

TOWN OF OCCOQUAN



ADOPTED Fiscal Year 2017 Budget Fiscal Year 2017-2021 Capital Improvement Program





**FY 2017
Adopted Budget**

**FY 2017 - 2021
Capital Improvement Program**

Elizabeth A.C. Quist, Mayor

Patrick A. Sivigny, Vice-Mayor

J. Matthew Dawson, Council Member

Jim Drakes, Council Member

Cindy Fithian, Council Member

Joe McGuire, Council Member

Kirstyn Barr Jovanovich, Town Manager

Prepared by the Occoquan Budget Committee

Town of Occoquan, Virginia



The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the Town of Occoquan, Virginia for its annual budget for the fiscal year beginning July 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

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

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INTRODUCTION



DIRECTORY OF OFFICIALS AND STAFF

Directory of Officials

Elizabeth A.C. Quist, Mayor
Patrick A. Sivigny, Vice-Mayor
J. Matthew Dawson, Council Member
Jim Drakes, Council Member
Cindy Fithian, Council Member
Joe McGuire, Council Member

Directory of Staff

Kirstyn Barr Jovanovich, CFM, Town Manager/Floodplain Manager
Sheldon Levi, Chief of Police/Town Sergeant
Christopher Coon, Town Clerk
Abigail Breeding, CPA, Town Treasurer
Donna M. Brown, Events and Community Development Director
Bucky Brill, Maintenance Supervisor

Martin Crim, Town Attorney
Ned Marshall, Zoning Administrator/Subdivision Agent
Bruce Reese, Town Engineer
Stan Orndorff, Assistant Town Engineer/Zoning Administrator
Joe Barbeau, Building Official

TOWN MANAGER TRANSMITTAL LETTER



TOWN OF OCCOQUAN

Circa 1734 • Chartered 1804 • Incorporated 1874
314 Mill Street • PO Box 195 • Occoquan, Virginia 22125
(703) 491-1918 • Fax (703) 491-4962 • info@occoquanva.gov
www.occoquanva.gov

TOWN COUNCIL
Elizabeth A. C. Quist, Mayor
Patrick A. Sivigny, Vice Mayor
J. Matthew Dawson
Jim Drakes
Cindy Fithian
Joe McGuire

TOWN MANAGER
Kirstyn Barr Jovanovich

July 1, 2016

Dear Mayor Quist and Members of the Occoquan Town Council:

I am pleased to present the Fiscal Year (FY) 2017 Adopted Budget for the Town of Occoquan for the period beginning July 1, 2016 and ending June 30, 2017. This budget document includes the Town's General Fund budget, Capital Improvement Program for Fiscal Years 2017-2021, Mamie Davis Fund budget and Craft Show Fund budget. Throughout this document, you will notice emphasis on the Town Council's six budget priority areas that were established by the Town Council in 2015: parking, pedestrian safety and access, historic preservation and town appearance, Riverwalk project, community development and programming, and stormwater management.

Budget Development Process

The FY 2017 Budget builds on the budgeting process that was implemented during FY 2016. During last year's budget process, staff and Council worked together to redevelop the Town's budget in an effort to increase transparency and clearly illustrate the cost for the services and programs that the Town of Occoquan provides its residents, businesses and visitors. As a result of the hard work and commitment to creating a transparent and communicative document, the Town of Occoquan received the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award. This award presents a significant achievement that reflects the Town's commitment to meeting the highest principles of governmental budgeting. The FY 2017 budget process aims to build on this achievement and continue to develop a highly transparent, communicative, informational and effective budget document and process for its community.

The FY 2017 budget process began in November 2015 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 during FY 2016 and FY 2017. On February 3, 2015, Town Council adopted the following goals:

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

The above goals were utilized in the development of the FY 2017 budget as it relates to identifying required services and allocating resources to accomplish these goals.

Changes in the Budget

In an effort to better account for revenues and expenses, the FY 2017 Budget includes previously unbudgeted categories, specifically service revenues, and has based estimates for most of the revenue and expenditure categories on at least three years of data and actual costs. Due to these changes, revenues and expenditures increased by \$102,377, or 17.56 percent, over the FY 2016 Adopted Budget. When we remove previously unbudgeted categories from the General Fund, the increase in the FY 2017 Budget drops to 8.5 percent for expenses and to 3.9 percent for revenues over the FY 2016 Adopted Budget.

The 3.9 percent increase in revenues is attributed to an expected increase in meals taxes and real estate tax revenues. The 8.5 percent increase in expenses is due to staffing changes and increased costs associated with maintenance and programming at the new River Mill Park.

Taxes - General Fund

The Town's Operating Fund is supported through taxes, service fees, licenses, and other revenue from the County, State and Federal government. The FY 2017 Adopted Budget is based on a \$.01 increase in the Town's Real Estate Tax Rate from \$0.11 to \$0.12 per \$100 of assessed value. Properties were reassessed in 2016 and assessments increased on average by 1.8 percent over last year's assessments. During the budget process, the Town Council advertised a Real Estate tax rate of \$0.13 due to that Virginia law does not allow a higher rate to be adopted than what was advertised; however, Council is able to set a rate at or lower than \$0.13 per \$100 of assessed value. During the May 4, 2016 Town Council meeting, the Town Council adopted a rate of \$0.12 per \$100 of assessed value effective in FY 2017.

Based on 2015 real estate data and including the 1.8 percent estimated increase in assessments, on average, a \$.01 increase on the current real estate tax rate will result in a \$20 to \$40 annual

increase, or \$1.67 to \$3.34 per month, for properties valued between \$200,000 and \$400,000. For properties valued between \$400,000 and \$700,000, a \$.01 increase in the rate will result in a \$40 to \$70 annual increase, or \$3.34 to \$5.84 per month, in taxes paid to the town. Approximately 84 percent of the Town's real estate stock is valued between \$200,000 and \$700,000.

With the average increase in assessments and the \$.01 increase, real estate tax revenue is estimated to increase by \$18,134 over the FY 2016 Adopted Budget. More detailed information on the Town's real estate taxes, and other revenue sources, is available further in the document under the General Fund detail.

The additional revenue generated from the increase in the Real Estate Tax Rate will go toward supporting maintenance and programming needs for the new River Mill Park, which is scheduled to open in the summer of 2016. The County has provided the capital funding to develop and build the park in partnership with the Town and Fairfax Water; however, maintenance and programming is the sole responsibility of the Town of Occoquan. In addition, there are several staffing changes aimed at increasing efficiencies and improving the delivery of services to our residents and businesses.

Capital Improvement Program

The Capital Improvement Program (CIP) has been revised to include a five year plan, with a list of future projects to be funded and incorporated in years beyond FY 2021. Projects planned for FY 2017 include the installation of the ADA Accessible Canoe and Kayak Ramp, repaving Poplar Alley and replacement speed bumps, installation of crosswalks in the Historic District, development of a Community Plan, body worn camera purchase and installation, document management implementation, Town Code recodification and Zoning Code review and revision, and the first phase of trash can replacement in the Historic District, among others. More detailed information on the FY 2017 CIP including project descriptions, estimated costs and funding sources, is available under the CIP detail of this document.

Funding for the Capital Improvement Program (CIP) is generated from the semi-annual Arts and Crafts Shows. Over the last several years, the Town Council has adopted a policy of not utilizing Craft Show revenues to supplement the General Fund and instead designating that funding for capital projects that are generally long term, higher value projects than those incurred annually in the General Fund. This practice allows the Town to pay for higher cost projects, including infrastructure and building maintenance and equipment replacement, without incurring debt. Currently, the Town's two arts and craft shows generate approximately \$116,000 annually in net revenue. By the end of FY 2016, the CIP Reserve is expected to have approximately \$444,454 available for use on capital projects in FY 2017. The

FY 2017 CIP has approximately \$337,000 in planned projects, including grant and CIP funding sources.

Staffing

The FY 2017 Budget includes several staffing changes aimed at increasing efficiency and effectiveness of the organization, as well as improving customer service and program delivery to the community. The adopted budget includes the addition of a part-time Administrative Assistant to support all staffing positions and operations; increasing the Town Treasurer position from a part-time 20 hours to part-time 30 hours per week with in-office business hours; and increasing the Maintenance Supervisor from part-time (35 hours) to full-time (40 hours). In addition, the adopted budget includes a 1.7 percent increase for four of the six Town positions. The total budgetary impact for the staffing changes is \$32,917, or an increase of 9.37 percent over the FY 2016 Adopted Budget. More detailed information on the budget and organizational impact is available under the General Fund Detail later in this document.

Events and Community Development

In FY 2017, focus will be placed on making great strides in the quality and reputation of the Town's semi-annual Arts and Crafts Shows, as well as develop and implement other quality programming and events for our community. Over the last several years, we have made a concerted effort to reduce the number of service vendors and increase the number of quality handcrafters and artisans participating in the shows. As we enter our 48th year of shows, we will focus on maintaining our current vendors and bringing in new, quality vendors, as well as creating an all-around experience for our vendors, visitors, residents and businesses.

In FY 2016, a new Events and Community Development Director (formerly Craft Show Director) was brought on staff who, in addition to improving the Arts and Crafts Shows, will focus on business support, community development and implementing a community events program that will help to support the Town's position as a premier riverfront community.

Summary

This year's budget process has built on and improved upon the budget document that was reformatted during the FY 2016 budget process. Throughout the year, staff evaluated the new revenue and expenditure categories that were developed in FY 2016 and this budget document includes those minor changes. The intent is to ensure that the way we are reporting revenues and expenditures clearly identifies costs associated with each program, service and activity that the Town provides. During this budget process, we have attempted to categorize the old expenditure categories from FY 2015 in order to compare them to FY 2016 and FY 2017 Adopted Budgets.

In addition to refining the budget categories, we have included cost estimates for categories that were previously unbudgeted in both revenues and expenditures in the Town's Operating Budget. At first glance, the increase in revenues and expenditures in the Operating Budget seems high; however, a majority of the increases can be attributed to the fact that we are now budgeting for previously unbudgeted categories. When we remove that factor, the revenue increase is 3.9 percent and the expenditure increase is 8.5 percent over the FY 2016 Adopted Budget.

This process has allowed us to take an in-depth look at how we are allocating resources to ensure we are properly funding programs and services, and accurately estimating revenues and expenditures in order to paint a clear picture of the Town's financial health and standing.

As your Town Manager, I am very optimistic about the Town's financial position and our future. As we continue to improve and build upon the budget process now and into future years, the goal will continue to be to produce a transparent and communicative document. I am looking forward to continuing to work with staff, Council and the community to build a vibrant and viable community.

Respectfully Submitted,



Kirstyn Barr Jovanovich
Town Manager

HOW THE BUDGET IS ORGANIZED

The Budget Process

The Town of Occoquan's budget cycle begins in the second quarter of the current fiscal year and begins with a staff review of services and programs, and anticipated needs within the upcoming two fiscal years. The intent is to budget and appropriate funding annually, but to also plan for the future and anticipate future needs and expectations from the community. The budget must be adopted by the Town Council annually prior to July 1. During the budget process, each tax rate is reviewed and public input sought throughout the process through regular meetings and public hearings. In addition to these meetings, the Town Council meets for several work sessions prior to publishing the Budget document.

Budget Calendar

November	<ul style="list-style-type: none"> • Capital Improvement Program review by Town Manager • Performance measures and goals kickoff with Budget Committee
December	<ul style="list-style-type: none"> • Performance measures and goals reviewed by Town Manager
January	<ul style="list-style-type: none"> • Staff meetings to discuss department needs and requests • Budget and financial needs submitted to Town Manager
February	<ul style="list-style-type: none"> • Town Manager develops proposed budget in coordination with Budget Committee • First Town Council Budget Work Session
March	<ul style="list-style-type: none"> • Proposed Budget Submitted to Town Council • Second and Third Town Council Budget Work Sessions
April	<ul style="list-style-type: none"> • Public Hearing on Proposed Budget • Public Hearing on Proposed Tax Rates
May	<ul style="list-style-type: none"> • Budget Adopted
August	<ul style="list-style-type: none"> • Adopted Budget submitted to GFOA

Amendments to the Adopted Budget

Changes to the adopted budget are possible through the use of fund transfers and budget amendments. The Town Council has the authority to approve fund transfers between activities and departments, as well as funds from the reserve fund. Any year end operating surpluses revert to unappropriated balances for use in maintaining reserve and/or funding Council approved expenditures.

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 built off of the improvements that were implemented during the FY 2016 budget process, during which significant steps were taken to develop 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 our community's future.

Included with this budget document is a revised Five Year Capital Improvement Program (CIP), to include an updated Infrastructure Management Program and Vehicle and Equipment Replacement 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 in the process of updating 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. Once the Comprehensive Plan update is completed by the start of FY 2017, the Town will then begin to update the Town's zoning and subdivision codes, as well as recodify the entire Town Code to ensure these documents are in line with the Comprehensive Plan. In addition, the CIP includes funding for a community planning project, which will work toward developing an overall community planning document that is based off of the Comprehensive Plan and brings to life the vision for our community. The budget is a major function of this planning and development process.

Accounting Method

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 BUDGET IN BRIEF

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

The FY 2017 Adopted Budget all funds totals \$904,540 and \$1,128,523 for revenues and expenditures, respectively. This represents an increase of \$96,677 or 11.97 percent in revenues and a decrease of \$565,697 or 33.39 percent in expenditures from the FY 2016 Adopted Budget.

Funds Summary - Revenues and Expenditures

GENERAL FUND

	FY 2015 Budget	FY 2016 Budget	FY 2017 Adopted	\$ Change	% Change	Increase/ (Decrease) Without Previously Unbudgeted Categories
Revenues	\$505,296	\$583,038	\$685,415	\$102,377	17.56%	3.9%
Expenditures	\$505,296	\$583,038	\$685,415	\$102,377	17.56%	8.5%

CRAFT SHOW FUND

	FY 2015 Budget	FY 2016 Budget	FY 2017 Adopted	Difference	Increase/ (Decrease)
Revenues	\$210,000	\$222,825	\$217,125	(\$5,700)	(2.6%)
Expenditures	\$90,000	\$104,182	\$104,108	(\$74)	(0.07%)

MAMIE DAVIS FUND

	FY 2015 Budget	FY 2016 Budget	FY 2017 Adopted	Difference	Increase/ (Decrease)
Revenues	\$2,000	\$2,000	\$2,000	\$0	0%
Expenditures	\$2,000	\$2,000	\$2,000	\$0	0%

CAPITAL IMPROVEMENT FUND

	FY 2015 Budget	FY 2016 Budget	FY 2017 Adopted	Difference	Increase/ (Decrease)
Revenues	\$0	\$0	\$0	\$0	0%
Expenditures	\$1,640,000	\$1,005,000	\$337,000	(\$680,000)	(66.47%)

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, finance, 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 2017 in the General Fund are \$685,415. This is up \$102,377, or 17.6 percent over the FY 2016 Adopted Budget. Occoquan's General Fund revenue is supported by taxes, fees, charges for service, fines and state and federal aid.

The Adopted Budget revenues maintain the same budget categories that were developed in the FY 2016 budget process and refined in the FY 2017 budget process. The increase in revenues over current year budget is attributable to that the FY 2017 Budget includes revenues for previously unbudgeted categories. For example, while we received revenues for the service accounts throughout the year, these categories were not budgeted for in prior years. The FY 2017 Adopted Budget includes revenue estimates for these categories. If we remove these previously unbudgeted items, the increase over FY 2016 revenues is approximately 3.9 percent. This increase is a result of increased meals tax and real estate tax revenue.

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.

Real Estate taxes make up the largest portion of General Fund Revenues. Real Estate taxes account for 32% percent of General Fund revenue and are anticipated to be \$217,600 for FY 2017, based on a real estate tax rate \$0.12 per \$100 of assessed value. Real Estate was reassessed for 2016, resulting in an estimated 1.8% increase in overall valuation from \$182,345,500 to \$185,451,000.

General Fund Expenses

The FY 2017 General Fund expenditures are estimated at \$685,415. This is an increase of \$102,377 or 17.56 percent over the FY 2016 Adopted Budget.

Similar to revenues, part of this increase is attributed to the way we are now budgeting for expenses. In previous years, not all items that were expended annually were identified in the budget document. For example, in July 2015, the Town took over the building official function from Prince William County. While we expended and received funds for this service, funding was not budgeted for expenses or revenues in the FY

2016 Budget. As a result, while the Town was receiving and expending funds for this service, it was not included in the budget.

When we remove previously unbudgeted expense categories, the increase is approximately 8.5 percent over the FY 2016 Adopted Budget. This increase in the FY 2017 Budget is mostly attributed to staffing changes, and maintenance and programming costs for the new River Mill Park.

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 supplemented 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 \$116,000 in net revenue each fiscal year to fund the Town's Capital Improvement Program. The Craft Show Fund is primarily used to fund the operation of each craft show. Effective in FY 2016, the Craft Show Director position was expanded and retitled "Events and Community Development Director." This position continues to be responsible for the Craft Show, but is also responsible for parks programming and interacting with the business community.

Mamie Davis Fund

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

Capital Improvement Program Fund

The Capital Improvement Program 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 Program (CIP). 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 2017 CIP aim to address the six goals identified by Town Council. The FY 2017 planned projects amount to \$337,000 in capital costs.

Reserves

The FY 2017 Budget maintains a \$200,000 operating reserve. The Operating Reserve Fund is estimated at approximately 25 to 33 percent 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 a revenue source. The operating reserve was established during the FY 2016 budget process.

Description of Each Fund

The following matrix illustrates which fund each Department/ Activity is a part of.

Department/Activity	General Fund	Craft Show Fund	Mamie Davis Fund	CIP Fund
Administration	✓			✓
Finance	✓			✓
Information Technology				✓
Parks and Events	✓	✓		✓
Public Safety	✓			✓
Public Works	✓		✓	✓
Governing Body	✓			

TOWN COUNCIL PRIORITIES

During the FY 2016 Budget process, the Town Council identified six priorities for the next two years. These priorities have been the basis for the budget development during FY 2016 and FY 2017, and guide the Town in its policy and program development activities.

PARKING ISSUES

- Manage Parking and Traffic Issues in Historic District

PEDESTRIAN SAFETY AND ACCESS

- Promote Safe Intersections and Sidewalks
- Manage Traffic Impacts and Pedestrian Safety
- Increase Pedestrian Access

HISTORIC PRESERVATION AND TOWN APPEARANCE

- Maintain and Preserve Historic Properties
- Promote Maintenance of Public and Private Properties

RIVERWALK PROJECT

- Encourage development of Riverwalk along Riverfront

COMMUNITY DEVELOPMENT AND PROGRAMMING

- Develop community programming and events
- Increase reputation and viability of annual events
- Business Support

STORMWATER MANAGEMENT

- Identify and Support Opportunities for Stormwater Management

TOWN AND 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 300 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.)

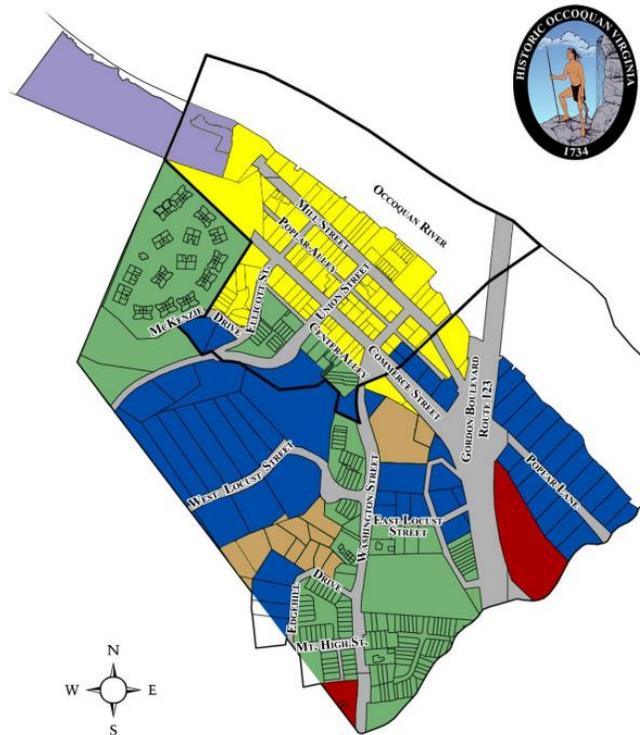
The Town is governed under the Council-Manager form of government. The Town government engages in wide ranges of municipal services including general government administration, public safety, public works, and parks, recreation and cultural. Judicial administration, education, fire, library, health and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

Demographic Snapshot

Category	Town of Occoquan	Prince William County
Population[^]	1,013	446,094
Median Age[*]	45.4	33.7
High School Graduate or Higher[*]	98.8%	89.6%
Bachelor's Degree or Higher[*]	55.1%	38.1%
Housing[*]	504 Units	141,002 Units
Median Income	\$82,396	\$98,514
Individuals Below Poverty Level[*]	7.7%	6.5%
Veterans[*]	116	41,081
Race[*]		
White	80.9%	57.8%
African American	11.6%	20.2%
Hispanic or Latino	4%	20.3%
American Indian + Alaska Native	1.1%	0.6%
Asian	3.3%	7.5%
Native Hawaiian + Pacific Islander	0.0%	0.1%
Other Race	0.9%	8.6%

US. Census Bureau, American Fact Finder[^]

2010-2014 American Community Survey 5-Year Estimates^{*}



By Car

The Town of Occoquan is located at exit 160 on I-95 and houses the Discover Prince William and Manassas Visitors' Center. In addition, the Town is accessible from Route 123 (Gordon Boulevard), Old Bridge Road, and Tanyard Hill Road.

By Train

The Town of Occoquan is located approximately 10 minutes from the Amtrak Auto Train. The Auto Train transports individuals and their vehicles nonstop from the Washington DC area to just outside of Orlando, Florida. As a service, the Occoquan Transportation Company, a private shuttle company, provides a daily shuttle service from the Lorton Auto Train to the Town so that auto train passengers can come into Town to shop and dine before boarding the train to Florida.

By Plane

The Town of Occoquan is located approximately 35 minutes from Dulles International Airport, Ronald Reagan Washington National Airport and the Manassas Regional Airport. The airports are accessible via VA-28, I-95 and VA-234, respectively.

By Trail

The Town of Occoquan is also accessible via the Occoquan Water Trail, US Bike Route 1, East Coast Greenway, Fairfax Cross County Trail and the Potomac National Scenic Trail. Most of these trails run through Occoquan and are clearly marked along the trail. Maps are available on the Town's website, at the Visitors Center and Mill House Museum.

FINANCIAL ASSESSMENT

Through sound management practices and conservative budgeting policies of the Town Council over the years, the Town is in a financially sound position and is able to weather negative economic impacts.

A measure of the Town's long-term financial strength is the size of the Town's unrestricted fund balance. Beginning with the FY 2016 budget process, the Town established a policy to develop an operating reserve and has maintained a \$200,000 balance in that fund. This amount is based on 25 to 33 percent worth of operating expenses and is available should the Town lose a major revenue source or be subjected to some other financial impact.

In addition, the FY 2017 Budget includes \$337,000 worth of Capital Improvement Program projects. Even with these planned projects, the Town expects to have approximately \$147,454 in additional unassigned funds at the start of FY 2017.

The goal of the Town Council is to maintain the Town's \$200,000 reserve fund and to grow the revenue generated by the semi-annual arts and crafts show in order to continue to fund the Town's Capital Improvement Program in the years to come. By designating the craft show net revenue toward CIP projects, the Town is able to limit its need to incur debt on large scale capital projects. Currently, the Town carries no debt.

FINANCIAL POLICIES

Balanced Budget – the Town will fund all current expenditures with current revenues and use nonrecurring revenues for nonrecurring expenditures.

Long-Range Planning – the Town will identify long-term projects and impacts and incorporate these projects into the Town's Capital Improvement Program and Future Projects list. In addition, the Town will take long-range impacts into consideration when developing the annual operating budget.

Asset Management – the Town will maintain an Infrastructure and Building Maintenance Schedule and a Vehicle Replacement Plan and review these plans as part of the annual budgeting process. The purpose of these documents will be to identify future asset costs and needs and plan replacement and maintenance needs as part of the operating budget and the Capital Improvement Program.

Revenue Diversification – the Town will maintain a diversified and stable revenue structure to protect it from short-term fluctuations in any one revenue source.

Fees and Charges - the Town, where possible, will institute user fees and charges for specialized programs and services. Rates will be established to recover operational as well as indirect costs or capital costs, and the Town will periodically review user fee charges and related expenditures to determine if pre-established recovery goals are being met.

Use of Craft Show Revenues and Nonrecurring Revenues - the Town will use net revenues from the semi-annual craft shows to support the Capital Improvement Program and other nonrecurring revenues for nonrecurring or one-time expenditures.

Reserves - the Town will maintain a balance of 25 to 33 percent worth of operating costs in the operating reserves.

FINANCIAL SUMMARIES



MAJOR FUNDS**GENERAL FUND**

- Serves as Town's chief operating fund.
- All financial resources not included in another fund.

CRAFT SHOW FUND

- Includes operating expenses for semi-annual craft shows.
- Includes net revenues not designated for capital projects.

MAMIE DAVIS FUND

- Includes interest revenues generated from \$100,000 endowment.
- Includes \$100,000 of permanently restricted funds.

CAPITAL IMPROVEMENTS FUND

- Includes funding for current year planned Capital Improvements Program projects.

Other Funds**OPERATING RESERVES**

- Includes approximately 25% worth of operating expenses.
- Goal is to maintain \$200,000 reserve balance.

PUBLIC SAFETY FUND

- Tracks funding received from HB599 for unbudgeted public safety expenses.
- Restricted uses limited to public safety activities.

SUMMARY OF REVENUE SOURCES

Revenue for the Town of Occoquan consists of various sources that fund the Town's day to day operations. The funding sources are categorized as follows:

Taxes - consists of general local taxes including real estate, meals, sales, utility and communications taxes. The real estate and meals tax rates are set annually by the Town Council. Sales taxes are collected by the State and are then passed down to the localities. The Town receives sales taxes from Prince William County and the town's portion is calculated based on the number of school aged children that the Town has within its boundaries.

Fees and Licenses - consists of other revenue categories including late fees, fines, business and precious metal licenses, auto decals, overnight docking fees and service fees. Fee schedules within this category are set by the Town Council.

Grants - consists of grant funding awarded to the Town. This includes grant funding received through 599 funds, which provides state financial assistance to localities with police departments, the litter grant, and the Virginia Municipal League (VML) Risk Management grant. These are not guaranteed sources of revenue and are reviewed and applied for annually.

Rentals - consists of revenues generated from the event permitting of town facilities. The public is able to obtain permits to use the Town Hall, Mamie Davis Park and River Mill Park for community events and activities. The Mamie Davis Park rental revenue is accounted for under the Mamie Davis Fund and not the General Fund.

Other - consists of all other revenues, including fund interest and revenues generated in a nonrecurring category including the commemorative brick program, sales from GovDeals, or reimbursements on insurance claims.

TAX RATES AND HISTORY

Real Estate Tax Rate

Real Estate tax assessments within Prince William County increased by approximately 1.8 percent over last year's assessments. The FY 2017 Budget includes a one cent increase in the Real Estate tax rate from \$0.11 cents per \$100 of assessed value to \$0.12 cents per \$100 of assessed value.

Based on 2015 real estate data and including the estimated 1.8 percent increase in assessments, on average, the \$.01 increase on the current real estate tax rate will result in a \$20 to \$40 annual increase, or \$1.67 to \$3.34 per month, for properties valued between \$200,000 and \$400,000. For properties valued between \$400,000 and \$700,000, a \$.01 increase in the rate will result in a \$40 to \$70 annual increase, or \$3.34 to \$5.84 per month, in taxes paid to the town. Approximately 84 percent of the Town's real estate stock is valued between \$200,000 and \$700,000.

Property Values Between	Percentage of Properties in Town	Tax Rate Increase to \$0.12/\$100 Estimated Annual Impact	Tax Rate Increase to \$0.12/\$100 Estimated Monthly Impact
Up to \$200,000	12%	\$0 to \$20	\$0 to \$1.67
\$200,000 - \$400,000	67%	\$20 to \$40	\$1.67 to \$3.34
\$400,000 - \$700,000	17%	\$40 to \$70	\$3.34 to \$5.84
Over \$700,000	5%	\$70 +	\$5.84+

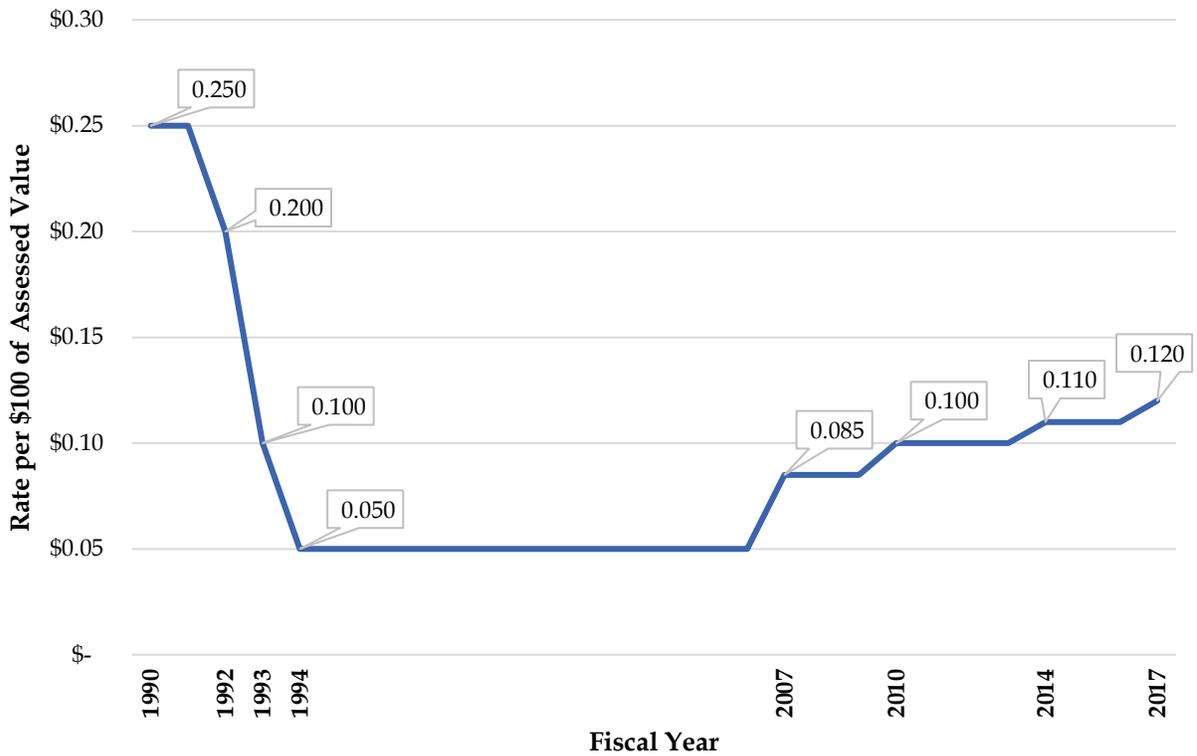
Historically, the Town has advertised a higher rate when considering the adoption of the Town budget as by Virginia law, the Town can adopt either the advertised rate or a lower rate, but cannot adopt a higher rate than what was advertised.

Tax Rate History in Occoquan

The Town's Real Estate Tax accounts for 32 percent of the Town's revenue. The second largest revenue is derived from the Town's Meals Tax, which makes up 26 percent of General Fund 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.

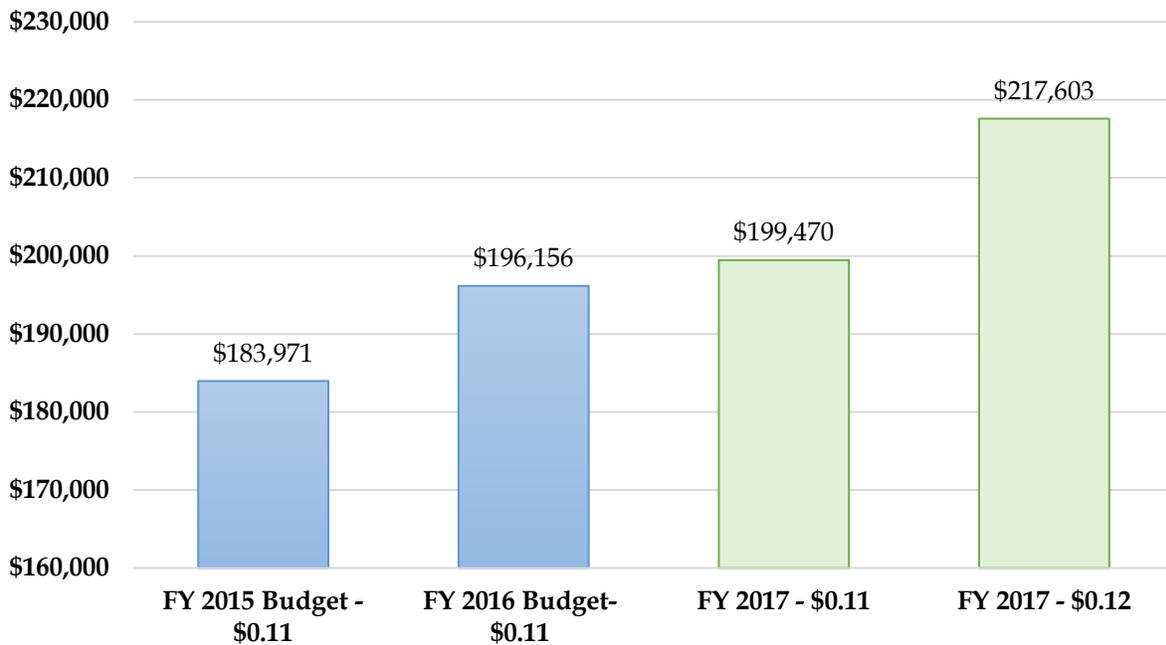
Historical Occoquan Real Estate Tax Rates, 1990-2017



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.

Revenue from Real Estate Taxes

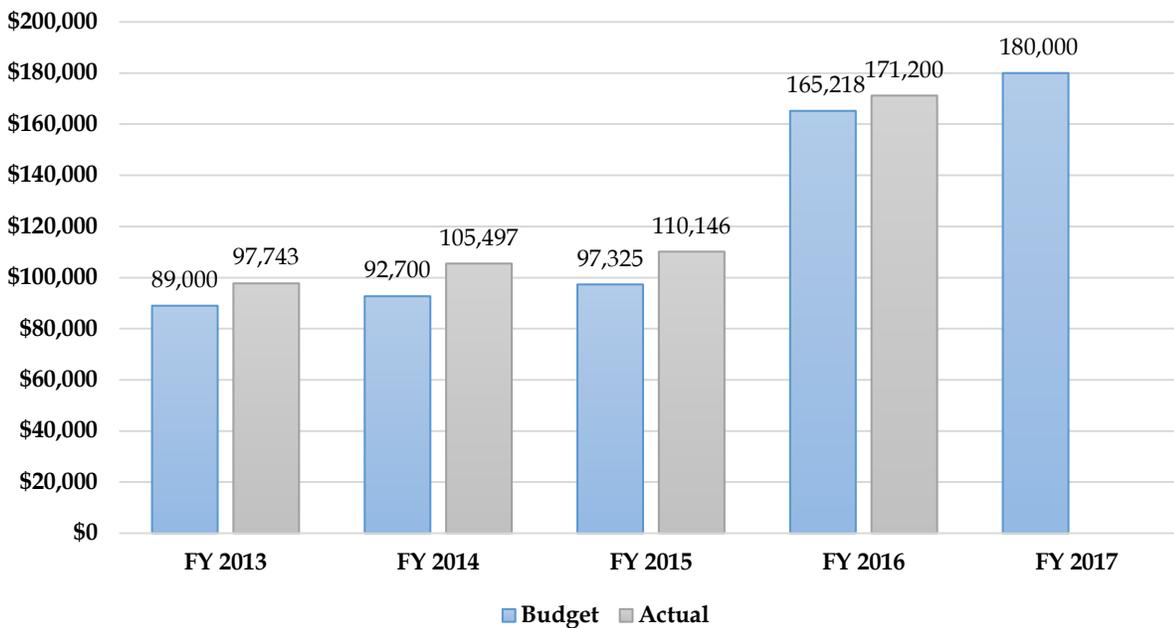


The FY 2017 Budget is based on an increase in the Real Estate Tax Rate from \$0.11 to \$0.12 per \$100 of assessed value, which is estimated to generate approximately \$217,603, approximately \$18,134 in additional revenue. No rate increase would have resulted in approximately \$3,314 in additional revenue over the FY 2016 Adopted Budget.

Meals Tax Rate

The Town of Occoquan currently collects three (3) percent on the amount paid for every meal or food purchased from any food establishment or caterer within the Town’s limits. The FY 2017 Budget includes maintaining that rate, and has projected Meals Tax Revenues for FY2017 as \$180,000. In FY2016, Meals Tax Revenues are estimated to equal \$171,200 by June 30, 2016.

Meals Tax Historical

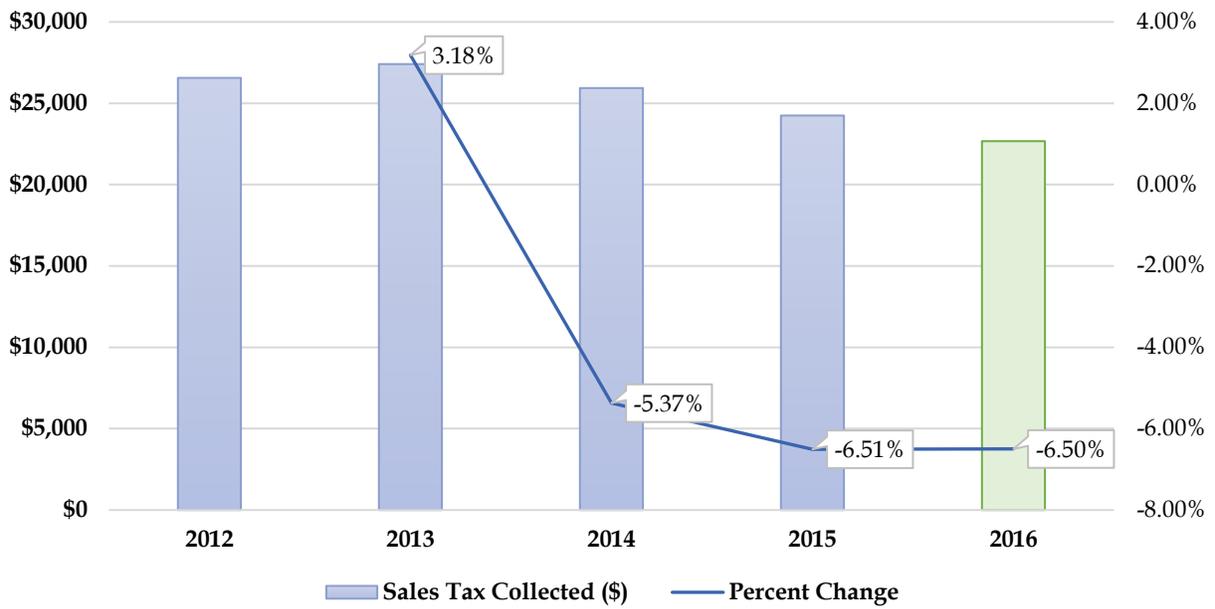


In the FY 2016 budget, the Town Council set aside \$15,000 for Community and Business Development with the intent that a portion of the additional Meals Tax revenue will go back into the community to help support businesses, as well as provide programming for the community. The FY 2017 Budget includes \$10,150 for Community and Business Development. During FY 2016, this funding was used to support business advertising, as well as utilized to support additional snow removal operations during the January 2016 blizzard in an effort to clear parking areas in the historic district so that businesses could resume as soon as possible. During FY 2017, staff will focus on developing a comprehensive plan in partnership with the businesses, to utilize this funding to benefit and support the entire business community.

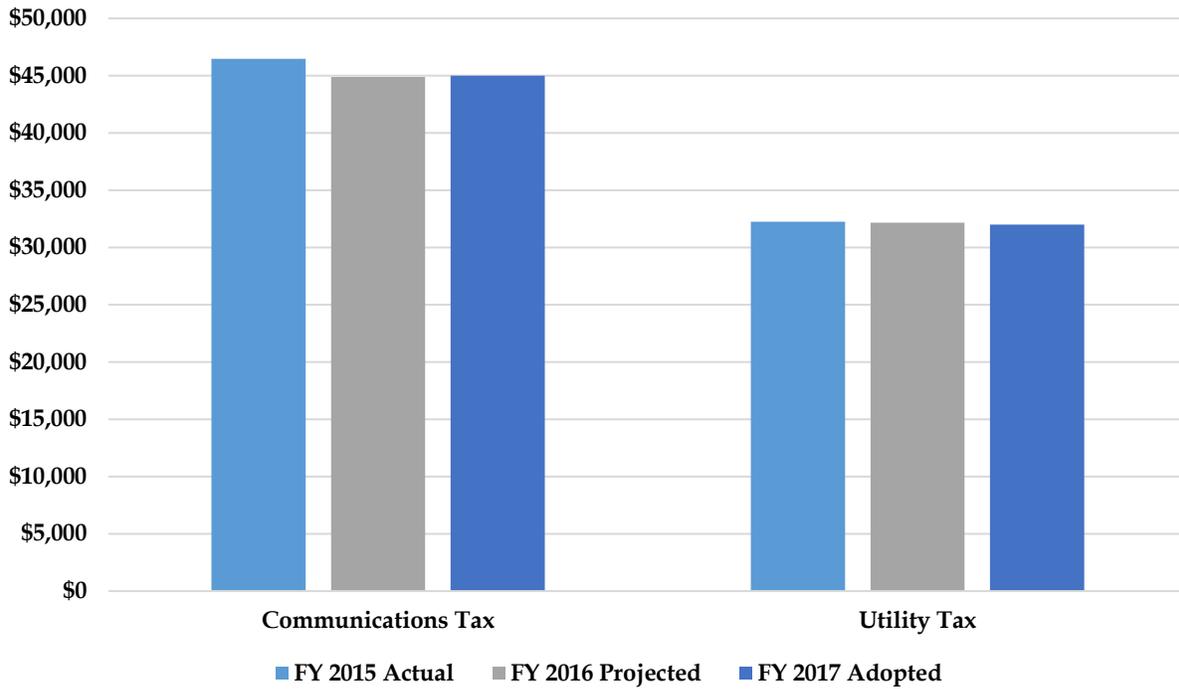
Transient Tax Rate

The proposed Transient Tax rate experienced no increase and remain at two (2) percent. The town does not currently have any lodgings subject to transient tax within its boundaries.

Sales Tax Historical

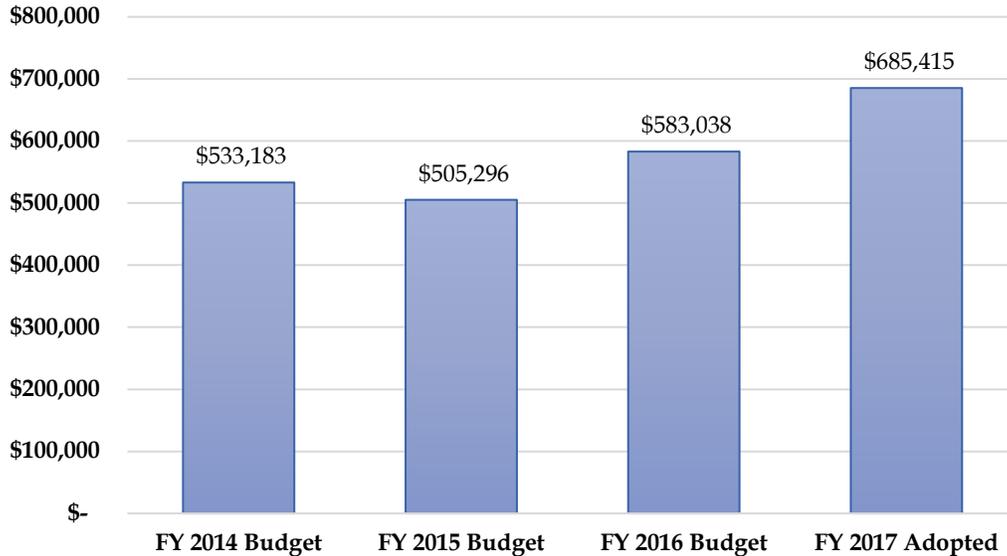


Communications and Utility Taxes Historical



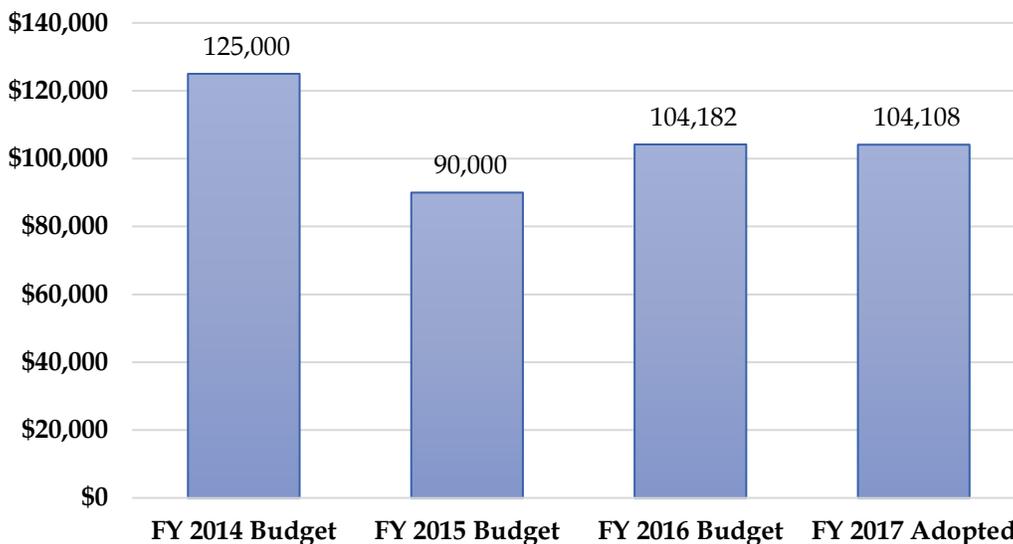
SUMMARY OF FUND EXPENDITURES

General Fund Historical - Expenditures

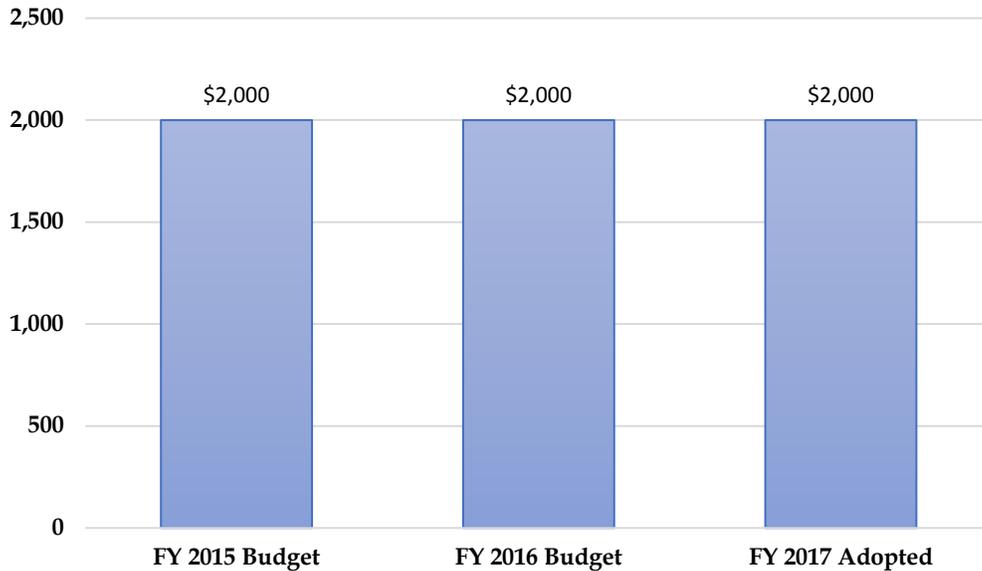


The FY 2017 General Fund Budget is \$102,377 or 17.56 percent over the FY 2016 Adopted Budget. As mentioned in the transmittal letter, most of this variance is due to the way we are currently budgeting for expenses and revenues. In previous years, the budget did not include estimates for reoccurring costs including some annual events, and service expenses and revenues. The FY 2017 Budget includes budget estimates in categories that were previously unbudgeted. When these previously unbudgeted categories are removed from the equation, the fiscal impact over the FY 2016 Adopted Budget is reduced to an 8.5 percent increase for expenditures and a 3.9 percent increase for revenues in the General Fund.

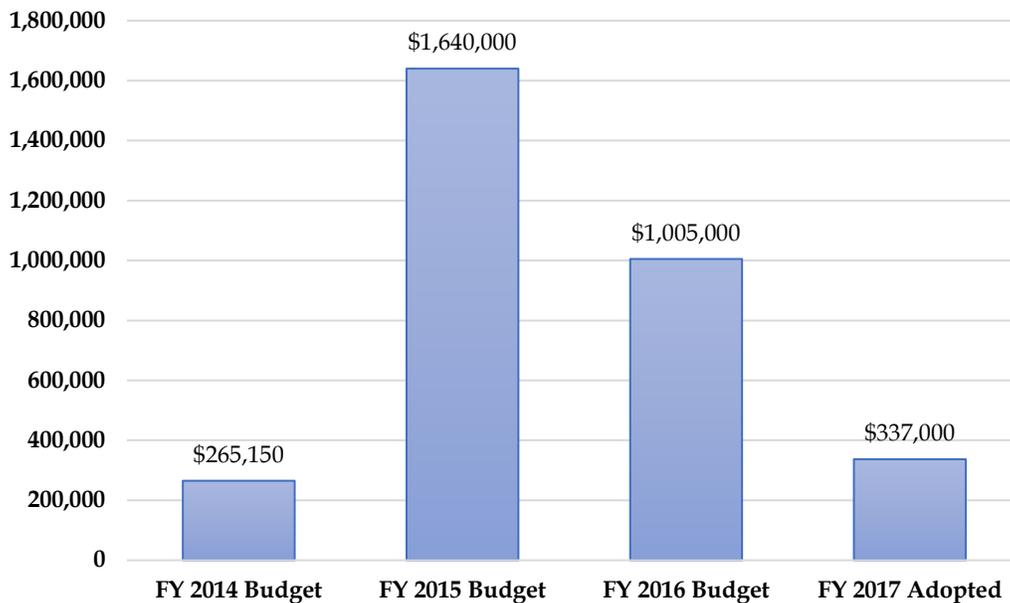
Craft Show Fund Historical - Expenditures



Mamie Davis Fund Historical – Expenditures



Capital Improvements Program Historical – Expenditures



Fiscal Years 2015 and 2016 included funding for the construction of the new River Mill Park. The project was funded through the Prince William County capital program, but the project was included as part of the Town’s CIP projects list. The park is expected to be completed by the end of FY 2016, so no capital funding is budgeted for the park construction in FY 2017.

FY 2017 REVENUE BY FUND

The revenue by fund table represents the FY 2017 revenue sources and amounts by type for all funds.

	General Fund	Craft Show Fund	Mamie Davis Fund	CIP Fund	Total
Taxes					
Real Estate Taxes	217,600	-	-	-	217,600
Meals Taxes	180,000	-	-	-	180,000
Sales Taxes	24,500	-	-	-	24,500
Utility Taxes	32,000	-	-	-	32,000
Communications Taxes	45,000	-	-	-	45,000
Sub-Total	\$ 499,100	\$ -	\$ -	\$ -	\$ 499,100
Fees and Licenses					
Auto Decals	11,000	-	-	-	11,000
Business Licenses	53,000	-	-	-	53,000
Late Fees	2,000	-	-	-	2,000
Fines - Public Safety	12,000	-	-	-	12,000
Architectural Review Board Fees	150	-	-	-	150
Precious Metal License	600	-	-	-	600
ATM Fees	3,000	-	-	-	3,000
Dock Fees	350	-	-	-	350
Administrative Fees	2,000	-	-	-	2,000
Service Revenue - Bldg Official	44,000	-	-	-	44,000
Service Revenue - Engineering	20,000	-	-	-	20,000
Service Revenue - Legal	2,500	-	-	-	2,500
Service Revenue - Other	2,000	-	-	-	2,000
Sub-Total	\$ 152,600	\$ -	\$ -	\$ -	\$ 152,600
Grants					
DCR Kayak Grant	-	-	-	-	100,000
Litter Grant	1,050	-	-	-	1,050
Public Safety (HB 599)	21,000	-	-	-	21,000
VML RMG	2,000	-	-	-	2,000
Sub-Total	\$ 24,050	\$ -	\$ -	\$ -	\$ 124,050
Rentals					
Town Hall	600	-	-	-	600
Mamie Davis Park	-	-	1,400	-	1,400
River Mill Park	2,000	-	-	-	2,000
Sub-Total	\$ 2,600	\$ -	\$ 1,400	\$ -	\$ 4,000
Other					
General Fund Interest	65	-	-	-	65
Craft Show Fund Interest	-	3,000	-	-	3,000
Mamie Davis Fund Interest	-	-	600	-	600
Brick Revenues	7,000	-	-	-	7,000
Other	-	-	-	-	-
Sub-Total	\$ 7,065	\$ 3,000	\$ 600	\$ -	\$ 10,665

	General Fund	Craft Show Fund	Mamie Davis Fund	CIP Fund	Total
Craft Show					
Sponsorships	-	8,000	-	-	8,000
Booth Rentals	-	154,000	-	-	154,000
Shuttle Fare	-	48,000	-	-	48,000
Parking Space Sales	-	3,375	-	-	3,375
Tent Rentals	-	600	-	-	600
Merchandise	-	150	-	-	150
Sub-Total	\$ -	\$ 214,125	\$ -	\$ -	\$ 214,125
Fund Totals	\$ 685,415	\$ 217,125	\$ 2,000	\$ -	\$ 904,540

FY 2017 EXPENDITURES BY FUND

The expenditure by fund table represents the FY 2017 uses and amounts by type for all funds.

	General Fund	Craft Show Fund	Mamie Davis Fund	CIP Fund	Total
Personnel Services					
Salaries and Wages	268,433	25,000			293,433
Overtime	3,500	0			3,500
On-call Labor/ Auxiliary Wages	1,000	17,280			18,280
Other Benefits (Cell Reimbursement)	480				480
Payroll Taxes (FICA & Medicare)	20,797	1,913			22,710
Life and Disability Insurance	4,670	0			4,670
Health Insurance	0	0			0
Employer Contributions: Simple IRA	8,051	315			8,366
EAP Services	0	0			0
Sub-Total	306,932	44,508			351,440
Professional Services					
Building Official Services	44,000				44,000
Consulting Services	0				0
Zoning, Engineering and Planning Services	50,000				50,000
Legal Services	50,000				50,000
Audit Services	7,500				7,500
Payroll Processing	600				600
Financial System Support and Maintenance	1,500				1,500
Bank Fees	100				100
Sub-Total	153,700				153,700
Information Technology Services					
Website Support	0				0
A/V and Recording Equipment R & M	0				0
Phone Support Services	500				500
Phone Service	1,200				1,200
Internet Service	1,700				1,700
Hardware/Software Upgrades	1,000				1,000
IT Support Services	5,000				5,000
Sub-Total	9,400				9,400
Materials and Supplies					
Office Supplies	2,900	1,200			4,100
Operational Supplies	2,500	3,400			5,900
Books/Periodicals	500				500
Janitorial Supplies	1,000				1,000
Uniforms	2,400				2,400
Sub-Total	9,300	4,600			13,900
Operational Services					
Elections	0				0
Copier Lease, Contract and Fees	3,500				3,500

	General Fund	Craft Show Fund	Mamie Davis Fund	CIP Fund	Total
Postage	1,800				1,800
Postal Meter Rental	500				500
Reproduction Services	0				0
Sub-Total	5,800				5,800
Contracts					
Refuse Collection Contract	61,000				61,000
Equipment Rental	1,500	33,000			34,500
Snow Removal	5,000				5,000
Landscaping	13,083				13,083
Entertainment	0	2,000			2,000
Sub-Total	80,583	35,000			115,583
Insurance					
Insurance	16,720				16,720
Sub-Total	16,720				16,720
Public Information					
Electronic Newsletter	0				0
Design/Print - Auto Decals	500				500
Design/Print - Newsletter	0				0
Postage - Newsletter	2,600				2,600
Sub-Total	3,100				3,100
Advertising					
Advertising - Legal	2,000				2,000
Advertising - Marketing	1,500	20,000			21,500
Community/Business Support	10,150				10,150
Other Promotional	0				0
Sub-Total	13,650				33,650
Training and Travel					
Conferences	2,700				2,700
Membership and Dues	1,700				1,700
Travel Reimbursement	1,700				1,700
Employee Training	4,000				4,000
Boards and Commissions Training	2,000				2,000
Sub-Total	12,100				12,100
Vehicles and Equipment					
Street Sweeper	1,500				1,500
Maintenance and Repairs	1,000				1,000
Fuel	7,400				7,400
Equipment & Tools	3,000				3,000
Sub-Total	12,900				12,900
Seasonal					
Parks/Town Hall Decorations	1,000				1,000
Wreath Installation and Maintenance	2,000				2,000

	General Fund	Craft Show Fund	Mamie Davis Fund	CIP Fund	Total
Utilities - Electricity	1,500				1,500
Sub-Total	4,500				4,500
Town Hall					
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
Sub-Total	8,770				8,770
Mill House Museum					
OHS Subsidy (Mill Museum Payroll)	6,000				6,000
Equipment Maintenance Contract	120				120
Exterminating Services	120				120
Repairs and Maintenance	500				500
Sub-Total	6,740				6,740
Visitors Center					
Equipment Maintenance Contracts	120				120
Exterminating Services	120				120
Repairs and Maintenance	500				500
Sub-Total	740				740
Maintenance Yard					
Exterminating Services	120				120
Equipment Maintenance Contracts	120				120
Utilities - Electricity/Water	600				600
Repairs and Maintenance	1,000				1,000
Sub-Total	1,840				1,840
Mill Street Storage Facility					
Exterminating Services	0				0
Repairs and Maintenance	0				0
Sub-Total	0				0
River Mill Park and Facility					
Brick Paver Program	3,000				3,000
Restroom Janitorial Services/Supplies	12,000				12,000
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	120				120
Sub-Total	17,990				17,990

	General Fund	Craft Show Fund	Mamie Davis Fund	CIP Fund	Total
Mamie Davis Park					
Public Dock	0				0
Winterization	250				250
Maintenance and Repairs	1,500		2,000		3,500
Utilities - Water	50				50
Sub-Total	1,800		2,000		3,800
Tanyard Hill Road Parcel					
Maintenance and Repairs	0				0
Sub-Total	0				0
Furnace Branch Park					
Maintenance and Repairs	0				0
Sub-Total	0				0
Streets and Sidewalks					
Street Painting	0				0
Brick Sidewalks Maintenance and Repairs	1,000				1,000
Asphalt Repairs	750				750
Leaf Collection	0				0
Sub-Total	1,750				1,750
Historic District					
Gas Light Maintenance and Repair	1,200				1,200
Gas Light Utilities (Gas)	6,500				6,500
Town Signage Maintenance/Repairs	0				0
Public Gardens	500				500
Street Tree Maintenance/Repairs	0				0
Public Trash Containers	0				0
Sub-Total	8,200				8,200
Special Events					
WinterFest	1,000				1,000
Boards and Commission/Volunteer Thank You Event	1,500				1,500
Town Blessing and Holiday Party	2,000				2,000
Annual Tree Lighting	0				0
Movies in the Park	1,500				1,500
Concerts in the Park	1,500				1,500
Farmers Market	500				500
5K Requests	500				500
Other Special Events	400				400
Sub-Total	8,900				8,900
CIP Projects					
Public Works Projects				134,000	134,000
Parks Projects				155,000	155,000
Public Safety Projects				9,000	9,000

	General Fund	Craft Show Fund	Mamie Davis Fund	CIP Fund	Total
Information Technology Projects				16,000	16,000
Administration Projects				23,000	23,000
Sub-Total				337,000	337,000
Fund Totals	\$685,415	\$104,108	\$2,000	\$337,000	\$1,128,523

TOTAL FUNDS - CONSOLIDATED TABLE**REVENUES**

All Funds	FY 2015 Budget	FY 2016 Budget	FY 2017 Adopted	% Change Over Budget
Real Estate Taxes	192,971	196,273	217,600	10.9%
Meals Taxes	97,325	165,218	180,000	8.9%
Other Taxes	103,700	103,800	101,500	-2.2%
Fines	12,000	12,000	12,000	0.0%
Fees and Licenses	77,000	79,650	72,100	-9.5%
Grants	22,300	23,297	24,050	432.5%
Service Revenue	-	2,000	68,500	3325.0%
Rentals	-	1,900	4,000	110.5%
Interest	-	900	3,665	307.2%
Event Revenue	210,000	222,825	214,125	-3.9%
Other Revenues	2,000	-	7,000	
Total Revenues All Funds	\$717,296	\$807,863	\$904,540	12.0%

EXPENDITURES

General Fund	FY 2015 Budget	FY 2016 Budget	FY 2017 Adopted	% Change Over Budget
Personnel Services	250,930	273,578	306,932	12.2%
Professional Services	83,000	74,600	153,700	106.0%
IT Services	-	14,150	9,400	-33.6%
Materials/Supplies	12,338	8,370	9,300	11.1%
Operational Services	51,440	8,100	5,800	-28.4%
Contracts	57,428	81,500	80,583	-1.1%
Insurance	15,932	16,270	16,720	2.8%
Public Information		4,100	3,100	-24.4%
Advertising	2,000	20,000	13,650	-31.8%
Training and Travel	3,000	11,250	12,100	7.6%
Vehicles/Equipment	-	19,600	12,900	-34.2%
Seasonal	-	7,500	4,500	-40.0%
Town Hall		8,770	8,770	0.0%
Mill House Museum	6,000	6,620	6,740	1.8%
Visitors Center		620	740	19.4%
Maintenance Yard		1,720	1,840	7.0%
Mill Street Storage	-	370	-	-100.0%
River Mill Park	-	7,070	17,990	154.5%
Mamie Davis Park		3,800	1,800	-52.6%
Tanyard Hill Park	-	-	-	
Furnace Branch Park	-	-	-	
Streets and Sidewalks		2,250	1,750	-22.2%
Historic District	23,228	12,800	8,200	-35.9%
Special Events	-	-	8,900	
Total	\$505,296	\$583,038	\$685,415	17.6%

Craft Show Fund	FY 2015 Budget	FY 2016 Budget	FY 2017 Adopted	% Change Over Budget
Personnel Services	12,000	44,582	44,508	-0.2%
Materials and Supplies	8,000	4,600	4,600	0.0%
Contracts	50,000	35,000	35,000	0.0%
Advertising	20,000	20,000	20,000	0.0%
Total	\$90,000	\$104,182	\$104,108	-0.1%

Mamie Davis Fund	FY 2015 Budget	FY 2016 Budget	FY 2017 Adopted	% Change Over Budget
Maintenance	2,000	2,000	2,000	0%
Total	\$2,000	\$2,000	\$2,000	0%

CIP Fund	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	% Change Over Budget
Public Works	78,000	170,000	134,000	-21.2%
Parks	1,552,000	791,000	155,000	-80.4%
Public Safety	0	0	9,000	
Info. Technology	0	5,000	16,000	220.0%
Administration	10,000	39,000	23,000	-41.0%
Total	\$1,640,000	\$1,005,000	\$337,000	-66.5%

Total Expenditures All Funds	\$2,237,296	\$1,694,220	\$1,128,523	-33.4%
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RESERVES

	<u>Actual As of 7/1/15</u>	<u>Income/ (Loss) YTD</u>	<u>Estimated As of 6/30/16</u>	<u>End of Year Transfers</u>	<u>Estimated As of 7/1/2016</u>
Unrestricted					
Unrestricted Funds	(24,699)	-	(24,699)	24,699	-
Temporarily Restricted					
Operating Reserve	200,000	-	200,000	-	200,000
Craft Show	221,407	106,932	328,339	(180,885)	147,454
CIP Funds	226,500	(85,686)	140,814	156,186	297,000
Mamie Davis (Temp)	4,072	602	4,674	-	4,674
Public Safety	<u>14,206</u>	<u>8,000</u>	<u>22,206</u>	<u>-</u>	<u>22,206</u>
<i>Subtotal Temp Restricted</i>	666,186	29,848	696,033	(24,699)	671,334
Permanently Restricted					
Mamie Davis (Perm)	100,000	-	100,000	-	100,000
Total Available Net Assets	\$741,487	\$29,848	\$771,334	-	\$771,334

GENERAL FUND

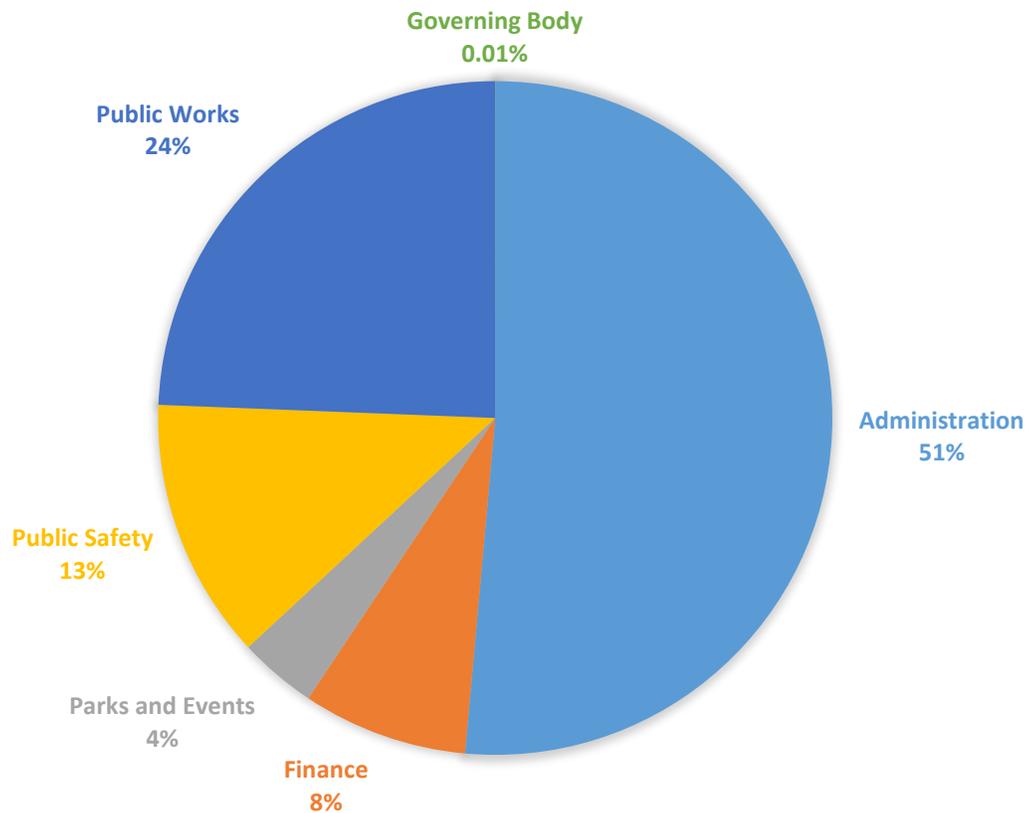


GENERAL FUND

Financial Information

Categories	FY 2015 Actual	FY 2016 Budget	FY 2017 Adopted	Change Over Budget	
				\$	%
Sources					
General Fund	740,687	583,038	685,415	102,377	17.6%
Total Sources	\$740,687	\$583,038	\$685,415	\$102,377	17.6%
Uses					
Administration		262,860	352,512	89,652	34.1%
Finance		43,912	54,339	10,427	23.7%
Parks and Events		23,000	25,550	2,550	11.1%
Public Safety		93,599	85,932	(7,667)	(8.2%)
Public Works		159,595	167,009	7,414	4.6%
Governing Body		72	72	0	0%
Total Uses	\$713,642	\$583,038	\$685,415	\$102,376	17.6%

FY 2017 Budget Uses (Expenditures) by Activity

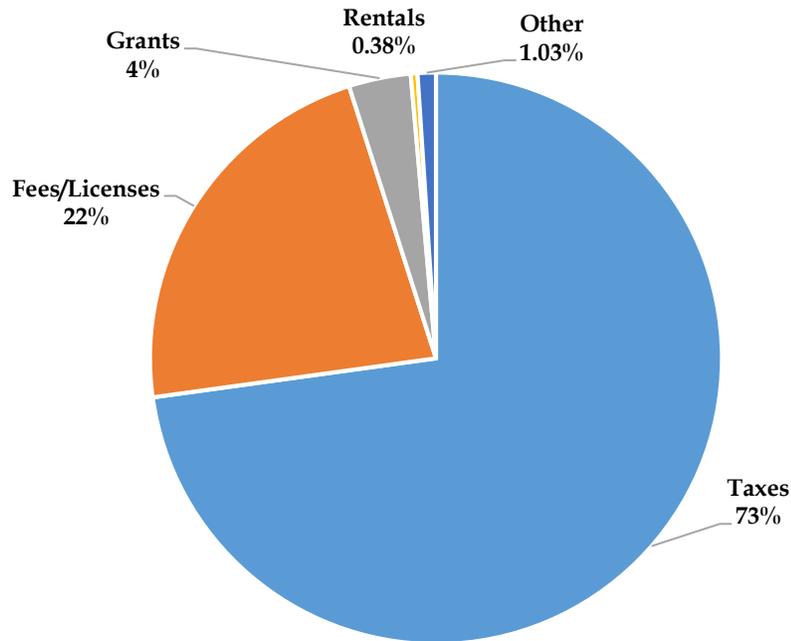


REVENUE DETAIL

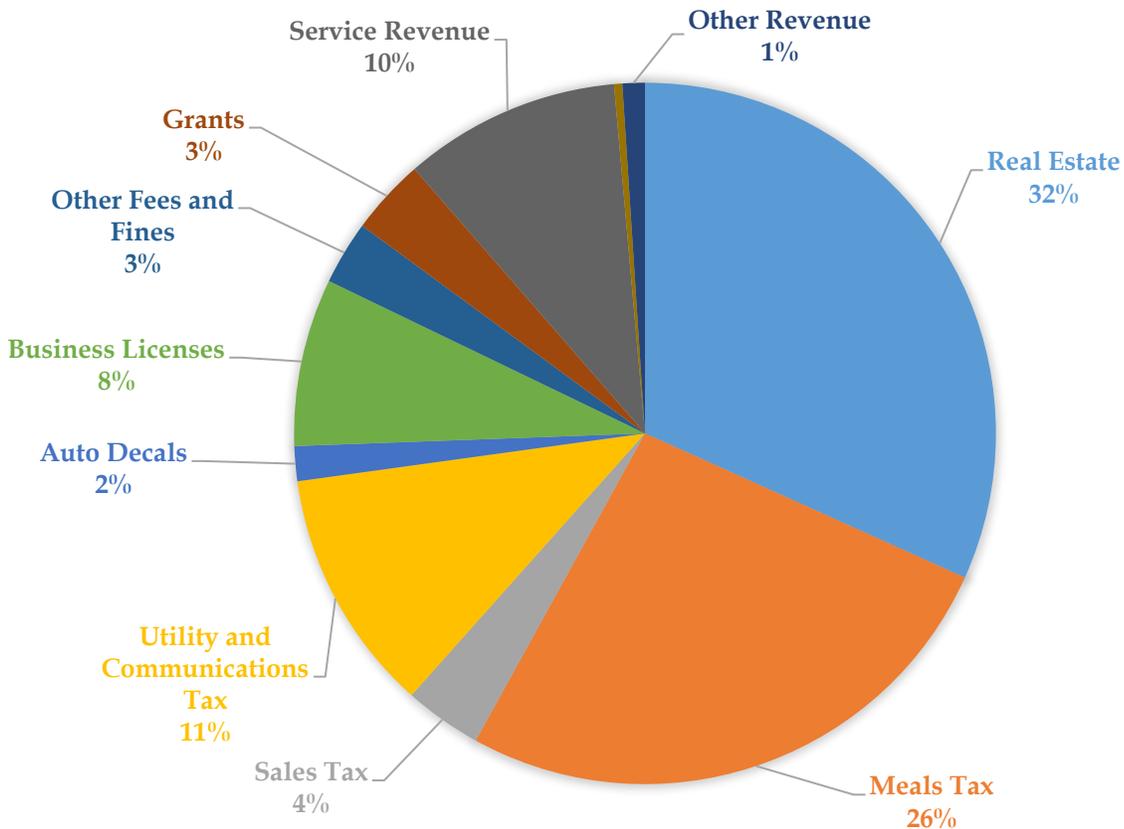
General Fund – Sources (Revenue) Detail Historical

Account	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2016 Projected	FY 2017 Adopted	% Change to 2016 Projected	% Change to 2016 Budget
Taxes							
Real Estate	192,971	176,015	196,273	201,465	217,600	8.0%	10.9%
Meals Tax	97,325	109,428	165,218	171,200	180,000	5.1%	8.9%
Sales Tax	28,200	24,428	26,200	24,265	24,500	1.0%	-6.5%
Utility Tax	75,500	32,263	31,000	31,910	32,000	0.3%	3.2%
Communications Tax	-	46,483	46,600	45,159	45,000	-0.4%	-3.4%
Subtotal Taxes	393,996	388,617	465,291	473,999	499,100	5.3%	7.3%
Fees/Licenses							
Auto Decals	10,000	11,182	11,200	10,900	11,000	0.9%	-1.8%
Business Licenses	60,000	107,444	60,000	65,315	53,000	-18.9%	-11.7%
Late Fees	-	4,180	2,000	5,100	2,000	-60.8%	0.0%
Fines - Public Safety	12,000	11,601	12,000	8,000	12,000	50.0%	0.0%
Architectural Review Board Fees	-	430	500	200	150	-25.0%	-70.0%
Precious Metal License	-	600	600	600	600	0.0%	0.0%
ATM Fees	-	3,000	3,000	3,000	3,000	0.0%	0.0%
Dock Fees	-	182	350	500	350	-30.0%	0.0%
Administrative Fees	7,000	2,764	2,000	1,500	2,000	33.3%	0.0%
Service Revenue - Bldg Official	-	-	-	15,000	44,000	193.3%	
Service Revenue - Engineering	-	177,347	2,000	750,000	20,000	-97.3%	900.0%
Service Revenue - Legal	-	5,429	-	2,000	2,500	25.0%	
Service Revenue - Other	-	-	-	2,500	2,000	-20.0%	
Subtotal - Fees/Licenses	89,000	324,159	93,650	864,615	152,600	-82.4%	63%
Grants							
Litter Grant	1,000	1,059	1,000	1,000	1,050	5.0%	5.0%
Public Safety (HB 599)	21,300	21,296	21,297	21,297	21,000	-1.4%	-1.4%
(VML)	-	-	1,000	1,000	2,000	100.0%	100.0%
Subtotal - Grants	22,300	22,355	23,297	23,297	24,050	3.2%	3.2%
Rentals							
Town Hall	-	450	500	500	600	20.0%	20.0%
River Mill Park	-	-	-	-	2,000		
Subtotal - Rentals	-	450	500	500	2,600	420.0%	420.0%
Other							
General Fund Interest	-	90	100	100	65	-35.0%	-35.0%
Craft Show Fund Interest	-	2,124	200	3,000	-	-100.0%	-100.0%
Brick Revenues	-	-	-	5,000	7,000	40.0%	
Other	-	2,892	-	7,500	-	-100.0%	
Subtotal - Other	-	5,106	300	15,600	7,065	-54.7%	2255.0%
Total - All Accounts	505,296	740,687	583,038	1,378,011	685,415	-50.3%	17.6%

FY 2017 Budget Sources (Revenue) by Account



FY 2017 Budget Sources (Revenue) Accounts Detail



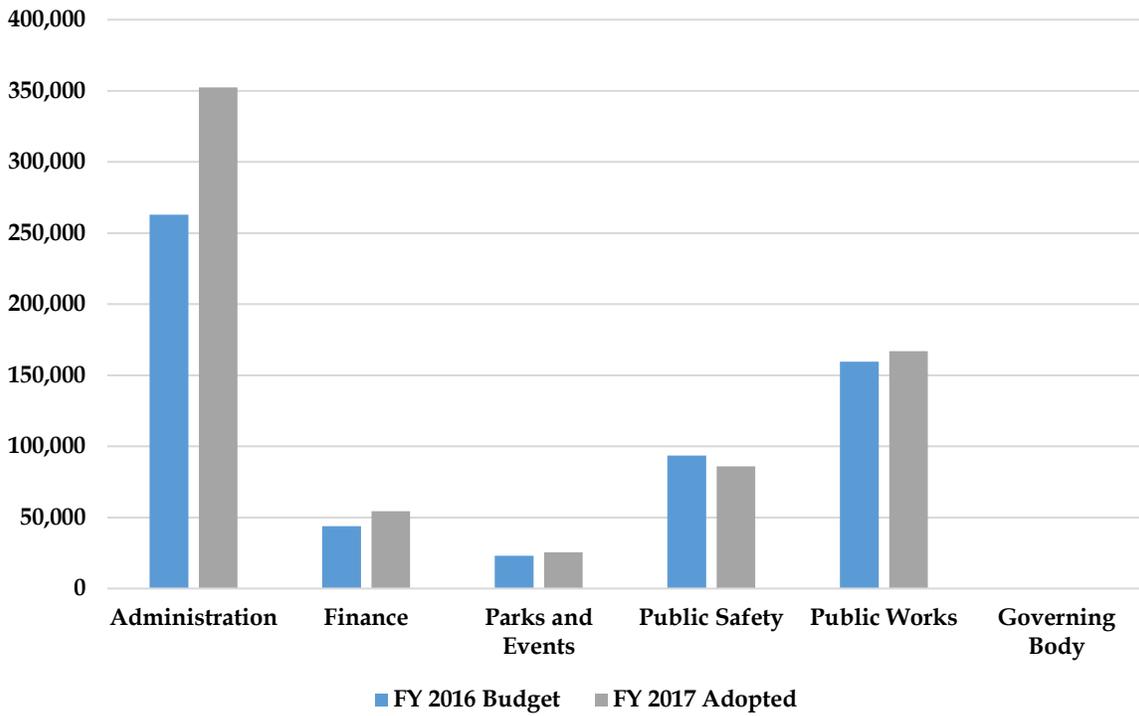
EXPENDITURE DETAIL

General Fund - Uses (Expenditure) Detail Historical

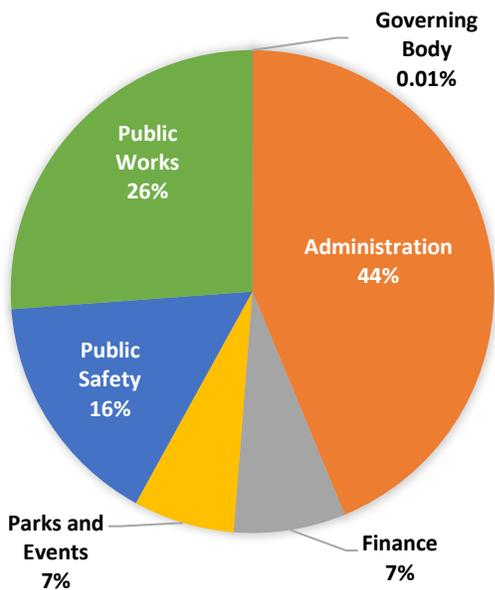
Account (Uses)	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Adopted	% change to FY16 Budget
Personnel Services	243,039	250,930	273,578	306,932	12.2%
Professional Services	138,500	83,000	74,600	153,700	106.0%
Information Technology Services			14,150	9,400	-33.6%
Materials and Supplies	15,500	12,338	8,370	9,300	11.1%
Operational Services	37,500	51,440	8,100	5,800	-28.4%
Contracts (Landscaping, Refuse Collection, Snow Removal)	52,144	57,428	81,500	80,583	-1.1%
Insurance	15,000	15,932	16,270	16,720	2.8%
Public Information (Newsletters)			4,100	3,100	-24.4%
Advertising (Community/ Business Support, Legal Ads)	3,000	2,000	20,000	13,650	-31.8%
Training and Travel (Employee, Boards and Commission Training)	-	3,000	11,250	12,100	7.6%
Vehicles and Equipment	-	-	19,600	12,900	-34.2%
Seasonal	-	-	7,500	4,500	-40.0%
Town Hall			8,770	8,770	0.0%
Mill House Museum	6,000	6,000	6,620	6,740	1.8%
Visitors Center			620	740	19.4%
Maintenance Yard			1,720	1,840	7.0%
Mill Street Storage	-	-	370	-	-100.0%
River Mill Park and Facility	-	-	7,070	17,990	154.5%
Mamie Davis Park			3,800	1,800	-52.6%
Tanyard Hill Road Park	-	-	-	-	
Furnace Branch Park	-	-	-	-	
Streets and Sidewalks (Routine Maintenance)			2,250	1,750	-22.2%
Historic District (Routine Maintenance)	22,500	23,228	12,800	8,200	-35.9%
Special Events	-	-	-	8,900	
Total - All Accounts	\$ 533,183	\$ 505,296	\$ 583,038	\$ 685,415	17.6%
Totals without Previously Non-Budgeted Accounts			\$ 570,968	\$ 619,525	8.5%

The FY 2016 Budget process redefined the Town's expense accounts. In an effort to compare prior years, years prior to 2016 were generalized into the new categories in an effort to compare historical budget data.

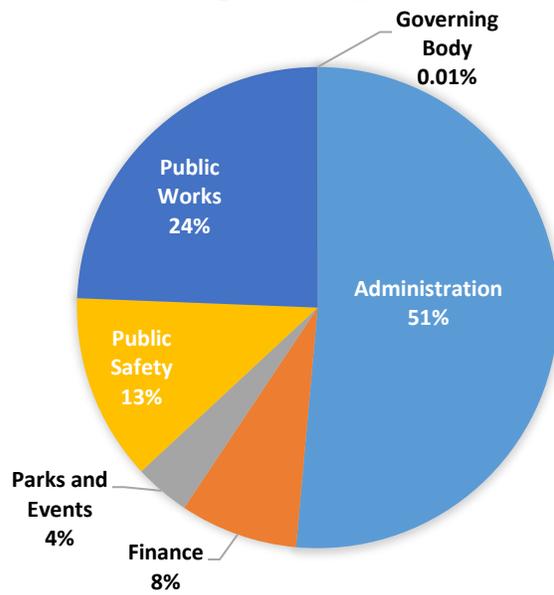
Activity Uses (Expenditures) Historical



FY 2016 Adopted Budget Activity Uses



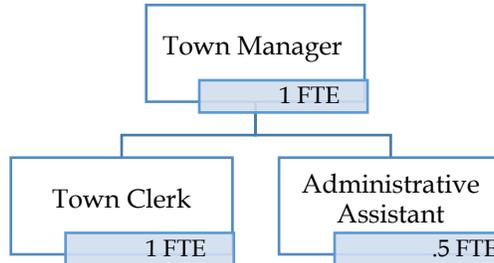
FY 2017 Adopted Budget Activity Uses



ACTIVITY DETAIL

ADMINISTRATION

Activity Organizational Chart



Description

The Administration division consists of the Town Manager, Town Clerk and Administrative Assistant. 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. The Town Clerk 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, assisting the building official and zoning administrator, preparing annual billings, produces the monthly Town newsletter and serves as Town Hall’s main point of contact for customer service.

The FY 2017 Budget includes the addition of a part time Administrative Assistant that will support administrative functions for all Town departments, as well as support day to day office operations.

The Town Clerk and Administrative Assistant, in addition to the Town Treasurer, staff Town Hall and serve as the administrative support for the town. These positions assist the public with all Town questions and serve as the point of contact for the community and customer service.

FY 2016 Accomplishments

- Contracted and initiated Comprehensive Plan Update process with Planning Commission.
- Initiated work order and maintenance tracking and scheduling tool.
- Implemented Building Official function.
- Contracted document management system.
- Established business and community e-newsletters.
- Partnered with community organizations to develop and install public art project on Mill Street.
- Partnered and managed Comcast Cares Day, a day of service that brought donations and volunteers to the Town to complete several beautification and maintenance projects and saved the Town upwards of \$30,000.
- Obtained training and designation as Floodplain Manager; updated Floodplain Ordinance.
- Revised sign ordinance.
- On-boarded new Town Clerk and Events and Community Development Director.
- Provided oversight of the town's development of River Mill Park.
- Completed grant requirements for \$100,000 in funding for the installation of an ADA Accessible Kayak and Canoe Ramp.
- Initiated and led the reformatting and development of the FY 2016 Budget and as a result, the Town received the GFOA Distinguished Budget Award.

FY 2017 Initiatives

- Begin document storage and electronic filing management process to include importing past and present records.
- Develop and implement document retention and destruction schedule in accordance with the Library of Virginia public records management regulations.
- Initiate and oversee Town Code recodification and zoning code diagnostic process.
- Contract and initiate community plan.
- Contract and manage stormwater management study.
- Contract and manage traffic and parking study.
- Develop and implement new personnel manual.
- Work with FEMA to update town's Flood Maps.
- Initiate and oversee Town Code recodification process.
- Provide oversight of the installation of ADA Accessible Kayak and Canoe Ramp.
- Onboard new Administrative Assistant and streamline office procedures.
- Obtain GFOA Distinguished Budget Award for FY 2017 Adopted Budget.

Performance Measures*Based on calendar year.*

Description	2015 Actual	2016 Projected
Operating cash reserves within recommended guidelines of 25 to 33% of operating expenses	125.21 Days	106.5 Days
No. of years Awarded GFOA Distinguished Budget Award	1	2

Personnel*Based on a fiscal year.*

Authorized Positions	Adopted FY 14	Adopted FY 15	Adopted FY 16	Adopted FY 17
Town Manager	1	1	1	1
Town Clerk	.75	.75	1	1
Administrative Assistant	0	0	0	.5
Total FTE	1.75	1.75	2	2.5

*FTE = Full-Time Equivalent***FY 2017 Budget Changes**

- Includes a part-time Administrative Assistant position. Budget impact – \$17,261.
 - This position is responsible for providing administrative support for all Town activities and assist in supporting customer service at Town Hall.
 - Addition of this position will relieve the Town Clerk position of clerical duties and allow the Clerk to participate in project management activities including document management and retention and streamlining electronic document management.
 - Part-time, 20 hour per week position.

Financial Detail - Administration

Account	FY 2016 Budget	FY 2017 Adopted	\$ Change	% Change
Salaries and Wages	109,146	125,887	16,741	15.3%
Overtime	0	0		
On-Call Labor	0	0		
Other Benefits	0	0		
Payroll Taxes	8,350	9,630	1,280	15.3%
Life + Disability Insurance	1,520	1,868	348	22.9%
Health Insurance	0	0		
Employer Contributions: Simple IRA	3,274	3,777	503	15.4%
EAP Services	0	0		
Total Personnel Services	122,290	141,162	18,872	15.4%
Building Official Services	5,000	44,000	39,000	780%
Consulting Services	1,500	0	(1,500)	(100%)
Zoning, Engineering and Planning Services	25,000	50,000	25,000	100%
Legal Services	35,000	50,000	15,000	42.9%

Account	FY 2016 Budget	FY 2017 Adopted	\$ Change	% Change
Total Professional Services	66,500	144,000	77,500	116.5%
Website Support	250	0	(250)	(100%)
A/V and Recording Equipment R&M	1,000	0	(1,000)	(100%)
Phone Support Services	1,000	500	(500)	(50%)
Phone Service	1,200	1,200	0	0%
Internet Service	1,200	1,200	0	0%
Hardware/Software Upgrades	4,000	1,000	(3,000)	(75%)
IT Support	5,000	5,000	0	0%
Total IT Services	13,650	8,900	(4,750)	(34.8%)
Office Supplies	1,470	1,900	430	29.3%
Operational Supplies	1,000	1,000		
Books/Periodicals	0	500	500	100%
Total Materials and Supplies	2,470	3,400	930	37.7%
Elections	2,700	0	(2,700)	(100%)
Copier Lease, Contract and Fees	3,300	3,500	200	6.1%
Postage	1,800	1,800	0	0%
Postal Meter Lease	300	500	200	66.7%
Reproduction Services	0	0		
Total Operational Services	8,100	5,800	(2,300)	(28.4%)
Insurance	15,500	16,000	500	3.2%
Total Insurance	15,500	16,000	500	3.2%
Electronic Newsletter	800	0	(800)	(100%)
Design/Print - Auto Decals	500	500	0	0%
Design/Print - Newsletter	0	0		
Postage - Newsletter	2,800	2,600	(200)	(7.1%)
Total Public Information	4,100	3,100	(1,000)	(24.4%)
Advertising - Legal	2,000	2,000	0	0%
Other Promotional	1,000	0	(1,000)	(100%)
Total Advertising	3,000	2,000	(1,000)	(33.3%)
Conferences	2,200	2,000	(200)	(9.1%)
Membership and Dues	1,600	1,500	(100)	(6.3%)
Travel Reimbursement	1,500	1,500		
Employee Training	2,000	2,000		
Boards and Commission Training	1,000	2,000	1,000	100%
Total Training and Travel	8,300	9,000	700	8.4%
Utilities - Electricity	1,500	1,500		
Total Seasonal	1,500	1,500	0	0%
Utilities - Gas/Water/Elec	3,000	3,000		
Total Town Hall	3,000	3,000	0	0%
OHS Subsidy	6,000	6,000		

Account	FY 2016 Budget	FY 2017 Adopted	\$ Change	% Change
Total Mill House Museum	6,000	6,000	0	0%
Utilities - Electricity/Water	600	600		
Total Maintenance Yard (Commerce)	600	600	0	0%
Utilities - Water, Sewer, Electricity	1,500	1,500		
Total River Mill Park and Facility	1,500	1,500	0	0%
Utilities - Water	50	50		
Total Mamie Davis Park	50	50	0	0%
Gaslight Utilities	6,300	6,500		
Total Historic District	6,300	6,500	0	0%
ACCOUNTS TOTAL	\$262,860	\$352,512	\$89,652	34.1%

FINANCE

Activity Organizational Chart



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 2016 Accomplishments

- Completed FY 2015 Financial Audit.
- Established Town’s participation in VML Investment Pool.
- Participated on Budget Committee, awarded GFOA Distinguished Budget Award for FY2016 Adopted Budget.

FY 2017 Initiatives

- Perform FY 2016 Financial Audit and present in February 2017.
- Perform 2015 BPOL Audit.
- Perform 2015 Meals Tax Audit.
- Assist in the development of the FY 2018 Budget and Capital Improvement Plan.
- Identify, apply for and manage grant opportunities.

Performance Measures

Based on calendar year.

Description	2015 Actual	2016 Projected
No. of Years with fairly presented Audited financials	4	5

Personnel

Based on a fiscal year.

Authorized Positions	Adopted FY 14	Adopted FY 15	Adopted FY 16	Adopted FY 17
Town Treasurer	.50	.50	.50	.75
Total FTE	.50	.50	.50	.75

FTE = Full-Time Equivalent

FY 2017 Budget Changes

- Increase Treasurer position from 20 hour part-time, flexible work schedule to 30 hour part-time, with core office hours. Budget Impact: \$8,827.
 - The change in the Treasurer position hours and work location are reflective of a change in the organizational needs, growing community and development activities.
 - Increased hours are needed to accomplish position requirements including:
 - Tax enforcement (Taxes, Licenses, Delinquencies)
 - BPOL and Meals Tax Audits
 - Financial and budgetary oversight and reporting
 - Grant development and administration
 - Annual Financial Audits
 - Payroll and employee benefit management
 - Annual budget preparation
 - Investment management and monitoring
 - Record Management of tax, fee and financial documentation
 - Financial policy implementation and management, including department standard operating procedures
 - Fund disbursement and oversight
 - Customer assistance with tax, fee and other financial related matters
 - Increased in-office hours during business core hours are needed to provide customer service to both internal (staff, Council) and external (residents, businesses, other governmental agencies, tax agents, non-profits, banking institutions) customers. This change in the position will require 30 hours in-office during core business hours, 8 a.m. to 5 p.m., Monday through Friday.

Financial Detail - Finance

Account	FY 2016 Budget	FY 2017 Adopted	\$ Change	% Change
Salaries and Wages	32,365	39,498	7,133	22.0%
Overtime	0	0		
On-Call Labor	0	0		
Other Benefits	0	0		
Payroll Taxes	2,476	3,022	546	22.1%
Life + Disability Insurance	0	934	934	
Health Insurance	0	0		
Employer Contributions: Simple IRA	971	1,185	214	22.0%
EAP Services	0	0		
Total Personnel Services	35,812	44,639	8,827	24.6%
Audit Services	7,500	7,500	0	0%
Payroll Processing	600	600	0	0%
Financial System Support and Maintenance	0	1,500	1,500	
Bank Fees	0	100	100	
Total Professional Services	8,100	9,700	1,600	19.8%
ACCOUNTS TOTAL	\$43,912	\$54,339	\$10,427	23.7%

PARKS AND EVENTS

Activity Organizational Chart



Description

The Parks and Events division is responsible for programming for the Town’s four parks and special Town events. The Events and Community Development Director position (formerly Craft Show Director), 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 Events and Community Development Director reports to the Town Manager.

FY 2016 Accomplishments

- Developed and implemented a programming schedule for River Mill Park, including a grand opening event and Friday night events.
- Researched free marketing strategies to increase awareness of the new park, including the participation in Virginia Tourism Corporation’s #LOVEVA campaign.

FY 2017 Initiatives

- Host Friday evening events from May-October that encourage the local community to shop, dine and visit the Town of Occoquan.
- Encourage Occoquan town businesses to participate in the planning and execution of events.
- Continue to harness and develop partnerships with community groups and local business groups for community programming opportunities.
- Continue to increase awareness to the local community about the park and the ongoing events.

Performance Measures

Based on calendar year.

Description	2015 Actual	2016 Projected
Number of Events	6	20

Personnel*Based on a fiscal year.*

Authorized Positions	Adopted FY 14	Adopted FY 15	Adopted FY 16	Adopted FY 17
Craft Show Director*	.50	.50	.50	0
Marketing and Events Coordinator*	0	0	0	.50
Total FTE	.50	.50	.50	.50

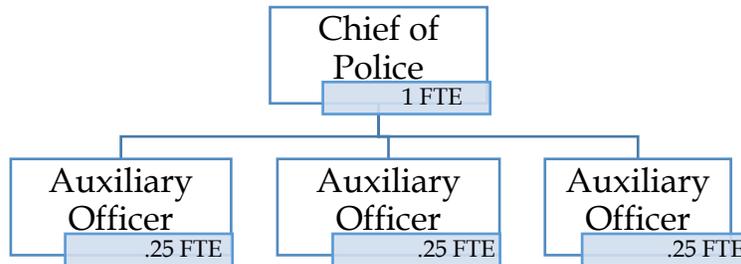
** Position is funded through Craft Show Fund.**FTE = Full-Time Equivalent***FY 2017 Budget Changes**

- Budget includes funding for event programming and development of the “Special Events” Account.

Financial Detail - Parks and Events

Account	FY 2016 Budget	FY 2017 Adopted	\$ Change	% Change
Salaries and Wages	0	0		
Overtime	0	0		
On-Call Labor	0	0		
Other Benefits	0	0		
Payroll Taxes	0	0		
Life + Disability Insurance	0	0		
Health Insurance	0	0		
Employer Contributions: Simple IRA	0	0		
EAP Services	0	0		
Total Personnel Services	0	0	0	0%
Office Supplies	500	500		
Operational Supplies	500	500		
Total Materials and Supplies	1,000	1,000	0	0%
Advertising - Marketing	2,000	1,500	(500)	(25%)
Community/Business Support	15,000	10,150	(4,850)	(32.3%)
Total Advertising	17,000	11,650	(5,350)	(31.5%)
Parks/Town Hall Decorations	1,000	1,000		
Total Seasonal	1,000	1,000	0	0%
Brick Paver Program	0	3,000		
Total River Mill Park and Facility	0	3,000	3,000	100%
Winterfest	0	1,000	1,000	100%
Boards and Commission Volunteer Thank You Event	1,500	1,500	0	0%
Town Blessing, Holiday Party	1,500	2,000	500	33.3%
Annual Tree Lighting	0	0		
Movies in the Park	0	1,500	1,500	100%
Concerts in the Park	0	1,500	1,500	100%

Account	FY 2016 Budget	FY 2017 Adopted	\$ Change	% Change
Farmers Market	0	500	500	100%
5K Requests	0	500	500	100%
Other Special Events	1,000	400	(600)	(60.0%)
Total Special Events	4,000	8,900	4,900	122.5%
ACCOUNTS TOTAL	\$23,000	\$25,550	\$2,550	11.1%

PUBLIC SAFETY**Activity Organizational Chart****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 matters within the Town limits. 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 handles dispatching of the OPD and providing services when OPD is not present in the Town. The OPD is a member of the Northern Virginia Law Enforcement Mutual Aid Agreement of 2013. 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.

FY 2016 Accomplishments

- In conjunction with the Virginia Marine Police was able have a sunken barge removed from the river behind Gaslight Landing without any environmental impact.
- Completed production of the Emergency Action Plan document in the event of an emergency event during the Craft Show.
- Attended the annual Virginia Association of Chiefs of Police conference in Williamsburg. Was credited with ten hours of Department of Criminal Justice Services (DCJS) approved training.
- Responded to and saved the life of a person threatening to commit suicide by jumping off of the Rte. 123 Bridge. Received Bronze Valor Award for this action.
- Taught CPR and First Aid to police academy recruits. Was credited with performing eight hours of "in kind" service to the Rappahannock Regional Criminal Justice Academy (RRCJA).
- Worked with Prince William County School Transportation to resolve a citizen complaint about unsafe conditions around the pickup and drop off points of one of the school busses operating in the town.

- Recertified in Virginia Criminal Investigation Network operations as required by the Virginia State Police.
- Recertified in the use of speed measurement devices as required by DCJS.
- Requalified on all firearms as required by DCJS.
- Conducted traffic compliance and enforcement.
- Attended two conferences in Chicago (no cost to town) that afforded additional training opportunities: training in active shooter, officer wellness, terrorism in Israel, and tactical medicine.
- Responded after hours to a suicide off of the Rte. 123 Bridge.
- Revised department general orders to meet today’s needs and DCJS standards.
- Responded to weather-related emergencies that impacted the Town.
- Implemented an auxiliary police program second half of FY2016.
- Procured a used police cruiser from another jurisdiction for \$1.00; for use by the auxiliary police officers.

FY 2017 Initiatives

- Continue to conduct traffic compliance patrols to improve pedestrian safety.
- Continue to conduct traffic enforcement to improve driving safety.
- Continue to train and refine the schedules of auxiliary police officers.
- Purchase and use moveable traffic enforcement signs to help gain compliance at stop signs and slow vehicles down by narrowing the lanes during targeted law enforcement activities.
- Teach CPR and First Aid at the RRCJA to meet “in kind” training hours required.
- Utilization of auxiliary officers to reduce the public safety cost for Craft Shows.
- Implement a body worn camera program.

Performance Measures

Based on calendar year.

Description	2015 Actual	2016 Projected
Auxiliary police hours	30	300
Traffic enforcement hours	N/A	250

Personnel

Based on a fiscal year

Authorized Positions	Adopted FY 14	Adopted FY 15	Adopted FY 16	Adopted FY 17
Chief of Police	1	1	1	1
Auxiliary Police Officer	.25	.25	.75	.75
Total FTE	1.25	1.25	1.75	1.75

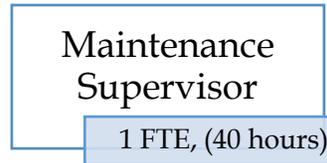
FTE= Full-Time Equivalent

FY 2017 Budget Changes

- Potential for increased costs of policing associated with River Mill Park programming.
- No significant changes.

Financial Detail - Public Safety

Account	FY 2016 Budget	FY 2017 Adopted	\$ Change	% Change
Salaries and Wages	64,834	65,936	1,102	1.7%
Overtime	0	0		
On-Call Labor	0	0		
Other Benefits	240	240	0	0%
Payroll Taxes	4,960	5,044	84	1.7%
Life + Disability Insurance	2,500	934	(1,566)	(62.6%)
Health Insurance	0	0		
Employer Contributions: Simple IRA	1,945	1,978	33	1.7%
EAP Services	0	0		
Total Personnel Services	74,479	74,132	(347)	(0.5%)
Phone Service	500	500		
Total IT Services	500	500	0	0%
Office Supplies	500	500		
Operational Supplies	1,000	1,000		
Uniforms	900	900		
Total Materials and Supplies	2,400	2,400	0	0%
Insurance	770	720	(50)	(6.5%)
Total Insurance	770	720	(50)	(6.5%)
Conferences	550	700	150	5.1%
Membership and Dues	200	200	0	0%
Travel Reimbursement	200	200	0	0%
Employee Training	2,000	2,000	0	0%
Total Training and Travel	2,950	3,100	150	5.1%
Maintenance and Repairs	500	500		
Fuel	3,800	3,800		
Equipment and Tools	8,200	1,500	(6,700)	(81.7%)
Total Vehicles and Equipment	12,500	5,800	(6,700)	(81.7%)
ACCOUNTS TOTAL	\$93,599	\$85,932	(7,667)	(8.2%)

PUBLIC WORKS**Activity Organizational Chart****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 and other weather-related events. The Maintenance Supervisor is also significantly involved in logistics of the semiannual craft show, and other special events. The Maintenance Supervisor reports to the Town Manager.

FY 2016 Accomplishments

- Coordinated repainting of yellow curbing and parking spaces in historic district and on town-owned property.
- Oversaw tree removal and replaced a section of brick sidewalk on Mill Street and repaired sidewalk damage on Union Street and Washington Street, and in Mamie Davis Park.
- Completed conference room in Town Hall.
- Responded to and coordinated Town response to snow removal operations during January 2016 blizzard, including overseeing and coordinating additional resources to relocate snow piles to clear public parking areas and assist businesses in clearing sidewalks, assisting town contractor, clearing town-owned sidewalks, and coordinating with VDOT contractors.
- Coordinated set up and closing logistics for Spring and Fall Arts and Crafts Shows.
- Updated customer window in Town Hall.
- Built structure for public art and installed banner on Mill Street.
- Built display structure for Occoquan Post Office Box in Town Hall.
- Provided logistical support for first annual WinterFest event.
- Built "LOVE" sign and installed at River Mill Park.
- Provided logistical and planning support for projects completed on Comcast Cares Day.

FY 2017 Initiatives

- Coordinate installation of canoe and kayak ramp.
- Replace and update outdated and damaged signage on town and VDOT property.
- Coordinate replacement of Town Hall sidewalk and improvements to Town Hall.
- Continue existing brick sidewalk maintenance and repairs.

- Provide logistical support to town events including WinterFest, Arts and Crafts Shows and other town programming.
- Continue to provide support for inclement weather responses.
- Coordinate and oversee renovation and rehabilitation of Town gaslights.

Performance Measures

Based on calendar year.

Description	2015 Actual	2016 Projected
# of work orders completed	N/A	1,000
# of linear feet/square feet of brick sidewalk repaired/maintained	55 lf/220 sqf	60 feet

Personnel

Based on a fiscal year

Authorized Positions	Adopted FY 14	Adopted FY 15	Adopted FY 16	Adopted FY 17
Maintenance Supervisor	.75	.75	.75	1
Total FTE	.75	.75	.75	1

FTE = Full-Time Equivalent

FY 2017 Budget Changes

- Increased Maintenance Supervisor from part-time (35 hours) to full-time (40 hours). Budget impact: \$6,001.
 - The change in the Maintenance Supervisor position hours are reflective of a change in the organizational needs, growing community and development and business activities.
 - Increased hours are needed to accomplish position requirements including:
 - Appropriate maintenance of town facilities, property and non-office equipment, including:
 - Gaslight maintenance and repairs;
 - Brick sidewalk repair and maintenance;
 - Facility maintenance (Maintenance building, Town Hall, River Mill Park Restroom/Storage building and pavilion, Mamie Davis Park gazebo, Town dock/boardwalk, Canoe and Kayak Ramp);
 - Park Maintenance (Mamie Davis Park, River Mill Park, Furnace Branch Park [future], Tanyard Hill Road trail [future], town public gardens);
 - Town Beautification (trash removal and receptacle maintenance, street sweeping, leaf removal, public sign maintenance);
 - Special event support (Mamie Davis Park and River Mill Park event preparation, Winterfest, Arts and Crafts Shows logistics);
 - Emergency response activities (snow removal, hazardous weather response);

- General maintenance and repairs of public works equipment;
- General maintenance and repairs to leased town buildings (Mill House Museum, Visitors Center)
- Special maintenance projects as assigned (i.e. Post Office Box display case, "LOVE" sign, public art banner support structure, Town Hall conference room upgrade.)

Financial Detail – Public Works

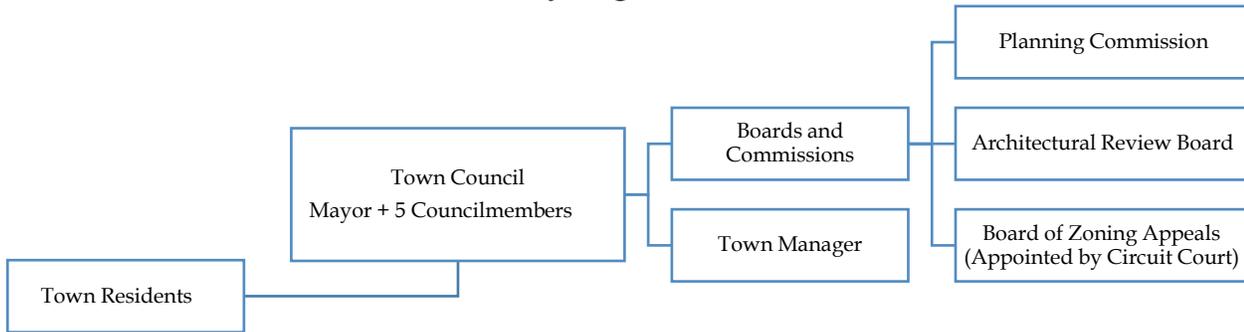
Account	FY 2016 Budget	FY 2017 Adopted	\$ Change	% Change
Salaries and Wages	31,873	37,040	5,167	16.2%
Overtime	3,500	3,500		
On-Call Labor	1,000	1,000		
Other Benefits	240	240		
Payroll Taxes	2,706	3,101	395	14.6%
Life + Disability Insurance	200	934	734	367%
Health Insurance	0	0		
Employer Contributions: Simple IRA	450	1,111	661	146.9%
EAP Services	956	0		
Total Personnel Services	40,925	46,926	6,001	14.7%
Janitorial Supplies	1,000	1,000		
Uniforms	1,500	1,500		
Total Materials and Supplies	2,500	2,500	0	0%
Refuse Collection Contract	60,000	61,000	1,000	1.7%
Equipment Rental	2,500	1,500	(1,000)	(40%)
Snow Removal	5,000	5,000		
Landscaping	14,000	13,083	(917)	(1.1%)
Total Contracts	81,500	80,583	(917)	(1.1%)
Street Sweeper	1,500	1,500		
Maintenance and Repairs	500	500		
Fuel	3,600	3,600		
Equipment and Tools	1,500	1,500		
Total Vehicles and Equipment	7,100	7,100	0	0%
Wreath Installation and Maintenance	2,000	2,000		
Total Seasonal	2,000	2,000	0	0%
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		
Total Town Hall	5,770	5,770	0	0%

Account	FY 2016 Budget	FY 2017 Adopted	\$ Change	% Change
Equipment Maintenance Contract	0	120	120	100%
Exterminating Services	120	120		
Repairs and Maintenance	500	500		
Total Mill House Museum	620	740	120	19.4%
Equipment Maintenance Contracts	0	120	120	100%
Exterminating Services	120	120		
Repairs and Maintenance	500	500		
Total Visitors Center	620	740	120	19.4%
Exterminating Services	120	120		
Equipment Maintenance Contracts	0	120	120	100%
Repairs and Maintenance	1,000	1,000		
Total Maintenance Yard (Commerce)	1,120	1,240	120	10.7%
Exterminating Services	120	0	(120)	(100%)
Repairs and Maintenance	250	0	(250)	(100%)
Total Mill Street Storage Facility	370	0	(370)	(100%)
Restroom Janitorial Services/Supplies	3,900	12,000	8,100	207.7%
Winterization	250	250		
Maintenance and Repairs	1,000	1,000		
Exterminator Services	120	120		
Equipment Maintenance Contracts	300	120	(180)	(60%)
Total River Mill Park and Facility	5,570	13,490	7,920	142.2%
Public Dock	1,000	0	(1,000)	(100%)
Winterization	250	250		
Maintenance and Repairs	1,500	1,500		
Total Mamie Davis Park	2,750	1,750	(1,000)	(36.4%)
Maintenance and Repairs	0	0		
Total Tanyard Hill Road Parcel	0	0		
Maintenance and Repairs	0	0		
Total Furnace Branch Park	0	0		
Street Painting	500	0	(500)	(100%)
Brick Sidewalks Maintenance and Repairs	1,000	1,000		
Asphalt Repairs	750	750		
Leaf Collection	0	0		
Total Streets and Sidewalks	2,250	1,750	(500)	(22.2%)
Gaslight Maintenance and Repair	1,000	1,200	200	20%
Town Signage Maintenance/Repairs	500	0	(500)	(100%)
Public Gardens	1,000	500	(500)	(50%)
Street Tree Maintenance/Repairs	2,500	0	(2,500)	(100%)

Account	FY 2016 Budget	FY 2017 Adopted	\$ Change	% Change
Public Trash Containers	1,500	0	(1,500)	(100%)
Total Historic District	6,500	1,700	(4,800)	(73.8%)
ACCOUNTS TOTAL	\$159,595	\$167,009	\$7,414	4.6%

GOVERNING BODY (TOWN COUNCIL)

Activity Organizational Chart



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 pm 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 2016 Accomplishments

- Adopted a revised Comprehensive Plan.
- Adopted revised Sign Ordinance.

FY 2017 Initiatives

- Adopt recodified Town Code.
- Adopt revised Zoning Code.
- Adopt Community Plan.

Personnel

Based on a fiscal year

Authorized Positions	Adopted FY 14	Adopted FY 15	Adopted FY 16	Adopted FY 17
Mayor and Town Council	6	6	6	6
Total	6	6	6	6

FY 2017 Budget Changes

- No significant budget changes.

Financial Detail - Governing Body

Account	FY 2016 Budget	FY 2017 Adopted	\$ Change	% Change
Salaries and Wages	72	72	0	0.0
Total Personnel Services	72	72	0	0.0
ACCOUNTS TOTAL	\$72	\$72	\$0	0.0%

CRAFT SHOW FUND



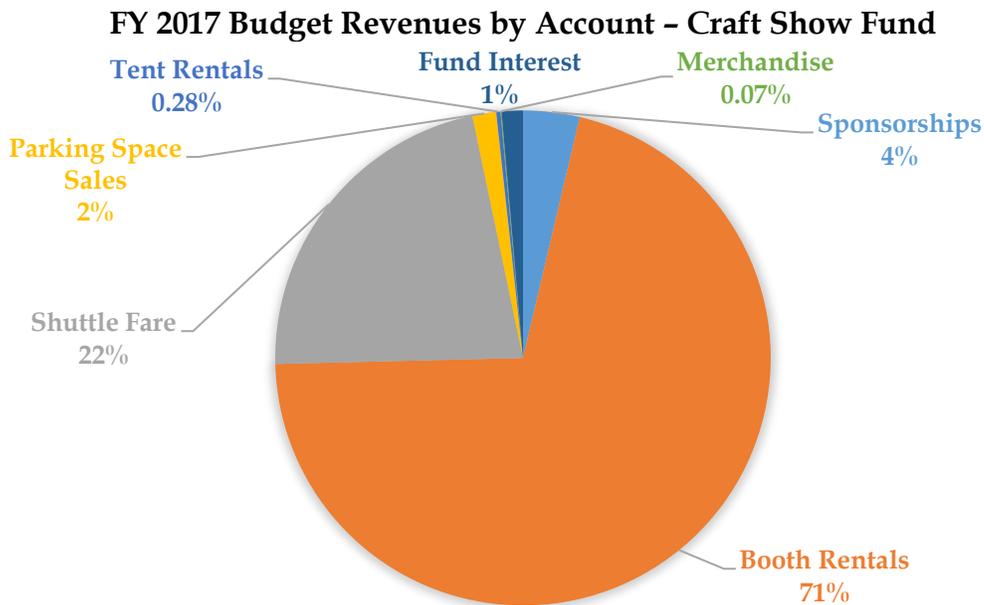
CRAFT SHOW FUND

Financial Information

Categories	FY 2015 Actual	FY 2016 Budget	FY 2017 Adopted	Change FY 2016 to FY 2017	
				\$	%
Sources					
Craft Show Fund	208,804	222,825	217,125	(5,700)	(2.6%)
Total Sources	208,804	222,825	217,125	(5,700)	(2.6%)
Uses					
Personnel Services	12,438	44,582	44,508	(74)	(0.17%)
Materials/Supplies	9,337	4,600	4,600	0	0%
Contracts	58,694	35,000	35,000	0	0%
Advertising	13,887	20,000	20,000	0	0%
Total Uses	\$94,356	\$104,182	\$104,108	(\$74)	(.07%)

REVENUE DETAIL

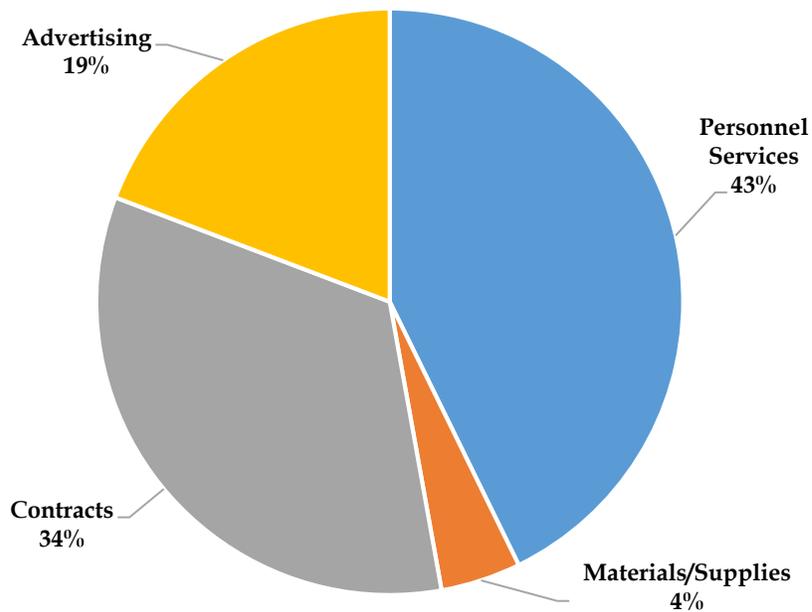
	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2017 Adopted	\$ Change to Budget	% Change to Budget
Sponsorships		6,859	10,000	8,000	(2,000)	(20.0%)
Booth Rentals		149,384	158,500	154,000	(4,500)	(2.8%)
Shuttle Fare		48,420	47,300	48,000	700	1.5%
Parking Space Sales		3,300	3,000	3,375	375	12.5%
Tent Rentals		750	525	600	75	14.3%
Merchandise		91	3,500	150	(3,425)	(95.7%)
Craft Show Fund Interest		-	-	3,000	3,000	
Total	\$210,000	\$208,804	\$222,825	\$217,125	(\$5,700)	(2.6%)



EXPENDITURE DETAIL

	FY 2016 Budget	FY 2017 Adopted	\$ Change to Budget	% Change to Budget
Salaries and Wages	25,000	25,000	0	0.0%
On-call Labor/Auxiliary Wages	17,280	17,280	0	0.0%
Payroll Taxes (FICA & Medicare)	1,606	1,913	307	19.1%
Health Insurance	0	0	0	0.0%
Disability and Life Insurance	380	0	(380)	(100.0%)
Employer Contributions: Simple IRA	316	315	(1)	(0.3%)
TOTAL PERSONNEL SERVICES	44,582	44,508	(74)	(0.17%)
Office Supplies	1,200	1,200	0	0.0%
Operational Supplies	3,400	3,400	0	0.0%
TOTAL MATERIALS AND SUPPLIES	4,600	4,600	0	0.0%
Equipment Rental	33,000	33,000	0	0.0%
Entertainment	2,000	2,000	0	0.0%
TOTAL CONTRACTS	35,000	35,000	0	0.0%
Advertising - Marketing	20,000	20,000	0	0.0%
TOTAL ADVERTISING	20,000	20,000	0	0.0%
TOTALS	\$104,182	\$104,108	(\$74)	(0.07%)

FY 2017 Budget Expenditures by Account - Craft Show Fund



ACTIVITY DETAIL

EVENTS AND COMMUNITY DEVELOPMENT

Activity Organizational Chart



Description

The Events division is responsible for the efficient and effective administration of two annual Arts and Crafts Shows with the intent of enhancing the image of Occoquan as a center for living, shopping and the arts.

FY 2016 Accomplishments

- New advertising outlets appeared to be more effective.
- Numerous vendors reported this year’s shows to be their highest earning show.
- 96% of vendors from the post-show survey reported that they will likely attend future events, and over 20 vendors applied for future shows at FY 2016 shows.
- Community involvement has increased with additional non-profit and Town businesses participating this year.

FY 2017 Initiatives

- Continue to bolster community involvement by recruiting local sponsors, reaching out to more non-profits, and building relationships with schools and local organizations for entertainment.
- Increase the number of participating crafters while maintaining quality standards.
- Improve food vendor quality and diversity.

Performance Measures

Based on calendar year.

Description	2015 Actual	2016 Projected
Number of Vendors	N/A	350 per show

Personnel*Based on a fiscal year.*

Authorized Positions	Adopted FY 14	Adopted FY 15	Adopted FY 16	Adopted FY 17
Craft Show Director	.50	.50	.50	0
Events and Community Development Director	0	0	0	.50
Total FTE	.50	.50	.50	.50

**This position also manages the Parks and Events Activity in the General Fund; however, the position is funded through the Craft Show Fund.*

FTE = Full-Time Equivalent

FY 2017 Budget Changes

- No significant budget changes.

MAMIE DAVIS FUND



MAMIE DAVIS FUND

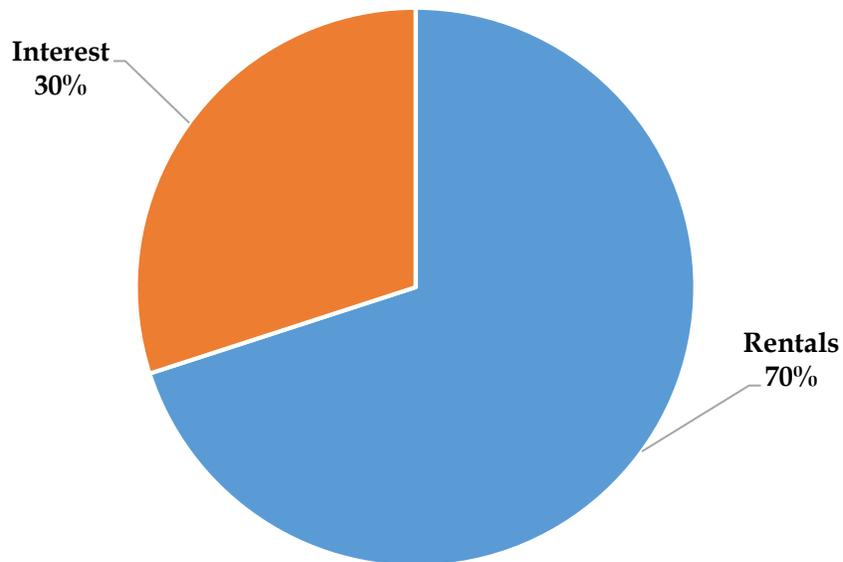
Financial Information

Categories	FY 2015 Actual	FY 2016 Budget	FY 2017 Adopted	Change FY 2016 to FY 2017	
				\$	%
Sources					
Mamie Davis Fund	1,500	1,400	2,000	0	0.0%
Total Sources	\$1,500	\$1,400	\$2,000	\$0	0.0%
Uses					
Park/Town Hall Maintenance	1,034	2,000	2,000	0	0.0%
Total Uses	\$1,034	\$2,000	\$2,000	\$0	0.0%

REVENUE DETAIL

	FY 2015 Budget	FY 2015 Actual	FY 2016 Budget	FY 2017 Adopted	\$ Change to Budget	% Change to Budget
Rentals		900	1,400	1,400	0	0%
Interest		600	600	600	0	0%
Total	\$2,000	\$1,500	\$2,000	\$2,000	\$0	0%

FY 2017 Budget Revenues by Account - Mamie Davis Fund



EXPENDITURE DETAIL

	FY 2016 Budget	FY 2017 Adopted	\$ Change	% Change
Town Hall/Park Maintenance	2,000	2,000	0	0%
TOTALS	\$2,000	\$2,000	\$0	0%

FUND DETAIL**Description**

The Mamie Davis fund is a \$100,000 permanent endowment that the Town received in order to maintain Mamie Davis Park and Town Hall. The Town is restricted from spending the principal amount; however, the revenues generated from interest may be used on projects benefiting the park or Town Hall. The FY 2017 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 approximately \$4,674.

FY 2017 Budget Changes

- No significant budget changes.

CAPITAL IMPROVEMENT PROGRAM FY2017 – FY 2021



CAPITAL IMPROVEMENT PROGRAM

Description

The Town funds the Capital Improvement Program (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 \$116,000 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 during the FY 2016 Budget Process.

1. Parking Issues

The Town Council has made it a priority to identify and address parking needs within the community. The Town is in the process of identifying and pursuing grant funding to perform a town-wide traffic and parking study. The intent is to conduct the study during FY 2017 and plan to implement improvements during FY 2017 and beyond. 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 within the historic district. This goal aims to identify and pursue activities that 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 improvements 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 by the beginning of the new fiscal year, more opportunities for community events and programming will be created and increased opportunities to bring people into 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 FY 2017 Capital Improvement Program focuses on investing in infrastructure improvements including streetscaping, road and sidewalk maintenance, and intersection improvements to promote pedestrian safety. In addition, in FY 2017, the CIP includes property improvements at Town Hall, installation of a public canoe and kayak ramp, a community planning project, public refuse container replacement and administrative improvements including recodification of the Town Code, and implementation of the document management system.

Operating Impacts

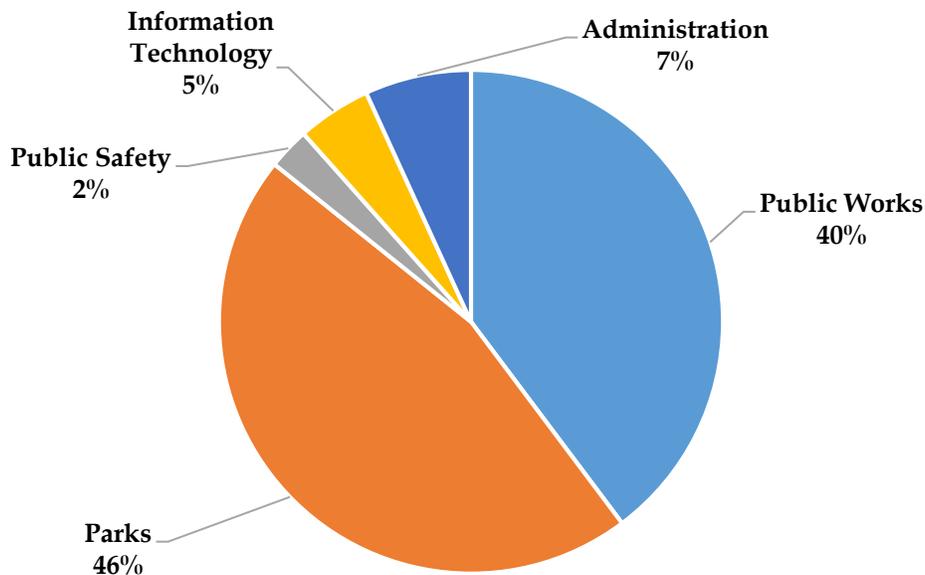
For a majority of the capital projects, there will be ongoing maintenance, staffing and programming costs incurred in the General Fund. Expected operating costs for FY 2017 capital projects have been incorporated as part of the General Fund budget. Future project costs will be identified as part of the annual budget process, along with any major renovations or activities as part of the five-year capital planning process.

CIP SUMMARY

Five Year Plan 2017-2021

Department	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Public Works	134,000	76,000	87,000	42,500	117,500
Parks	155,000	20,000	30,000	30,000	10,000
Public Safety	9,000	2,000	45,000	0	20,000
Information Technology	16,000	35,000	10,000	5,000	0
Administration	23,000	0	0	0	5,000
Total Funding	\$337,000	\$133,000	\$172,000	\$77,500	\$152,500
Bond	0	0	0	0	0
CIP	197,000	130,000	121,000	76,500	131,500
Grants, Other	120,000	3,000	51,000	1,000	21,000
TBD	20,000	0	0	0	0
Total Funding	\$337,000	\$133,000	\$172,000	\$77,500	\$152,500

FY 2017 - 2021 CIP Projects by Department



CIP DETAIL**PUBLIC WORKS**

Project	FY17	FY18	FY19	FY20	FY21	Project Totals
Community Planning Project	15,000					15,000
Intersection Improvements (See Infrastructure Schedule)	10,000	20,000	20,000	10,000	10,000	70,000
Street Maintenance (See Infrastructure Schedule)	15,000	15,000	10,000	10,000	10,000	60,000
Sidewalk Maintenance (See Infrastructure Schedule)	20,000	10,000	10,000	10,000	10,000	60,000
Building Maintenance (See Building Maintenance 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
Trash/Recycling Containers Replacement/ Maintenance	11,000	11,000	11,000	2,500	2,500	38,000
Town Hall Renovations	25,000					25,000
Annex Property Improvements		10,000				10,000
Street Sweeper Replacement			25,000			25,000
Snow Blower Replacement			1,000			1,000
Gas Light Maintenance/Conversion	18,000				75,000	93,000
Parking/Traffic Study	10,000					10,000
Bond	0	0	0	0	0	0
CIP	103,000	75,000	86,000	41,500	116,500	422,000
Grants, Other	11,000	1,000	1,000	1,000	1,000	15,000
TBD	20,000	0	0	0	0	20,000
Total Funding	\$134,000	\$76,000	\$87,000	\$42,500	\$117,500	\$457,000

Projects Detail**Community Planning Project**

Description: To develop a robust community plan that will guide the community's growth and development.

Justification: The funding in FY 2017 will go towards defining the scope of work and awarding a contract.

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

FY 2017 Budget: \$15,000

Intersection Improvements

Description: To increase pedestrian safety by upgrading intersections to install pedestrian crosswalks.

Justification: The funding in FY 2017 will go towards installation of two crosswalks. Funding is allocated in future years for additional crosswalk installations and improvements. Significant planning work was performed in FY 2016 in preparation of construction in future years.

Council Goals: Pedestrian Safety and Access

Time Frame: Annually

FY 2017 Budget: \$10,000

Street Maintenance

Description: To regularly maintain town-owned streets.

Justification: Annual maintenance and improvements are detailed in the Infrastructure and Building Maintenance Schedule.

Council Goals: Parking Issues, Historic Preservation and Town Appearance

Time Frame: Annually

FY 2017 Budget: \$15,000

Sidewalk Maintenance

Description: To regularly maintain town-owned brick sidewalks.

Justification: Annual maintenance and improvements are detailed in the Infrastructure and Building Maintenance Schedule.

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

Time Frame: Annually

FY 2017 Budget: \$20,000

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 Infrastructure and Building Maintenance Program.

Council Goals: Historic Preservation and Town Appearance

Time Frame: Annually

FY 2017 Budget: \$5,000

Stormwater Management

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

Justification: Funding in FY 2017 will be used to study the Town's current stormwater management system and to identify recommended improvements.

Council Goals: Stormwater Management

Time Frame: Annually

FY 2017 Budget: \$5,000

Refuse Container Replacement

Description: To replace public refuse containers within the historic district.

Justification: Replacement of the refuse containers is funded through FY 2019; Phase I replacement will occur in FY 2017.

Council Goals: Historic Preservation and Town Appearance

Time Frame: FY 2017 - FY 2019

FY 2017 Budget: \$11,000

Operating Impact: Routine maintenance and repairs included in General Fund.

Town Hall Renovations

Description: To update the Town's government building to include needed interior and exterior maintenance.

Justification: Town Hall serves as the Town's administrative office and governing chamber, and is also used throughout the year for community events and activities. Both the interior and exterior of the building are in need of significant maintenance including exterior and interior painting, office renovations and restroom and kitchen improvements.

Council Goals: Historic Preservation and Town Appearance

Time Frame: FY 2017

FY 2017 Budget: \$25,000

Annex Property Improvements

Description: To remediate site deficiencies.

Justification: The annex is the Town's Maintenance Facility and site deficiencies have been identified.

Council Goals: Historic Preservation and Town Appearance

Time Frame: FY 2018

FY 2017 Budget: \$0

Street Sweeper Replacement

Description: To replace the Town's street sweeper.

Justification: The Town performs street sweeping activities on a weekly basis between March and October. Replacement is scheduled in accordance with the Vehicle and Equipment Replacement Program.

Council Goals: Historic Preservation and Town Appearance

Time Frame: FY 2019

FY 2017 Budget: \$0

Operating Costs: Routine maintenance and repairs included in General Fund.

Snow Blower Replacement

Description: The town is responsible for removing snow and ice from town-owned property and owns and maintains a snow blower.

Justification: The replacement is in accordance with the Vehicle and Equipment Replacement Program.

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

Time Frame: FY 2019

FY 2017 Budget: \$0

Operating Costs: Routine maintenance and repairs included in General Fund.

Gaslight Maintenance/Refurbishment

Description: To renovate and maintain the Town's gaslights.

Justification: The Town's gaslights are aging and are in need of refurbishment. Funding is set aside in FY 2017 for refurbishment and overhaul of the gaslight units. In FY 2021, funding in the amount of \$75,000 is identified for conversion from gas to electric light units.

Council Goals: Historic Preservation and Town Appearance

Time Frame: FY 2017

FY 2017 Budget: \$18,000

Operating Costs: Routine maintenance and repairs, utility costs included in General Fund.

Parking/Traffic Study

Description: To conduct a parking and traffic study to identify opportunities for parking and traffic improvements within the town.

Justification: As the community grows and properties redevelop, traffic and parking will continue to be a challenge. This study will aim to identify parking and traffic opportunities. The Town is seeking a grant to fund this study in FY 2017.

Council Goals: Historic Preservation and Town Appearance

Time Frame: FY 2017

FY 2017 Budget: \$10,000

PARKS

Project	FY 17	FY 18	FY 19	FY 20	FY 21	Project Totals
Tanyard Hill Parcel - Site Research	5,000					5,000
Tanyard Hill Parcel - Improvements		5,000		5,000		10,000
Furnace Branch Park (Site Research and Planning)		5,000				5,000
Furnace Branch Park (Site Prep/Planning)			10,000			10,000
Furnace Branch Park (Site Build)				15,000		15,000
River Mill Park (Maintenance - Trail, Lights, Railing)	5,000	5,000	5,000	5,000	5,000	25,000
Canoe/Kayak Ramp Installation	140,000					140,000
Tree Canopy Maintenance	5,000	5,000	5,000	5,000	5,000	25,000
Mamie Davis Park Renovations/Upgrades			10,000			10,000
Bond	0	0	0	0	0	0
CIP	55,000	20,000	25,000	30,000	10,000	140,000
Grants, Other	100,000	0	5,000	0	0	105,000
TBD	0	0	0	0	0	0
Total Funding	\$155,000	\$20,000	\$30,000	\$30,000	\$10,000	\$245,000

Projects Detail**Tanyard Hill Parcel**

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

Justification: The town purchased approximately 17 acres of property near the intersection of Tanyard Hill Road and Old Bridge Road. Funding is identified to research the site for stormwater management and recreation opportunities.

Council Goals: Stormwater Management, Community Development and Programming

Time Frame: FY 2017 - FY 2020

FY 2017 Budget: \$5,000

Operating Costs: Routine maintenance and repairs, landscaping maintenance included in General Fund.

Furnace Branch Park

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

Justification: Furnace Branch Park is located along Washington Street near its intersection with Commerce Street. Currently, the property is unused and is not accessible. Site research is needed to identify stormwater management and recreation opportunities.

Council Goals: Stormwater Management; Community Development and Programming

Time Frame: FY 2018 – FY2020

FY 2017 Budget: \$0

Operating Costs: Routine maintenance and repairs, landscaping maintenance included in General Fund.

River Mill Park

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

Justification: River Mill Park was developed and constructed with funding provided by Fairfax Water and Prince William County. Maintenance and programming for the park is the responsibility of the town. Funding is set aside annually for large maintenance projects, including annual refreshment of stone dust trail.

Council Goals: Community Development and Programming, Historic Preservation and Town Beautification

Time Frame: Annually

FY 2017 Budget: \$5,000

Operating Costs: Routine maintenance and repairs, programming, landscaping maintenance, utility costs, included in General Fund.

ADA Accessible Canoe and Kayak Ramp

Description: To provide a free, publicly accessible 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 \$100,000 in funding and the town must match \$20,000; however, the project is estimated to cost \$140,000. The grant is reimbursable.

Council Goals: Community Development and Programming

Time Frame: FY 2017

FY 2017 Budget: \$140,000

Operating Costs: Routine maintenance and repairs included in General Fund.

Tree Canopy Maintenance

Description: To maintain the Town's street trees.

Justification: The Town is responsible for maintenance and health of the town's street trees. Funding is set aside for annual maintenance.

Council Goals: Historic Preservation and Town Beautification

Time Frame: Annually

FY 2017 Budget: \$5,000

Operating Costs: Routine landscaping maintenance included in General Fund.

Mamie Davis Park Renovations/Upgrades

Description: To maintain and update the Town's Mamie Davis Park.

Justification: Mamie Davis Park was made available through a permanent endowment from Ms. Mamie Davis, a former Town official. The park serves as an entrance to the town's Riverwalk. In FY 2016, the dock and park underwent major renovations as part of a community service project, saving the town upwards of \$30,000.

Council Goals: Community Development and Programming

Time Frame: FY 2019

FY 2017 Budget: \$0

Operating Costs: Routine maintenance and repairs, landscaping maintenance, utility costs, included in General Fund.

PUBLIC SAFETY

Project	FY17	FY 18	FY 19	FY 20	FY 21	Project Totals
Police Vehicle			45,000			45,000
In-Vehicle Laptop Replacement	2,000					2,000
Body Armor		2,000				2,000
Body/In-Car Camera System	7,000					7,000
Police Radios					20,000	20,000
Bond	0	0	0	0	0	0
CIP	0	0	0	0	0	0
Grants, Other	9,000	2,000	45,000	0	20,000	76,000
TBD	0	0	0	0	0	0
Total Funding	\$9,000	\$2,000	\$45,000	\$0	\$20,000	\$76,000

Projects Detail**Police Vehicle**

Description: To replace the Town's police vehicle(s) in accordance with the Vehicle and Equipment Replacement Program.

Justification: The Town owns two police vehicles and must be replaced based on the life, maintenance costs and resale value of the vehicles. The vehicle replacements are estimated within the Vehicle and Equipment Replacement Program, which is reviewed annually during the budget process.

Time Frame: FY 2019

FY 2017 Budget: \$0

Operating Costs: Routine maintenance and repairs, fuel costs included in General Fund.

In-Vehicle Laptop Replacement

Description: To replace the town's in-vehicle laptop.

Justification: The town's police vehicle has an in-vehicle laptop that must be replaced on a routine basis. The replacement schedule is included as part of the Vehicle and Equipment Replacement Program.

Time Frame: FY 2017

FY 2017 Budget: \$2,000

Operating Costs: Routine maintenance and repairs, utility costs included in General Fund.

Body Armor

Description: Each police officer is issued body armor as part of their uniform. These must be replaced on a routine basis.

Justification: The replacement of body armor is included as part of the Vehicles and Equipment Replacement Program.

Time Frame: FY 2018

FY 2017 Budget: \$0

Body Camera

Description: To establish a body camera program for use by the Town's police department.

Justification: In an effort to protect our public safety personnel, the Town will pursue the development of a body camera policy and program. This funding will go to support camera and storage equipment.

Time Frame: FY 2017

FY 2017 Budget: \$7,000

Operating Costs: Routine maintenance and repairs, utility costs included in General Fund.

Police Radios

Description: Each police officer is equipped with a town-provided portable radio that is compatible with Prince William County, as required. In addition, one police vehicle has a mobile radio unit installed. The Town is responsible for purchasing and maintaining the hardware requirements of the radios.

Justification: The replacement of the public safety radio system is included as part of the Vehicles and Equipment Replacement Program.

Time Frame: FY 2021

FY 2017 Budget: \$0

Operating Costs: Routine maintenance and repairs included in General Fund.

INFORMATION TECHNOLOGY

Project	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Project Totals
Computer Upgrades/Replacement	1,000	10,000		5,000		16,000
Document Management Project	10,000					10,000
Server Room Relocation		5,000				5,000
Financial System			10,000			10,000
Website Redesign		10,000				10,000
Town Hall Phone Upgrade		10,000				10,000
A/V Equipment - Town Hall	5,000					5,000
Bond	0	0	0	0	0	0
CIP	16,000	35,000	10,000	5,000	0	66,000
Grants, Other	0	0	0	0	0	0
TBD	0	0	0	0	0	0
Total Funding	\$16,000	\$35,000	\$10,000	\$5,000	\$0	\$66,000

Project Details**Computer Upgrades**

Description: The Town's computers are updated every four years and the server is updated every seven years.

Justification: The FY 2017 funding is to provide a computer station for the new position of Administrative Assistant.

Time Frame: FY 2017

FY 2017 Budget: \$1,000

Operating Costs: Routine maintenance and repairs included in General Fund.

Document Management Project

Description: An electronic document management system was purchased in FY 2016. The system is intended to house all town documents, past and present, in accordance with the Virginia Library of Congress and assist in the retention and accessibility of town documents.

Justification: This system will allow more efficient access to town records and assist in meeting document retention requirements of the Virginia Library of Congress. Funding is allocated in FY 2017 for implementation of the document management system and developing the town's retention schedule, including scanning and electronically filing current and past documentation.

Time Frame: FY 2017

FY 2017 Budget: \$10,000

Operating Costs: Routine maintenance and repairs included in General Fund.

Server Room Relocation

Description: The Town's server room needs to be relocated within the administrative building to a more secure and protected location.

Justification: The server is the main storage for town documents and email and needs to be located in a secure location.

Time Frame: FY 2018

FY 2017 Budget: \$0

Operating Costs: Routine maintenance and repairs included in General Fund.

Financial System

Description: The Town currently uses QuickBooks as its financial system.

Justification: Funding has been allocated in FY 2019 to research and implement a new, more robust financial system.

Time Frame: FY 2019

FY 2017 Budget: \$0

Operating Costs: Routine maintenance and repairs included in General Fund.

Website Redesign

Description: The Town redesigned its website in 2013. The site is in need of a redesign, to include more customer-focused components.

Justification: The current website is not able to support online transactions including payments and registrations, and is cumbersome to update. A website redesign is needed.

Time Frame: FY 2018

FY 2017 Budget: \$0

Town Hall Phone Upgrades

Description: The Town's telephone system is in need of an update and/or significant maintenance.

Justification: Currently, the Town's system is a hybrid-VOIP and has limited contractor support.

Time Frame: FY 2018

FY 2017 Budget: \$0

Operating Costs: Routine maintenance and repairs, utility costs included in General Fund.

A/V Equipment - 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 2017

FY 2017 Budget: \$5,000

Operating Costs: Routine maintenance and repairs included in General Fund.

ADMINISTRATION

Projects	FY 17	FY 18	FY 19	FY 20	FY 21	Projects Total
Town Code Recodification/Legal Review	20,000					20,000
Office Equipment Replacement	3,000					3,000
Comprehensive Plan Review/Update					5,000	5,000
Bond	0	0	0	0	0	0
CIP	23,000	0	0	0	5,000	28,000
Grants, Other	0	0	0	0	0	0
TBD	0	0	0	0	0	0
Total Funding	\$23,000	\$0	\$0	\$0	\$5,000	\$28,000

Project Details**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, including a diagnostic review of the Zoning Code.

Time Frame: FY 2017

FY 2017 Budget: \$20,000

Office Equipment Replacement

Description: To replace aging office equipment and tools.

Justification: With the addition of a new staff member and current condition of office support equipment, specifically desks, replacement is needed.

Time Frame: FY 2017

FY 2017 Budget: \$3,000

Operating Costs: Routine maintenance and repairs included in General Fund.

Comprehensive Plan Review/Update

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

Justification: The Town's Comprehensive Plan should be reviewed and updated every five years. The Plan is currently under review in FY 2016, with anticipated Council adoption in early FY 2017. 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 2021

FY 2017 Budget: \$0

FUTURE PROJECTS

Below are list of future projects that are expected to occur beyond 2021 or when funding or opportunities become available.

1. Gaslight Conversion to Electric

The Town expends significant funds on the maintenance and use of gaslights within the historic district. During FY 2017, the lights will undergo significant renovations in an effort to increase the units' efficiencies; however, staff is researching costs associated with the conversion from gas to electric, including capital costs and long-term maintenance and use costs. The lights at the new River Mill Park are gaslight-style electric units, and staff will monitor the maintenance costs as compared to the current gaslight costs. Conversion of gas to electric within the historic district is tentatively planned for FY 2021. The impact of utility costs, routine maintenance and cleaning will be included as part of the General Fund.

2. Historic District Parking Facility

The Town will be participating in a traffic and parking study during FY 2017, with the hope to identify parking and traffic opportunities within the Town. The Town will continue to seek opportunities to develop additional parking. There are currently no plans to build a parking facility in the historic district. The impact of routine maintenance, security and cleaning will be included as part of the General Fund.

3. Riverwalk Boardwalk Expansion

The Town continues to seek opportunities for expansion of the Riverwalk Boardwalk. The section of the boardwalk behind Gaslight Landing was opened to the public in the summer of 2015. The major challenge with the Riverwalk is that a majority of the riverfront is owned by private parties that must work with the town to develop the Riverwalk for public use. The town will continue to seek opportunities to work with private property owners to develop the Riverwalk Boardwalk. Routine maintenance, security and cleaning will be included as part of the General Fund.

RESERVES AND DEBT MANAGEMENT



RESERVES AND DEBT MANAGEMENT**Reserves**

During the FY 2016 budget process, an analysis of the Town's reserves was conducted. 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 Program. Last year's budget process established an operating reserve that will maintain a balance that equals approximately 25 to 33 percent of operating expenses. This reserve 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.

At the beginning of FY 2016, \$200,000 was transferred into the operating reserve. This amount is maintained in the FY 2017 Budget. By the beginning of FY 2017, approximately \$671,334 will be available in temporarily restricted funds.

	<u>Actual As of 7/1/15</u>	<u>Income/ (Loss) YTD</u>	<u>Estimated As of 6/30/16</u>	<u>End of Year Transfers</u>	<u>Estimated As of 7/1/2016</u>
Unrestricted					
Unrestricted Funds	(24,699)	-	(24,699)	24,699	-
Temporarily Restricted					
Operating Reserve	200,000	-	200,000	-	200,000
Craft Show	221,407	106,932	328,339	(180,885)	147,454
CIP Funds	226,500	(85,686)	140,814	156,186	297,000
Mamie Davis (Temp)	4,072	602	4,674	-	4,674
Public Safety	14,206	8,000	22,206	-	22,206
<i>Subtotal Temp Restricted</i>	666,186	29,848	696,033	(24,699)	671,334
Permanently Restricted					
Mamie Davis (Perm)	100,000	-	100,000	-	100,000
Total Available Net Assets	\$741,487	\$29,848	\$771,334	-	\$771,334

Debt Management

While the Town has the legal ability to incur debt in accordance with the general laws of the Commonwealth of Virginia, the Town does not currently have any outstanding long-term debt or long-term financing obligations.

SUPPLEMENTAL INFORMATION



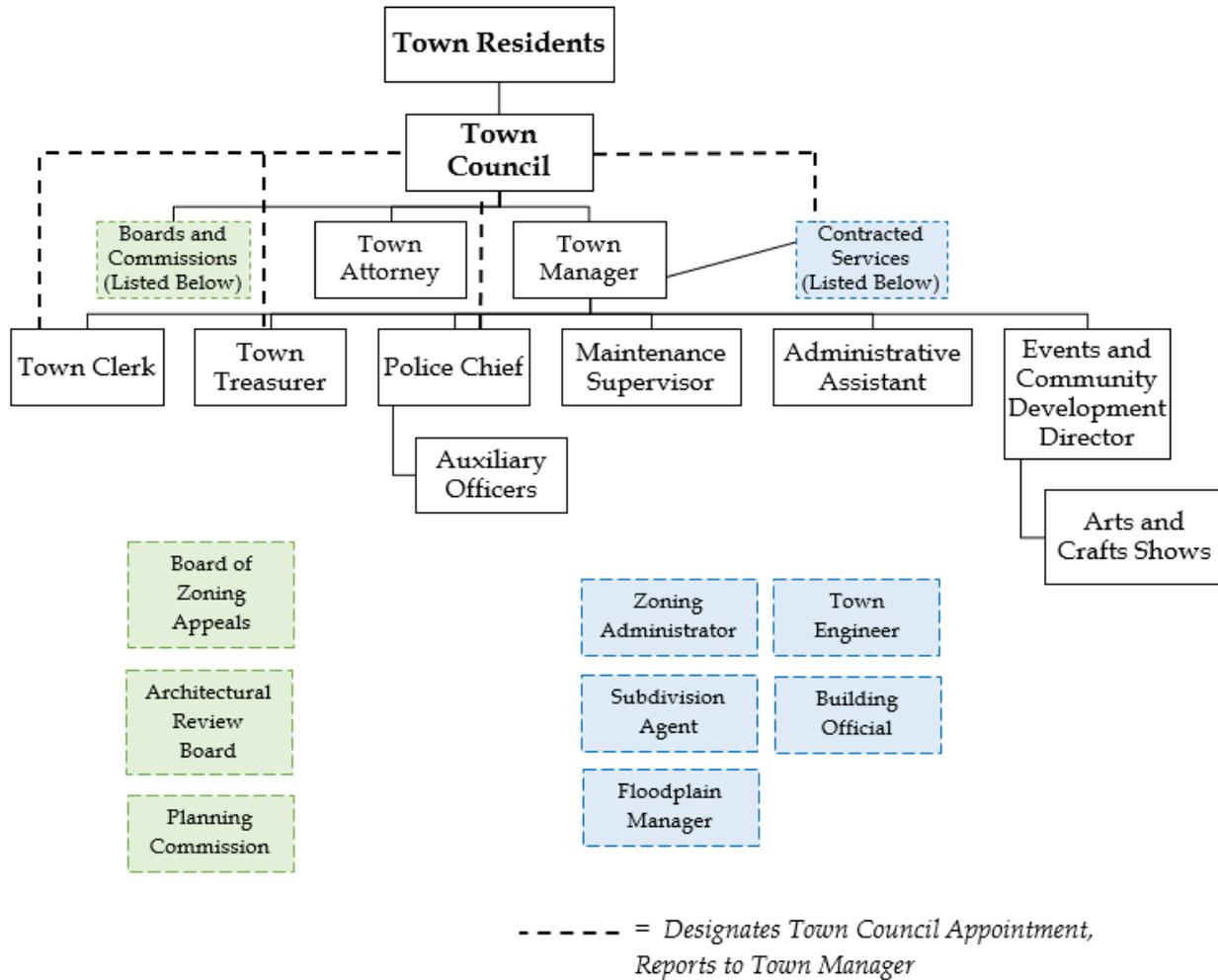
SUPPLEMENTAL INFORMATION**PERSONNEL SUMMARY**

POSITION	FY 2015 BUDGET	FY 2016 BUDGET	FY 2017 ADOPTED
Town Manager	1	1	1
Chief of Police	1	1	1
Town Clerk	.75	1	1
Town Treasurer	.50	.50	.75
Administrative Assistant	0	0	.50
Craft Show Director	.25	.50	0
Events and Community Development Director	0	0	.50
Maintenance Supervisor	.75	.75	1
Auxiliary Police Officer	.25	.75	.75
Mayor and Town Council	6	6	6

Positions displayed as FTE = Full-Time Equivalent

ORGANIZATIONAL CHART

FY 2017 Organizational Chart



BUDGET CALENDAR

The Town Council held three budget work sessions to discuss the FY 2017 Budget:

February 16, 2016 Budget Priority Discussion

March 1, 2016 Budget Presentation

March 15, 2016 Budget Presentation, Final Budget Work Session

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

April 5, 2016 Public Hearing on Proposed FY 2017 Budget

April 26, 2016 Public Hearing on Proposed FY 2016 Tax Rates
Budget Work Session, If Needed (Following Public Hearing)

The FY 2017 Budget and Tax Rates are scheduled for adoption by Town Council on May 4, 2016.

INFRASTRUCTURE AND BUILDING MAINTENANCE SCHEDULE**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

Status	FY	Street	From	To	VDOT Rating (2015)	Application
COMPLETED	2015	River Road	E. Locust Street	Dead End	38	Paving
Budgeted	2017	Poplar Alley	Ellicott Street	Washington Street	62	Paving
Budgeted	2017	Poplar Alley	Union Street	Washington Street	N/A	Speed Bump Rehab
Budgeted	2018	W. Locust Street	Washington Street	House #206	69	Paving
Budgeted	2019	Mill St Parking Lot	N/A	N/A	N/A	Paving
Budgeted	2020	McKenzie Drive	Ellicott Street	Fortress Way	70	Paving
Budgeted	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

Restriping of all Town roads, existing cross walks on town roads and parking lots is scheduled every two fiscal years. Town curbing, lots and roads were restriped in FY 2016; VDOT roads were restriped in FY 2015.

Town Street Striping Schedule: FY 2016 FY 2018 FY 2020

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 crosswalks to be installed on VDOT owned roads. The FY 2017-2021 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	Intersection Location	Location of Proposed Crosswalk
2017	Mill Street/ Washington Street	1. Crossing Washington Street 2. Crossing Mill Street
2017	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	Street	From	To	Application
2017	Town Hall	N/A	N/A	Maintenance/ Replacement
2018	Ellicott Street	Mill Street	McKenzie	Maintenance and Install
2019	Commerce Street	123	Ellicott Street	Maintenance and Install
2019	Mill Street	Town Parking Lot	Union Street	Maintenance and Install
2020	Mill Street	Union Street	Ellicott	Maintenance/ Replacement
2020	Washington Street	Mill Street	Mount High Street	Maintenance and Install
2021	Mill Street	Ellicott	West End	Maintenance/ Replacement

Mill Street Revitalization Program

The FY 2016 CIP Budget included the Mill Street Revitalization Program and included funding in the amount of \$15,000. The purpose of this funding was to consolidate intersection, street, sidewalk and street tree improvements into one category. During the year, several improvement projects within the historic took place or are expected to take place. These include intersection improvements, significant brick repairs, improvements to the Town Dock and Mamie Davis Park, a public art mural along Route 123 and Commerce Street, and general beautification efforts throughout the historic district.

The FY 2017 Budget includes funding for a Community Planning Project that will develop an overall community planning concept in order to guide development and improvements within the Town of Occoquan in the years to come. This planning exercise is intended to result in a planning document that will include infrastructure needs, future opportunities, and street scape planning, and will serve as a tool for the community in obtaining grant funding and other funding opportunities.

The Infrastructure and Building Maintenance Schedule takes a strategic approach to planning, funding and scheduling improvements within the Town.

TOWN BUILDING MAINTENANCE PROGRAM**Background**

The town owns and maintains five buildings and three park structures. 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 relate 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 general storage facility for the town.

Mill House Museum, 413 Mill Street

The Mill House is leased from and maintained by the Town of Occoquan, and operated as a museum by the Occoquan Historical Society.

Visitor Center, 200 Mill Street

Discover Prince William and Manassas leases this building from the Town, and operates it seven days a week as a Prince William County Visitor Center.

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.

Public Restroom and Storage Facility and Event Pavilion, River Mill Park

The Town will open its new restroom facility and event pavilion within River Mill Park in the summer of 2016. The town is responsible for maintenance and upkeep of the restroom and the lower level storage area, as well as the event pavilion.

Building Maintenance Schedule

TOWN HALL			
Equipment	Installation Date	Useful Life	Estimated Replacement
Roof	Replaced - 2016	25 Years	FY 2041
Windows	Unknown	N/A - Recommend replacement for energy conservation and increased security	Upgrade for Energy Efficiency FY 2017
HVAC Upstairs Unit			TBD
HVAC Downstairs Unit			TBD
Furnace/Boiler			TBD
Water Heater	Replaced - 2/2016	10 Years	FY 2026
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
MILL STREET STORAGE BUILDING			
Equipment	Installation Date	Useful Life	Estimated Replacement
Building			TBD
RIVER MILL PARK			
Equipment	Installation Date	Useful Life	Estimated Replacement
Restroom			TBD
Pavilion			TBD
MAMIE DAVIS PARK			
Equipment	Installation Date	Useful Life	Estimated Replacement
Gazebo			TBD

VEHICLE AND EQUIPMENT REPLACEMENT SCHEDULE

Background

The purpose of this document is to outline a vehicle and equipment replacement plan for the next five 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. Every effort will be made to utilize grant funding or other replacement opportunities that reduce the town's vehicle replacement costs.

Town Vehicles Replacement Schedule

Activity	Vehicle	Purchased	Cost	Average Mileage Per Year	Useful Life
Public Safety	2014 Ford Explorer	9/19/2013	\$34,654	15,000	6 Years (FY 19)
Public Safety	2008 Ford 4D Sedan	1/14/2016	\$1	2,500	10 years (FY 26)
Public Works	2013 Ford F350	9/19/2013	\$37,297	3,700	10 Years (FY 23)

Town Equipment Replacement Schedule

Public Works					
Equipment	Purchased	Cost	Annual Use	Useful Life	
Tennant Model S20 Street Sweeper	11/2009	~\$25,000	Weekly	10 Years (FY19)	
Utility Trailer	12/11/2016	\$1,200	Monthly	10 Years (FY26)	
Snow Blower	~2009	~\$500	3X a Year	10 Years (FY19)	
Public Safety					
Body Armor	7/2013	\$600	Daily	5 Years (FY18)	
Information Technology					
Equipment	Purchased	Cost	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)	

GLOSSARY OF BUDGET TERMS

Accrual Basis: 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.

Asset: Resources owned or held by a government, that has monetary value.

Authorized Positions: Employee positions authorized in the adopted budget to be filled during the year.

Balanced Budget: A budget in which revenues equal or exceed appropriations.

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

Budget Calendar: The schedule of key dates that a government follows in the preparation and adoption of the budget.

Capital Assets: Assets of significant value and having a useful life of several years.

Capital Expenditure: An expenditure that results in or contributes to the purchase of land, and/or the construction, addition, replacement or renovation of the Town's infrastructure (i.e. buildings, parks, roads, etc.)

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.

Capital Project: Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

Contractual Services: Services rendered to a government by private firms, individuals or other governmental agencies. Examples include maintenance agreements and professional consulting services.

Cost of Living Adjustment (COLA): An increase in salaries to offset the adverse effect of inflation on compensation.

Deficit: The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Department/Activity: The basic organization unit of government which is functionally unique in its delivery of services.

Development-related Fees: Those fees and charges generated by building, development and growth in a community. Included are building permits, development review fees, and zoning, platting and subdivision fees.

Distinguished Budget Presentation Awards Program: A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Employee Benefits: Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security, deferred benefit plans, and the various life insurance plans.

Expenditure: The payment of cash on the transfer of property or services for the purpose of acquiring an asset, or service or settling a loss.

Expense: Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

Financial Report: Official annual report of the Town's financial position. This is performed annually for each Fiscal Year.

Fiscal Policy: A government's policies with respect to revenues, spending and debt management as these relate to government services, programs, and capital investment, Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

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.

Full-Time Equivalent Position (FTE): A part-time position converted to the decimal equivalent of a full-time position based on either 1,950 or 2,080 hours per year. For example, a part-time position working for 20 hours per week would be the equivalent of 0.5 of a full-time position based on 2,080 hours.

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

Fund Balance: The excess of the assets of a fund over its liabilities.

GAAP: Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

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.

GovDeals: A liquidity services marketplace. Provides services to government agencies to sell surplus and confiscated items.

Grants: A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capita, depending upon the grantor.

Hourly: An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or addresses temporary staffing needs. Hourly employees are paid on a per-hour basis, and receive limited benefits.

Indirect Cost: A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

Infrastructure: The physical assets of government (i.e. street, stormwater, public buildings and park.)

Line-item Budget: A budget prepared along departmental lines that focuses on what is to be bought.

Operating Expense: The cost for personnel, materials, and equipment required for a department to function.

Operating Revenue: Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Permanently Restricted: These funds are restricted by the Council or a donor for a designated purpose or time restriction that will never expire. The intent is that the principle balance of the contribution remain as an investment forever, and the Town will utilize the interest and investment returns, such as with an endowment.

Personnel Services: Expenditures for salaries, wages, and fringe benefits of a government's employees.

Reserve: An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Revenue: Sources of income financing the operations of government.

Source of Revenue: Revenues are classified according to their source or point of origin.

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

Temporarily Restricted: These funds have Council or donor-imposed restrictions that can be fulfilled in one of two ways - passage of a defined period of time (time restriction) or by performing defined activities (purpose restriction). These funds most often come from a grant received to operate a specific fund or project, or from the revenue of a particular event.

Unencumbered Balance: The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

Unrestricted Funds: The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

User Charges: The payment of a fee for direct receipt of a public service by the party who benefits from the service.

GLOSSARY OF ACRONYMS

ADA	American with Disabilities Act
ARB	Architectural Review Board
A/V	Audio Visual
BMP	Best Management Practices
BPOL	Business, Professional, Occupational License
BZA	Board of Zoning Appeals
CIP	Capital Improvement Program
COIA	Conflict of Interest Act
CP	Comprehensive Plan
CPR	Cardiopulmonary Resuscitation
DCR	Department of Conservation and Recreation
DCJS	Department of Criminal Justice Services
EAP	Employee Assistance Program
FEMA	Federal Emergency Management Agency
FMLA	Family Medical Leave Act
FTE	Full-Time Equivalent
FICA	Federal Insurance Contributions Act
FOIA	Freedom of Information Act
FY	Fiscal Year
GFOA	Government Finance Officers Association
ICMA	International City/County Manager's Association
IRA	Individual Retirement Account
MDP	Mamie Davis Park
NVRC	Northern Virginia Regional Commission
OPD	Occoquan Police Department
PC	Planning Commission
PWC	Prince William County
R&M	Repairs and Maintenance
RE	Real Estate
RFP	Request for Proposals
RMG	Risk Management Grant
RMP	River Mill Park
RRCJA	Rappahanock Regional Criminal Justice Academy
SWM	Stormwater Management Program
TBD	To Be Determined
VDOT	Virginia Department of Transportation
VML	Virginia Municipal League
VOIP	Voice Over Internet Protocol
VPRA	Virginia Public Records Act