

TOWN OF OCCOQUAN



ADOPTED

Fiscal Year 2016 Budget & Capital Improvement Plan



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I. TRANSMITTAL LETTER



TOWN OF OCCOQUAN

Circa 1734 • Chartered 1804 • Incorporated 1874
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TOWN COUNCIL
 Elizabeth A. C. Quist, Mayor
 Patrick A. Sivigny, Vice Mayor
 Tyler C. Brown
 J. Matthew Dawson
 Jim Drakes
 Joe McGuire

TOWN MANAGER
 Kirstyn Barr Jovanovich

July 1, 2015

Dear Mayor Quist and Members of the Occoquan Town Council:

It is my pleasure to submit to you the FY 2016 adopted budget for the Town of Occoquan for the period beginning July 1, 2015 and ending June 30, 2016. The \$583,038 budget is balanced and meets the overall goals of the Town of Occoquan based on the following:

- Sufficient revenues to pay for expenses;
- Preserves the financial health of the Town and provides for adequate fund balances;
- Recognizes maintenance and improvements to infrastructure and community assets; and
- Improves core customer services to our citizens and focuses on service and program delivery.

The FY 2016 budget process began in November 2014 as staff began to evaluate the Town's expenses and revenues, service delivery needs and expectations, and the manner in which the Town was delivering those needs and expectations to the community. In the development of the budget, staff also considered new services and impacts that are expected within the next two fiscal years, including parks and recreation programming, historic preservation, maintenance and services, and infrastructure needs.

During the January 20, and February 3, 2015 meetings, Town Council discussed and identified six goals that the Council will focus on over the next two years. On February 3, 2015, Town Council adopted the following goals:

- | | |
|--|--|
| 1. Parking Issues | 4. Riverwalk Project |
| 2. Pedestrian Safety and Access | 5. Community Development and Programming |
| 3. Historic Preservation and Town Appearance | 6. Stormwater Management |

The above goals were utilized in the development of the FY 2016 budget as it relates to identifying required services and allocating resources to accomplish these goals.

Budget as a Planning Tool

The budget process is more than a plan that reviews revenue and projected spending. Budgeting is a formal way to convert the Town's short-range and long-range plans and policies into services and programs for our citizens. The budget details these services and programs in terms of cost.

During this year's budget process, the Town has taken significant steps in developing a series of planning documents to help guide the growth of the community toward achievement of its potential. The planning process does not end with the development of this revised budget process, but will continue to grow and develop as we work toward long-range goals and planning for the community's future.

In addition to developing six goals to focus on over the next two years, as part of this budget, the Town has developed an Infrastructure Management Program, a Vehicle and Equipment Replacement Schedule and a long-range Capital Improvement Plan schedule. These documents work together to outline the priorities of the organization and community to ensure that the Town takes the necessary steps in maintaining and improving the community for our businesses, residents and visitors in the years to come. In addition, the Town is working to update its Comprehensive Plan in an effort to bring the plan into line with the needs and desires of the community now and into the future.

Budget Overview

This year's budget process included a reformat of the entire budget document. The categories for revenues were only slightly altered; however, the expenditure categories were completely reformatted in an effort to clearly identify costs associated with each program, service and activity that the Town provides. This has resulted in a difficulty to compare apples to apples as it relates to previous year's budgets; however, the end result is a more transparent and communicative document, and future presentations will be comparable.

In FY 2011, the Town converted from the cash basis of accounting to a modified accrual basis of accounting in order to better recognize revenues and expenditures as they are earned and expensed. Capital assets, under this modified method, are not reported on the Statement of Net position, nor is depreciation expense recorded on the Statement of Activities. The Town; however, has financial statements prepared annually by an independent audit firm under the full accrual accounting method, and in accordance with the *Government Auditing Standards* issued by the Comptroller General of the United States, and the *Specifications for Audits of*

Counties, Cities, and Towns issued by the Auditor of Public Accounts of the Commonwealth of Virginia. The presentation in this approach includes not just current assets and liabilities, but also capital assets and long-term liabilities. Accrual accounting also reports all of the revenues and cost of providing services each year, not just those received or paid in the current year or soon thereafter. The budget is adopted based on generally accepted accounting principles and is a balanced budget.

The Town's financial management system is divided into several funds based on general operations and functions. Each fund has identified revenues and expenditures. The major funds appropriated by Town Council are as follows:

1. General Fund
2. Craft Show Fund
3. Mamie Davis Fund
4. Capital Improvement Fund

1. General Fund

The General Fund is the Town's main operating account and funds all of the programs and services that are required for daily operations within the Town. This includes administration, public safety, parks and events, public works and governing body. This fund is supported by tax and fee revenues, as well as grants and other monies collected by the Town.

General Fund Revenue

Total revenues for FY 2016 in the General Fund are expected to be \$583,038. This is up \$77,742, or 15.39% from prior year budget. Occoquan's General Fund revenue is supported by taxes, fees, charges for service, fines and state and federal aid.

Significant revenues driving the budget and expense related categories include real estate, sales, meals, utility and communications taxes. Other significant revenues are derived from other fees including vehicle license, business license and service revenue.

Property taxes makes up the largest portion of General Fund Revenues. Real Estate taxes account for 33.7% percent of General Fund revenue and are anticipated to be \$196,272 for FY 2016. Real Estate was reassessed for 2014, resulting in a 6.7% increase in overall valuation from \$167,246,518 to \$178,429,692.

The budget includes no increase in the Real Estate tax rate and will remain at \$0.11 per \$100 of assessed value. The Transient Tax rate will also experience no increase and remain at two percent. The budget does include a one percent increase in the Meals Tax

from two (2) percent to three (3) percent, effective July 1, 2015. This increase in the Meals Tax will bring in approximately \$51,700 in additional revenue. As a result, the budget includes a \$15,000 expenditure of Community and Business Development, with the intent that a portion of the additional revenue will go back into the community to help support businesses, as well as provide programming for the community. After the start of the new fiscal year, staff will work with the business community and residents to determine how to best utilize the funding over the next year.

General Fund Expenses

The expenses for the FY 2016 General Fund are expected to increase \$77,742 over FY 2015 to \$583,038. Significant increases in the General Fund expenses are related to maintenance costs, community and business development funding, River Mill Park maintenance and programming, personnel costs, and increases in utilities and refuse collection services.

2. Craft Show Fund

The Craft Show Fund is a separate fund that supports the semi-annual craft shows. Previously, revenues generated from the arts and crafts shows went to supplement the General Fund; however, in recent years, the Town Council has made it a policy to utilize these funds primarily for capital improvement projects and large, one-time costs incurred by the Town. Together, the fall and spring shows bring approximately \$120,000 in net revenue each fiscal year to fund the Town's Capital Improvement Plan. The Craft Show Fund is primarily used to fund the operation of each craft show.

3. Mamie Davis Fund

The Mamie Davis fund is a \$100,000 endowment that the Town received in order to maintain Mamie Davis Park and Town Hall. The Town is not able to spend the principle amount; however, we are able to utilize the revenues generated from interest on projects benefiting Mamie Davis Park or Town Hall.

4. Capital Improvement Fund

The Capital Improvement Fund is not a revenue generating fund. It utilizes the net revenues generated from the semi-annual arts and crafts shows to implement capital improvement projects identified within the Capital Improvement Plan. These projects are often one-time, large cost projects that cannot be funded or supported through the General Fund. Many of the projects included in the FY 2016 CIP aim to address the six goals identified by Town Council.

In addition to the above

Personnel Costs

Personnel costs are a major component of any local government budget. The adopted budget includes a 1.7% cost of living adjustment for four of the six Town staff positions. The budget also includes changing the Town Clerk position from part-time to full-time and the addition of two auxiliary police officer positions for a total of three auxiliary officers. In addition, the Craft Show Fund includes an increase in the Craft Show Director salary from \$13,000 to \$25,000, as this position will not only be responsible for planning and implementing the semi-annual shows, but also for Town communication efforts and park and community programming activities. This position change was made in an effort to address Town Council's goal of Community Development and Programming as it relates to offering more community activities and public outreach that benefit both the business community and residents of Occoquan.

Summary

The Adopted FY 2016 Budget was developed with the six goals adopted by Town Council as its foundation and recognizes that the needs and expectations of the community have evolved and will continue to do so in the coming years. The budget document itself is intended to provide greater transparency and understanding on how funds are used to provide services and programming to the community.

The adopted budget is balanced and the Town has a healthy financial position with regards to all funds, including reserves and available funding to address infrastructure improvements and maintenance needs within the community, as well as increased communication, community programming and the Town's position within the region.

It is my hope that we will continue to work together over the next year in making great strides to achieve the goals and expectations set by this Town Council and the community. The Town of Occoquan is a charming, historic riverfront community that we must all work together to preserve as well as promote in the greater northern Virginia region.

Respectfully submitted,



Kirstyn Barr Jovanovich
Town Manager

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II. BUDGET SUMMARY

A. Summary - All Funds

		FY 2015	FY 2016	Difference	Increase/ (Decrease)
General Fund	Expenditures	\$505,296	\$583,038	\$77,742	15.39%
	Revenues	\$505,296	\$583,038	\$77,742	15.39%
Craft Show Fund	Expenditures	\$90,000	\$104,182	\$14,182	15.76%
	Revenues	\$210,000	\$222,825	\$12,825	6.11%
Mamie Davis Fund	Expenditures	\$2,000	\$2,000	\$0	0%
	Revenues	\$2,000	\$2,000	\$0	0%
Capital Improvement Fund	Expenditures	\$1,640,000	\$1,005,000	(\$635,000)	(38.72%)

B. Summary - General Fund**General Fund Revenues Summary**

Real Estate Tax Rate: \$.11 per \$100 of Assessed Value | Meals Tax Rate: 3%

		FY 2015 Budget	FY 2015 Projected	FY 2016 Budget
Taxes				
	Real Estate (\$0.11 per \$100)	192,971.00	177,357.72	196,272.66
	Meals Tax (3%)	97,325.00	102,325.82	165,218.00
^Utility and Communications Taxes were previously budgeted as one item.	Sales Tax	28,200.00	24,730.05	26,200.00
	^Utility Tax	75,500.00	32,485.80	31,000.00
	^Communications Tax	-	46,478.99	46,600.00
Fees/Licenses				
	Auto Decals	10,000.00	10,668.00	11,200.00
	Business Licenses	60,000.00	99,440.02	60,000.00
	Late Fees	-	2,312.04	2,000.00
	Fines - Public Safety	12,000.00	12,838.40	12,000.00
*These items were previously budgeted as one line item.	*Architectural Review Board Fees	-	500.00	500.00
	*Precious Metal License	-	600.00	600.00
	*ATM Fees	-	3,000.00	3,000.00
	*Dock Fees	-	350.00	350.00
	*Engineering Fees	-	2,200.00	2,000.00
	*Administrative Fees	7,000.00	2,000.00	2,000.00
^^Non-budgeted items.	^^Service Revenue - Bldg Official	-	-	-
	^^Service Revenue - Engineering	-	4,097.00	-
	^^Service Revenue - Legal	-	-	-
Grants				
	Litter Grant	1,000.00	1,059.00	1,000.00
	Public Safety (HB 599) Safety (VML)	21,300.00	21,296.00	21,297.00
		-	-	1,000.00
Rentals				
	Town Hall	-	300.00	500.00
	River Mill Park	-	-	-
Other				
	General Fund Interest	-	62.74	100.00
	Craft Show Fund Interest	-	176.94	200.00
	Other	-	2,108.00	-
	TOTAL	\$505,296	\$544,862	\$583,038

General Fund Expenditure Summary by Category

Category	FY 2016 Budget
Personnel Services	273,578
Professional Services	74,600
Information Technology Services	14,150
Materials and Supplies	8,370
Operational Services	8,100
Contracts (Landscaping, Refuse Collection, Snow Removal)	81,500
Insurance	16,270
Public Information (Newsletters)	4,100
Advertising (Community/ Business Support, Legal Ads)	20,000
Training and Travel (Employee, Boards and Commission Training)	11,250
Vehicles and Equipment	19,600
Seasonal	7,500
Town Hall	8,770
Mill House Museum	6,620
Visitors Center	620
Maintenance Yard	1,720
Mill Street Storage	370
River Mill Park and Facility	7,070
Mamie Davis Park	3,800
Tanyard Hill Road Park	0
Furnace Branch Park	0
Streets and Sidewalks (Routine Maintenance)	2,250
Historic District (Routine Maintenance)	12,800
TOTAL	\$583,038

General Fund Expenditure Summary by Division

Division	FY 2016 Budget
Administration	262,860
Finance	43,912
Parks and Events	23,000
Public Safety	93,599
Public Works	159,595
Governing Body	72
TOTAL	\$583,038

General Fund Expenditure Comparison Chart

Due to the new budgeting format, it is difficult to compare the expenditures to previous year budgets by each line item. In an effort to provide comparison data to previous year budgets, FY 2016 expenditures have been summarized to coincide with the previous expenditure categories. See notes below for information on each category.

Expense Category	Adopted FY 2014 Budget	Adopted FY 2015 Budget	Adopted FY 2016 Budget
Advertising/Marketing ¹	3,000	2,000	24,100
Council Stipend	72	72	72
Economic Development Office	60,000	-	-
Education and Training	-	3,000	8,300
Grounds and Building Maintenance ²	22,500	23,228	51,670
Insurance	15,000	15,932	15,500
Legal	35,000	33,000	35,000
Litter Grant	-	1,000	-
Occoquan Historical Society	6,000	6,000	6,000
Office Supplies ³ (decals, bank chgs, dues, late fees)	15,500	12,338	11,570
Payroll (Public Safety)	69,396	70,779	74,479
Payroll (Town), inc'l taxes and benefits	173,571	180,079	199,027
Public Safety (non-payroll)	15,000	7,140	10,020
Public Safety Grant (599) ⁴	-	22,300	9,100
Professional Services ⁵	43,500	50,000	53,250
Special Events	-	-	7,000
Snow Removal	2,500	2,500	5,000
Trash Removal	49,644	53,928	60,000
Utilities	22,500	22,000	12,950
TOTAL EXPENSES	\$533,183	\$505,296	\$583,038

¹ Advertising/Marketing includes Public Information and Advertising category items, and the Community and Development Support category.

² Grounds and Maintenance includes all items listed under Public Works Division, except for payroll.

³ Office Supplies include items listed under Materials and Supplies and Operational Services (Administration and Parks and Events Divisions).

⁴ Public Safety Grant includes items marked for expenditures, not the total amount of the grant to be received. Surplus of the grant is tracked separately from General Fund revenues to be used on future public safety projects.

⁵ Professional Services include Professional Services (except Legal) and Information Technology Services categories.

C. Summary - Mamie Davis Fund**Revenues**

	FY 2015 Budget	FY 2015 12/31/2014	FY 2015 Projected	FY 2016 Budget
Mamie Davis Park Rentals	-	750	1,200	1,400
Mamie Davis Fund Interest	-	403	604	600
Total	\$2,000	\$1,153	\$1,804	\$2,000

D. Summary - Craft Show Fund**Expenditures**

Expenditure Category	FALL 2015 ARTS & CRAFT SHOW	SPRING 2016 ARTS & CRAFT SHOW	FY 2016 TOTAL
Salaries and Wages	12,500	12,500	25,000
Overtime	0	0	0
On-call Labor/Auxiliary Wages	8,640	8,640	17,280
Other Benefits (Cell Reimbursement)	0	0	0
Payroll Taxes (FICA & Medicare)	803	803	1,606
Life Insurance	46	46	92
Health Insurance	0	0	0
Disability Insurance	144	144	288
Employer Contributions: Simple IRA	158	158	316
TOTAL PERSONNEL SERVICES	22,291	22,291	44,582
Office Supplies	600	600	1,200
Operational Supplies	1,700	1,700	3,400
TOTAL MATERIALS AND SUPPLIES	2,300	2,300	4,600
Equipment Rental	16,500	16,500	33,000
Entertainment	1,000	1,000	2,000
TOTAL CONTRACTS	17,500	17,500	35,000
Advertising - Marketing	10,000	10,000	20,000
TOTAL ADVERTISING	10,000	10,000	20,000
TOTAL EXPENDITURES	\$52,091	\$52,091	\$104,182

Revenues

Account	FY 2015 12/31/2015	FY 2015 Projected	FY 2016 Budget	% increase to 2015 Projected
Sponsorships	-	5,000	10,000	100%
Booth Rentals	78,136.62	148,460	158,500	6.8%
Shuttle Fare	26,309.70	49,980	47,300	-5.4%
Parking Space Sales	1,425	3,000	3,000	0.0%
Tent Rentals	-	525	525	0.0%
Merchandise	-	1,500	3,500	133.3%
TOTAL	\$105,871	\$208,465	\$222,825	6.9%

E. Summary - Capital Improvement Plan Fund

Expenditures (FY 2016)

Dept	PROJECT	FY16
Public Works		\$170,000
	Mill Street Revitalization	150,000
	Building Maintenance (See Infrastructure Schedule)	5,000
	Stormwater Management	5,000
	Annex Property Improvements	10,000
	Bond	0
	CIP	170,000
	Grants, Other	0
	Total Funding	170,000
Information Technology		\$5,000
	A/V Equipment - Town Hall	5,000
	Bond	0
	CIP	5,000
	Grants, Other	0
	Total Funding	5,000
Parks		\$791,000
	Tanyard Hill Parcel - Site Research	5,000
	River Park Project	750,000
	Canoe/Kayak Ramp	36,000
	Bond	0
	CIP	12,500
	Grants, Other	778,500
	Total Funding	791,000
Administration		\$39,000
	Document Management System	20,000
	Town Code Recodification/Legal Review	12,000
	Council Dais Chairs/Conference Room Table	2,000
	Comprehensive Plan Review/Update	5,000
	Bond	0
	CIP	39,000
	Grants, Other	0
	Total Funding	39,000
Totals		\$1,005,000
	Bond	0
	CIP	226,500
	Grants, Other	778,500
	TBD	0
	Total Funding for FY 2016	\$1,005,000

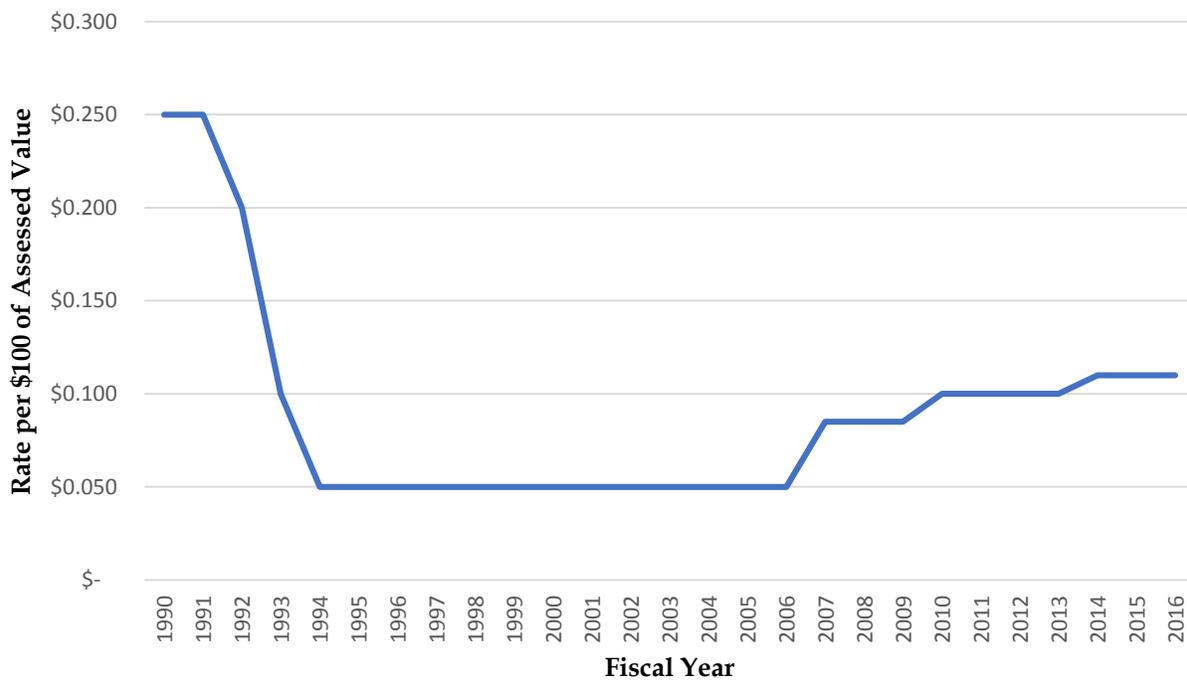
III. TAX RATES

A. Tax Rate Historic in Occoquan

The Town’s Real Estate Tax accounts for 33.7 percent of the Town’s revenue. The second largest revenue is derived from the Town’s Meals and Sales Tax, which combined makes up approximately 32.8 percent of revenue.

Prior to 1993, the Town’s Real Estate Tax Rate was set at \$0.25 per \$100 of assessed value. During that time period, the Town was a low-density community of approximately 350 residents. Between 1990 and 1994, the Town Council reduced the tax rate from \$0.25 to \$0.05 per \$100 of assessed value with the intent of using the revenue generated from the semi-annual craft shows to offset the tax burden on its residents.

**Town of Occoquan Real Estate Tax Rate History
1990-2016**



Since that time, the Town has evolved and grown, and is now a higher-density community of almost 1,000 residents with a vibrant business community of approximately 164 small businesses, 82% of which are located in the six acre riverfront historic district. The increase in residents and businesses has required a higher level of service and programming from the Town and expectation to capitalize on the unique character of our historic community and its position in the region.

A few years ago, the Town Council made a fiscal policy decision to focus on using revenue generated from the semi-annual craft shows to support capital improvement projects including infrastructure improvements like sidewalk and road replacement and maintenance, intersection upgrades, public building maintenance, beautification efforts and other larger, long-term projects that require more significant financial investment. This has reduced the amount of funding available from craft show revenues to support the General Fund, which includes all of the day-to-day costs that are required to provide the services that residents and businesses have come to expect from the Town on a regular basis.

Occoquan residents, like other towns within counties, pay Real Estate Taxes to both the Town and Prince William County. This is because Occoquan is an incorporated Town that has shared services with Prince William County, but also offers its own services to Town residents. Some shared services that Town residents receive from the County include police support, fire and rescue, schools, human services, parks and recreation, and libraries.

Tax Rate Comparison

Town	FY 2015 Adopted Tax Rate (per \$100 of assessed value)	County PWC: \$1.122 (FY16) FC: \$1.090 (FY16)
Dumfries	\$0.2333	Prince William County
Haymarket	\$0.153	Prince William County
Occoquan	\$0.11	Prince William County
Quantico	\$0.25	Prince William County
Herndon	\$0.265	Fairfax County
Vienna	\$0.2288	Fairfax County

B. FY 2016 Tax Rates

Real Estate Tax Rate

Real Estate tax assessments for FY 2016 within Prince William County are estimated to increase by 6.7 percent over last year's assessments. The FY 2016 Budget maintains the current tax rate of \$0.11 cents per \$100 of assessed value. By maintaining the current rate and with the 6.7 percent increase in assessments, on average, property owners will see an increase in their annual Occoquan real estate tax bill of approximately \$22 over last year.

Meals Tax Rate

The Town of Occoquan currently collects two (2) percent on the amount paid for every meal or food purchased from any food establishment or caterer within the Town's limits. The FY 2016 Adopted Budget includes a three (3) percent Meals Tax Rate effective July 1, 2015. At a

three percent Meals Tax Rate, the Budget for FY 2016 projects Meals Tax revenues of \$165,218.

The Town of Occoquan has collected a Meals Tax since 2000 and up until 2006, the Meals Tax rate was set at one percent. In 2006, Town Council increased the rate to two percent where it has remained for the last nine years. In comparison to other cities and towns in the region, the Town of Occoquan has the lowest rate with the majority of neighboring communities within the northern Virginia region having a four percent rate. According to the Weldon Cooper Center for Public Service’s 2013 annual publication on local tax rates, the median Meals Tax Rate in Virginia is (5%) five percent.

Meals Tax Comparison - Neighboring Communities

Dumfries*	4%	Manassas City^	4%
Fairfax City^	4%	Manassas Park^	4%
Haymarket*	4%	Occoquan^	2%
Herndon*	2.5%	Purcellville*	5%
Leesburg*	3.5%	Vienna*	3%

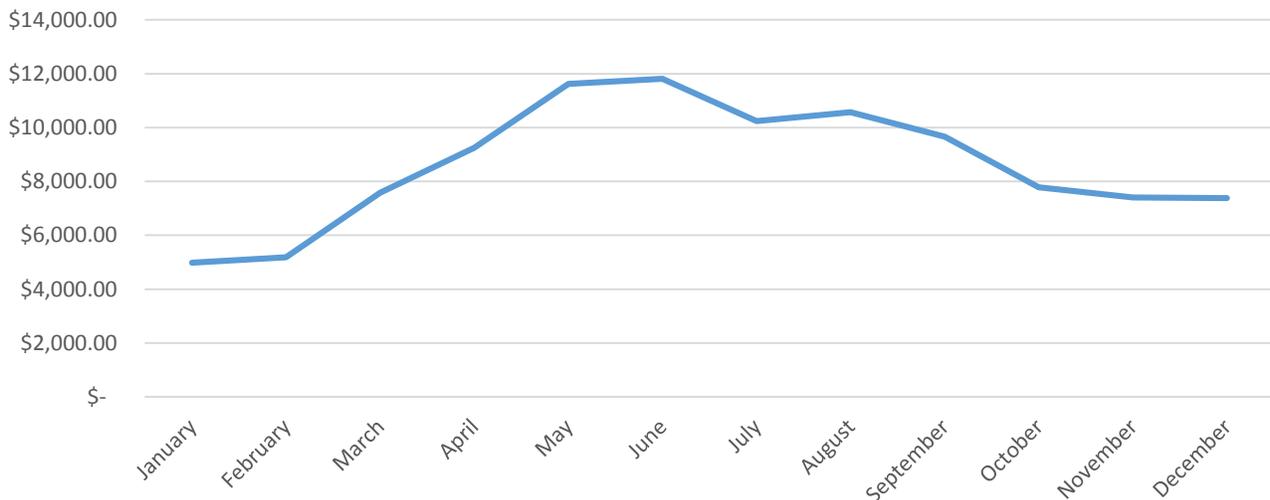
^FY 2015 Adopted Budget

* 2013 Local Tax Rates, Weldon Cooper Center for Public Service

Meals Tax Trends

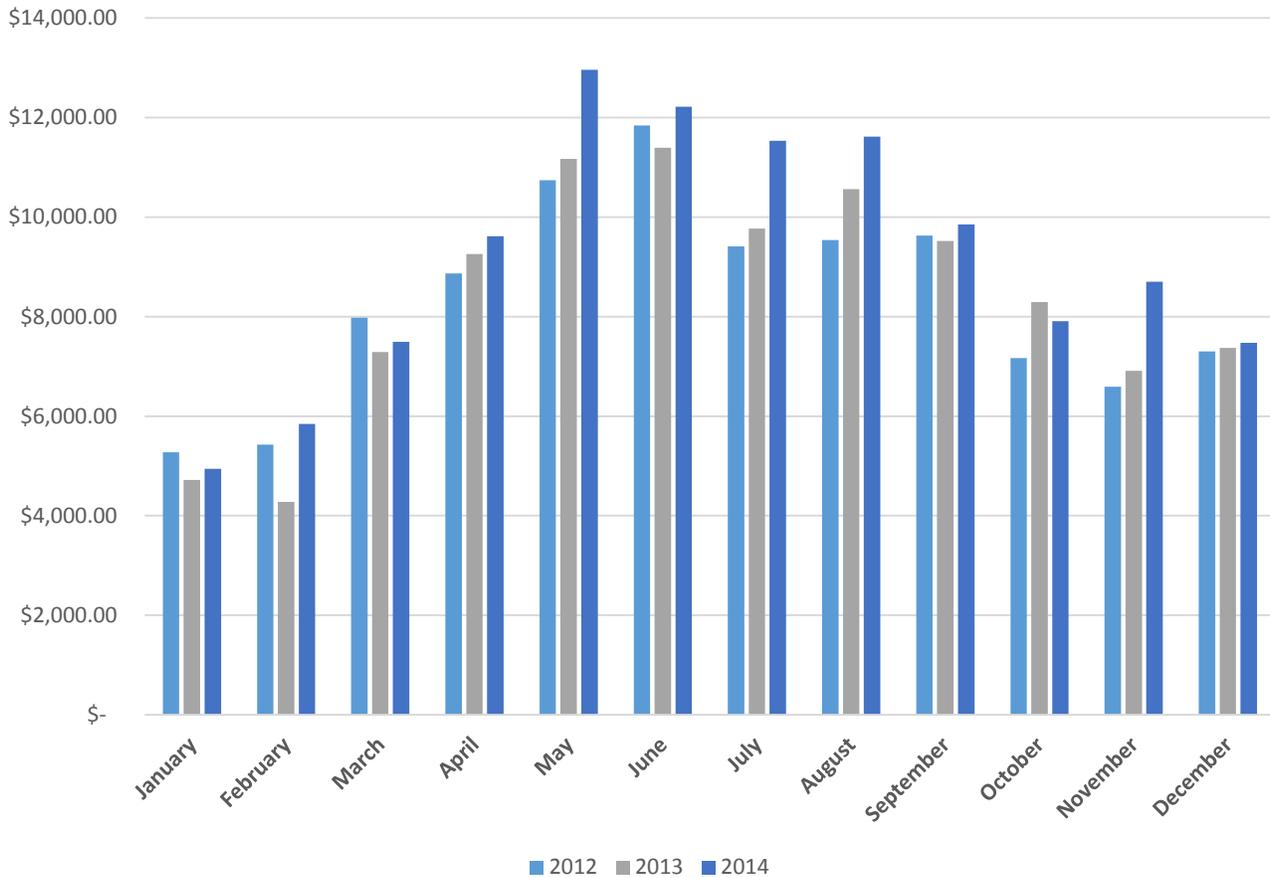
The graph below illustrates the average amount in meals tax collected by the Town over a three year period.

**Meals Tax Average Per Month
2012-2014**



The graph below illustrates the amount of meals tax collected by the Town per month in 2012, 2013 and 2014. There was an eight percent increase in collected meals tax in FY 2014 over the prior year, and the Town is estimating an increase of four percent in FY 2015 over FY 2014. The meals tax estimate of \$165,218 for Fiscal Year 2016, includes the additional revenue expected from the one percent increase on the rate, based on current year performance.

Meals Tax Trends - Calendar Year January 2012 - December 2014



With the increase of one percent in the Meals Tax Rate, the Adopted FY 2016 Budget includes a Community and Business Support expenditure that allocates \$15,000 from the additional revenue generated by the one percent increase to support marketing and community programming for our business and historic district. The intent is to provide funding to develop community programming and support marketing efforts that will promote Occoquan as a destination in support of our business community and provide more events that will benefit the entire Occoquan community.

Transient Tax Rate

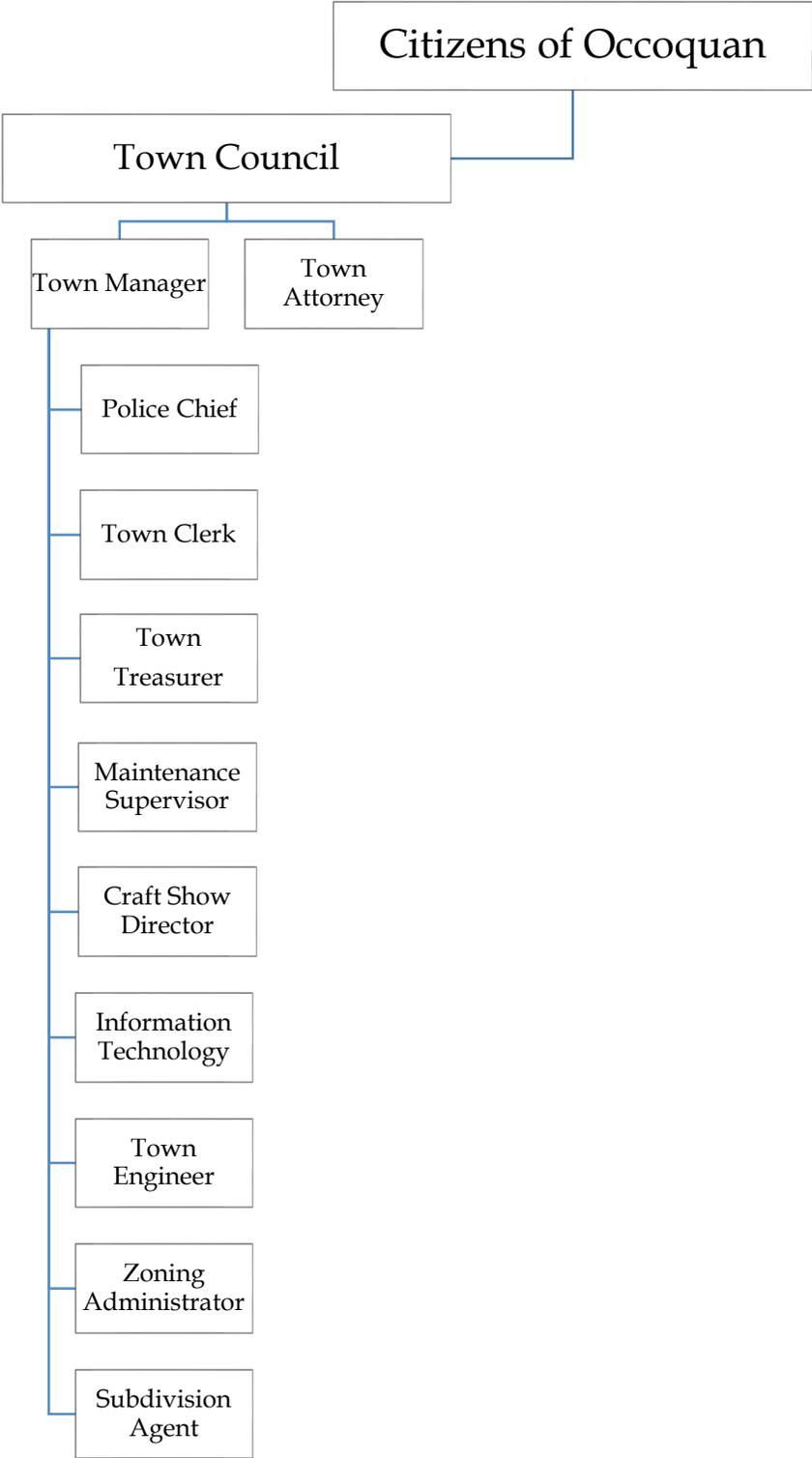
The Town of Occoquan imposes a Transient Tax Rate of two percent on lodging within the Town. The Town does not currently have lodging establishments within its limits and as a result, no revenue is generated from this tax. The Town Council has adopted a Transient Tax Rate of two percent for FY 2016.

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IV. ORGANIZATIONAL CHART

Town of Occoquan Organizational Chart

Approved June 3, 2014



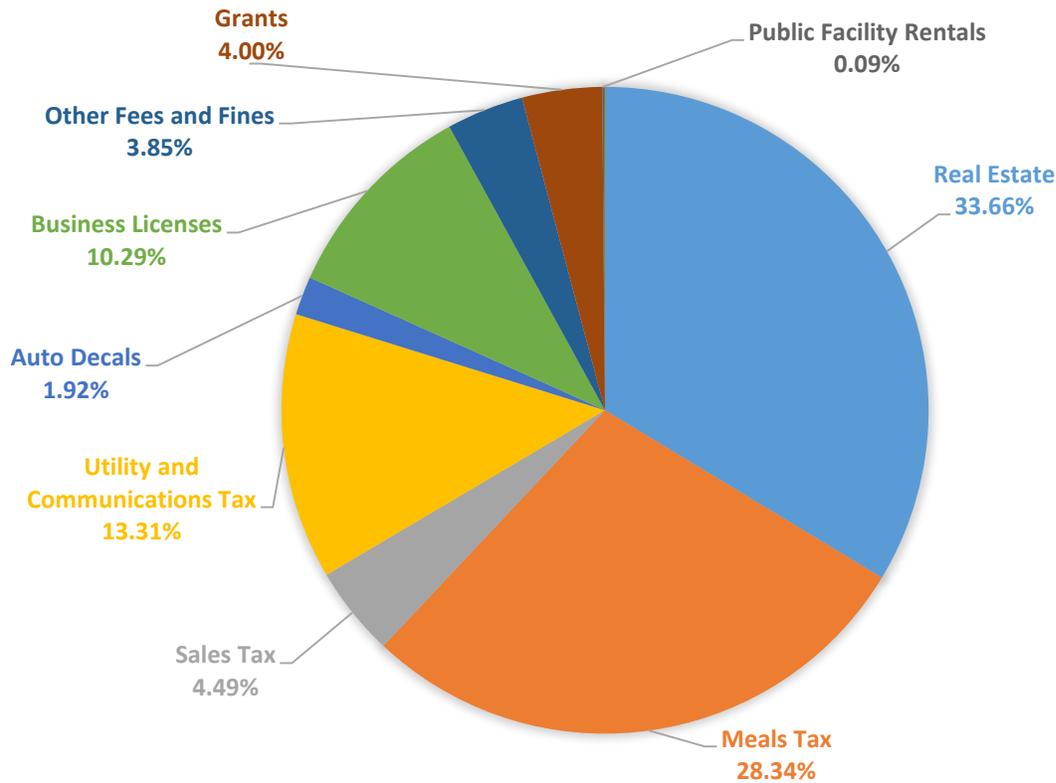
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V. GENERAL FUND

A. Revenue Detail

General Fund Revenue Category	FY 2015 Adopted Budget	FY 2016 Adopted Budget
Real Estate	192,971	196,273
Meals Tax	97,325	165,218
Sales Tax	28,200	26,200
Utility and Communications Tax	75,500	77,600
Auto Decals	10,000	11,200
Business Licenses	60,000	60,000
Other Fees and Fines	19,000	22,450
Grants	22,300	23,297
Public Facility Rentals	-	500
Other Revenue	-	300
TOTAL	\$505,296	\$583,038

FY 2016 General Fund Revenues



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TOWN OF OCCOQUAN FY 2016 ADOPTED BUDGET

FUND	GENERAL FUND - REVENUES
DEPT	OPERATING

Real Estate Tax Rate of: \$ 0.11 per \$100

ACCOUNT	FY 2014 Budget	FY 2014 Actual	FY 2015 Budget	FY 2015 2/28/2015	FY 2015 Projected	FY 2016 Budget	% Increase to 2015 Budget	% Increase to 2015 Projected	Notes
Taxes									
Real Estate	169,234.00	164,340.16	192,971.00	177,357.72	177,357.72	196,272.66	1.7%	10.7%	
Meals Tax	92,700.00	106,172.45	97,325.00	61,674.16	102,325.82	165,218.00	69.8%	61.5%	
Sales Tax	26,400.00	27,723.34	28,200.00	16,722.49	24,730.05	26,200.00	-7.1%	5.9%	
Utility Tax	76,800.00	30,372.48	75,500.00	21,511.36	32,485.80	31,000.00		-4.6%	Utility and Communications Taxes were
Communications Tax	-	46,554.87	-	30,922.98	46,478.99	46,600.00		0.3%	previously combined into one category.
Fees/Licenses									
Auto Decals	12,750.00	9,784.00	10,000.00	10,367.00	10,668.00	11,200.00	12.0%	5.0%	
Business Licenses	52,000.00	61,572.70	60,000.00	19,246.75	97,915.86	60,000.00	0.0%	-38.7%	
Late Fees	-	1,748.65	-	1,359.55	2,312.04	2,000.00	0.0%	-13.5%	
Fines - Public Safety	17,000.00	4,794.82	12,000.00	8,028.66	12,838.40	12,000.00	0.0%	-6.5%	
Architectural Review Board Fees	-	190.00	-	320.00	440.00	500.00		13.6%	
Precious Metal License	-	600.00	-	200.00	600.00	600.00		0.0%	
ATM Fees	-	2,405.00	-	2,000.00	3,000.00	3,000.00		0.0%	Previously categorized under ARB, ATM & Other Misc
Dock Fees	-	332.00	-	182.00	350.00	350.00		0.0%	Income budget category.
Engineering Fees	-	1,625.00	-	1,400.00	2,200.00	2,000.00		-9.1%	
Administrative Fees	5,100.00	262.81	7,000.00	382.03	2,000.00	2,000.00	-71.4%	0.0%	
Service Revenue - Bldg Official	-	-	-	-	-	-			
Service Revenue - Engineering	-	-	-	80,666.30	4,097.00 *	-			*VSMP Reimbursement
Service Revenue - Legal	-	-	-	3,213.60	-	-			
Grants									
Litter Grant	-	1,060.00	1,000.00	1,059.00	1,059.00	1,000.00	0.0%	-5.6%	
Public Safety (HB 599)	21,300.00	22,672.89	21,300.00	14,197.33	21,296.00	21,297.00	0.0%	0.0%	
Safety (VML)	-	-	-	-	-	1,000.00	-	-	
Rentals									
Town Hall	-	350.00	-	150.00	300.00	500.00	-	66.7%	
River Mill Park	-	-	-	-	-	-	-	-	
Other									
General Fund Interest	-	76.24	-	41.82	62.74	100.00	-	59.4%	
Craft Show Fund Interest				117.94	176.94	200.00			
Other	60,000.00 *	10,303.62 **	-	1,146.41 ***	2,108.00 ***	-	-	-	*Craft Show Fund Transfer** Legal *** GovDeal Sales
TOTAL	533,284	492,941	505,296	452,267	544,802	583,038	15.4%	7.0%	

B. Expenditure Detail - General Fund

FUND DEPT ACTIVITY	GENERAL FUND						
	OPERATING						
	ADMINISTRATION	FINANCE	PARKS AND EVENTS	PUBLIC SAFETY	PUBLIC WORKS	GOVERNING BODY	TOTAL
EXPENDITURES							
ACCOUNT							
Salaries and Wages	109,146	32,365	0	64,834	31,873	72	238,290
Overtime					3,500	0	3,500
On-call Labor/ Auxiliary Wages					1,000	0	1,000
Other Benefits (Cell Reimbursement)	0	0	0	240	240	0	480
Payroll Taxes (FICA & Medicare)	8,350	2,476	0	4,960	2,706	0	18,491
Life Insurance	110	0	0	930	200	0	1,240
Health Insurance	0	0	0	0	0	0	0
Disability Insurance	1,410	0	0	1,570	450	0	3,430
Employer Contributions: Simple IRA	3,274	971	0	1,945	956	0	7,147
EAP Services	0	0	0	0	0	0	0
TOTAL PERSONNEL SERVICES	122,290	35,812	0	74,479	40,925	72	273,578
Building Official Services	5,000						5,000
Consulting Services	1,500						1,500
Zoning and Engineering Services	25,000						25,000
Legal Services	35,000						35,000
Audit Services		7,500					7,500
Payroll Processing		600					600
TOTAL PROFESSIONAL SERVICES	66,500	8,100	0	0	0	0	74,600
Website Support	250						250
A/V and Recording Equipment R & M	1,000						1,000
Phone Support Services	1,000						1,000
Phone Service	1,200						1,200
Internet Service	1,200			500			1,700
Hardware/Software Upgrades	4,000						4,000
IT Support Services	5,000						5,000
TOTAL INFORMATION TECHNOLOGY SERVICES	13,650	0	0	500	0	0	14,150
Office Supplies	1,470		500	500			2,470
Operational Supplies	1,000		500	1,000			2,500
Books/Periodicals	0						0
Janitorial Supplies					1,000		1,000
Uniforms				900	1,500		2,400
TOTAL MATERIALS AND SUPPLIES	2,470	0	1,000	2,400	2,500	0	8,370

B. Expenditure Detail - General Fund

ACTIVITY	ADMINISTRATION	FINANCE	PARKS AND EVENTS	PUBLIC SAFETY	PUBLIC WORKS	GOVERNING BODY	TOTAL
Elections	2,700						2,700
Copier Lease, Contract and Fees	3,300						3,300
Postage	1,800						1,800
Postal Meter Rental	300						300
Reproduction Services	0			0			0
TOTAL OPERATIONAL SERVICES	8,100	0	0	0	0	0	8,100
Refuse Collection Contract					60,000		60,000
Equipment Rental					2,500		2,500
Snow Removal					5,000		5,000
Landscaping					14,000		14,000
Entertainment			0				0
TOTAL CONTRACTS	0	0	0	0	81,500	0	81,500
Insurance	15,500			770			16,270
TOTAL INSURANCE	15,500	0	0	770	0	0	16,270
Electronic Newsletter	800						800
Design/Print - Auto Decals	500						500
Design/Print - Newsletter	0						0
Postage - Newsletter	2,800						2,800
TOTAL PUBLIC INFORMATION	4,100	0	0	0	0	0	4,100
Advertising - Legal	2,000						2,000
Advertising - Marketing			2,000				2,000
Community/Business Support			15,000				15,000
Other Promotional	1,000						1,000
TOTAL ADVERTISING	3,000	0	17,000	0	0	0	20,000
Conferences	2,200			550			2,750
Membership and Dues	1,600			200			1,800
Travel Reimbursement	1,500			200			1,700
Employee Training	2,000			2,000			4,000
Boards and Commissions Training	1,000						1,000
TOTAL TRAINING AND TRAVEL	8,300	0	0	2,950	0	0	11,250
Town Vehicles				0	0		0
Street Sweeper					1,500		1,500
Maintenance and Repairs				500	500		1,000
Fuel				3,800	3,600		7,400
Equipment & Tools				8,200	1,500		9,700
TOTAL VEHICLES AND EQUIPMENT	0	0	0	12,500	7,100	0	19,600

B. Expenditure Detail - General Fund

ACTIVITY	ADMINISTRATION	FINANCE	PARKS AND EVENTS	PUBLIC SAFETY	PUBLIC WORKS	GOVERNING BODY	TOTAL
Town Holiday Party			1,500				1,500
Volunteer Recognition (CS and B/C)			1,500				1,500
Parks/Town Hall Decorations			1,000				1,000
Wreath Installation and Maintenance					2,000		2,000
Utilities - Electricity	1,500						1,500
TOTAL SEASONAL	1,500	0	4,000	0	2,000	0	7,500
Security Services					700		700
Elevator Inspection/Maintenance					300		300
Janitorial Services					2,500		2,500
Window Washing					300		300
Repairs and Maintenance					1,500		1,500
Equipment Maintenance Contracts					350		350
Exterminating Services					120		120
Utilities - Gas/Water/Elec	3,000						3,000
TOTAL TOWN HALL	3,000	0	0	0	5,770	0	8,770
OHS Subsidy (Mill Museum Payroll)	6,000						6,000
Equipment Maintenance Contract					0		0
Exterminating Services					120		120
Repairs and Maintenance					500		500
TOTAL MILL HOUSE MUSEUM	6,000	0	0	0	620	0	6,620
Equipment Maintenance Contracts					0		0
Exterminating Services					120		120
Repairs and Maintenance					500		500
TOTAL VISITORS CENTER	0	0	0	0	620	0	620
Exterminating Services					120		120
Equipment Maintenance Contracts					0		0
Utilities - Electricity/Water	600						600
Repairs and Maintenance					1,000		1,000
TOTAL MAINTENANCE YARD (Commerce)	600	0	0	0	1,120	0	1,720
Exterminating Services					120		120
Repairs and Maintenance					250		250
TOTAL MILL STREET STORAGE FACILITY	0	0	0	0	370	0	370

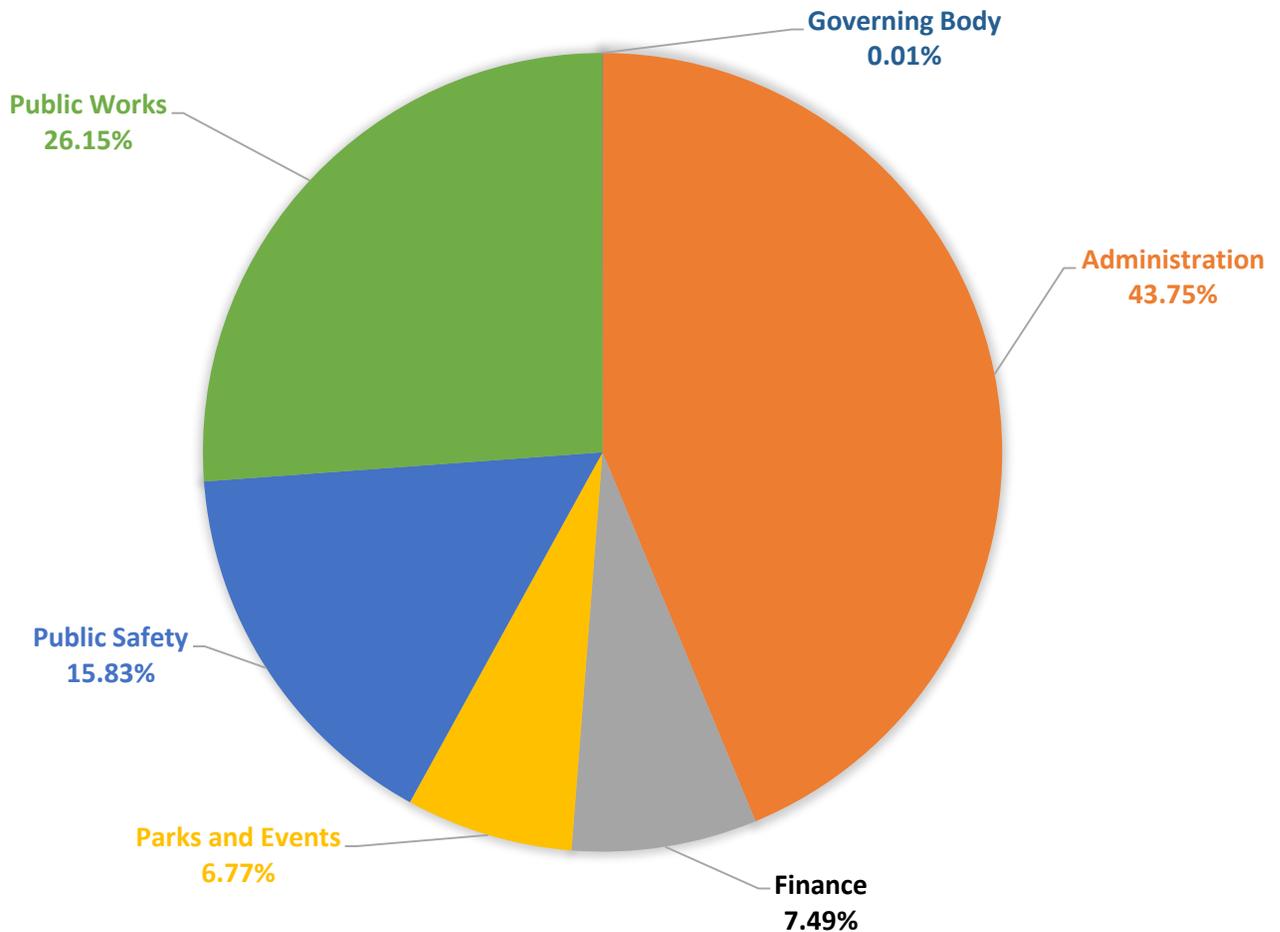
B. Expenditure Detail - General Fund

ACTIVITY	ADMINISTRATION	FINANCE	PARKS AND EVENTS	PUBLIC SAFETY	PUBLIC WORKS	GOVERNING BODY	TOTAL
Special Events			0				0
Restroom Janitorial Services/Supplies					3,900		3,900
Winterization					250		250
Maintenance and Repairs					1,000		1,000
Utilities - Water, Sewer, Electricity	1,500						1,500
Exterminator Services					120		120
Equipment Maintenance Contracts					300		300
TOTAL RIVER PARK AND FACILITY	1,500	0	0	0	5,570	0	7,070
Special Events			1,000				1,000
Public Dock					1,000		1,000
Winterization					250		250
Maintenance and Repairs					1,500		1,500
Utilities - Water	50						50
TOTAL MAMIE DAVIS PARK	50	0	1,000	0	2,750	0	3,800
Special Events			0				0
Maintenance and Repairs					0		0
TOTAL TANYARD HILL ROAD PARK	0	0	0	0	0	0	0
Maintenance and Repairs					0		0
TOTAL FURNACE BRANCH PARK	0	0	0	0	0	0	0
Street Painting					500		500
Brick Sidewalks Maintenance and Repairs					1,000		1,000
Asphalt Repairs					750		750
Leaf Collection					0		0
TOTAL STREETS AND SIDEWALKS	0	0	0	0	2,250	0	2,250
Gas Light Maintenance and Repair					1,000		1,000
Gas Light Utilities (Gas)	6,300						6,300
Town Signage Maintenance/Repairs					500		500
Public Gardens					1,000		1,000
Street Tree Maintenance/Repairs					2,500		2,500
Public Trash Containers					1,500		1,500
TOTAL HISTORIC DISTRICT	6,300	0	0	0	6,500	0	12,800
TOTALS	\$262,860	\$43,912	\$23,000	\$93,599	\$159,595	\$72	\$583,038

C. Division Detail – General Fund

Division	Expenditure Total
Administration	262,860
Finance	43,912
Parks and Events	23,000
Public Safety	93,599
Public Works	159,595
Governing Body	72
TOTAL	\$583,038

FY 2016 General Fund Expenditures By Division



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1. Administration Division***General Fund***

DESCRIPTION

The Administration division of the budget consists of the Town Manager and Town Clerk. The Town Manager is appointed by the Town Council and carries out the policies that are adopted by the Town Council. The Town Manager is responsible for the enforcement of all laws and ordinances and oversees all departments and operations. The Town Manager keeps Council informed of the condition and needs of the Town, making recommendations for action as the need arises. The Town Manager also prepares the annual budget for Council consideration and upon its enactment, sees that its provisions are upheld.

The Town Clerk is appointed by the Town Council and reports to the Town Manager. The Town Clerk keeps a record of the Council's proceedings and attends all meetings of the Council. He/she maintains all records of the Town Council and publishes all reports, ordinances and other documents as directed by Council or required by law. The Town Clerk is also responsible for receiving and processing payments, preparing annual billings, produces the monthly Town newsletter and serves as Town Hall's main point of contact for customer service.

The Town Manager and Town Clerk staff Town Hall and serve as the administrative support for Town Hall. These positions assist the public with all Town questions and serve as the point of contact for the community and customer service.

FY 2015 ACCOMPLISHMENTS

- Revised Town Council agenda process and format.
- Developed hiring process to fill vacant Town positions; contracted with employee background service provider.
- Revised Administrative (Personnel) Manual.
- Researched and identified 2014 business license delinquencies; worked to bring them into compliance.
- Implemented new signage at Town Hall.
- Established and implemented Boards and Commission application and appointment process.
- Developed new tracking process for real estate taxes.
- Developed and implemented new annual budget process.
- Assisted with RFP for a new building official and guided process.
- Initiated reorganization of internal hard copy and electronic record keeping.

- Organized and participated in training sessions for Board of Zoning Appeals and Planning Commission members.

FY 2016 INITIATIVES

- Develop and implement document management system.
- Implement document retention and destruction schedule.
- Implement new billing process for vehicle license fees.
- Implement recodification and legal review of Town Code.
- Implement online payment center.
- Implement an updated newsletter design and production process.
- Implement new administrative manual.
- Implement building official program.
- Developed and implemented online communication tool (e-newsletter.)
- Obtain training as administrators for VSMP program.
- Organize certification training participation for Board of Zoning Appeals and Planning Commission members in accordance with Town Code requirements.

PERSONNEL

Based on a fiscal year

Authorized Positions	Adopted FY 14	Adopted FY 15	Proposed FY 16	Adopted FY 16
Town Manager	1	1	1	1
Town Clerk	.75	.75	1	1
Total	1.75	1.75	2	2

FY 2016 BUDGET CHANGES

- Change PT Town Clerk position to FT status.

DIVISION DETAIL

The Administration Division includes costs associated with operational services and programs for the Town of Occoquan. These include contractual services for legal, engineering, zoning, building official and information technology; public building and infrastructure utilities; Town election costs; employee and board and commission training; insurance; and personnel costs. The total expenditure amount for this division is \$262,860.

This budget includes a change to the Town Clerk position from a part-time (30 hours) to a full-time (40 hours) position. Currently, the Town Manager is the only full time administrative

position within the Town. This position change will benefit the organization by increasing responsiveness to requests for service, increasing organizational efficiencies and increasing Town Hall accessibility.

The Administration Division also includes an expenditure for Building Official Services. Previously, Prince William County provided this service for the Town of Occoquan; however, effective July 1, 2015, the Town will bring this service back to the Town and has appointed a Building Official. While an expenditure of \$5,000 has been allocated for this service, the Town will develop a fee structure with the intent of this service being cost neutral.

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2. Finance Division***General Fund*****DESCRIPTION**

The Finance division consists of the Town Treasurer, who is responsible for financial management, recordkeeping and tax administrative functions for the town. The Town Treasurer has official responsibility for accounting for all receipts and disbursements in regards to Town funds, prepares financial reports, processes Town and Mill Museum payroll and manages cash balances. The Town Treasurer also assists with budget preparation and implements Town policies with regard to business licenses and tax administration. The Town Treasurer is appointed by the Town Council and reports to the Town Manager.

FY 2015 ACCOMPLISHMENTS

- Assisted with redevelopment of budget process.
- Revised existing financial system structure to coincide with revised budget document.
- Assisted external auditors in auditing Town accounting records for FYE 2013 and FYE 2014.

FY 2016 INITIATIVES

- Implement new financial system.
- Reassess interest income rates in consideration of participation in State pool.

PERSONNEL

Based on a fiscal year

Authorized Positions	Adopted FY 14	Adopted FY 15	Proposed FY 16	Adopted FY 16
Town Treasurer	.50	.50	.50	.50
Total	.50	.50	.50	.50

FY 2016 BUDGET CHANGES

- There are no significant budget changes to this division.

DIVISION DETAIL

The Finance Division includes costs associated with the Town Treasurer's functions including auditing and payroll services, and Town Treasurer personnel costs. There are no significant changes to this budget. The total expenditure amount for this division is \$43,912.

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3. Parks and Events Division*General Fund***DESCRIPTION**

The Parks and Events division is responsible for programming for the Town's four parks and special Town events. The Craft Show Director position, funded through the Craft Show Fund, utilizes this division to assist with developing programming for River Mill Park and developing and implementing town events and programs benefiting the community and businesses. This is a new division. The Craft Show Director reports to the Town Manager.

FY 2016 INITIATIVES

- Coordinate grand opening event for new River Mill Park (Spring 2016).
- Develop programming schedule for River Mill Park to be implemented in FY 2017.
- Develop partnerships with community groups, businesses and/or others for community programming opportunities.

PERSONNEL

Based on a fiscal year

Authorized Positions	Adopted FY 14	Adopted FY 15	Proposed FY 16	Adopted FY 16
Craft Show Director [^]	.25	.25	0	.50
Marketing and Events Coordinator	0	0	1	0
Total	.25	.25	1	.50

[^] *Funded through Craft Show Fund.*

FY 2016 BUDGET CHANGES

- This is a new division for the Town.
- Funding in the amount of \$15,000 for Community and Business Support is included as part of this budget with the intent to be used to support business and community programming.

DIVISION DETAIL

The Parks and Events Division includes costs for one-half year impact for future events and programming at River Mill Park, costs for other events including Town Holiday Event, Volunteer Recognition Event, special events, holiday activities and funding for the Community and Business support activity. The total expenditure amount for this division is \$23,000.

This division also includes an expenditure of \$15,000 for Community and Business Development. This amount is allocated from the additional revenue that will be garnered from

the increase of one percent on the Meals Tax rate. The Craft Show Director will utilize this funding in support of community programming and business/historic district promotions.

The Craft Show Director personnel costs are funded through the Craft Show Fund and do not impact General Fund expenditures.

4. Public Safety Division

*General Fund***DESCRIPTION**

The Occoquan Police Department (OPD) is comprised of the Town Sergeant/Chief of Police and auxiliary police officer(s). The Town Sergeant by Town Charter Section 14 has the same authority as a Sheriff in enforcing civil cases within the corporate limits of the Town. Due to availability of resources; however, civil cases are delegated to the Sheriff of Prince William County. For record keeping purposes, the Department of Criminal Justice Services (DCJS) lists the OPD as a one person police department of which there are 13 in the Commonwealth.

The Chief is responsible for all aspects of the OPD including patrol, administration, training, reporting, coordination of Crafts Show public safety, and other duties as assigned or necessary. There is no administrative support and the auxiliary officer(s) works as needed and able. The Chief engages and supervises additional officers (from PWCPD and Virginia State Police) to assist with the semi-annual Arts & Crafts Shows, as well as coordinating on-site emergency medical services provided by the OWL Volunteer Fire Department.

The OPD jurisdiction is the Town including the entire Rte. 123 Bridge, the park land known as Tanyard Hill bordered by Tanyard Hill Road and Old Bridge Road, and within the Town's east and west boundaries the entire Occoquan River to the Fairfax County shoreline. The OPD, by Virginia Code Section 19.2-250, may extend their authority 300 yards in any direction from the corporate limits of the Town. The Prince William County Police Department has concurrent jurisdiction and readily provides police services whenever the OPD does not have an officer on duty or as needed for assistance. The OPD is a member of the Northern Virginia Law Enforcement Mutual Aid Agreement of 2013.

FY 2015 ACCOMPLISHMENTS

- Oversaw public safety activities for the Fall and Spring Arts and Crafts Shows.
- Completed all bi-annual training as required by the Department of Criminal Justice Services (DCJS).
- Attended the annual Virginia Association of Chiefs of Police Conference. This conference provided significant training opportunities that were credited towards the bi-annual training requirements.
- Assisted the Town Manager with staffing Town Hall during the hiring process for a new Town Clerk and Arts & Crafts Show Director, and subsequent on-boarding.
- Drafted a revision of the police department's General Orders. The last revision occurred in 1995.

- Revamped the Town’s parking tickets to reflect an increased fine structure, and designed a format that is easier for the violator to respond to and the department to use. The last review of parking tickets occurred around 2008.
- Implemented an MOU with the Prince William County Police Department to handle all property and evidence collected by the OPD. This reduces cost to the Town in regards to establishing its own property and evidence system that would meet appropriate standards.
- Assisted with the flash flooding event of July 15, 2014 and responded to several snow and ice events that impacted the Town.
- Designed and implemented permanent graphics on the Town’s police cruiser to increase police visibility. The graphics are distinctive from any other department in the area.
- Implemented a new court schedule to coincide with the Town of Haymarket. This is expected to reduce legal costs to both Haymarket and Occoquan.

FY 2016 INITIATIVES

- Implement revised General Orders.
- Review OPD staffing requirements for the immediate and long term future; including the impact of bringing the Occoquan River Mill Park on line for public enjoyment and as an entertainment venue.
- Write a new General Order pertaining to the use of dash and body cameras by the OPD, and with Town Council approval implement this program utilizing “599” grant funds, if available.

PERSONNEL

Based on a fiscal year

Authorized Positions	Adopted FY 14	Adopted FY 15	Proposed FY 16	Adopted FY 16
Chief of Police	1	1	1	1
Auxiliary Officer	1	1	3	3
Total	2	2	4	4

FY 2016 BUDGET CHANGES

- Addition of two auxiliary police officers for a first year impact of approximately \$6,500; impact of \$725 annually thereafter.
- The opening of the new River Mill Park may require additional resources in FY 2016 that the Town would try to use grant funding to accomplish at the direction of the Town Council. Full impact on expenditures will be included in FY 2017 budget process.

DIVISION DETAIL

The Public Safety Division includes costs associated with police activities within the Town of Occoquan. A majority of funding identified for public safety is provided through the HB 599 grant, which is approximately \$21,000 annually. There are no other significant changes to this budget. The total expenditure amount for this division is \$93,599.

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5. Public Works Division

General Fund**DESCRIPTION**

The Public Works division consists of the Town's Maintenance Supervisor, who is responsible for maintenance and upkeep of the town's infrastructure including town-owned streets, brick sidewalks, gas lamps, town buildings, town equipment, trash collection, park maintenance and general maintenance activities, as well as responding to emergency events including snow removal. The Maintenance Supervisor is also significantly involved in logistics of the semi-annual craft show. The Maintenance Supervisor reports to the Town Manager

FY 2015 ACCOMPLISHMENTS

- Organized volunteer effort to revamp waterfront at Mamie Davis Park; obtained donations from local companies to install new rip rap at no cost to town.
- Worked with workforce crew to rehabilitate a town stormwater management system on West Locust Street.
- Reorganized and cleaned out the Town's Maintenance facility; added fencing to shield and better secure equipment.
- Relocated Craft Show Director's office and converted old space into conference room.
- Installed a fence at Mill House Museum to protect ruins.
- Organized and supported Fall and Spring annual clean up days in conjunction with FOTO. (October 2014, April 2015)
- Installed new benches at Mamie Davis Park.
- Repaved River Road per Capital Improvement Plan schedule.
- Utilized workforce crew to assist in semi-annual gaslight cleaning and maintenance activities.
- Installed new HVAC unit at Town Annex in accordance with FY 2015 Capital Improvement Plan.
- Utilized workforce crew to install new holiday wreaths, resulting in a cost savings to the Town.

FY 2016 INITIATIVES

- Complete improvements at Annex as per the Capital Improvement Plan schedule.
- Implement intersection improvements to install pedestrian crosswalks on Mill Street.
- Coordinate restriping of Town roads and parking lots per schedule, and refresh yellow curbing.

PERSONNEL*Based on a fiscal year*

Authorized Positions	Adopted FY 14	Adopted FY 15	Proposed FY 16	Adopted FY 16
Maintenance Supervisor	.75	.75	.75	.75
Total	.75	.75	.75	.75

FY 2016 BUDGET CHANGES

Included costs for River Mill Park impacting Public Works: \$7,070 for FY16 (one half year financial impact).

DIVISION DETAIL

The Public Works Division includes costs associated with maintenance of public buildings, infrastructure and equipment, contracts including landscaping, refuse collection and building maintenance, and personnel costs associated with the Maintenance Supervisor position and on-call labor. The total expenditure amount for this division is \$159,595.

This budget includes half-year cost impacts related to the new River Mill Park including landscaping, maintenance, utilities and janitorial services. In FY 2017, a full year cost impact of approximately \$15,000 is expected.

The Adopted Budget includes increased focus on improvements to existing infrastructure and beautification efforts within the historic district. There are no other significant changes to this budget.

6. Governing Body Division***General Fund***

DESCRIPTION

Town Council is the legislative body of Occoquan's local government and is made up of a Mayor and five Councilmembers, all elected at large for two-year terms. The Town of Occoquan is a Council-Manager form of government where the Town Manager is appointed by the Town Council and implements the policies adopted by the Council. The Council passes all ordinances and resolutions, approves the annual operating and capital improvements budgets, sets all tax rates, approves appointments to boards and commissions and adopts long-range plans and policies.

The Town Council meets at 7:00 p.m. on the first Tuesday of each month for a regular meeting and on the third Tuesday of the month for work sessions, except for the months of July, August and December, during which they only meet on the first Tuesday. Special meetings are held as needed.

FY 2015 ACCOMPLISHMENTS

- Established Council Goals for the next two years.
- Directed the Planning Commission to begin work on updating the Town's Comprehensive Plan.

FY 2016 BUDGET CHANGES

- No significant changes.

DIVISION DETAIL

The Governing Body Division includes the annual stipend for Town Council members. The total expenditure amount for this division is \$72. There are no significant changes to this budget.

D. Staffing Costs

The increase in General Fund includes changes to the Town's staffing structure and a 1.7% market adjustment for Town employees. The Adopted Budget includes funding for three full-time employees (Town Manager, Town Clerk and Chief of Police) and two part-time employees (Town Treasurer and Maintenance Supervisor). The Craft Show Director personnel costs are included as part of the Craft Show Fund and not General Fund expenditures. As part of its benefit package, the Town offers life insurance and disability to qualifying employees, a Simple IRA matching program for eligible employees, and paid vacation and sick leave for full time employees.

The Town offers a wide range of services to its residents and businesses that are performed or managed by the six staff members that comprise the administrative branch of the Town government. These services include refuse collection, public safety, infrastructure development and maintenance, historic preservation, parks and recreation, community events, engineering and zoning, building official, engineering and tax enforcement. Since 1980, the Town's community has grown from 241 residents to almost 1,000 in 2013. During that time period, the staffing levels have adjusted slightly, but the overall structure has remained constant. The Adopted Budget increases the part-time position of Town Clerk to full-time status and has a General Fund budgetary impact of \$12,309 over current year costs.

VI. CRAFT SHOW FUND DETAIL

Over the last 46 years, the Town of Occoquan has hosted two arts and crafts shows during the months of June and September each year. The revenue generated from these two events bring the Town a net revenue of approximately \$120,000 annually. In the past, revenues generated from these shows were used to supplement the General Fund revenues in an effort to keep the Town's tax rate low. In fact, between 1990 and 1994, when the Town was a community of approximately 350 residents, the Town Council reduced the Town's real estate tax rate from \$.25 per \$100 of assessed value to \$.05 per \$100. The purpose of this reduction in the real estate tax was to utilize funds from the craft show to supplement the General Fund revenues in order to continue to deliver the same level of service while reducing the tax burden on Town residents. Since that time, the Town went from a low density community with approximately 340 residents in 1990, to a more urban environment with close to 1,000 residents calling Occoquan home.

Since then, the Town Council has adjusted its policy in regards to how craft show funds are utilized. Instead of supplementing the General Fund, the net revenues are allocated annually to accomplish capital projects including infrastructure maintenance and improvements, street beautification projects, park and recreation projects, stormwater management, building maintenance, development and maintenance of pedestrian connections, and other public projects.

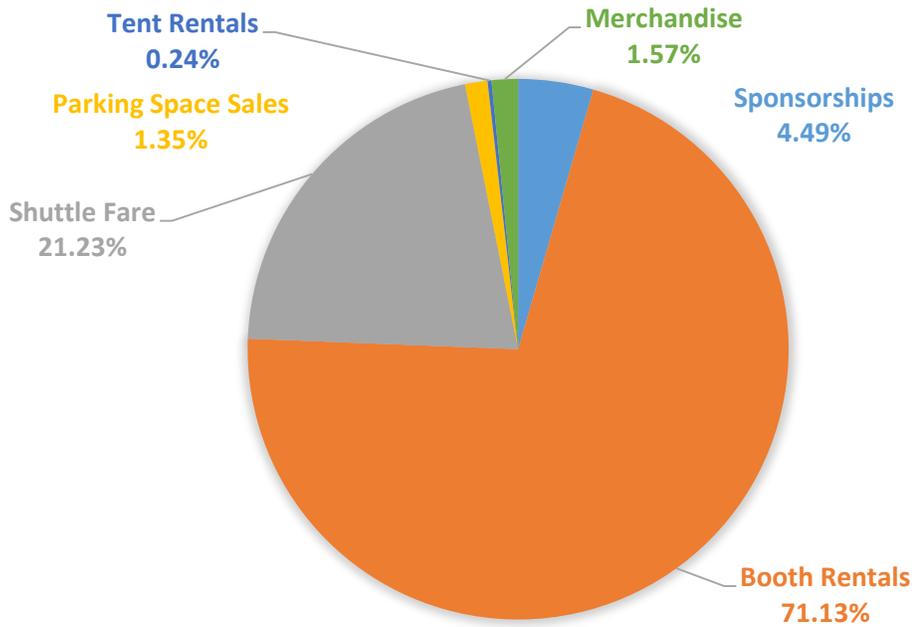
FY 2016 Craft Show Fund Revenues

Revenue Category	FY 2016 Revenue (Fall and Spring Shows)
Sponsorships	10,000
Booth Rentals	158,500
Shuttle Fare	47,300
Parking Space Sales	3,000
Tent Rentals	525
Merchandise	3,500
TOTAL	\$222,825

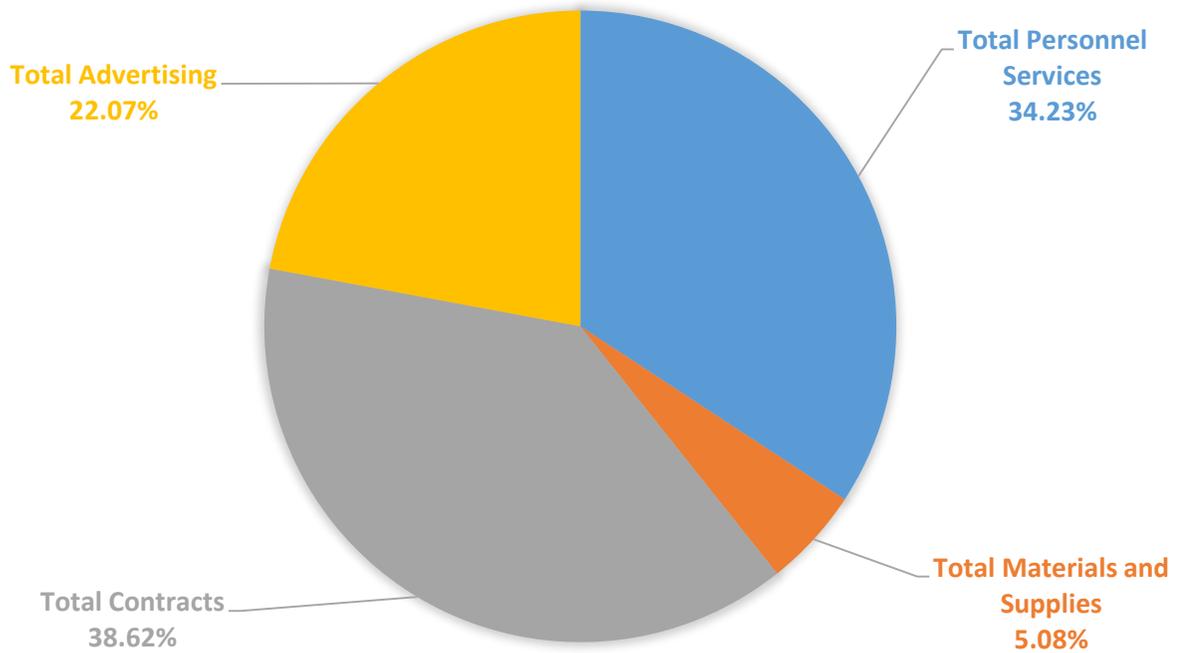
FY 2016 Craft Show Fund Expenditures

Expense Category	FY 2016 Expense (Fall and Spring Shows)
Personnel Services	44,582
Materials and Supplies	4,600
Contracts	35,000
Advertising	20,000
TOTAL	\$104,182

FY 2016 Craft Show Fund Spring and Fall Shows - Revenues



FY 2016 Craft Show Fund Spring and Fall Shows - Expenditures



VII. MAMIE DAVIS FUND DETAIL

The Mamie Davis fund is a \$100,000 endowment that the Town received in order to maintain Mamie Davis Park and Town Hall. The Town is not able to spend the principle amount; however, we are able to utilize the revenues generated from interest on projects benefiting the park or Town Hall. The Adopted FY 2016 budget estimates approximately \$2,000 in revenues for this fund. By current year end, the account balance available generated from the Mamie Davis Fund is expected to be almost \$7,000.

Mamie Davis Fund - Revenues				
Account	FY 2015 12/31/2014	FY 2015 Projected	FY 2016 Budget	% increase to 2015 Projected
Mamie Davis Park Rentals	750	1,200	1,400	16.7%
Mamie Davis Fund Interest	403	604	600	-0.7%
TOTAL	\$1,153	\$1,804	\$2,000	10.9%

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VIII. CAPITAL IMPROVEMENT PLAN FUND DETAIL

The Town funds the Capital Improvement Plan (CIP) with the net revenue from the semi-annual arts and crafts shows that are held in June and September each year. On average, the Town nets approximately \$120,000 annually, which is then used to fund various projects.

The CIP was developed in an effort to identify projects that would support and achieve the six goals set by the Town Council earlier this year.

1. Parking Issues

The Town Council has made it a priority to identify and address parking needs within the community. This includes identifying parking needs and identifying and implementing solutions that would positively impact vehicle parking. Recently, the Town has reached out to the Virginia Department of Transportation (VDOT) to identify additional parking opportunities on VDOT controlled streets and have allocated funds to conduct a parking and traffic study within the next few years. As our business community continues to grow, and as we provide more programming and activities within the Town, the Town will continue to become a destination and require increased opportunities for parking, as well as public transportation options.

2. Pedestrian Safety and Access

The Town Council recognizes that the size of Occoquan encourages pedestrian-focused activities, especially in the historic district. This goal aims to identify and pursue activities that aim to increase safety and accessibility in our community. Some activities include upgrading intersections to install crosswalks, restriping town-owned roads and curbing, repairing, maintaining and installing sidewalks to complete pedestrian pathways, improving lighting, and other infrastructure improvement and public safety activities.

3. Historic Preservation and Town Appearance

In 1983, a portion of the Town of Occoquan was included on both the State and National Registers of Historic Places, and designated as the Town's Historic District. It is the Town's responsibility to maintain the appearance of the historic district including streets, sidewalks, lights, street trees, landscaping, as well as the five Town-owned buildings. This goal aims at preserving our historic designation, as well as maintaining and improving the overall appearance of the Town. Town Council set this as a goal in order to address deferred maintenance issues, as well as ensure that we are properly maintaining our Town-owned buildings to ensure their historic preservation.

4. Riverwalk Project

The Riverwalk Boardwalk Project has been a long standing project within the Town of Occoquan and Town Council has made it a priority to continue to move forward with implementing this project. The banks of the river are owned by private property owners, so in order to successfully complete this project, the Town must work with individual property owners to be granted an easement to build and maintain a public boardwalk on private property. The end result will be a continuous boardwalk from Riverwalk Shops to the new River Mill Park, accessible to the public and waterfront businesses.

5. Community Development and Programming

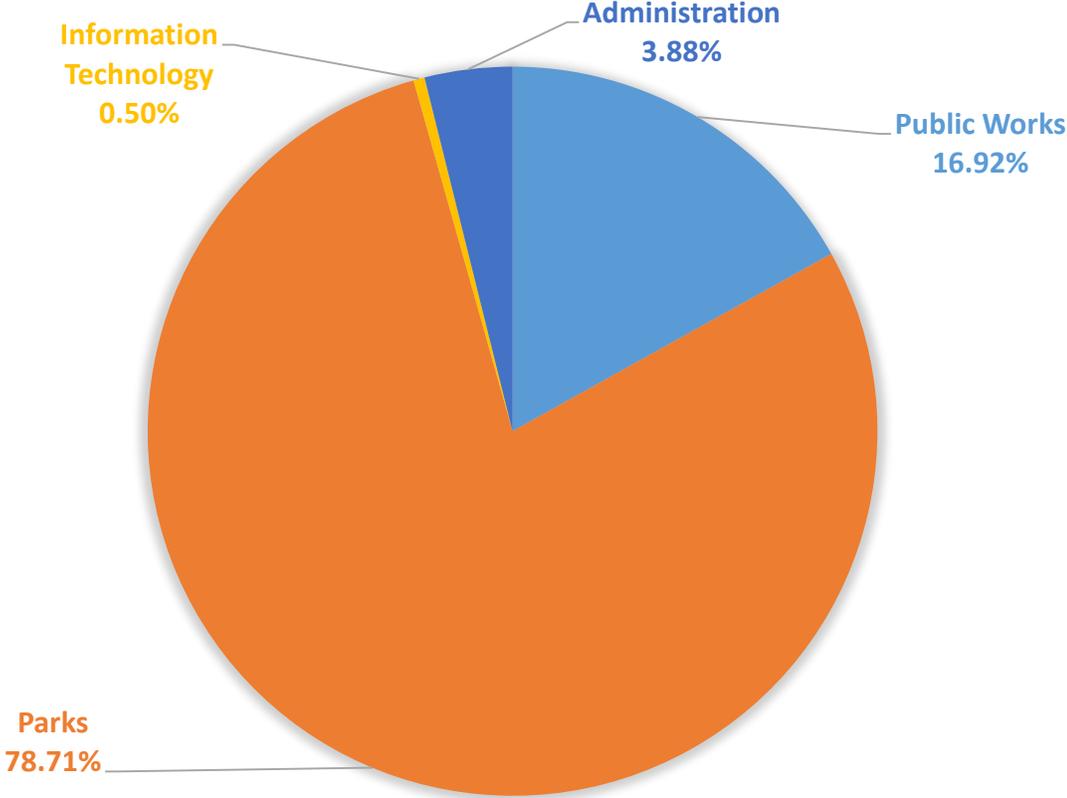
The Town Council established this goal in order to strengthen the relationship between the Town's business community and the Town government, as well as create more opportunities for community involvement and events. With the creation of the new River Mill Park set to open in the Spring of 2016, more opportunities for community events and programming will be created and increase opportunities to bring people in to town to shop and dine at Occoquan businesses.

6. Stormwater Management

Being a river community, Stormwater management has been a long standing issue within the Town of Occoquan. The Town Council has set this as a goal in order to focus on identifying Stormwater management issues within the town and identifying solutions to address these long-standing concerns.

The Adopted FY 2016-2025 Capital Improvement Plan focuses on investing in infrastructure improvements including streetscaping, road and sidewalk maintenance, and intersection improvements to promote pedestrian safety. In addition, in FY 2016, the plan includes property improvements at the Town's maintenance facility, River Mill Park funding, a public canoe/kayak ramp, and administrative improvements including Town Hall A/V equipment, implementation of a document management system and recodification of the Town Code, to include a legal review of the Town's zoning code.

FY 2016 Capital Improvement Funds - Expenditures



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**ADOPTED FY 2016 CAPITAL IMPROVEMENT FUND
TEN YEAR CAPITAL IMPROVEMENTS PLAN FY 2016 - 2025**

FY2016-2020		FISCAL YEAR					TOTALS		FUNDING SOURCES			
Dept	PROJECT	FY16	FY17	FY18	FY19	FY20	Project Total	Dept Total	Bond	CIP	Grants, Other	TBD
Public Works												
	Mill Street Revitalization Project	150,000					150,000			150,000		
	Intersection Improvements (See Infrastructure Schedule)		10,000	10,000	10,000	10,000	40,000			50,000		
	Street Maintenance (See Infrastructure Schedule)		8,000	8,000	8,000	8,000	32,000			40,000		
	Sidewalk Maintenance (See Infrastructure Schedule)		5,000	5,000	5,000	5,000	20,000			25,000		
	Building Maintenance (See Building Maintenance Schedule)	5,000	5,000	5,000	5,000	5,000	25,000			25,000		
	Stormwater Management	5,000	5,000	5,000	5,000	5,000	25,000			25,000		
	Street Tree Maintenance		5,000	5,000	5,000	5,000	20,000			20,000		
	Trash/Recycling Containers Replacement		11,000	11,000	11,000		33,000			30,000	3,000	
	Town Hall Renovations		20,000				20,000			17,000	3,000	
	Annex Property Improvements	10,000					10,000			10,000		
	Street Sweeper Replacement				25,000		25,000			25,000		
	Gas Light Replacement						0					
	Historic District Parking Facility						0					
	Parking/Traffic Study			10,000			10,000	\$410,000		10,000		
Parks												
	Tanyard Hill Parcel - Site Research	5,000					5,000			5,000		
	Tanyard Hill Parcel - Improvements (Trail)						0					
	Furnace Branch Park (Site Research and Planning)		5,000				5,000			5,000		
	Furnace Branch Park (Site Prep/Planning)			10,000			10,000			10,000		
	Furnace Branch Park (Site Build)				15,000		15,000			15,000		
	River Park Project	750,000					750,000				750,000	
	Canoe/Kayak Ramp	36,000					36,000			7,500	28,500	
	Mamie Davis Park Renovations/Upgrades				5,000		5,000			5,000		
	Riverwalk Boardwalk						0	\$826,000				
Public Safety												
	Police Vehicle				45,000		45,000				45,000	
	In-Vehicle Laptop Replacement			2,000			2,000				2,000	
	Body Armor			2,000			2,000				2,000	
	Body/In-Car Camera System		7,000				7,000	\$56,000			7,000	

**ADOPTED FY 2016 CAPITAL IMPROVEMENT FUND
TEN YEAR CAPITAL IMPROVEMENTS PLAN FY 2016 - 2025**

FY2016-2020		FISCAL YEAR					TOTALS		FUNDING SOURCES			
Dept	PROJECT	FY16	FY17	FY18	FY19	FY20	Project Total	Dept Total	Bond	CIP	Grants, Other	TBD
Information Technology												
	Computer Upgrades/Replacement			10,000		5,000	15,000			15,000		
	Server Room Relocation		5,000				5,000			5,000		
	Financial System		10,000				10,000			10,000		
	Website Redesign			15,000			15,000			15,000		
	A/V Equipment - Town Hall	5,000					5,000	\$50,000		5,000		
Administration												
	Document Management System	20,000					20,000			20,000		
	Town Code Recodification/Legal Review	12,000					12,000			12,000		
	Conference Room - Town Hall	2,000					2,000			8,000		
	Comprehensive Plan Review/Update	5,000					5,000	\$39,000		5,000		
	TOTALS	\$1,005,000	\$96,000	\$98,000	\$139,000	\$43,000	\$1,231,000		\$0	\$569,500	\$840,500	\$0

FY2021-2025		FISCAL YEAR					TOTALS		FUNDING SOURCES			
PROJECT	FY21	FY22	FY23	FY24	FY25	Project Total	Dept Total	Bond	CIP	Grants, Other	TBD	
Public Works												
	Intersection Improvements (See Infrastructure Schedule)	10,000	10,000	10,000	10,000	10,000	50,000		50,000			
	Street Maintenance (See Infrastructure Schedule)	8,000	8,000	8,000	8,000	8,000	40,000		40,000			
	Sidewalk Maintenance (See Infrastructure Schedule)	5,000	5,000	5,000	5,000	5,000	25,000		25,000			
	Building Maintenance (See Building Maintenance Schedule)	5,000	5,000	5,000	5,000	5,000	25,000		25,000			
	Stormwater Management	5,000	5,000	5,000	5,000	5,000	25,000		25,000			
	Maintenance Vehicle			45,000			45,000		45,000			
	Historic District Underground Power Lines						0					
	Town Hall Renovations	10,000				10,000	20,000	\$230,000		20,000		
Parks												
	Mamie Davis Park Renovations/Upgrades				5,000		5,000		5,000			
	River Park Renovations/Upgrades					5,000	5,000		5,000			
	Tanyard Hill Park Renovations/Upgrades			5,000			5,000		5,000			
	Furnace Branch Park Renovations/Upgrades				5,000		5,000		5,000			
	Riverwalk Boardwalk						0	\$20,000				

**ADOPTED FY 2016 CAPITAL IMPROVEMENT FUND
TEN YEAR CAPITAL IMPROVEMENTS PLAN FY 2016 - 2025**

FY2021-2025		FISCAL YEAR					TOTALS		FUNDING SOURCES			
Dept	PROJECT	FY16	FY17	FY18	FY19	FY20	Project Total	Dept Total	Bond	CIP	Grants, Other	TBD
Public Safety												
	Police Radios	20,000					20,000				20,000	
	Police Vehicle					45,000	45,000				45,000	
	Body Armor			2,000			2,000	\$67,000			2,000	
Information Technology												
	Computer Upgrades/Replacement		10,000		5,000		15,000			15,000		
	A/V Equipment						0	\$15,000				
Administration												
	Town Code Recodification/Legal Review	10,000					10,000			10,000		
	Comprehensive Plan Review/Update	5,000					5,000	\$15,000		5,000		
TOTALS		\$78,000	\$43,000	\$85,000	\$48,000	\$93,000	\$347,000		\$0	\$280,000	\$67,000	\$0

ADOPTED FY 2016 CAPITAL IMPROVEMENTS PLAN SUMMARY

Dept	PROJECT	FISCAL YEAR					TOTALS	Dept Total
		FY16	FY17	FY18	FY19	FY20	Project Total	
Public Works		170,000	69,000	59,000	74,000	38,000	410,000	
	Mill Street Revitalization	150,000					150,000	
	Intersection Improvements (See Infrastructure Schedule)	0	10,000	10,000	10,000	10,000	40,000	
	Street Maintenance (See Infrastructure Schedule)	0	8,000	8,000	8,000	8,000	32,000	
	Sidewalk Maintenance (See Infrastructure Schedule)	0	5,000	5,000	5,000	5,000	20,000	
	Building Maintenance (See Infrastructure Schedule)	5,000	5,000	5,000	5,000	5,000	25,000	
	Stormwater Management	5,000	5,000	5,000	5,000	5,000	25,000	
	Street Tree Maintenance	0	5,000	5,000	5,000	5,000	20,000	
	Trash/Recycling Containers Replacement	0	11,000	11,000	11,000	0	33,000	
	Town Hall Renovations	0	20,000	0	0	0	20,000	
	Annex Property Improvements	10,000	0	0	0	0	10,000	
	Street Sweeper Replacement	0	0	0	25,000	0	25,000	
	Gaslight Replacement	0	0	0	0	0	0	
	Historic District Parking Facility	0	0	0	0	0	0	
	Parking/Traffic Study	0	0	10,000	0	0	10,000	\$410,000
	Bond	0	0	0	0	0	0	
	CIP	170,000	65,000	58,000	73,000	38,000	404,000	
	Grants, Other	0	4,000	1,000	1,000	0	6,000	
	TBD	0	0	0	0	0	0	
	Total Funding	170,000	69,000	59,000	74,000	38,000	410,000	

ADOPTED FY 2016 CAPITAL IMPROVEMENTS PLAN SUMMARY

Dept	PROJECT	FISCAL YEAR					TOTALS	Dept Total
		FY16	FY17	FY18	FY19	FY20	Project Total	
Parks		791,000	5,000	10,000	20,000	0	826,000	
	Tanyard Hill Parcel - Site Research	5,000	0	0	0	0	5,000	
	Tanyard Hill Parcel - Improvements (Trail)	0	0	0	0	0	0	
	Furnace Branch Park (Site Research and Planning)	0	5,000	0	0	0	5,000	
	Furnace Branch Park (Site Prep/Planning)	0	0	10,000	0	0	10,000	
	Furnace Branch Park (Site Build)	0	0	0	15,000	0	15,000	
	River Park Project	750,000	0	0	0	0	750,000	
	Canoe/Kayak Ramp	36,000	0	0	0	0	36,000	
	Mamie Davis Park Renovations/Upgrades	0	0	0	5,000	0	5,000	
	Riverwalk Boardwalk	0	0	0	0	0	0	\$826,000
	Bond	0	0	0	0	0	0	
	CIP	12,500	5,000	10,000	20,000	0	47,500	
	Grants, Other	778,500	0	0	0	0	778,500	
	TBD	0	0	0	0	0	0	
	Total Funding	791,000	5,000	10,000	20,000	0	826,000	
Public Safety		0	7,000	4,000	45,000	0		
	Police Vehicle	0	0	0	45,000	0	45,000	
	In-Vehicle Laptop Replacement	0	0	2,000	0	0	2,000	
	Body Armor	0	0	2,000	0	0	2,000	
	Body/In-Car Camera System	0	7,000	0	0	0	7,000	\$56,000
	Bond	0	0	0	0	0	0	
	CIP	0	0	0	0	0	0	
	Grants, Other	0	7,000	4,000	45,000	0	56,000	
	TBD	0	0	0	0	0	0	
	Total Funding	0	7,000	4,000	45,000	0	56,000	

ADOPTED FY 2016 CAPITAL IMPROVEMENTS PLAN SUMMARY

Dept	PROJECT	FISCAL YEAR					TOTALS	Dept Total
		FY16	FY17	FY18	FY19	FY20	Project Total	
Information Technology		5,000	15,000	25,000	0	5,000	50,000	
	Computer Upgrades	0	0	10,000	0	5,000	15,000	
	Server Room Relocation	0	5,000	0	0	0	5,000	
	Financial System	0	10,000	0	0	0	10,000	
	Website Redesign	0	0	15,000	0	0	15,000	
	A/V Equipment - Town Hall	5,000	0	0	0	0	5,000	\$50,000
	Bond	0	0	0	0	0	0	
	CIP	5,000	15,000	25,000	0	5,000	50,000	
	Grants, Other	0	0	0	0	0	0	
	TBD	0	0	0	0	0	0	
	Total Funding	5,000	15,000	25,000	0	5,000	50,000	
Administration		39,000	0	0	0	0	39,000	
	Document Management System	20,000	0	0	0	0	20,000	
	Town Code Recodification/Legal Review	12,000	0	0	0	0	12,000	
	Council Dais Chairs/Conference Room Table	2,000	0	0	0	0	2,000	
	Comprehensive Plan Review/Update	5,000	0	0	0	0	5,000	\$39,000
	Bond	0	0	0	0	0	0	
	CIP	39,000	0	0	0	0	39,000	
	Grants, Other	0	0	0	0	0	0	
	TBD	0	0	0	0	0	0	
	Total Funding	39,000	0	0	0	0	39,000	
Totals		FY16	FY17	FY18	FY19	FY20		
	Bond	0	0	0	0	0		
	CIP	226,500	85,000	93,000	93,000	43,000		
	Grants, Other	778,500	11,000	5,000	46,000	0		
	TBD	0	0	0	0	0		
	Total Funding Per FY	1,005,000	96,000	98,000	139,000	43,000		

A. CIP Projects Summary

1. FY 2016 PROJECTS
CIP Fund

Division: Public Works
FY2016 Projects
MILL STREET REVITALIZATION

Description: To repair and maintain the main corridor within the historic district to promote pedestrian safety and access, and increase beautification efforts.

Justification: The funding set aside in FY 2016 will go towards developing a plan that will address intersection improvements, sidewalk maintenance and installation, street tree maintenance, gas light maintenance, and an overall community development plan. In addition, this funding will be utilized to upgrade two intersections on Mill Street in order to install pedestrian crosswalks. Staff will also be utilizing this funding to seek and obtain grant funding in support of the project.

Council Goals: Pedestrian Safety and Access; Historic Preservation and Town Appearance

Time Frame: FY 2016

FY16 Budget: \$150,000

BUILDING MAINTENANCE

Description: To maintain and preserve town-owned buildings.

Justification: Three of the Town-owned buildings are public buildings accessed by residents, businesses and visitors to the Town of Occoquan. The remaining two buildings are used for maintenance purposes. Maintenance on the five town-owned buildings will be performed in accordance with the Town Building Maintenance Program.

Council Goals: Historic Preservation and Town Appearance

Time Frame: Annually

FY16 Budget: \$5,000

STORMWATER MANAGEMENT

Description: To address issues relating to stormwater management within the Town of Occoquan.

Council Goals: Stormwater Management

Time Frame: Annually

FY16 Budget: \$5,000

ANNEX PROPERTY IMPROVEMENTS

Description: To remove safety hazards and to remediate site deficiencies.

Justification: The annex is the Town's Maintenance Facility and site deficiencies have been identified. As a result, the Town must take steps to remediate the safety hazards that currently exist on the property.

Council Goals: Historic Preservation and Town Appearance

Time Frame: FY 2016

FY16 Budget: \$10,000

Division: Parks

FY2016 Projects

TANYARD HILL PROPERTY

Description: To identify and implement property improvements; site research.

Council Goals: Stormwater Management; Community Development and Programming

Time Frame: FY 2016

FY16 Budget: \$5,000

RIVER MILL PARK

Description: To complete a 1.1 acre park located at the west end of Mill Street.

Justification: The site of River Mill Park is owned by Fairfax Water and is the former site of River Station water treatment facility that was decommissioned and deconstructed. Capital investment for building the park and restroom facility is provided through Prince William County's capital improvement plan for a total amount of \$1.33 million. The town will be responsible for the maintenance and upkeep of the park and facility once construction is complete.

Council Goals: Community Development and Programming

Time Frame: FY 2016

FY16 Budget: \$750,000

CANOE/KAYAK RAMP

Description: To provide free, public access, canoe/kayak launch ramp suitable for individuals with ambulatory disabilities.

Justification: The Occoquan Water Trail is a recognized trail eligible for funding for this 80/20 grant from the Virginia Department of Conservation and Recreation. The grant will provide \$28,500 and the Town will be required to contribute a 20% match, or \$7,500, to meet the total cost of \$36,000.

Council Goals: Community Development and Programming

Time Frame: FY 2016

FY16 Budget: \$36,000

Division: Information Technology***FY2016 Projects*****A/V EQUIPMENT REPLACEMENT (TOWN HALL)**

Description: To replace the sound system and incorporate presentation equipment in Town Hall.

Justification: The antiquated recording system in Town Hall was replaced during FY 2015. This will complete the replacement of the entire system and add presentation tools to be used during meetings and events held at Town Hall.

Time Frame: FY 2016

FY16 Budget: \$5,000

Division: Administration***FY2016 Projects*****DOCUMENT MANAGEMENT SYSTEM**

Description: To purchase and install an electronic document management system that will serve as the main filing system for the Town of Occoquan.

Justification: The Town currently stores its documentation in paper format. This system will allow more efficient access to town records and assist in meeting document retention requirements of the Virginia Library of Congress.

Time Frame: FY 2016

FY16 Budget: \$20,000

TOWN CODE RECODIFICATION/LEGAL REVIEW

Description: To recodify the Town Code and perform a legal review.

Justification: The Town Code was last codified in 1999 and has since undergone several changes. This process will allow a comprehensive review of the Town Code.

Time Frame: FY 2016

FY16 Budget: \$12,000

CONFERENCE ROOM (TOWN HALL)

Description: Renovate space in Town Hall for a conference room.

Justification: Currently, Town Hall does not have a space for confidential meetings and other staff meetings. This has required meetings be held at the dais, specifically, closed sessions during which the public are asked to wait outside of Town Hall until the public meeting recommences. This will allow the purchase of a conference table and chairs.

Time Frame: FY 2016

FY16 Budget: \$2,000

COMPREHENSIVE PLAN REVIEW AND UPDATE

Description: Assist in the review and update of the Town's Comprehensive Plan.

Justification: The Town's Comprehensive Plan is required by law to be updated every five years. The last thorough review and update of the document occurred in 2003, with small changes made in 2013. This will provide for the Town to obtain assistance in updating and revising the document in accordance with Virginia law.

Council Goals: All

Time Frame: FY 2016

FY16 Budget: \$5,000

2. MID-TERM PROJECTS (Year 2 through 5)

*CIP Fund***Division: Public Works***Mid-Term Projects***INTERSECTION IMPROVEMENTS**

Description: To update critical intersections within the Town to install pedestrian crosswalks. Projects determined in accordance with the Infrastructure and Building Management Program.

Council Goals: Pedestrian Safety and Access; Historic Preservation and Town Appearance

Time Frame: Annually

Budget: \$10,000

STREET MAINTENANCE

Description: To maintain town-owned streets. Projects determined in accordance with the Infrastructure and Building Management Program.

Council Goals: Pedestrian Safety and Access; Historic Preservation and Town Appearance

Time Frame: Annually

Budget: \$8,000

SIDEWALK MAINTENANCE

Description: To maintain and/or install sidewalks to increase pedestrian safety and access. Projects determined in accordance with the Infrastructure and Building Management Program.

Council Goals: Pedestrian Safety and Access; Historic Preservation and Town Appearance

Time Frame: Annually

Budget: \$5,000

BUILDING MAINTENANCE

Description: To maintain town-owned buildings. Projects determined in accordance with the Infrastructure and Building Management Program.

Council Goals: Historic Preservation and Town Appearance

Time Frame: Annually

Budget: \$5,000

STORMWATER MANAGEMENT

Description: To address issues relating to stormwater management within the Town.

Council Goals: Stormwater Management

Time Frame: Annually

Budget: \$5,000

STREET TREE MAINTENANCE

Description: To maintain trees located within the town's easements.

Council Goals: Pedestrian Safety and Access; Historic Preservation and Town Appearance

Time Frame: Annually

Budget: \$5,000

TOWN HALL RENOVATIONS

Description: To update and maintain the interior and exterior of Town Hall.

Council Goals: Historic Preservation and Town Appearance

Time Frame: FY 2017

Budget: \$20,000

STREET SWEEPER REPLACEMENT

Description: To replace the Town's street sweeper in accordance with the Vehicle and Equipment Replacement Schedule.

Council Goals: Historic Preservation and Town Appearance

Time Frame: FY 2019

Budget: \$25,000

PARKING/TRAFFIC STUDY

Description: To implement a parking and traffic study in order to make improvements in traffic patterns, identify more parking opportunities and strategies to capitalize on currently available parking.

Council Goals: Parking Issues

Time Frame: FY 2018

Budget: \$10,000

Division: Parks

Mid-Term Projects

FURNACE BRANCH PARK

Description: Three phased approach to identifying potential upgrades to develop park. Phase I - Site Research and Planning; Phase II - Site Preparation and Planning; Phase III - Site Build.

Council Goals: Community Development and Programming; Historic Preservation and Town Appearance

Time Frame: FY 2017(Phase I); FY 2018 (Phase II); FY 2019 (Phase III)

Budget: \$30,000 total project

MAMIE DAVIS PARK

Description: To make upgrades at Mamie Davis Park.

Council Goals: Community Development and Programming; Historic Preservation and Town Appearance

Time Frame: FY 2019

Budget: \$5,000

Division: Public Safety

Mid-Term Projects

BODY/IN-CAR CAMERA SYSTEM

Description: To purchase and install body camera and in-car camera system in the Town's police vehicle.

Time Frame: FY 2017

Budget: \$7,000

IN-VEHICLE LAPTOP REPLACEMENT

Description: Scheduled replacement of in-vehicle police laptop.

Time Frame: FY 2018

Budget: \$2,000

VEHICLE REPLACEMENT

Description: Scheduled replacement of police vehicle in accordance with Vehicle and Equipment Replacement Schedule. Currently estimating a six year use of life.

Time Frame: FY 2019

Budget: \$45,000

BODY ARMOR REPLACEMENT

Description: Scheduled replacement of police body armor.

Time Frame: FY 2019

Budget: \$2,000

Division: Information Technology

Mid-Term Projects

COMPUTER UPGRADES/REPLACEMENT

Description: Scheduled replacement of Town Hall computer equipment including desk tops and server.

Time Frame: FY 2018

Budget: \$10,000

SERVER ROOM RELOCATION

Description: Relocation of server room to a secure location.

Time Frame: FY 2017

Budget: \$5,000

FINANCIAL SYSTEM REPLACEMENT

Description: Upgrade the Town's financial system.

Time Frame: FY 2018 (computers) FY 2020 (server)

Budget: \$15,000 total project

WEBSITE REDESIGN

Description: To redesign the Town's website and increase public access.

Time Frame: FY 2018

Budget: \$15,000

3. LONG-TERM PROJECTS (Year 6 through 10)

*CIP Fund***Division: Public Works***Long-Term Projects***INTERSECTION IMPROVEMENTS****Council Goals:** Pedestrian Safety and Access; Historic Preservation and Town Appearance**Time Frame:** Annually**Budget:** \$10,000 annually**STREET MAINTENANCE****Council Goals:** Pedestrian Safety and Access; Historic Preservation and Town Appearance**Time Frame:** Annually**Budget:** \$8,000 annually**SIDEWALK MAINTENANCE****Council Goals:** Pedestrian Safety and Access; Historic Preservation and Town Appearance**Time Frame:** Annually**Budget:** \$5,000 annually**BUILDING MAINTENANCE****Council Goals:** Historic Preservation and Town Appearance**Time Frame:** Annually**Budget:** \$5,000 annually**STORMWATER MANAGEMENT****Council Goals:** Stormwater Management**Time Frame:** Annually**Budget:** \$5,000 annually**VEHICLE REPLACEMENT****Description:** Replacement of Town Maintenance Vehicle and Police Vehicle in accordance with Vehicle and Equipment Replacement Schedule.**Time Frame:** FY 2023 and FY 2025**Budget:** \$45,000 per vehicle**HISTORIC DISTRICT - UNDERGROUNDING POWER LINES****Council Goals:** Historic Preservation and Town Appearance**Time Frame:** N/A**Budget:** N/A

TOWN HALL RENOVATIONS**Council Goals:** Historic Preservation and Town Appearance**Time Frame:** FY 2021**Budget:** \$10,000**Division: Parks***Long-Term Projects***MAMIE DAVIS PARK****Council Goals:** Historic Preservation and Town Appearance; Community Development and Programming**Time Frame:** FY 2024**Budget:** \$5,000**RIVER MILL PARK****Council Goals:** Historic Preservation and Town Appearance; Community Development and Programming**Time Frame:** FY 2025**Budget:** \$5,000**TANYARD HILL PARCEL****Council Goals:** Historic Preservation and Town Appearance; Community Development and Programming; Stormwater Management**Time Frame:** FY 2023**Budget:** \$5,000**FURNACE BRANCH PARK****Council Goals:** Historic Preservation and Town Appearance; Community Development and Programming; Stormwater Management**Time Frame:** FY 2024**Budget:** \$5,000**RIVERWALK BOARDWALK PROJECT****Council Goals:** Historic Preservation and Town Appearance; Community Development and Programming; Stormwater Management; Riverwalk Project**Time Frame:** N/A**Budget:** N/A

Division: Public Safety

Long-Term Projects

POLICE RADIO REPLACEMENT

Time Frame: FY2021

Budget: \$20,000

BODY ARMOR REPLACEMENT

Time Frame: FY2023

Budget: \$2,000

Division: Information Technology

Long-Term Projects

COMPUTER UPGRADES/REPLACEMENT

Time Frame: FY 2022 and FY 2024

Budget: \$15,000 (total cost)

Division: Administration

Long-Term Projects

TOWN CODE RECODIFICATION/LEGAL REVIEW

Council Goals: All

Time Frame: FY 2021

Budget: \$10,000

COMPREHENSIVE PLAN REVIEW/UPDATE

Council Goals: All

Time Frame: FY2021

Budget: \$5,000

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B. Vehicle and Equipment Replacement Schedule

Background

The purpose of this document is to outline a vehicle and equipment replacement plan for the next ten years. The Vehicle and Equipment Replacement Schedule includes vehicles and equipment owned and maintained by the Town of Occoquan and is intended to serve as a guide in providing direction to meet the needs of the organization. This is a living document that will be modified and updated annually in conjunction with the budgeting process to reflect changes within the organization and within the community.

Acquisition

The Town will participate in acquisition practices that will allow the town to obtain the lowest possible price at the highest possible quality. Any requests for new equipment must be cost justified and included as part of the annual budgeting process.

Maintenance

The Town will participate in vehicle and equipment maintenance practices that will keep vehicles and equipment in sound operating condition. These practices will follow manufacturer recommendations and preventative maintenance procedures, and will be performed in order to extend the useful life of the equipment.

Replacement

The recommended useful life for the equipment and vehicles listed within this document are based on manufacturer recommendations and the practices and procedures of other municipalities within the region. We recognize that replacing vehicles or equipment too soon or too late increases costs to the town. The approach taken is to analyze the costs associated with a vehicle and/or equipment and identify the point when, on average, it is reasonably depreciated, but has not yet incurred significant maintenance costs. By replacing the vehicle or equipment at this point, the Town can avoid escalating maintenance costs and optimize vehicle or equipment resale. The factors taken into consideration in the development of the replacement schedule include: mileage, age and type of use.

The replacement of the listed vehicles and equipment are included in the Capital Improvement Plan.

Town Vehicles Replacement Schedule

Activity	Vehicle	Purchased	Purchase Price	Average Mileage Per Year	Useful Life
Public Safety	2014 Ford Explorer	9/19/2013	\$34,653.76	15,000	6 Years (FY 19)
Public Works	2013 Ford F350	9/19/2013	\$37,296.81	3,700	10 Years (FY 23)

Town Equipment Replacement Schedule

Public Works					
Equipment	Purchased	Purchase Price	Annual Use	Useful Life	
Tennant Model S20 Street Sweeper	11/2009	~\$25,000	Weekly	10 Years (FY19)	
Snow Blower	~2009	~\$500	3X a Year	10 Years	
Public Safety					
Body Armor	7/2013	\$600	Daily	5 Years (FY18)	
Information Technology					
Equipment	Purchased	Purchase Price	Annual Use	Useful Life	
Dell Desktop Computers and Monitors (5)	8/2013	\$5,200	Daily	4 Years (FY18)	
Dell Server T320	8/2013	\$4,050	Daily	6 Years (FY20)	
Police Cruiser Laptop	1/2013	\$1,800	Daily	4 Years (FY17)	
Public Safety - Radios	1/2013	\$14,785	Daily	7 Years (FY21)	
Public Safety - Radar	9/2013	\$1,443	Daily	10 Years (FY23)	
Public Safety - Lidar	9/2013	\$1,903	Daily	10 Years (FY23)	
FTR Recording System	10/2014	\$4,800	Monthly	10 Years (FY24)	

C. Infrastructure and Building Management Program

Street Maintenance - Paving Program

BACKGROUND

During the summer of 2014, the Virginia Department of Transportation (VDOT) assisted the Town in rating the condition of its roads including River Road, Center Street, Poplar Alley, W. Locust Street, Cooper's Alley and McKenzie Drive. The following rating system was used in scheduling the repaving and maintenance timeline and is identified below for each section of roadway:

Acceptable			Deficient	
Excellent	Good	Fair	Poor	Very Poor
90-100	89-70	69-60	59-50	Less than 49

STREET PAVING SCHEDULE

FY Year	Street	From	To	VDOT Rating (2015)	Application
2015	River Road	E. Locust Street	Dead End	38	Paving
2017	Poplar Alley	Ellicott Street	Washington Street	62	Paving
2017	Poplar Alley	Union Street	Washington Street	N/A	Speed Bump Rehab
2018	W. Locust Street	Washington Street	House #206	69	Paving
2019	Mill St Parking Lot	N/A	N/A	N/A	Paving
2020	McKenzie Drive	Ellicott Street	Fortress Way	70	Paving
2021	Center Street	Ellicott Street	Washington Street	79	Paving
2022	Ellicott Street Parking Lot	N/A	N/A	N/A	Paving
2025	Cooper's Alley	Mill Street	Dead End	84	Paving
2026	Poplar Alley	Washington Street	Dead End	90	Paving

Street Maintenance – Striping Program

Fiscal Year 2016: Restripe all Town roads, existing cross walks on town roads and parking lots. Perform every five (5) years. VDOT roads were restriped during Fiscal Year 2015.

TOWN STREET STRIPING SCHEDULE: **FY 2016** **FY 2021** **FY 2026**

Mill Street Revitalization Program

During the March 17, 2015 FY 2016 Budget Work Session, the Town Council requested that projects regarding intersection, street, sidewalk and street tree improvements be consolidated in an effort to focus on improvements on Mill Street within a shortened time frame than what is outlined within the Infrastructure Maintenance Program. Staff is working to identify grant funding opportunities and develop an implementation plan to include the ability to underground utilities, revitalize and/or replace gas light fixtures, rehabilitate brick sidewalks, upgrade intersections to install crosswalks and pedestrian safety measures, and replace street trees with appropriate street trees that impact and promote more efficient storm water management practices. The FY 2016 Capital Improvement Plan allocated \$150,000 toward the first-year effort, with a focus on Mill Street.

The remainder of this document identifies key intersections and sidewalks that will be incorporated as appropriate into the Mill Street Revitalization Program.

Intersection Improvements Program

BACKGROUND

The Town of Occoquan is largely a pedestrian community, with much of its downtown area concentrated in a walkable location spanning a few blocks. The Town Council has made it a priority to focus on pedestrian access and safety, and as a result, focus has been placed on updating our sidewalks in order to install crosswalks to promote walkability and pedestrian safety. The Town has identified key intersections that will need to be brought up to current standards in order for the Virginia Department of Transportation to install crosswalks on VDOT owned roads. The FY 2016-2026 Capital Improvement Plan has annually identified funding for intersection improvements. The schedule below prioritizes intersection improvements and coincides with the brick sidewalk improvement schedule.

INTERSECTION IMPROVEMENT SCHEDULE

FY Year	Intersection Location	Location of Proposed Crosswalk
2016	Mill Street/ Washington Street	1. Crossing Washington Street 2. Crossing Mill Street
2016	Mill Street/ Ellicott Street	1. Crossing Ellicott Street 2. Crossing Mill Street
2018	Mill Street/Union Street	1. Crossing Mill Street (impacts parking)
2019	Washington Street (near Occoquan Heights)	Crosswalk connection at safe location
2019	West End of Mill Street	Crossing Mill Street at Mill House Museum
2020	Union Street/Commerce Street	Crosswalk existing, update to meet current standards
2021	Commerce Street/Ellicott Street	Crosswalk existing, update to meet current standards
2022	Commerce/Washington Street	Crosswalk existing, update to meet current standards

Brick Sidewalk Improvements Program**BACKGROUND**

The Town is responsible for maintaining town-owned brick sidewalks.

BRICK SIDEWALK MAINTENANCE AND INSTALLATION SCHEDULE

FY Year	Street	From	To	Application
2016	Mill Street	Town Parking Lot	Union Street	Maintenance and Install
2016	Town Hall	N/A	N/A	Maintenance/Replacement
2017	Ellicott Street	Mill Street	McKenzie	Maintenance and Install
2017	Commerce Street	123	Ellicott Street	Maintenance and Install
2018	Mill Street	Union Street	Ellicott	Maintenance/Replacement
2019	Washington Street	Mill Street	Mount High Street	Maintenance and Install
2020	Mill Street	Ellicott	West End	Maintenance/Replacement

Town Building Maintenance Program

BACKGROUND

The town owns five buildings and one park structure, and will soon own two more park structures at the new River Mill Park once it is completed in early 2016. The annual budget incorporates normal maintenance costs for each of these facilities including window washing, painting, minor repairs, etc. The Capital Improvement Plan incorporates long term investments including renovations, roof and window replacement, HVAC system upgrades and other long-term capital projects that relates to the health, safety and longevity of the structure.

Town Hall, 314 Mill Street

The Town's administrative and public safety offices are housed in Town Hall. The Town utilizes this facility for town operations, town government meetings and activities, community meetings and special events.

Over the years, minor enhancements have been made to the building in an effort to meet the changing needs of the staff and community, and respond to safety and maintenance issues. The building in general is in need of updates that will improve efficiencies in both energy usage and functionality.

Maintenance Facility, 124 Commerce Street

The Town's Maintenance Facility, also known as the Town Annex, is used as a maintenance facility for town public works operations and storage facility.

Mill House Museum, 413 Mill Street

The Mill House Museum is leased from the Town and operated by the Occoquan Historical Society, but owned and maintained by the Town of Occoquan.

Visitor Center, 200 Mill Street

The Prince William County Visitor Center is leased from the Town and operated by Discover Prince William and Manassas.

Storage Building, (Former PWCSWA Pump Station) Near Intersection of Washington and Mill Streets

The Town acquired Prince William County Solid Waste Authority's former pump station building on Mill Street (near the intersection of Washington and Mill Streets) in late 2014, and currently uses it for town storage.

BUILDING MAINTENANCE SCHEDULE

TOWN HALL			
Equipment	Installation Date	Useful Life	Estimated Replacement
Roof	Mid-1990s	25 Years	Nearing End of Useful Life FY 2019
Windows	Unknown	N/A - Recommend replacement for energy conservation and increased security	Upgrade for Energy Efficiency FY17
HVAC Upstairs Unit			TBD
HVAC Downstairs Unit			TBD
Furnace/Boiler			TBD
Water Heater			TBD
MAINTENANCE FACILITY			
Equipment	Installation Date	Useful Life	Estimated Replacement
Roof		30 Years	TBD
Windows			TBD
HVAC	August 2014		TBD
Garage Door		Showing age, rust	TBD
MILL HOUSE MUSEUM			
Equipment	Installation Date	Useful Life	Estimated Replacement
Roof			TBD
Windows			TBD
HVAC			TBD
Boiler			TBD
VISITOR'S CENTER			
Equipment	Installation Date	Useful Life	Estimated Replacement
Roof			TBD
Windows			TBD

IX. RESERVES AND DEBT MANAGEMENT

1. Reserves

The FY 2016 budget process also included an analysis of the Town's reserves. The reserves have been built over the last several years from surplus incurred from the General Fund as well as from the adopted Capital Improvement Plan. By the end of Fiscal Year 2015, the Town is estimating to have almost \$200,000 in an Operating Reserve, approximately \$296,000 available for Capital Improvement Projects and other major capital investments, and almost \$7,000 available for improvements to Mamie Davis Park and Town Hall.

The Operating Reserve Fund is estimated at approximately 90 to 120 days of operating expenses and is intended to serve as the Town's safety net should the Town incur unexpected costs mid-fiscal year, as well as to compensate for an unexpected loss in revenue or revenue source.

	NON-SPENDABLE	UNASSIGNED	ASSIGNED			RESTRICTED	TOTAL FUND BALANCE
	Operating	Operating	Craft Show	CIP	Mamie Davis	Mamie Davis	
Balance as of 6/30/15	5,320	83,556	514,984	-	6,926	100,000	710,787
Transfers FY2016	-	111,124	(337,624)	226,500	-	-	-
FY2016 Activity	-	-	118,643	(226,500)	-	-	(107,857)
Balance as of 6/30/16	\$5,320	\$194,680	\$296,003	-	\$6,926	\$100,000	\$602,930

2. Debt Management

The Town does not currently have any outstanding long-term debt or long-term financing obligations.

X. PERSONNEL SUMMARY

POSITION	FY 2015 BUDGET	FY 2016 BUDGET	FY 2016 SALARY
Town Manager	1	1	\$67,122
Chief of Police	1	1	\$64,834
Town Clerk	.75	1	\$42,024
Town Treasurer	.50	.50	\$32,365
Craft Show Director	.25	.50	\$25,000
Maintenance Supervisor	.75	.75	\$31,873
Town Council	6	6	\$72

XI. BUDGET CALENDAR

The Town Council held four budget work sessions to discuss the FY 2016 Budget:

February 24, 2015	Presentation of Proposed FY 2016 Budget to Council; Overview of Proposed Budget (<i>Rescheduled from February 17, due to inclement weather</i>)
March 3, 2015	Budget Presentation Regarding Tax Impacts and Department Detail
March 17, 2015	Budget Presentation Regarding Capital Improvement Plan, Mamie Davis Fund, Craft Show Fund, Staffing and Tax Impacts
April 28, 2015	Final Budget Work Session – Provide Guidance to Staff on Final Budget

Public hearings for the proposed budget and tax rates were held on:

April 7, 2015	Public Hearing on Proposed FY 2016 Budget
April 28, 2015	Public Hearing on Proposed FY 2016 Tax Rates Budget Work Session, If Needed (Following Public Hearing)

The FY 2016 Budget and Tax Rates were adopted by Town Council on May 5, 2015.

XII. COMMUNITY INFORMATION

Historic Occoquan is an original 18th-century mill town nestled on the banks of the Occoquan River. Designated for inclusion in the National Register of Historic Places in 1983, Occoquan is neither a precise restoration nor a museum, but a vibrant community that successfully combines over 200 years of history with the modern attractions of the future, an island of small time charm in a major metropolitan area.

Occoquan is home to approximately 1,000 residents and has a number of attributes that set it apart from other jurisdictions, including a prime location along the Occoquan River, a rich and well-documented 300-year history, and a compact and walkable downtown business district. In addition, it is located at the juncture of three major commuter routes, and is within and shares its border with the 12th and 5th wealthiest counties in the United States (Prince William County and Fairfax County, respectively.)

The Town is governed under the Council-Manager form of government. The Town government engages in wide ranges of municipal services including general government administration, public safety, public works, and parks, recreation and cultural. Judicial administration, education, fire, library, health and welfare services are provided by Prince William County.

XIII. GLOSSARY OF TERMS

Accrual Accounting: A basis of accounting in which revenues and expenses are recorded at the time they are earned or incurred as opposed to when the cash is actually received or spent. For example, revenue that is earned on December 1, but payment was not received until January 10, is recorded as revenue of December rather than January.

Assessed Valuation: A value that is established for property for use as a basis of levying property taxes. In Virginia, property is assessed at 100% of the market value.

Budget: A financial plan for a specified period of time that balances projected revenues to estimated service expenditures.

Capital Improvement Plan: A plan for funding and developing large, high-cost projects that have a long-term useful life, including infrastructure needs, major equipment, parks, buildings and other fixed assets.

Fiscal Year (FY): A twelve-month period to which the annual operating budget applies. The Town of Occoquan's fiscal year begins July 1, and ends June 30.

Fund: An accounting entity that has a set of accounts and that records all financial transactions for specific government functions.

General Fund: The principal fund of the Town, the General Fund is used to account for all activities not included in other specified funds. General Fund revenue sources include real estate taxes, licenses and permits, services charges, fines, and other types of revenue. The Fund includes most of the basic operation services including public safety, public works and general government administration.

Operating Expense: The cost of goods and services to provide a particular governmental function.

Revenue: Money that the government receives as income. It includes such items as taxes, fees, fines, grants and interest income.

Tax Rate: The level of taxation stated in terms of either a dollar amount or a percentage of the value of the tax base.

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