	1,900	1,700	2,200	2,200	0	0.00%
10-4320-2900 Accrued Annual & Sick Leave	619	8,365	0	0	0	0.00%
Contractual Services						
10-4320-3130 Engineering & Architectural Services	7,784	4,240	18,000	18,000	0	0.00%
10-4320-3210 Repairs and Maintenance	23,331	13,372	22,500	22,500	0	0.00%
10-4320-3220 Service Contracts	368,783	288,816	300,000	309,150	9,150	3.05%
10-4320-3400 Advertising	265	289	550	550	0	0.00%
10-4320-3500 Laundry & Dry Cleaning	9,422	9,497	8,000	9,000	1,000	12.50%
Other Charges						
10-4320-4220 Telecommunications	482	783	500	500	0	0.00%
10-4330-4410 Lease of Equipment	950	618	5,000	3,000	(2,000)	-40.00%
10-4320-4510 Mileage	0	0	0	0	0	0.00%
10-4320-4520 Convention, Training, & Education	2,064	4,849	3,000	3,200	200	6.67%
Materials and Supplies						
10-4320-5100 Materials and Supplies	34,791	47,717	40,000	40,000	0	0.00%
10-4320-5200 Office Supplies & Equipment	1,019	1,289	1,500	1,700	200	13.33%
10-4320-5300 Food Supplies and Food Service	106	2,173	800	800	0	0.00%
10-4320-5700 Uniforms and Wearing Apparel	302	349	750	750	0	0.00%
TOTAL STREET MAINTENANCE	925,700	839,017	888,043	880,490	(7,553)	-0.85%

Goals and Objectives for Fiscal Year 2017

<u>Goal</u>	<u>Link to Strategic Plan</u>	<u>Quantification</u>	<u>Timeframe</u>
Increase the number of licensed herbicide applicators on staff	“A Beautiful Place to Live and Work”	Increase from 1 licensed applicator to 3	End of fiscal year

Street Maintenance Performance Measures

Measure	FY 2015 Actual	FY 2016 Projection	FY 2017 Goal
Inspect and maintain Town street network			
Percentage of street signs inspected	100	100	100
Percentage of deficient signs repaired within seven days of inspection	100	100	100
Percentage of streets inspected (annually)	100	100	100
Percentage of minor street deficiencies repaired within two weeks of report	60	62	70
Inspect and maintain Town sidewalk network			
Percentage of sidewalks inspected annually	33.3	33.3	33.3
Percentage of minor deficiencies repaired within seven days	65	67	75
Inspect and maintain storm water structures			
Percentage of storm structures receiving annual inspection	50	52	60
Percentage of minor deficiencies repaired within seven days	75	76	80
Maintain right of way grass, landscaping, and trees			
Percentage of right of ways mowed weekly (May through September)	50	53	65
Percentage of leaf collection completed by December 15 annually	100	100	100

Street Lighting

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Other Charges						
10-4321-4110 Electrical Services	52,108	51,700	53,000	55,000	2,000	3.77%
TOTAL STREET LIGHTING	52,108	51,700	53,000	55,000	2,000	3.77%

Goals and Objectives for Fiscal Year 2017

The Street Lighting fund represents a payment to Dominion Virginia power for street light, but there are no organizational activities associated with this program. Therefore, there are no goals or objectives for Fiscal Year 2017.

Street Cleaning

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salaries and Benefits						
10-4322-1100 Salaries & Wages – Regular	3,683	4,153	5,500	5,712	212	3.85%
10-4322-1200 Salaries & Wages – Overtime	399	113	150	278	128	85.33%
Employee Benefits						
10-4322-2100 FICA/Medicare – Employer	277	300	432	458	26	6.02%
10-4322-2600 Workers’ Compensation	475	601	471	295	(176)	-37.37%
Materials and Supplies						
10-4322-5100 Materials and Supplies	0	0	100	100	0	0.00%
TOTAL STREET CLEANING	4,834	5,167	6,653	6,843	190	2.86%

Goals and Objectives for Fiscal Year 2017

<u>Goal</u>	<u>Link to Strategic Plan</u>	<u>Quantification</u>	<u>Timeframe</u>
Increase the number of released street sweeper operators by one	“A Beautiful Place to Live and Work”	Number of released operators	End of fiscal year

Street Cleaning Performance Measures

Measure	FY 2015 Actual	FY 2016 Projection	FY 2017 Goal
Operate Street Sweeper throughout the Town			
Number of curb miles swept annually	175	175	175

Snow and Ice Removal

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salaries and Benefits						
10-4323-1100 Salaries & Wages – Regular	14,169	16,364	5,000	15,652	10,652	213.04%
10-4323-1200 Salaries & Wages – Overtime	19,308	15,159	8,000	10,000	2,000	25.00%
10-4323-1300 Salaries & Wages – Holiday	0	305	0	0	0	0.00%
Employee Benefits						
10-4323-2100 FICA/Medicare – Employer	2,406	2,269	995	1,962	967	97.19%
Materials and Supplies						
10-4323-5100 Materials and Supplies	1,542	1,509	2,000	2,000	0	0.00%
10-4323-5300 Food Service & Food Supplies	675	655	500	500	0	0.00%
10-4323-5400 Chemical Supplies	28,335	30,540	15,000	20,000	5,000	33.33%
TOTAL SNOW AND ICE REMOVAL	66,435	66,801	31,495	50,114	18,619	59.12%

Goals and Objectives for Fiscal Year 2017

Goal	Link to Strategic Plan	Quantification	Timeframe
Increase the number of CDL and non-CDL qualified snow-plow operators	“Setting the Standard for Local Government Performance”	Number of released CDL drivers by 1 and increase pickup drivers by 4	End of winter 2017

Snow Removal Performance Measures

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

Refuse Collection and Disposal

	FY 2014	FY 2015	FY 2016	FY 2017		%
	Actual	Actual	Projected	Budget	\$ Change	Change
Materials and Supplies						
10-4330-3220 Service Contracts	188,471	204,487	195,000	200,000	5,000	2.56%
10-4330-3400 Advertising	101	0	250	0	(250)	-100.00%
10-4330-3500 Laundry and Dry Cleaning	0	0	0	0	0	0.00%
10-4330-3800 Other Contractual Services	49,528	16,625	51,000	50,000	(1,000)	-1.96%
TOTAL REFUSE COLLECTION	238,100	221,112	246,250	250,000	3,750	1.52%

Goals and Objectives for Fiscal Year 2017

Refuse collection and disposal is a contracted service. Therefore, there are no goals and objectives for this item for Fiscal Year 2017.

Maintenance of Buildings and Grounds

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salaries and Benefits						
10-4340-1100 Salaries & Wages – Regular	1,867	10,515	5,500	10,059	4,559	82.89%
10-4340-1200 Salaries & Wages – Overtime	47	11	200	179	(21)	-10.50%
Employee Benefits						
10-4340-2100 FICA/Medicare - Employer	141	729	436	783	347	79.59%
10-4340-2600 Workers' Compensation	167	123	189	120	(69)	-36.51%
Contractual						
10-4340-3210 Repairs and Maintenance	13,115	13,380	12,000	12,000	0	0.00%
10-4340-3220 Service Contracts	24,723	23,455	25,000	25,000	0	0.00%
10-4340-3810 Swimming Pool Concessions	0	12,595	0	0	0	0.00%
Other Charges						
10-4340-4110 Electrical Services	18,149	18,494	19,000	19,000	0	0.00%
10-4340-4120 Heating Services	13,249	9,213	11,000	10,000	(1,000)	-9.09%
Materials and Supplies						
10-4340-5100 Materials and Supplies	17,466	12,055	17,000	17,000	0	0.00%
10-4340-5800 Janitorial Supplies	2,624	1,203	3,000	3,000	0	0.00%
TOTAL MAINTENANCE OF BUILDINGS	66,435	66,801	31,495	50,114	18,619	59.12%

Goals and Objectives for Fiscal Year 2017

<u>Goal</u>	<u>Link to Strategic Plan</u>	<u>Quantification</u>	<u>Timeframe</u>
Complete full complete self-inspection	“A Commitment to Responsible Fiscal Management Strategies”	Completion of the facilities	End of fiscal year

Maintenance of Building and Grounds Performance Measures

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

Maintenance of Vehicles, Machinery, and Equipment

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salaries and Benefits						
10-4350-1100 Salaries & Wages – Regular	1,867	10,515	5,500	10,059	4,559	82.89%
10-4350-1200 Salaries & Wages – Overtime	47	11	200	179	(21)	-10.50%
Employee Benefits						
10-4350-2100 FICA/Medicare - Employer	303	840	1,377	914	(463)	-33.62%
10-4350-2500 Unemployment Insurance	0	0	25	20	(5)	-20.00%
10-4350-2600 Workers' Compensation	427	177	943	600	(343)	-36.37%
Contractual						
10-4350-3210 Repairs and Maintenance	22,916	37,965	32,000	35,000	3,000	9.38%
Materials and Supplies						
10-4350-5100 Materials and Supplies	59,847	37,284	35,000	37,500	2,500	7.14%
10-4350-5600 Vehicle and Powered Equipment Fuels	31,261	19,449	25,000	25,000	0	0.00%
TOTAL MAINTENANCE OF VEHICLES	119,175	108,156	112,345	110,983	(1,362)	-1.21%
TOTAL PUBLIC WORKS EXPENDITURES	1,630,324	1,550,568	1,616,794	1,639,246	22,452	1.39%

Goals and Objectives for Fiscal Year 2017

<u>Goal</u>	<u>Link to Strategic Plan</u>	<u>Quantification</u>	<u>Timeframe</u>
Increase the number of qualified mechanics	“A Competitive and Innovative Employer” “Setting the Standard for Local Government Performance”	Increase of 1 mechanic	End of fiscal year

Maintenance of Vehicles, Machinery, & Equipment Performance Measures

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

Planning and Community Development

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

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

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

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

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

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

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

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

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

Planning and Zoning

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salary and Benefits						
10-4410-1100 Salaries & Wages – Regular	67,155	65,431	60,000	69,531	9,531	15.89%
Employee Benefits						
10-4410-2100 FICA/Medicare - Employer	4,933	4,817	4,622	5,351	729	15.77%
10-4410-2210 Virginia Retirement System	11,437	12,406	10,836	11,563	727	6.71%
10-4410-2215 Hybrid Disability Program	0	0	0	405	405	0.00%
10-4410-2220 ICMA – Employer Contribution	210	193	420	420	0	0.00%
10-4410-2300 Hospital/Medical Plans	11,115	10,532	15,540	14,430	(1,110)	-7.14%
10-4410-2400 Group Life Insurance	788	777	714	911	197	27.59%
10-4410-2500 Unemployment Insurance	114	40	0	50	50	0.00%
104410-2600 Workers' Compensation	0	0	0	0	0	0.00%
10-4410-2800 Employee Appreciation	250	250	250	250	0	0.00%
10-4410-2900 Accrued Annual & Sick Leave	0	2,393	0	0	0	0.00%
Contractual Services						
10-4410-3130 Engineering & Architectural Services	20,746	18,807	15,000	15,000	0	0.00%
10-4410-3300 Printing	0	0	100	150	50	50.00%
Other Charges						
10-4410-4210 Postal Services	28	0	100	100	0	0.00%
10-4410-4510 Mileage	38	0	400	400	0	0.00%
10-4410-4520 Convention, Training, and Education	681	2,000	1,000	2,555	1,555	155.50%
Materials and Supplies						
10-4410-5100 Materials and Supplies	24	0	100	250	150	150.00%
10-4410-5200 Office Supplies & Equipment	1,352	0	500	850	350	70.00%
10-4410-5300 Food Supplies & Food Services	131	39	200	250	50	25.00%
TOTAL PLANNING AND ZONING	119,002	117,685	109,782	122,466	12,684	11.55%

Goals and Objectives for Fiscal Year 2017

<u>Goal</u>	<u>Link to Strategic Plan</u>	<u>Quantification</u>	<u>Timeframe</u>
Complete 5 neighborhood area plans	“Preserving and Linking Neighborhood Amenities” “Preserving our Town for Future Generations”	Completion of plans	End of fiscal year

Planning and Zoning Performance Measures

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

Planning Commission

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salary and Benefits						
10-4411-1100 Salaries & Wages – Regular	9,000	10,800	12,000	12,000	0	0.00%
Employee Benefits						
10-4411-2100 FICA/Medicare - Employer	689	826	918	918	0	0.00%
Contractual Services						
10-4411-3130 Engineering & Architectural Services	0	0	2,000	2,000	0	0.00%
10-4411-3400 Advertising	0	210	1,500	1,500	0	0.00%
Other Charges						
10-4411-4510 Mileage	0	0			0	0.00%
10-4411-4520 Convention, Training, and Education	0	0			0	0.00%
Materials and Supplies						
10-4411-5100 Materials and Supplies	34,791	47,717	40,000	40,000	0	0.00%
10-4411-5200 Office Supplies and Equipment	1,019	1,289	1,500	1,700	200	13.33%
TOTAL PLANNING COMMISSION	9,689	11,836	16,718	16,718	0	0.00%

Goals and Objectives for Fiscal Year 2017

The Planning Commission as needed during the year. Therefore there are no goals and objectives for Fiscal Year 2017.

Board of Zoning Appeals

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salaries and Benefits						
10-4412-1100 Salaries & Wages – Regular	3,000	1,200	1,200	3,000	1,800	150.00%
Employee Benefits						
10-4412-2100 FICA/Medicare - Employer	230	92	100	230	130	130.00%
Contractual Services						
10-4412-3400 Advertising	87	0	250	250	0	0.00%
TOTAL BOARD OF ZONING APPEALS	3,317	1,292	1,550	3,480	1,930	124.52%

Goals and Objectives for Fiscal Year 2017

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 2017.

Woodstock Enhancement Committee Program

Enhancement Program

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salaries and Benefits						
10-4420-1100 Salaries & Wages – Regular	32,565	35,801	42,000	42,632	632	1.50%
Employee Benefits						
10-4420-2100 FICA/Medicare - Employer	2,476	2,716	3,215	3,261	46	1.43%
10-4420-2500 Unemployment Insurance	45	(1,174)	57	57	0	0.00%
Contractual Services						
10-4420-3220 Service Contracts	43,808	55,949	51,000	65,000	14,000	27.45%
10-4420-3300 Printing	1,315	1,125	1,500	1,500	0	0.00%
10-4420-3400 Advertising	6,590	6,662	6,500	8,000	1,500	23.08%
Other Charges						
10-4420-4210 Postal Services	0	42	500	500	0	0.00%
10-4420-4510 Mileage	350	463	500	500	0	0.00%
10-4420-4520 Convention, Training, and Education	1,064	1,994	1,000	1,000	0	0.00%
10-4420-4610 Association and Membership Dues	125	250	400	400	0	0.00%
Materials and Supplies						
10-4420-5100 Materials and Supplies	19,218	40,547	45,000	48,000	3,000	6.67%
10-4420-5200 Office Supplies and Equipment	49	294	600	600	0	0.00%
10-4420-5300 Food Supplies and Food Service	120	1,671	1,200	1,200	0	0.00%
TOTAL ENHANCEMENT PROGRAM	107,725	146,340	153,472	172,650	19,178	12.50%

Goals and Objectives for Fiscal Year 2017

<u>Goal</u>	<u>Link to Strategic Plan</u>	<u>Quantification</u>	<u>Timeframe</u>
Increase advertising of town-sponsored events	“Setting the Standard for Local Government Performance”	Number of newspaper, radio, TV ads annually	End of fiscal year
Install traffic signal art	“A Beautiful Place to Live and Work”	Completion of project	End of fiscal year

Economic Development Authority

	FY 2014	FY 2015	FY 2016	FY 2017		%
	Actual	Actual	Projected	Budget	\$ Change	Change
Salaries and Wages						
10-4422-1100 Salaries & Wages – Regular	188,471	204,487	195,000	200,000	5,000	2.56%
Employee Benefits						
10-4422-2100 FICA/Medicare - Employer	0	0	77	120	43	55.84%
TOTAL ECONOMIC DEVELOPMENT AUTH.	0	0	1,077	1,695	618	57.38%

Goals and Objectives for Fiscal Year 2017

The Economic Development Authority meets on an as needed during the year. Therefore there are no goals and objectives for Fiscal Year 2017.

Woodstock Tree Board

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Contractual Services						
10-4423-3120 Consulting Services	875	869	1,500	1,500	0	0.00%
Other Charges						
10-4423-4510 Mileage	0	0	0	0	0	0.00%
10-4423-4520 Convention, Training, and Education	937	400	1,000	1,000	0	0.00%
Materials and Supplies						
10-4423-5100 Materials and Supplies	14,383	18,625	15,000	15,000	0	0.00%
10-4340-5800 Janitorial Supplies	2,624	1,203	3,000	3,000	0	0.00%
TOTAL TREE BOARD	16,195	19,894	17,500	17,500	0	0.00%
TOTAL PLANNING AND COMMUNITY DEVELOPMENT						
	255,928	297,047	300,099	334,509	34,410	11.47%

Goals and Objectives for Fiscal Year 2017

<u>Goal</u>	<u>Link to Strategic Plan</u>	<u>Quantification</u>	<u>Timeframe</u>
Increase the Town's tree canopy by planting trees along right of ways	"Preserving our Town for Future Generations"	Number of trees planted	End of fiscal year

Parks and Recreation

Parks and Recreation consists of expenditures for the following functions:

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

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

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

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

Field Maintenance

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salaries and Wages						
10-4820-3210 Repairs and Maintenance	741	27	500	500	0	0.00%
TOTAL FIELD MAINTENANCE	741	27	500	500	0	0.00%

Goals and Objectives for Fiscal Year 2017

This is a funding item for Woodstock-Edinburg Little League's fields at Riverview Park. The Town supports this effort, but does not control the work. Therefore, there are no goals and objectives for Fiscal Year 2017.

Parks Maintenance

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salary and Benefits						
10-4830-1100 Salaries & Wages - Regular	49,965	59,049	75,604	75,604	0	0.00%
10-4830-1200 Salaries & Wages – Overtime	4,204	4,135	5,000	5,000	0	0.00%
Employee Benefits						
10-4830-2100 FICA/Medicare - Employer	4,048	4,741	6,166	6,166	0	0.00%
10-4830-2500 Unemployment Compensation	145	84	110	100	(10)	-9.09%
10-4830-2600 Workers’ Compensation	3,880	2,976	3,771	2,355	(1,416)	-37.55%
Contractual Services						
10-4830-3110 Consulting Services	2,750	0		0	0	0.00%
10-4830-3210 Repairs and Maintenance	2,000	29	3,000	2,500	(500)	-16.67%
10-4830-3400 Advertising	373	360	350	350	0	0.00%
10-4830-3800 Other Contractual Services	1,175	447	1,500	1,500	0	0.00%
10-4830-4320 General Liability Insurance	0	0			0	0.00%
Materials and Supplies						
10-4830-5100 Materials and Supplies	13,274	24,102	30,000	27,500	(2,500)	-8.33%
10-4830-5600 Vehicle and Powered Equipment Fuels	2,218	1,060	2,500	2,500	0	0.00%
10-4830-5700 Uniforms and Wearing Apparel	61	238	500	500	0	0.00%
10-4830-5800 Janitorial Supplies	5,571	6,147	7,000	6,600	(400)	-5.71%
TOTAL PARKS	89,664	103,368	135,501	130,675	(4,826)	-3.56%

Goals and Objectives for Fiscal Year 2017

<u>Goal</u>	<u>Link to Strategic Plan</u>	<u>Quantification</u>	<u>Timeframe</u>
1 employee complete a certified park inspector program	“Preserving and Linking Neighborhood Amenities”	Certification	End of fiscal year

Parks Commission

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salary and Benefits						
10-4831-1100 Salaries & Wages - Regular	700	900	700	900	200	28.57%
Employee Benefits						
10-4831-2100 FICA/Medicare - Employer	54	69	54	69	15	27.50%
TOTAL PARKS COMMISSION	754	969	754	969	215	28.49%

Goals and Objectives for Fiscal Year 2017

The Parks Commission meets on an as needed basis during the year. Therefore, there are no goals and objectives for Fiscal Year 2017.

Swimming Pool

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salaries and Benefits						
10-4840-1100 Salaries & Wages - Regular	52,075	59,926	60,000	63,500	3,500	5.83%
10-4840-1200 Salaries & Wages – Overtime	4,380	5,288	5,000	6,000	1,000	20.00%
Employee Benefits						
10-4840-2100 FICA/Medicare - Employer	4,295	4,942	4,973	5,317	344	6.92%
10-4840-2500 Unemployment Insurance	344	212	92	225	133	144.57%
Contractual Services						
10-4840-3210 Repairs and Maintenance	6,139	1,162	7,000	8,000	1,000	14.29%
10-4840-3800 Other Contractual Services	118	825	250	250	0	0.00%
10-4840-3810 Concession Stand Operations	0	371	0	800	800	0.00%
Other Charges						
10-4840-4110 Electrical Services	8,063	12,116	13,000	13,000	0	0.00%
10-4830-4320 General Liability Insurance	0	0	0	0	0	0.00%
10-4840-4220 Telecommunications	315	508	500	600	100	20.00%
Materials and Supplies						
10-4840-5100 Materials and Supplies	7,830	11,112	9,500	9,500	0	0.00%
10-4840-5110 Materials for Resale	0	3,519	0	4,000	4,000	0.00%
10-4840-5400 Chemical Supplies	5,951	9,260	7,000	7,500	500	7.14%
10-4840-5700 Uniforms and Wearing Apparel	747	0	700	700	0	0.00%
10-4840-5800 Janitorial Supplies	88	326	500	500	0	0.00%
TOTAL SWIMMING POOL	90,345	109,567	108,515	119,892	11,377	10.48%
TOTAL PARKS AND RECREATION	181,504	213,931	245,270	252,036	6,766	2.76%

Goals and Objectives for Fiscal Year 2017

Goal	Link to Strategic Plan	Quantification	Timeframe
Improve concessions stand close of business bookkeeping accuracy	“Setting the Standard for Local Government Performance” “A Commitment to Responsible Fiscal Strategies”	Number of corrections completed by Finance Department staff annually	Review weekly

Swimming Pool Performance Measures

Measure	FY 2014 Actual	FY 2015 Projection	FY 2016 Goal
Manage a High Quality Aquatics Program			
Number of students in swimming lesson programs	150	161	175
Percentage of students advancing to next level on time	75%	76%	80%
Average daily patronage	125	127	150

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 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Contributions						
10-4900-4710 Contribution to Rescue Squad	0	174,000	49,000	49,000	0	0.00%
10-4900-4720 Contribution to Fire Department	264,000	29,000	177,500	256,000	78,500	44.23%
TOTAL CONTRIBUTIONS	264,000	203,000	226,500	305,000	78,500	34.66%
Capital Outlay						
10-4910-6100 Machinery and Equipment	57,110	82,720	52,000	0	(52,000)	-100.00%
10-4910-6400 Motor Vehicles and Equipment	180,857	60,481	100,000	35,000	(65,000)	-65.00%
10-4910-6500 Software	0	0	25,000	25,000	0	0.00%
10-4910-6906 Main Street Sculpture Garden	0	13,615	0	0	0	0.00%
10-4910-6910 Streetscape Project	0	0	0	0	0	0.00%
10-4910-6910 Downtown Parking Project	0	0	0	500,000	500,000	0.00%
Rail Trail					0	0.00%
Pocket Park					0	0.00%
Sidewalk				9,000	9,000	0.00%
Dog Park				30,000	30,000	0.00%
Public Space Improvements				0	0	0.00%
Solar Street lights				14,930	14,930	0.00%
10-4910-6920 Parking Lot -W.O. Riley Park Project	1,352,530	261,395	25,000		(25,000)	-100.00%
TOTAL CAPITAL OUTLAY	1,590,497	418,211	202,000	613,930	411,930	203.93%
Debt Service						
10-4920-7110 Principal Payments	91,432	105,563	109,000	126,198	17,198	15.78%
10-4920-7120 Interest Payments	29,830	28,769	26,000	48,136	22,136	85.14%
TOTAL DEBT SERVICE	121,262	134,332	135,000	174,334	39,334	29.14%
Transfers and Reserves						
10-4930-8310 Transfer to Public Utilities Fund	0	0	25,000	0	(25,000)	-100.00%
10-4930-8500 Reserve for Contingency	0	0	0	31,200	31,200	0.00%
10-4930-8520 Reserve for Capital Projects	0	0	0	15,000	15,000	0.00%
TOTAL TRANSFERS AND RESERVES	0	0	25,000	46,200	21,200	84.80%
Insurance Premiums and Service Charges						
10-4940-4310 Vehicle Liability Insurance	0	0	17,000	13,100	(3,900)	-22.94%
10-4940-4320 General Liability Insurance	0	0	32,000	30,750	(1,250)	-3.91%
10-4940-4800 Bank Service Charges	719	714	750	750	0	0.00%
10-4940-4810 Credit Card Processing	0	1,526	0	1,250	1,250	0.00%
TOTAL INSURANCE PREMIUMS	719	2,240	49,750	45,850	(3,900)	-7.84%
TOTAL NON-DEPARTMENTAL	1,976,478	757,783	638,250	1,185,314	547,064	85.71%
TOTAL GENERAL FUND	6,440,105	5,154,294	5,353,461	6,036,875	683,414	13.26%

(this page intentionally left blank)

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 are 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 2017.

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 2017.

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.

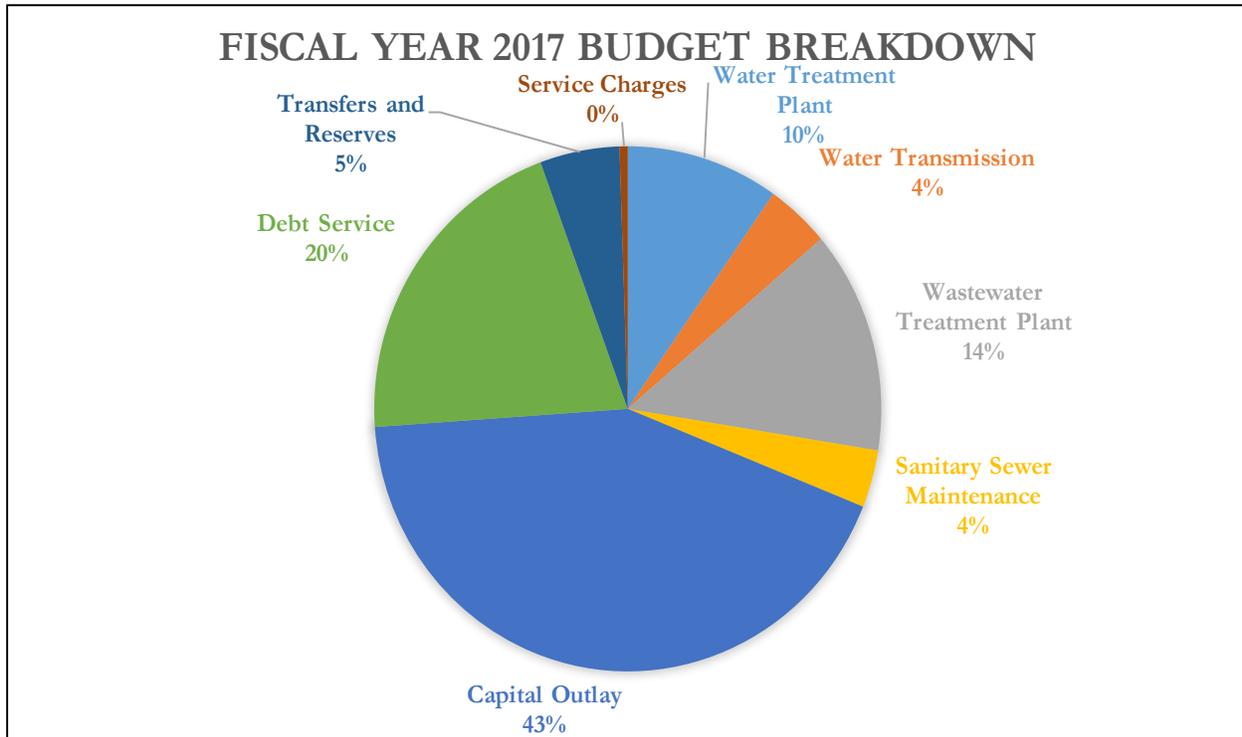
Public Utilities Fund Revenues

	FY 2014	FY 2015	FY 2016	FY 2017		
	Actual	Actual	Projected	Budget	\$ Change	% Change
Revenue from the Use of Money and Property						
60-3150-0080 Interest on Bank Deposits	3,926	2,988	2,000	2,600	600	30.00%
60-3150-0082 Dividends on Investments	49	18	0	0	0	0.00%
	3,975	3,006	2,000	2,600	600	30.00%
Charges for Service						
60-3160-0100 Water Receipts	1,256,834	1,436,883	1,604,328	1,643,693	39,365	2.45%
60-3160-0101 Sewer Receipts	2,107,408	2,196,853	2,229,645	2,240,793	11,148	0.50%
60-3160-0102 Water Connection Charges	53,117	48,044	50,000	50,000	0	0.00%
60-3160-0103 Sewer Connection Charges	100,000	61,300	75,000	75,000	0	0.00%
60-3160-0104 Penalties – Water and Sewer	59,951	63,090	71,448	73,210	1,762	2.47%
	3,577,310	3,806,170	4,030,421	4,082,696	52,275	1.30%
Miscellaneous Receipts						
60-3170-0120 Miscellaneous Receipts	32,711	13,979	10,000	10,000	0	0.00%
10-3130-0041 Penalties - Business, Professional,	32,711	13,979	10,000	10,000	0	0.00%
Other Financing Non-Revenue Receipts						
10-3140-0060 Court Fines and Forfeitures	100,880	38,413	19,260	36,000	16,740	86.92%
10-3140-0061 Parking Fines	1,030	550	429	1,000	571	133.10%
	101,910	38,963	19,689	37,000	17,311	87.92%
Revenue from the Use of Money & Property						
60-3410-0600 Transfers from General Fund	0	0	25,000	0	(25,000)	-100.00%
60-3410-06xx Appropriated Fund Balance - CIP				325,000	325,000	0.00%
60-3410-0604 Proceeds from Indebtedness	0	0	0	3,126,000	3,126,000	0.00%
	0	0	25,000	3,451,000	3,426,000	13704.00%
TOTAL PUBLIC UTILITIES FUND REVENUE	3,613,996	3,823,155	4,067,421	7,546,296	3,478,875	85.53%

Public Utilities Fund Expenditures

Summary

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	%Change
Water Treatment Plant	677,741	679,375	674,399	735,026	735,009	(17)	0.00%
Water Transmission	295,897	295,217	294,752	303,752	305,865	2,113	0.70%
Wastewater Treatment Plant	957,533	1,035,641	1,002,721	1,009,095	1,037,268	28,173	2.79%
Sanitary Sewer Maintenance	228,209	239,575	240,371	263,252	267,263	4,011	1.52%
Capital Outlay	81,113	0	66,628	25,000	3,231,000	3,206,000	12824.00%
Debt Service	1,494,993	1,492,087	1,466,604	1,495,000	1,548,000	53,000	3.55%
Transfers and Reserves	0	0	75,000	125,000	382,191	257,191	205.75%
Service Charges	388	1,949	45,746	32,500	39,700	7,200	22.15%
Total Public Utilities Fund	3,735,874	3,743,844	3,866,221	3,988,625	7,546,296	3,557,671	89.20%
Total Expenditures	8,617,153	10,183,947	9,020,515	9,342,086	13,583,171	4,241,085	45.40%



Water Treatment Plant

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salary and Benefits						
60-4710-1100 Salaries & Wages – Regular	219,232	221,711	243,187	252,513	9,326	3.83%
60-4710-1200 Salaries & Wages – Overtime	6,915	4,252	7,500	7,500	0	0.00%
60-4710-1300 Salaries & Wages – Holiday	4,674	5,431	5,000	5,500	500	10.00%
Employee Benefits						
60-4710-2100 FICA/Medicare - Employer	17,324	17,151	19,704	20,472	768	3.90%
60-4710-2215 Hybrid Disability Program				220	220	0.00%
60-4710-2210 Virginia Retirement System	37,999	39,796	43,920	41,993	(1,927)	-4.39%
60-4710-2220 ICMA – Employer Contribution	1,295	1,610	1,890	2,100	210	11.11%
60-4710-2300 Hospital/Medical Plans	51,878	46,176	59,850	55,578	(4,272)	-7.14%
60-4710-2400 Group Life Insurance	2,618	2,638	2,894	3,308	414	14.31%
60-4710-2500 Unemployment Insurance	228	243	345	250	(95)	-27.54%
60-4710-2600 Workers' Compensation	13,915	10,624	15,086	9,425	(5,661)	-37.52%
60-4710-2800 Employee Appreciation	1,050	850	1,050	1,050	0	0.00%
60-4710-2900 Accrued Annual and Sick Leave	10,265	0	0	0	0	0.00%
60-4710-2910 Annual OPEB Cost	1,756	0	0	0	0	0.00%
Contractual Services						
60-4710-3130 Engineering and Architectural Services	950	7,500	10,000	9,000	(1,000)	-10.00%
60-4710-3210 Repairs and Maintenance	35,561	33,994	35,000	35,000	0	0.00%
60-4710-3220 Service Contracts	56,695	62,763	80,000	80,000	0	0.00%
60-4710-3300 Printing	0	0	100	100	0	0.00%
60-4710-3400 Advertising	0	330	350	350	0	0.00%
60-4710-3500 Laundry and Dry Cleaning	5,276	5,369	5,500	5,500	0	0.00%
60-4710-3700 Sludge Removal	0	0	500	2,500	2,000	400.00%
Other Charges						
60-4710-4110 Electrical Services	64,861	61,777	65,000	65,000	0	0.00%
60-4710-4120 Heating Services	15,126	10,268	14,000	14,000	0	0.00%
60-4710-4210 Postal Services	50	62	100	100	0	0.00%
60-4710-4220 Telecommunications	4,820	5,626	5,000	5,000	0	0.00%
60-4710-4310 Vehicle Liability Insurance	1,002	1,049	0	0	0	0.00%
60-4710-4320 General Liability Insurance	12,339	14,218	0	0	0	0.00%
60-4710-4520 Convention, Training, & Education	2,467	2,138	3,000	3,000	0	0.00%
60-4710-4610 Association and Membership Dues	9,755	9,859	10,000	10,000	0	0.00%
60-4710-4620 Books/Subscriptions/Educational	99	99	100	100	0	0.00%
Materials and Supplies						
60-4710-5100 Materials & Supplies	17,771	17,076	15,000	15,000	0	0.00%
60-4710-5200 Office Supplies & Equipment	600	786	750	750	0	0.00%
60-4710-5300 Food Supplies and Food Service	257	179	300	300	0	0.00%
60-4710-5400 Chemical and Laboratory Supplies	77,411	89,003	85,000	85,000	0	0.00%
60-4710-5600 Vehicle and Powered Equipment Fuels	4,728	1,294	4,000	3,500	(500)	-12.50%
60-4710-5700 Uniforms and Wearing Apparel	68	332	400	400	0	0.00%
60-4710-5800 Janitorial Supplies	390	195	500	500	0	0.00%
TOTAL WATER TREATMENT PLANT	679,375	674,399	735,026	735,009	(17)	0.00%

Unit Goals and Objectives for Fiscal Year 2017

<u>Goal</u>	<u>Link to Strategic Plan</u>	<u>Quantification</u>	<u>Timeframe</u>
Improve licensure standing for two operators not fully licensed	“A Competitive and Innovative Employer”	Class 2 licensure for one operator and Class 4 licensure	End of Fiscal Year

Water Distribution

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salary and Benefits						
60-4720-1100 Salaries & Wages – Regular	119,511	122,782	120,281	124,629	4,348	3.61%
60-4720-1200 Salaries & Wages – Overtime	19,779	23,134	15,000	18,000	3,000	20.00%
Employee Benefits						
60-4720-2100 FICA/Medicare - Employer	9,825	10,468	10,395	10,991	596	5.73%
60-4720-2210 Virginia Retirement System	20,012	21,241	21,723	20,727	(996)	-4.59%
60-4720-2220 ICMA – Employer Contribution	805	875	1,260	1,050	(210)	-16.67%
60-4720-2300 Hospital/Medical Plans	36,663	37,056	39,480	36,075	(3,405)	-8.62%
60-4720-2400 Group Life Insurance	1,379	1,400	1,432	1,633	201	14.04%
60-4720-2500 Unemployment Insurance	149	157	181	160	(21)	-11.60%
60-4720-2800 Employee Appreciation	600	600	600	600	0	0.00%
60-4720-2900 Accrued Annual and Sick Leave	920	0	0	0	0	0.00%
60-4720-2910 Annual OPEB Cost	1,317	0	0	0	0	0.00%
Contractual Services						
60-4720-3210 Repairs and Maintenance	8,483	5,250	6,000	6,000	0	0.00%
60-4720-3220 Service Contracts	3,075	3,120	4,000	4,000	0	0.00%
60-4720-3400 Advertising	337	112	300	300	0	0.00%
60-4720-3500 Laundry and Dry Cleaning	2,846	3,025	2,700	2,700	0	0.00%
Other Charges						
60-4720-4210 Postal Services	9,138	8,531	10,000	10,000	0	0.00%
60-4720-4220 Telecommunications	2,278	2,322	2,500	2,500	0	0.00%
60-4720-4310 Vehicle Liability Insurance	0	0	0	0	0	0.00%
60-4720-4320 General Liability Insurance	0	0	0	0	0	0.00%
60-4720-4520 Convention, Training, & Education	483	585	1,000	2,000	1,000	100.00%
Materials and Supplies						
60-4720-5100 Materials & Supplies	49,920	47,129	60,000	57,500	(2,500)	-4.17%
60-4720-5200 Office Supplies & Equipment	1,169	1,382	1,000	1,000	0	0.00%
60-4720-5300 Food Supplies and Food Service	366	517	500	500	0	0.00%
60-4720-5600 Vehicle and Powered Equipment Fuels	5,922	4,828	5,000	5,500	500	10.00%
60-4720-5700 Uniforms and Wearing Apparel	240	238	400		(400)	-100.00%
TOTAL WATER DISTRIBUTION	295,217	294,752	303,752	305,865	2,113	0.70%

Unit Goals and Objectives for Fiscal Year 2017

Goal	Link to Strategic Plan	Quantification	Timeframe
Complete fire hydrant geolocation project completion	“Preserving our Town for Future Generations” “Setting the Standard for Local Government Performance”	100% of fire hydrants located	End of fiscal year

Wastewater Treatment Plant

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salary and Benefits						
60-4730-1100 Salaries & Wages – Regular	219,232	221,711	243,187	252,513	9,326	3.83%
60-4730-1200 Salaries & Wages – Overtime	6,915	4,252	7,500	7,500	0	0.00%
60-4730-1300 Salaries & Wages – Holiday	4,674	5,431	5,000	5,500	500	10.00%
Employee Benefits						
60-4730-2100 FICA/Medicare - Employer	25,590	24,663	27,004	28,017	1,013	3.75%
60-4730-2210 Virginia Retirement System	51,149	56,234	57,259	54,761	(2,498)	-4.36%
60-4730-2215 Hybrid Disability Program				192	192	0.00%
60-4730-2220 ICMA – Employer Contribution	1,995	1,951	2,940	2,940	0	0.00%
60-4730-2300 Hospital/Medical Plans	72,732	77,873	80,220	74,502	(5,718)	-7.13%
60-4730-2400 Group Life Insurance	3,524	3,706	3,773	4,315	542	14.37%
60-4730-2500 Unemployment Insurance	375	379	472	400	(72)	-15.25%
60-4730-2600 Workers’ Compensation	16,485	11,277	16,029	10,000	(6,029)	-37.61%
60-4730-2800 Employee Appreciation	1,250	1,450	1,450	1,450	0	0.00%
60-4730-2900 Accrued Annual and Sick Leave	9,625	0	0	0	0	0.00%
60-4730-2910 Annual OPEB Cost	2,633	0	0	0	0	0.00%
Contractual Services						
60-4730-3130 Engineering and Architectural Services	10,625	3,125	3,000	3,000	0	0.00%
60-4730-3210 Repairs and Maintenance	39,809	36,817	40,000	50,000	10,000	25.00%
60-4730-3220 Service Contracts	43,168	37,675	43,000	53,000	10,000	23.26%
60-4730-3300 Printing	0	0	100	100	0	0.00%
60-4730-3400 Advertising	1,178	591	500	500	0	0.00%
60-4730-3500 Laundry and Dry Cleaning	8,487	9,835	9,500	9,500	0	0.00%
60-4730-3700 Sludge Removal	55,686	50,334	48,000	53,000	5,000	10.42%
Other Charges						
60-4730-4110 Electrical Services	181,297	183,553	180,000	180,000	0	0.00%
60-4730-4120 Heating Services	43	0	50	50	0	0.00%
60-4730-4210 Postal Services	1,215	1,125	1,000	1,000	0	0.00%
60-4730-4220 Telecommunications	6,459	6,786	6,100	6,100	0	0.00%
60-4730-4310 Vehicle Liability Insurance	1,002	1,048	0	0	0	0.00%
60-4730-4320 General Liability Insurance	16,399	18,488	0	0	0	0.00%
60-4730-4520 Convention, Training, & Education	1,805	1,986	2,500	3,000	500	20.00%
60-4730-4610 Association and Membership Dues	8,659	8,732	9,000	9,000	0	0.00%
60-4730-4620 Books/Subscriptions/Educational	115	0	100	100	0	0.00%
Materials and Supplies						
60-4730-5100 Materials & Supplies	26,526	30,499	33,000	35,000	2,000	6.06%
60-4730-5200 Office Supplies & Equipment	4,082	2,089	5,000	5,000	0	0.00%
60-4730-5300 Food Supplies and Food Service	523	178	500	500	0	0.00%
60-4730-5400 Chemical and Laboratory Supplies	88,021	86,393	80,000	80,000	0	0.00%
60-4730-5600 Vehicle and Powered Equipment Fuels	8,343	5,076	6,800	6,800	0	0.00%
60-4730-5700 Uniforms and Wearing Apparel	795	736	1,000	1,000	0	0.00%
60-4730-5800 Janitorial Supplies	689	37	750	750	0	0.00%
TOTAL WASTEWATER TREATMENT PLANT	1,035,641	1,002,721	1,009,095	1,037,268	28,173	2.79%

Unit Goals and Objectives for Fiscal Year 2017

<u>Goal</u>	<u>Link to Strategic Plan</u>	<u>Quantification</u>	<u>Timeframe</u>
Complete rewiring of major components to improve reliability of the facility	“Preserving our Town for Future Generations”	Number of major components rewired	Monthly review

Sanitary Sewer Maintenance

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Salary and Benefits						
60-4740-1100 Salaries & Wages – Regular	108,337	101,574	120,281	124,629	4,348	3.61%
60-4740-1200 Salaries & Wages – Overtime	7,611	9,360	15,000	18,000	3,000	20.00%
Employee Benefits						
60-4740-2100 FICA/Medicare - Employer	8,173	7,903	10,395	10,991	596	5.73%
60-4740-2210 Virginia Retirement System	20,012	21,242	21,723	20,726	(997)	-4.59%
60-4740-2220 ICMA – Employer Contribution	840	858	1,260	1,050	(210)	-16.67%
60-4740-2300 Hospital/Medical Plans	36,663	37,056	39,480	36,075	(3,405)	-8.62%
60-4740-2400 Group Life Insurance	1,379	1,400	1,432	1,632	200	13.97%
60-4740-2500 Unemployment Insurance	149	157	181	160	(21)	-11.60%
60-4740-2800 Employee Appreciation	600	600	600	600	0	0.00%
60-4740-2900 Accrued Annual and Sick Leave	920	0	0	0	0	0.00%
60-4740-2910 Annual OPEB Cost	1,317	0	0	0	0	0.00%
Contractual Services						
60-4740-3210 Repairs and Maintenance	5,953	7,591	7,000	7,000	0	0.00%
60-4740-3500 Laundry and Dry Cleaning	2,846	3,024	2,700	2,700	0	0.00%
Other Charges						
60-4740-4110 Electrical Services	169	0	0	0	0	0.00%
60-4740-4210 Postal Services	4,495	4,223	5,000	5,000	0	0.00%
60-4740-4220 Telecommunications	544	624	700	700	0	0.00%
60-4740-4520 Convention, Training, & Education	483	772	1,000	2,000	1,000	100.00%
Materials and Supplies						
60-4740-5100 Materials & Supplies	31,384	37,728	30,000	30,000	0	0.00%
60-4740-5200 Office Supplies & Equipment	1,219	1,193	1,000	1,000	0	0.00%
60-4740-5300 Food Supplies and Food Service	93	0	100	100	0	0.00%
60-4740-5600 Vehicle and Powered Equipment Fuels	6,148	4,828	5,000	4,500	(500)	-10.00%
60-4740-5700 Uniforms and Wearing Apparel	240	238	400	400	0	0.00%
TOTAL SANITARY SEWER MAINTENANCE	239,575	240,371	263,252	267,263	4,011	1.52%

Unit Goals and Objectives for Fiscal Year 2017

<u>Goal</u>	<u>Link to Strategic Plan</u>	<u>Quantification</u>	<u>Timeframe</u>
Increase total linear feet of CCTV camera inspections for I&I sources	“Preserving our Town for Future Generations”	Number of linear feet of pipe inspected	Review monthly

Public Utilities Fund Non-Departmental Expenditures

	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	\$ Change	% Change
Capital Outlay						
60-4910-6100 Machinery and Equipment	0	66,628	0	0	0	0.00%
60-4910-6400 Motor Vehides and Equipment	0	0	0	50,000	50,000	0.00%
W Reservoir Development	0	0	0	35,000	35,000	0.00%
60-4910-6911 Trunk Sewer Expansion	0	0	0	0	0	0.00%
60-4910-6912 WWTP Expansion	0	0	0	0	0	0.00%
WTP Plant expansion				3,126,000	3,126,000	0.00%
60-4910-6914 Water Utility Extension Projects	0	0	25,000	20,000	(5,000)	-20.00%
TOTAL CAPITAL OUTLAY	0	66,628	25,000	3,231,000	3,206,000	12824.00%
Debt Service						
60-4920-7110 Principal Payments	1,219,178	1,233,878	1,250,000	1,290,000	40,000	3.20%
60-4920-7120 Interest Payments	272,909	232,726	245,000	258,000	13,000	5.31%
TOTAL DEBT SERVICE	1,492,087	1,466,604	1,495,000	1,548,000	53,000	3.55%
Transfers and Reserves						
60-4930-8500 Reserve for Contingency	0	0	0	257,191	257,191	0.00%
60-4930-8510 Reserve for Debt Service		0	0	0	0	0.00%
60-4930-8520 Reserve for Capital Outlay	0	75,000	125,000	125,000	0	0.00%
TOTAL TRANSFERS & RESERVES	0	75,000	125,000	382,191	257,191	205.75%
Insurance Premiums and Service Charges						
60-4940-4310 Vehide Liability Insurance	0	0	2,500	1,950	(550)	-22.00%
60-4940-4320 General Liability Insurance	0	0	29,000	36,250	7,250	25.00%
60-4940-4800 Bank Service Charges/Issue Costs	1,949	45,746	1,000	1,500	500	50.00%
TOTAL INSURANCE PREMIUMS	1,949	45,746	32,500	39,700	7,200	0
TOTAL NON-DEPARTMENTAL	1,494,036	1,653,978	1,677,500	5,200,891	3,523,391	210.04%
TOTAL PUBLIC UTILITIES FUND	3,743,844	3,866,221	3,988,625	7,546,296	3,557,671	89.20%

Personnel Position Counts

Function	FY 2015 Authorized	FY 2016 Authorized	FY 2017 Adopted
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
Assistant Town Manager	0.5	0.5	0.5
	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>
General Administration			
Town Attorney	0.5	0.5	0.5
Risk Manager	0.5	0.0	0.0
	<u>1.0</u>	<u>0.5</u>	<u>0.5</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	2.0	3.0	3.0
Patrol	11.0	11.0	11.0
Investigations	2.0	2.0	2.0
Administrative	1.0	1.0	1.0
	<u>16.0</u>	<u>17.0</u>	<u>17.0</u>
Public Works			
Administration	1.0	1.0	1.0
Streets	8.0	8.0	8.0
Administrative	0.5	1.0	1.0
	<u>9.5</u>	<u>10.0</u>	<u>10.0</u>
Community Development			
Planning and Zoning	1.0	1.5	1.5
Enhancement	0.5	0.5	0.5
	<u>1.5</u>	<u>2.0</u>	<u>2.0</u>

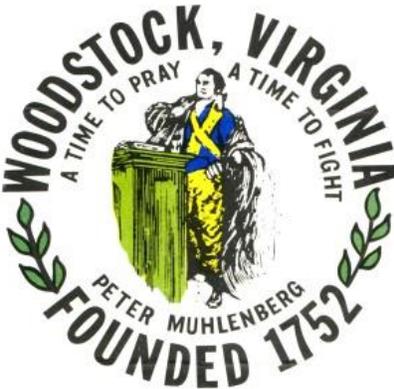
Parks and Recreation			
Parks	1.0	1.0	1.0
	1.0	1.0	1.0
Public Utilities			
Water Treatment	5.0	5.0	5.0
Water Transmission	3.0	3.0	3.0
Wastewater Treatment	7.0	7.0	7.0
Sanitary Sewer	3.0	3.0	3.0
	18.0	18.0	18.0
Totals	52.5	54.0	54.0

DISCUSSION OF CHANGES

As described in the transmittal letter, no new positions have been added to the Town roster for Fiscal Year 2017. An accreditation manager was hired in the Police Department in Fiscal Year 2016 to direct the department's efforts to receive recognition as a fully accredited force.

(this page intentionally left blank)

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

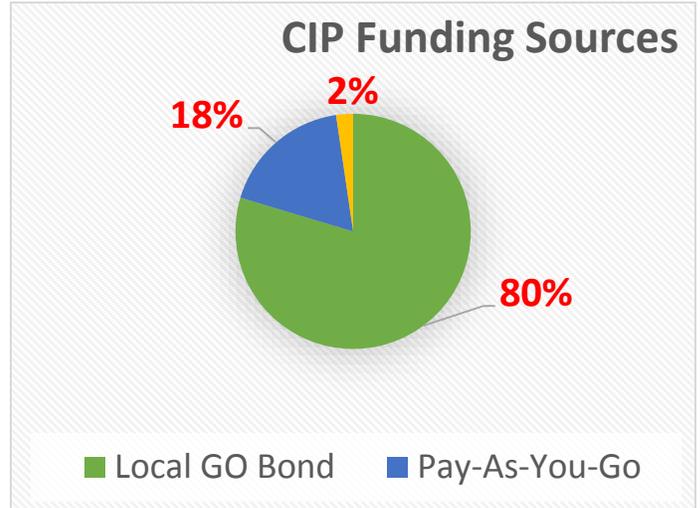
The driving philosophy behind the development of our Capital Improvement Plan has been to aggressively and proactively make investments in our community, but at the same time ensure that the impact to taxpayers is as minimal as possible. The Town is in the fortunate position that over the next several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



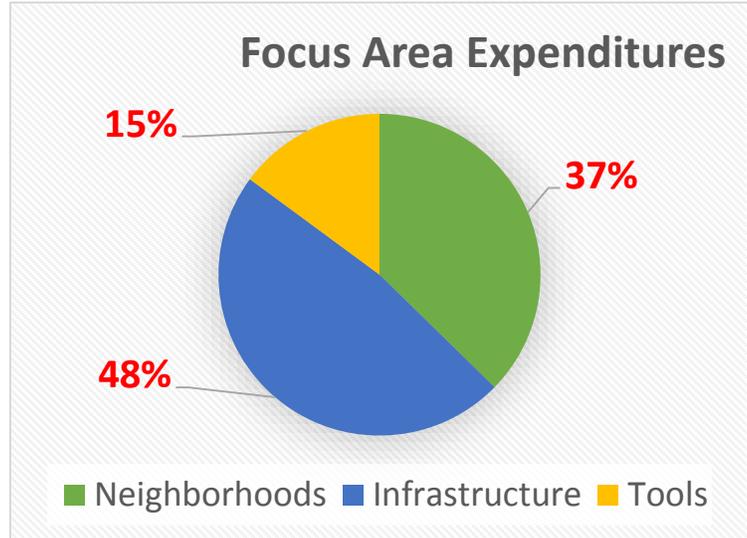
- Local General Obligation (GO) Bonds** – Used primarily to fund major construction projects or large capital equipment purchases. The debt that is issued as a result of this plan consists of notes that vary in length of obligation. Generally, note lengths are determined based on the anticipated life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



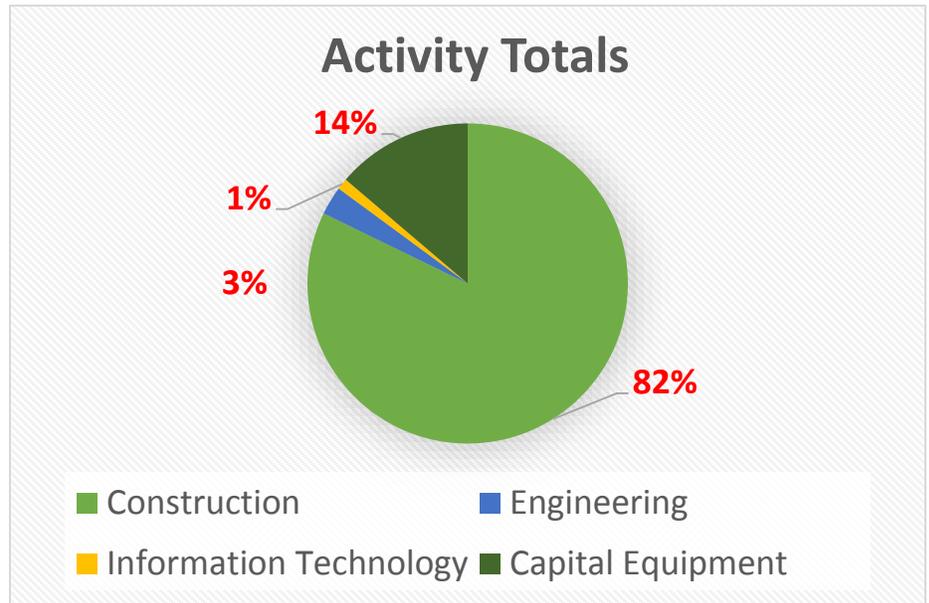
- Neighborhood Connections and Amenities** – These projects include the development of public spaces, downtown business support infrastructure, connections between neighborhoods, and developing municipal facilities that improve neighborhoods. This includes \$3.5 million in projects.
- Excellent Infrastructure** – 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 2018, the Town of Woodstock's annual debt service structure begins to ease under the debt structure prior to the development of the Capital Improvement Plan. In Fiscal Year 2018, the annual debt service is \$181,386.88 less than it was in the previous year due to retiring debt. In the next decade there are several instances in which the debt service declines substantially, leaving the town a significant amount of capital available to be used for further capital projects. This Capital Improvement Plan takes advantage of those reductions by timing major construction projects during the time period that previous notes are anticipated to retire. The following is a chart of the existing debt service and how it progresses over the life of the CIP:

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

It is clear from the above chart that there is a substantial decline in the amount of annual debt service that the Town will be required to pay if none of the debt service projects found within this plan are accomplished. The driving philosophy behind the plan is to keep the debt service as consistent as 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 2017, but due to the rules of the Virginia Department of Health's loan programs, the debt on the project does not begin to be paid until the completion of the project, which will be in Fiscal Year 2018. So, while we will have access 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:

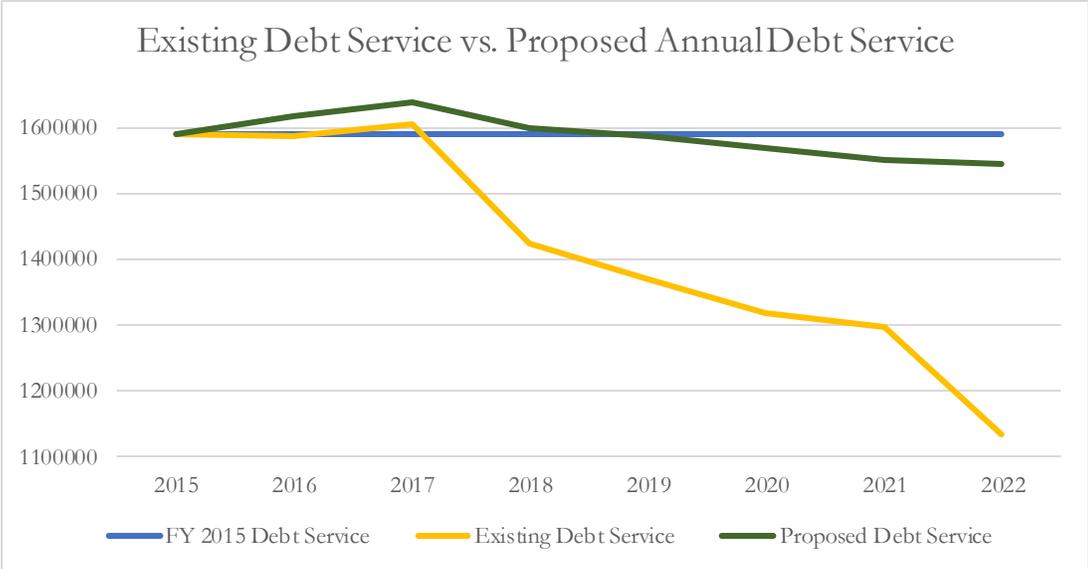
Project	Budget (M)	Annual Debt Service	Term (Y)	Est. Rate	FY	Funding Source
Downtown Parking - Phase I	0.5	\$ 32,209.30	30	5.00%	2016	Private bank
Water Treatment Plant Rehabilitation	3.126	\$ 143,424.86	20	2.25%	2017	VDH Revolving Loan
Public Works Equipment Bond	0.34	\$ 42,000.00	10	5.00%	2019	Private 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 2017 were already planned and if necessary, we can use fund balance to pay the additional debt service for Fiscal Years 2016 and 2017. In Fiscal Year 2019 and beyond we will still have some reduction in debt service payments, though 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 2017-2022 Capital Improvement Plan Projects

Though the Town's approved Capital Improvement Plan includes Fiscal Years 2016 to 2022, we have only included projects that are FY 2017 and after to avoid confusion about previously completed projects.

Upgrade Benchhoff Drive Water Line			
Project ID	1	Department	Water and Sewer
Project Type	Construction	Begin/Complete Date	2020/2020
CIP Focus	Excellent Infrastructure	Location	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. Presently, the 2 inch and 4 inch lines do not actually connect neat the railroad tracks.		

Water Treatment Plant Upgrade			
Project ID	2	Department	WTP
Project Type	Construction	Begin/Complete Date	2017/2018
CIP Focus	Excellent Infrastructure	Location	Water Treatment Plant
Major Fund	Public Utilities Fund	Total Budget	\$3,126,000
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.		

Repair of West End Reservoir			
Project ID	3	Department	WTP
Project Type	Construction	Begin/Complete Date	2022/2022
CIP Focus	Excellent Infrastructure	Location	West Stoney 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. Therefore, this project may change in future iterations of this plan document.		

Water Well Development			
Project ID	4	Department	WTP
Project Type	Construction	Begin/Complete Date	2018/2018
CIP Focus	Excellent Infrastructure	Location	Various
Major Fund	Public Utilities Fund	Total Budget	\$50,000
Description	This project will identify one to three well sources as backup water sources for the Town, as well as additional capacity.		

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	2017/2017
CIP Focus	Excellent Infrastructure	Location	West Stoney 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 - Phase I			
Project ID	11	Department	Community Development
Project Type	Construction	Begin/Complete Date	2016/2016
CIP Focus	Neighborhood Connections and Amenities	Location	Downtown - Behind 100 Block of S. Main St.
Major Fund	General Fund	Total Budget	\$455,000
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.		

Public Space Enhancement			
Project ID	12	Department	Community Development
Project Type	Construction	Begin/Complete Date	2016/2022
CIP Focus	Neighborhood Connections and Amenities	Location	100-200 Block of South Main Street
Major Fund	General Fund	Total Budget	\$105,000
Description	This project includes the replacement of existing sidewalk with brick sidewalk and the addition of appropriate signage, plantings, etc. to be conducted by town staff. The actual locations of beautification improvements will be determined annual by the Enhancement Committee with approval from Town Council.		

Main Street Sidewalk Installation			
Project ID	13	Department	Streets and Sidewalks/Parks
Project Type	Construction	Begin/Complete Date	2017/2017
CIP Focus	Neighborhood Connections and Amenities	Location	North and South Main Street
Major Fund	General Fund	Total Budget	\$6,000

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

North Street Sidewalk Installation			
Project ID	14	Department	Streets and Sidewalks/Parks
Project Type	Construction	Begin/Complete Date	2018/2018
CIP Focus	Neighborhood Connections and Amenities	Location	North Street
Major Fund	General Fund	Total Budget	\$10,000
Description	This project will install sidewalk along West North Street from the Railroad Tracks to just west of Summit Avenue, and further where existing sidewalk ends, to the interstate. This assumes 80-20 grant from VDOT and only reflects Town funding.		

Reservoir Street Sidewalk Installation			
Project ID	15	Department	Streets and Sidewalks/Parks
Project Type	Construction	Begin/Complete Date	2019/2019
CIP Focus	Neighborhood Connections and Amenities	Location	East and West Reservoir
Major Fund	General Fund	Total Budget	\$30,000
Description	This project will install sidewalk along West Reservoir Road between the Railroad tracks Cook's Exxon. This assumes 80-20 grant from VDOT and only represents town funding.		

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. This cost assumes 80-20 grant from VDOT and reflects only Town funding.		

Woodstock Dog Park			
Project ID	17	Department	Streets and Sidewalks/Parks
Project Type	Construction	Begin/Complete Date	2017/2017
CIP Focus	Neighborhood Connections and Amenities	Location	Fairview Park
Major Fund	General Fund	Total Budget	\$20,000

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

Indian Spring Wetland, Phase 2			
Project ID	18	Department	Streets and Sidewalks/Parks
Project Type	Construction	Begin/Complete Date	2019/2019
CIP Focus	Neighborhood Connections and Amenities	Location	South Water Street
Major Fund	General Fund	Total Budget	\$80,000
Description	This project will complete the Indian Spring Wetland park by adding a boardwalk and other amenities.		

Annual Pocket Park Development			
Project ID	19	Department	Streets and Sidewalks/Parks
Project Type	Construction	Begin/Complete Date	2016/2022
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	2018/2018
CIP Focus	Neighborhood Connections and Amenities	Location	Town-wide
Major Fund	General Fund	Total Budget	\$40,000
Description	The project will provide funds to contract with designer to develop a bike and pedestrian trail system.		

Bike-Pedestrian Trail Plan			
Project ID	21	Department	Community Development
Project Type	Engineering	Begin/Complete Date	2018/2018
CIP Focus	Neighborhood Connections and Amenities	Location	Town-wide
Major Fund	General Fund	Total Budget	\$40,000
Description	The project will provide funds to contract with designer to develop a bike and pedestrian trail system.		

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.		

Rail Trail Conceptual Plan			
Project ID	23	Department	Streets and Sidewalks/Parks
Project Type	Engineering	Begin/Complete Date	2017/2017
CIP Focus	Neighborhood Connections and Amenities	Location	Railroad
Major Fund	General Fund	Total Budget	\$20,000
Description	This project will develop a conceptual plan and drawings for a rail trail, taking advantage of the unused railroad in town.		

Hydrological Study of Spring Hollow			
Project ID	24	Department	Streets and Sidewalks/Parks
Project Type	Engineering	Begin/Complete Date	2018/2018
CIP Focus	Neighborhood Connections and Amenities	Location	S. Main, Near Jane's Garden Park
Major Fund	General Fund	Total Budget	\$5,000
Description	This project will include a hydrological study of the area behind the present Spring House Tavern to determine appropriately sized storm structures and downstream effects.		

Purchase of Accounting and Tax Software			
Project ID	25	Department	Finance
Project Type	Information Technology	Begin/Complete Date	2016/2017
CIP Focus	Tools to do the Job	Location	Town Office

Major Fund	General Fund	Total Budget	\$50,000
Description	This project will replace the existing outdated separate tax and accounting software programs and replace it with one modern software package. This software package will be paid for over two years.		

Purchase of Sewer Meters			
Project ID	26	Department	Water and Sewer
Project Type	Information Technology	Begin/Complete Date	2017/2017
CIP Focus	Tools to do the Job	Location	Public Works
Major Fund	Public Utilities Fund	Total Budget	\$55,000
Description	This capital purchase will allow the Inflow and Infiltration Reduction program to begin. This project will include the purchase of 13 sewer flow meters to be placed in key locations throughout the town's sanitary sewer collection system.		

FY 17 Police Car Replacement			
Project ID	27	Department	Police
Project Type	Vehicles/Equipment	Begin/Complete Date	2017/2017
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 17 includes the replacement of a 2006 Ford Explorer.		

FY 18 Police Car Replacement			
Project ID	28	Department	Police
Project Type	Vehicles/Equipment	Begin/Complete Date	2018/2018
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 18 includes the replacement of two 2013 Ford Sedans.		

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	\$70,000
Description	The Police Department replacement plan for FY 19 includes the replacement of a 2014 Ford Sedan and a 2010 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	\$35,000
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			

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 2018 sedans.		

New Lawn Tractor for Streets/Parks			
Project ID	34	Department	Streets and Sidewalks/Parks
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	\$13,500
Description	This project will replace the 2000 model 72-inch commercial zero turn which presently has approximately 1,200 hours of operation. This is a component of the Fiscal Year 2019 Public Works equipment bond.		

New Boom Arm Mower			
Project ID	35	Department	Streets and Sidewalks/Parks
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	\$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	n/a
Major Fund	General Fund	Total Budget	\$125,000
Description	This project will replace the 1999 model single axle dump truck (Unit 7), which has approximately 61,000 miles. We have experienced significant problems getting parts for this vehicle. It will be traded or sold to offset the cost of the new unit, but that is not reflected in this document. This project is a component of the 2019 Public Works equipment bond.		

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	n/a
Major Fund	Public Utilities Fund	Total Budget	\$75,000
Description	This project will replace the existing 1999 Back Hoe unit, which has approximately 6,000 hours. This project is a part of a 2019 Public Works equipment bond.		

Ladder Truck			
Project ID	38	Department	Finance
Project Type	Vehicles/Equipment	Begin/Complete Date	2018/2018
CIP Focus	Tools to do the Job	Location	Fire Department
Major Fund	General Fund	Total Budget	\$305,000
Description	This project will provide town funds appropriated from the Fire Department Sinking Fund to replace the 1991 ladder truck at the Woodstock Fire Department. This is not a town project, but will require significant cash from the Town's sinking fund.		

FY 17 Public Works Fleet Replacement			
Project ID	39	Department	Streets and Sidewalks/Parks
Project Type	Vehicles/Equipment	Begin/Complete Date	2017/2017
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 includes the replacement of the 2002 model utility truck, Unit 5.		

FY 18 Public Works Fleet Replacement			
Project ID	40	Department	Streets and Sidewalks/Parks
Project Type	Vehicles/Equipment	Begin/Complete Date	2018/2018
CIP Focus	Tools to do the Job	Location	Public Works
Major Fund	General Fund	Total Budget	\$40,000
Description	The Public Works Fleet replacement plan includes the replacement of Unit 15 (one ton dump truck) and the transfer of one 2013 Ford Police sedan to replace either Unit 12 or 14 at the WTP, whichever is in worse condition.		

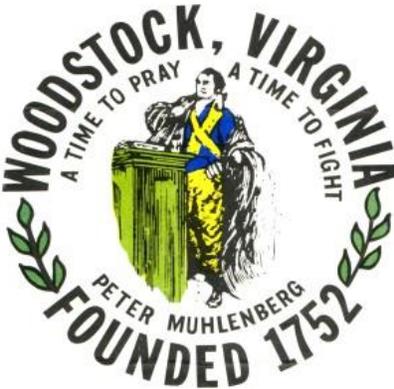
FY 20 Public Works Fleet Replacement			
Project ID	41	Department	Streets and Sidewalks/Parks
Project Type	Vehicles/Equipment	Begin/Complete Date	2020/2020
CIP Focus	Tools to do the Job	Location	Public Works
Major Fund	General Fund	Total Budget	\$35,000
Description	The Public Works Fleet replacement plan include the replacement of Unit 16 (bucket truck).		

FY 19 Public Works Fleet Replacement			
Project ID	42	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	\$50,000
Description	The Public Works Fleet replacement plan includes the replacement of Unit 11 (Water and Sewer Van) and the transfer of PD 2014 Ford Sedan to WWTP to replace Unit 13-1.		

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	\$35,000
Description	The Public Works Fleet replacement Plan includes the replacement of Unit 3 (Deputy Superintendent).		

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 interfund transfers.

DPW - Department of Public Works.

Enterprise Fund - accounts for operations that are financed in a manner similar to private business, where the intent is that costs of providing goods and services to the general public on a continuing basis 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.

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

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

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

GED - General Educational Developmental Diploma.

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

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

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

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

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

Interfund Transfers – FY 2017 Interfund Transfers are comprised of one-time projects or capital improvement projects.

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

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

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

Refunding Bonds - bonds issued to retire bonds already outstanding.

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

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

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

RMS - Records Management System.

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

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

Tax Rate - the amount of tax stated in terms of a unit of the tax base, i.e., 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.

¹ For information on what a Geographic Information System (GIS), please see <http://www.esri.com/what-is-gis>