



# TOWN OF OCCOQUAN



## ADOPTED Fiscal Year 2018 Budget and Capital Improvement Program



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**FY 2018  
Adopted Budget  
and  
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, 2016. 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  
Adam Linn, Chief of Police/Town Sergeant  
Christopher Coon, Town Clerk  
Carla Rodriguez, Town Treasurer  
Bucky Brill, Maintenance Supervisor  
Julie Little, Events and Community Development Director  
Pam Holbert, Administrative Assistant

**Contracted Services/Appointments**

Martin Crim, Town Attorney  
Ned Marshall, Zoning Administrator/Subdivision Agent  
Bruce Reese, Town Engineer  
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  
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[www.occoquanva.gov](http://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, 2017

Dear Mayor Quist and Members of the Occoquan Town Council:

I am pleased to present the Fiscal Year (FY) 2018 Adopted Budget for the Town of Occoquan for the period beginning July 1, 2017 and ending June 30, 2018. This budget document includes the Town's General Fund budget, Capital Improvement Program for Fiscal Years 2018-2022, Mamie Davis Fund budget and Craft Show Fund budget. Throughout this document, you will notice emphasis on the Town Council's seven priorities that were established by the Town Council in 2015 and refined in 2017: parking, pedestrian safety and access, historic preservation and town appearance, Riverwalk and usages, community development and programming, stormwater management and public safety.

### **Budget Development Process**

The FY 2018 Adopted Budget continues to build on the budgeting process that was implemented during FY 2016 and refined in FY 2017. During the FY 2016 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. This same approach was taken and further refined during the FY 2017 budget process. 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 Distinguished Budget Presentation Award for both the FY 2016 and 2017 Adopted Budgets. This award presents a significant achievement that reflects the Town's commitment to meeting the highest principles of governmental budgeting. The FY 2018 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 2018 budget process began in October 2016 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 November 1, 2016 meeting, Town Council discussed the priorities that were established in 2015, and further refined those priorities in preparation for the FY 2018 budget process. The following priorities were used as guidance in developing the Adopted Budget:

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

### **All Funds**

The total FY 2018 Adopted Budget encompassing all funds includes \$1,039,500 in revenues and \$1,120,630 in expenditures, resulting in an \$81,130 deficit for all funds. This reflects an increase of 14.9 percent in revenues, and a 0.7 percent decrease in expenditures over the FY 2017 Adopted Budget. A portion of the difference between the total fund revenues and expenditures is due to planned FY 2018 capital improvement projects in the amount of \$291,500 exceeding the anticipated annual net revenue from the Arts and Crafts Shows of \$108,270 for FY 2018. As in previous years, prior year reserves from the Craft Show fund will fund the anticipated deficit. A detailed explanation of the Town's reserves is available under the Reserves and Debt Management detail further in this document.

### **Taxes - General Fund**

The Town's General Fund (operating) is supported through taxes, service fees, licenses and other revenue from the County, State and Federal government. The FY 2018 Adopted Budget is based on maintaining the Town's Real Estate tax rate of \$0.12 per \$100 of assessed value. Properties were reassessed in 2016 and assessments are expected to increase on average by .34 percent over last year's assessments. The Town Council advertised a Real Estate tax rate of \$0.13 due to Virginia law not allowing 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. Ultimately, the Town Council voted to maintain the current tax rate of \$0.12 for FY 2018.

Based on 2016 real estate data and including the .34 percent estimated increase in assessments, on average, maintaining the current real estate tax rate will result in a \$7 to \$14 annual tax increase, or \$0.58 to \$1.17 per month, for properties valued between \$200,000 and \$400,000. For properties valued between \$400,000 and \$700,000, the increase in assessed values will result in a \$14 to \$24 annual tax increase, or \$1.17 to \$2.00 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 maintaining the current rate, Real Estate tax revenue is estimated to increase by \$760 over the FY 2017 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.

### **Capital Improvements Program**

The Capital Improvement Program (CIP) is the Town's five-year plan for capital projects that is reviewed and updated annually as part of the budget process. Projects planned for FY 2018 include the installation of the ADA Accessible Canoe and Kayak Ramp, repairs and repaving at the Town's maintenance facility and public parking, lighting install at the Town dock, document management



*River Mill Park*

implementation, Town Code recodification and the first phase of trash can replacement in the Historic District, among others. More detailed information on the FY 2018 adopted CIP including project descriptions, estimated costs and funding sources, is available under the CIP detail of this document.

Funding for the Capital Improvement Program 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 Crafts Shows generate approximately \$110,000 annually in net revenue. The FY 2018 CIP has \$291,500 in planned projects, including grant and CIP funding sources.

### **Staffing and Employee Benefits**

The FY 2018 Adopted Budget includes a few staffing changes aimed at improving customer service and program delivery to the community. The Adopted Budget includes the addition of a seasonal Maintenance Worker position that would serve as a 'dock master' to address

maintenance and usage concerns during peak times on the Town's public dock and boardwalk. This position is in response to community concerns that arose in 2016 and 2017 in regard to the use and maintenance of the dock, enforcement of the boating fees and activities occurring during peak boating season. This position is aimed at providing a town presence on the dock during peak times to ensure compliance with regulations and to address maintenance needs on the dock. The estimated budget impact for the addition of this position is \$5,813. On the revenue side, it is estimated that with increased enforcement and a revised fee schedule for boats docking, the Town would generate \$3,500 in revenue from dock fees. These fees would assist in offsetting the cost associated with funding this seasonal position.

The budget also includes a three percent increase for four positions that are currently permanently filled. These are merit increases based on annual performance appraisals conducted in February 2017. The estimated budget impact for the inclusion of the merit increases is \$5,589.

The FY 2018 Adopted Budget also includes funding for an employer-offered health insurance benefit for all current and new employees. Currently, the Town offers no health insurance option or stipend to its employees. In order to improve employee retention, attract highly qualified employees and for the Town of Occoquan to be competitive with similar organizations, the Town should consider improvements to its benefit package. The estimated funding for the health insurance option included in the budget is based on the Town's participation in The Local Choice (TLC) and assumes at least three full-time employees will participate in the program. Administered by the Commonwealth of Virginia, TLC health benefits program was created by the General Assembly in 1989 and has been providing coverage to local jurisdictions since 1990. TLC requires that the employer pay at least 80 percent of the premium costs, while the participating employee pays the remaining 20 percent. As a result, the amount of \$16,530 in funding has been included in the FY 2018 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 2018, we will focus on continuing to make great strides in the quality and reputation of the Town's semi-annual Arts and Crafts Shows, as well as developing and implementing 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



*Occoquan Arts and Crafts Show*

handcrafters and artisans participating in the Arts and Crafts Shows. In our 49<sup>th</sup> 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.

During FY 2017, we experienced significant transition within the Events and Community Development Director position as we had to fill the position twice due to unexpected vacancies. The FY 2018 Adopted Budget reflects the challenges of this transition, and having to onboard a new director toward the end of FY 2017 who will continue to improve the Arts and Crafts Shows, as well as 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 continues to build on the process that was established during the FY 2016 budget process. The intent of the budget document 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. This budget also includes estimates and projections based on several years' worth of data, as well as environmental factors, to better estimate revenues and expenditures.

The FY 2018 Adopted Budget includes minor adjustments to revenue and expenditure categories, with a majority of new expenses being related to employee compensation and benefits, staffing changes, and increased maintenance costs associated with the Town's park system and historic district.

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, CFM  
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 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

October	<ul style="list-style-type: none"> <li>• Capital Improvements Program review by Town Manager</li> <li>• Performance measures and goals kickoff with Budget Committee</li> </ul>
November	<ul style="list-style-type: none"> <li>• Goal setting session with Town Council</li> <li>• Capital Improvements Program review by Planning Commission</li> </ul>
December	<ul style="list-style-type: none"> <li>• Performance measures and goals reviewed by Town Manager</li> <li>• Staff meetings to discuss department needs and requests</li> <li>• Budget and financial needs submitted to Town Manager</li> </ul>
January	<ul style="list-style-type: none"> <li>• First Town Council Budget Work Session</li> <li>• Town Council provides budget development direction</li> </ul>
February	<ul style="list-style-type: none"> <li>• Town Manager develops proposed budget in coordination with Budget Committee</li> <li>• Second Town Council Budget Work Session</li> </ul>
March	<ul style="list-style-type: none"> <li>• Final Town Council Budget Work Session</li> <li>• Proposed Budget Submitted to Town Council</li> </ul>
April	<ul style="list-style-type: none"> <li>• Public Hearing on Proposed Budget</li> <li>• Public Hearing on Proposed Tax Rates</li> </ul>
May	<ul style="list-style-type: none"> <li>• Budget Adopted</li> </ul>
July/August	<ul style="list-style-type: none"> <li>• Adopted Budget submitted to GFOA</li> </ul>

### **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. 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 continued to refine 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.

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 completed the update to its Comprehensive Plan in FY 2017, which was developed in a manner that brought the document in line with the needs and desires of the community now and into the future. Upon the completion of the Comprehensive Plan, the Town initiated a comprehensive update to the Town's zoning and subdivision codes, which is currently underway and expected to be completed by the beginning of FY 2018. Once completed, the Town will then start the process of recodifying the entire Town Code, which has not been performed since 1999. The purpose of these activities is to ensure that these documents, which are used to implement policies and serve as the Town's governing documents, are in line with the Comprehensive Plan, the State Code and are consistent throughout. The budget is a major function of this planning and development process.

### **Basis of Accounting and Budgeting**

The "basis of accounting" and "basis of budgeting" determine when revenues and expenditures are recognized for the purposes of financial reporting and budget control. Accounting on a "cash basis" means that revenues and expenditures are recorded when cash

is actually received or paid out. This method is used by many small businesses, but it has limitations which make it unsuitable for larger, more complex organizations. Most larger businesses employ “full accrual accounting,” in which revenues are recorded when earned (rather than when received), and expenditures are recognized when an obligation to pay is incurred (rather than when the payment is made.) Capital expenses (the costs of acquiring tangible assets) are recognized over the life of the asset, not when the asset is purchased.

Governments typically employ a hybrid basis of accounting termed “modified accrual.” Under this system, revenues are recognized when they become measurable and available. Measurable means that the dollar value of the revenue is known. Available means that it is collectible within the current period or soon enough after the end of the current period to pay liabilities of the current period. Expenditures are recognized when the obligation to pay is incurred; however, capital expenditures are recognized at the time of the purchase. This means that governments may experience significant increases and decreases in total expenditures from year to year, because capital expenses tend to be large and unevenly timed. To help explain year to year expenditure trends, governments frequently report capital expenditures separately from operating costs in their budget documents.

In FY 2011, the Town converted from the cash basis of accounting to a modified accrual basis in order to better recognize revenues and expenditures as they are earned and expensed. The Town of Occoquan uses modified accrual accounting and budgeting for its governmental fund types, including the General Fund, CIP Fund, Mamie Davis Fund and Craft Show Fund. 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’s Annual Financial Report shows the status of the Town’s finances in conformance with generally accepted accounting principles (GAAP) and is 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. In most cases this conforms to the way the Town prepares its budget. Exceptions are as follows:

- Compensated absences liabilities that are expected to be liquidated with expendable available financial resources are accrued as earned by employees (GAAP) as opposed to being expensed when paid (Budget Basis).

- Capital Outlays within the CIP Fund are recorded as assets on a GAAP basis with the cost allocated over their estimated useful lives and reported as depreciation expense, while they are expended immediately on the Budget Basis.
- Real and personal property taxes not collected within 60 days after year-end are reflected as unavailable revenues (GAAP) and revenue on the Budget Basis.

**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. 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 2018 Adopted Budget all funds totals \$1,039,500 and \$1,120,630 for revenues and expenditures, respectively. This represents an increase of \$134,960 or 14.9 percent in revenues and a decrease of \$7,893 or 0.7 percent in expenditures from the FY 2017 Adopted Budget.

**Funds Summary - Revenues and Expenditures****GENERAL FUND**

Categories	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Projected	FY 2018 Adopted	Change Adopted to Budget	
						\$	%
Revenues (Sources)	\$583,038	\$826,732	\$685,415	\$916,942	\$719,010	\$33,595	4.9%
Expenditures (Uses)	\$583,038	\$1,695,649	\$685,415	\$870,605	\$719,010	\$33,595	4.9%

**CRAFT SHOW FUND**

Categories	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Projected	FY 2018 Adopted	Change Adopted to Budget	
						\$	%
Revenues (Sources)	\$222,825	\$201,597	\$217,125	\$216,407	\$216,390	-\$735	-0.3%
Expenditures (Uses)	\$104,182	\$103,024	\$104,108	\$106,651	\$108,120	4,012	3.9%

**MAMIE DAVIS FUND**

Categories	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Projected	FY 2018 Adopted	Change Adopted to Budget	
						\$	%
Revenues (Sources)	\$2,000	\$2,851	\$2,000	\$13,924	\$4,100	\$2,100	105.0%
Expenditures (Uses)	\$2,000	\$2,465	\$2,000	\$11,324	\$2,000	\$0	0.0%

**CAPITAL IMPROVEMENT FUND**

Categories	FY 2016 Budget	FY 2017 Budget	FY 2018 Adopted	Change Adopted to Budget	
				\$	%
Revenues (Sources)	\$0	\$0	\$100,000	\$100,000	100.0%
Expenditures (Uses)	\$1,005,000	\$337,000	\$291,500	-\$45,500	-13.5%

**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 2018 in the General Fund are expected to be \$719,010. This is an increase of \$33,595, or 4.9 percent over the FY 2017 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. The increase in revenues over current year budget is partially attributable to the FY 2018 Adopted Budget including a significant increase in Meals Tax revenues. Meals Tax revenue is estimated at 23.7 percent or \$42,650 over the FY 2017 Adopted Budget. In addition, it is projected that Meals Tax revenue for the current fiscal year will exceed budget by 21 percent.

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 and Meals taxes make up the largest portion of General Fund Revenues, accounting for over 61 percent of revenue. Real Estate taxes account for 31 percent of General Fund revenue and are anticipated to be \$218,360 for FY 2018, based on a real estate tax rate \$0.12 per \$100 of assessed value. Real Estate was reassessed in 2016, resulting in an estimated .34% increase in overall valuation from \$185,451,000 to \$186,084,400.

**General Fund Expenses**

The Adopted FY 2018 General Fund expenditures are estimated at \$719,010. This is an increase of \$33,595 or 4.9 percent over the FY 2017 Adopted Budget. The increase in expenditures is partially attributable to addition of a health insurance plan for employees, the addition of a seasonal maintenance position and increases in maintenance costs associated with park management and the historic district.

**Craft Show Fund**

The Craft Show Fund is a separate fund that supports the semi-annual Arts and Crafts 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 other large, one-time costs incurred by the Town. Together, the fall and spring shows generate approximately \$110,000 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.

**Mamie Davis Fund**

The Mamie Davis fund is a \$100,000 permanent endowment that was gifted to the Town by former Town official and resident, Ms. Mamie Davis. 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 Fund**

The Capital Improvement Fund is not a revenue generating fund. It utilizes the net revenues generated from the semi-annual Arts and Crafts Shows to implement capital improvement projects identified within the Capital Improvement 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 2018 CIP aim to address the seven goals identified by Town Council. The FY 2018 planned projects amount to \$291,500 in capital costs. In the FY 2018 budget, \$100,000 in revenue is identified as part of the CIP fund. While this is not a revenue generating fund, the \$100,000 reflected in the revenue category is grant funding administered by the Virginia Department of Conservation and Recreation (DCR) through the Federal Highway Administration's (FHA) Recreational Trails Program (RTP) for the construction of the canoe and kayak launch in FY 2018.

**Reserves**

The FY 2018 Adopted Budget maintains a \$200,000 operating reserve. The operating reserve is estimated at approximately 90 to 120 days, or 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 of which fund each Department/ Activity is a part.

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 to guide the budget development process. In FY 2018, the Town Council refined these goals and added Public Safety as its seventh priority.

- 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 AND USAGES**
  - Encourage development of Riverwalk along Riverfront
  - Manage and support recreation activities and uses
- 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
- PUBLIC SAFETY**
  - Identify and address public safety concerns

## VISION

In 2016, the Town of Occoquan revised and adopted its 2016-2026 Comprehensive Plan. As part of this process, the Town developed a Vision and five themes that guided the development of the document, as well as the action steps that were developed to achieve those themes and vision. The Comprehensive Plan is a policy document that is utilized during the development of the budget and supports the Town Council's seven priorities.

### Vision

Occoquan prides itself on honoring the past while embracing the future. The small-town charm attracts visitors from all over the world; the beauty of the natural environment attracts outdoors and nature enthusiasts, and the successful mixed-use zoning attracts a wide variety of businesses and restaurants. Residents and business owners live and work together in a supportive relationship that enhances the Town's reputation and quality of life. Occoquan's vision includes a premier set of standards that will secure and promote the Town throughout the twenty-first century and beyond. Championing the maintenance and improvement of the Historic District will provide an economic boon for the Town and will be accomplished with its designation as a Main Street America community and the continued outstanding stewardship exhibited by the Town's leadership. In addition to the Main Street America program, the completion of the Riverwalk along the Town's waterfront will guarantee the community's continued popularity within the region. Occoquan, Virginia has been and will continue to be a premier destination for those who enjoy the beauty and benefits of historic waterfront communities.

## TOWN AND COMMUNITY INFORMATION

Historic Occoquan is an original 18<sup>th</sup> 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 town 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 12<sup>th</sup> and 2<sup>nd</sup> wealthiest counties<sup>1</sup> in the United States (Prince William County and Fairfax County, respectively.)

<sup>1</sup> 2012 American Community Survey, Wealthiest US Counties by Median Household Income

The Town of Occoquan boasts a unique business community that is home to over 100 small businesses including restaurants, boutiques, art galleries, home furnishings, antiques and other fine goods. In addition to hosting the award-winning Occoquan Arts and Crafts Show twice a year, which brings more than 10,000 people to the area to shop a wide variety of arts, crafts and handcrafted goods, the Town and its business community hosts other special events throughout the year including shopping events, outdoor concerts, kid friendly activities, and several holiday celebrations, including the annual Holiday Tree Lighting event and Town Blessing.

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.

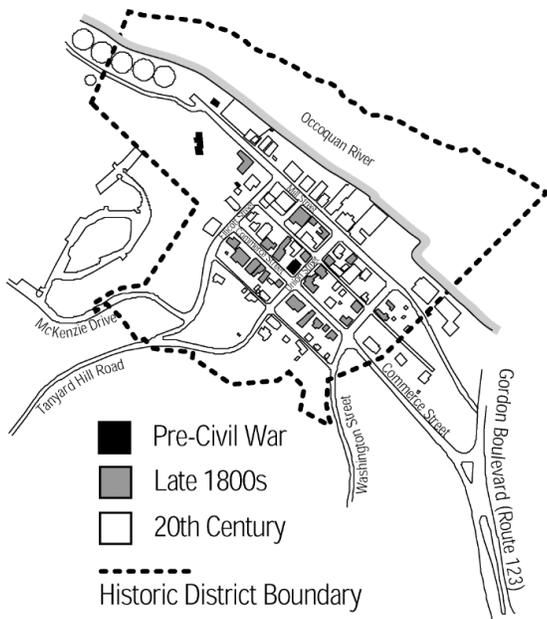
### **Our History**

Occoquan established its commercial and residential successes long before Virginia was a colony when Captain John Smith traveled the Occoquan River to establish trade routes between the Dogue Indians and English settlers. The rolling hills, strong water falls, and natural beauty of the area attracted entrepreneurs like John Ballandine. During the late eighteenth century, he established Occoquan as a full-service town with mills, forges, stores, tolling points and multiple residences.



*Rockledge Mansion*

The most famous of these residences is Rockledge Mansion, built circa 1760 with stone from Occoquan's own quarry of Virginia blue stone. Supposedly designed by the famous William Buckland, the home still sits perched above the town as Ballandine requested. It was this residence that served as the town's bakery, ice house and spring well. Ballandine also built one of the most internationally famous mills of the late 1700s. The structure, also designated the first automated mill in North America, now serves as the Occoquan Historical Society's Mill House Museum. The success and beauty of eighteenth century Occoquan attracted more entrepreneurs. Its most successful gentleman, Nathaniel Ellicott, came to officially settle the area after establishing Ellicott City, Maryland. The Town was formally platted in 1804 and its original boundaries form the basis of the current Historic District. The 1800s proved quite prosperous for Occoquan – multiple residences and storefronts established an attractive stopping point for those journeying to the Nation's



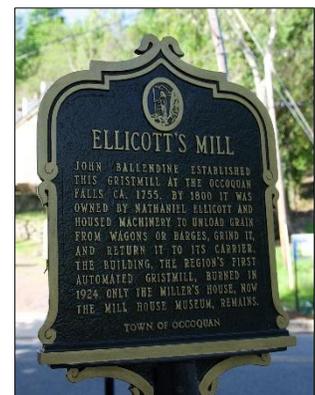
Capital. Many of the buildings constructed during this era are still intact along Mill and Commerce Streets.

This map indicates the location of older buildings in the central area of Town and their periods of construction. The map also shows the Town’s Historic District, as adopted in August 1999, which roughly mirrors the boundaries established in the 1804 charter. In 2014, the Town’s boundary was extended westward to include Fairfax Water’s one-acre parcel, which was converted into River Mill Park in 2016.

In 1916, a major fire destroyed a number of commercial structures on Commerce, Union and Mill streets. Other fires over the years have destroyed significant buildings, including the flour mill in 1924 and Ebenezer Church in 1923. The Church was rebuilt the following year on the same site where it still stands.

The progression of the twentieth century proved difficult for Occoquan, but the Town has persevered none the less. Heavy silting of the river and the water authority’s takeover of the river’s dam proved damaging for water transportation and recreation. Multiple fires and hurricanes raged through Town destroying many of its original buildings. The construction of Route 1 and I-95 deemed Occoquan temporarily obsolete. But Occoquan’s endurance, positivity and proactive mindset have resulted in the Town becoming popular and successful once again.

In 1984, Occoquan secured its status as an official Historic District listed on the National Register of Historic Landmarks. Inside the boundaries of the District sit a multitude of individually registered buildings and sites that still lend the Town a quaint appearance. In the early 2000’s, the Town took steps to better emphasize its rich historical heritage through the establishment of a walking tour and the placement of 14 commemorative markers throughout the Town. The markers are cast with a description on one side and an etched image of the site from historic photographs on the other.



Historic Marker

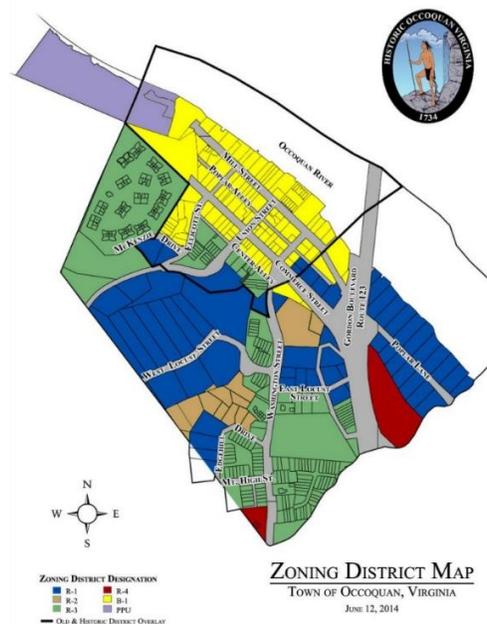
Today, Occoquan is home to more than 1,000 residents and has a unique mixed-use historic downtown business district that features a wide-range of small businesses including antiques, toys, home goods, art and boutiques, as well as a range of restaurants, sandwich shops, cafes

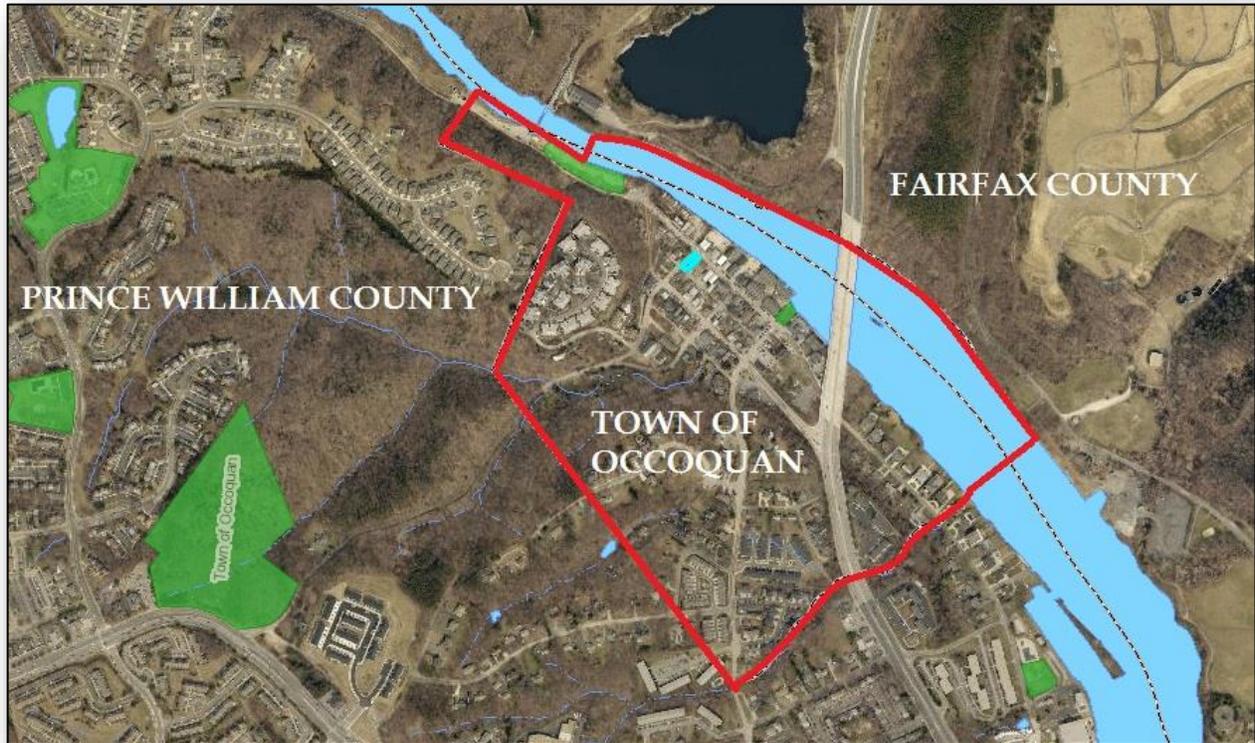
and service businesses including finance, real estate, pet sitting and insurance. Mixed within these businesses are residential units and homes, including apartments, condominiums, single-family and multi-family dwellings. Many communities strive to bring mixed-use developments to their localities in order to create and promote an active and vibrant community and downtown area. In 1804, the Town of Occoquan was developed in this manner and the Town has successfully maintained this atmosphere more than 200 years later.

**Demographic Snapshot**

Category	Town of Occoquan	Prince William County
Population <sup>^</sup>	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
<b>Race*</b>		
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<sup>^</sup>  
 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 ten 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 90 to 120 days' 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 2018 Adopted Budget includes \$291,500 worth of Capital Improvement Program projects.

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 90 to 120 days' 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 Improvement Program projects.

**Other Funds****OPERATING RESERVES**

- Includes 90 to 120 days' 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.

**PEG FUND**

- Tracks funding received from cable franchise agreement.
- Restricted uses limited to public, education and government related cable 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, transient occupancy, sales, utility and communications taxes. The real estate, meals tax and transient tax rates are set annually by the Town Council. Sales taxes are collected by the State and are then passed down to 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 the grant funding received through the HB599 program for public safety, the litter grant and the Virginia Municipal League Risk Management grant, as well as any other grant funding received by the Town. These are not guaranteed sources of revenue and are reviewed and applied for annually.

**Rentals** - consists of revenues generated from the rental of town facilities. The public is able to rent 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 the Town are estimated to increase by .34 percent over last year's assessments. The FY 2018 Adopted Budget maintains the current Real Estate Tax Rate of \$0.12 cents per \$100 of assessed value.

Based on 2016 real estate data and including the .34 percent estimated increase in assessments, on average, maintaining the current real estate tax rate will result in a \$7 to \$14 annual increase, or \$0.58 to \$1.17 per month, for properties valued between \$200,000 and \$400,000. For properties valued between \$400,000 and \$700,000, the increase in assessed values will result in a \$14 to \$24 annual increase, or \$1.17 to \$2.00 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	Estimated Annual Impact of Increased Assessment
Up to \$200,000	11%	\$0 to \$7
\$200,000 - \$400,000	67%	\$7 to \$14
\$400,000 - \$700,000	17%	\$14 to \$24
Over \$700,000	5%	\$24 +

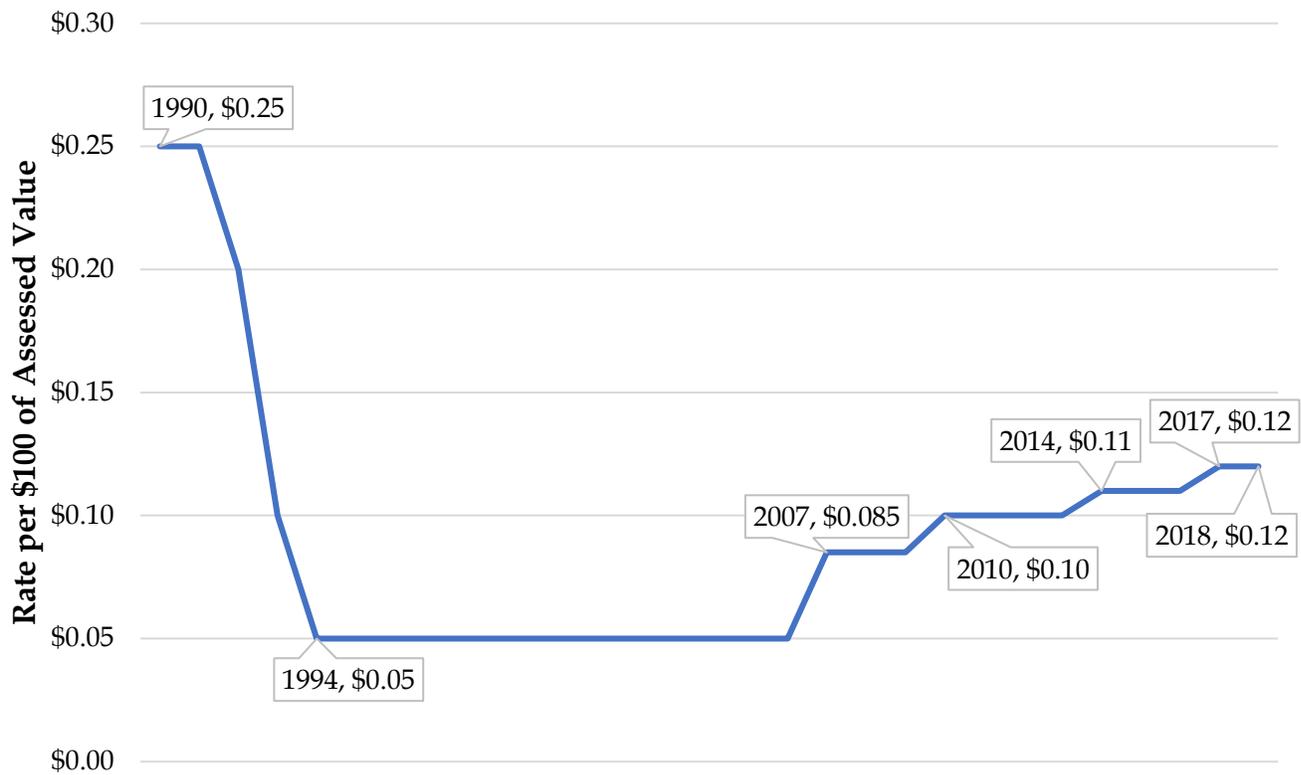
Historically, the Town has advertised a higher rate when considering the adoption of the Town budget as, by Virginia law, the Town can adopt either the advertised rate or a lower rate, but cannot adopt a higher rate than what was advertised.

### Tax Rate History in Occoquan

The Town's Meals Tax and Real Estate Tax revenue accounts for over sixty percent of the Town's General Fund revenue at 31 percent and 30.4 percent, respectively.

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 Arts and Crafts Shows to offset the tax burden on its residents.

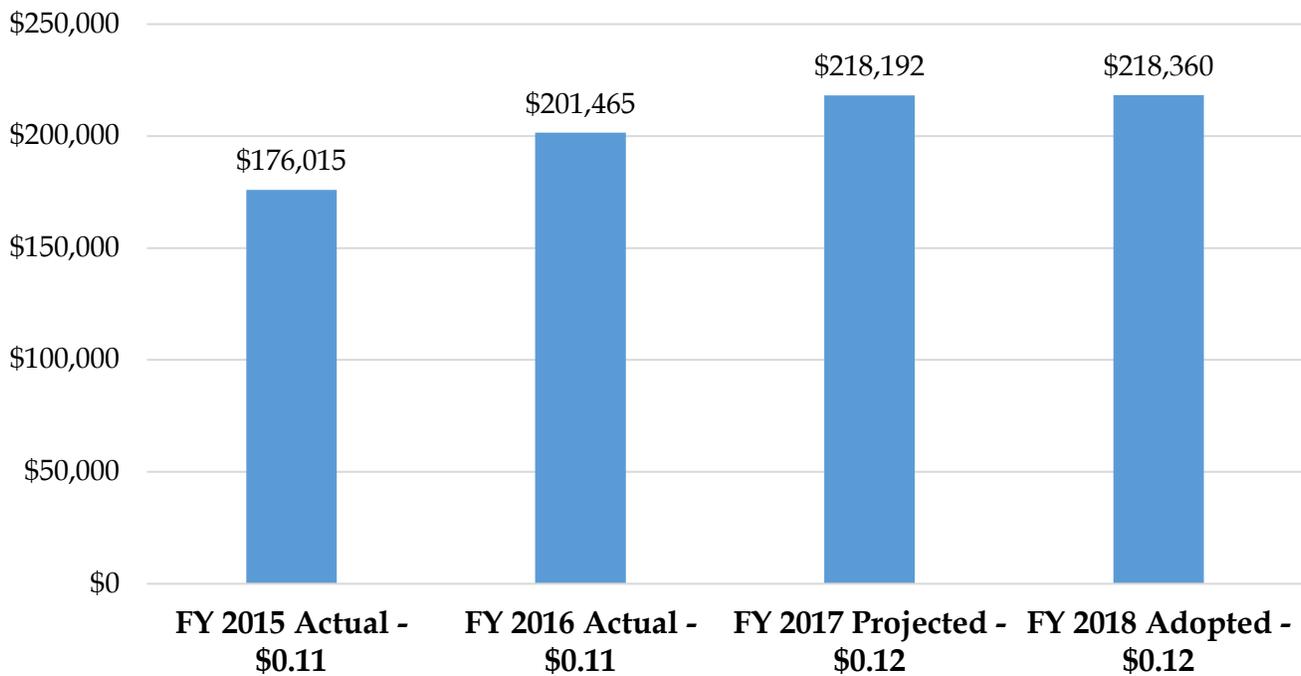
**Historical Occoquan Real Estate Tax Rates, 1990-2018**



Since that time, the Town has evolved and grown, and is now a higher-density community of over 1,000 residents with a vibrant business community of approximately 140 small businesses, 84 percent 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 Arts and Crafts 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 Arts and Crafts Show revenues to support the General Fund, which includes the day-to-day costs that are required to provide the services that residents and businesses have come to expect from the Town.

### Revenue from Real Estate Taxes



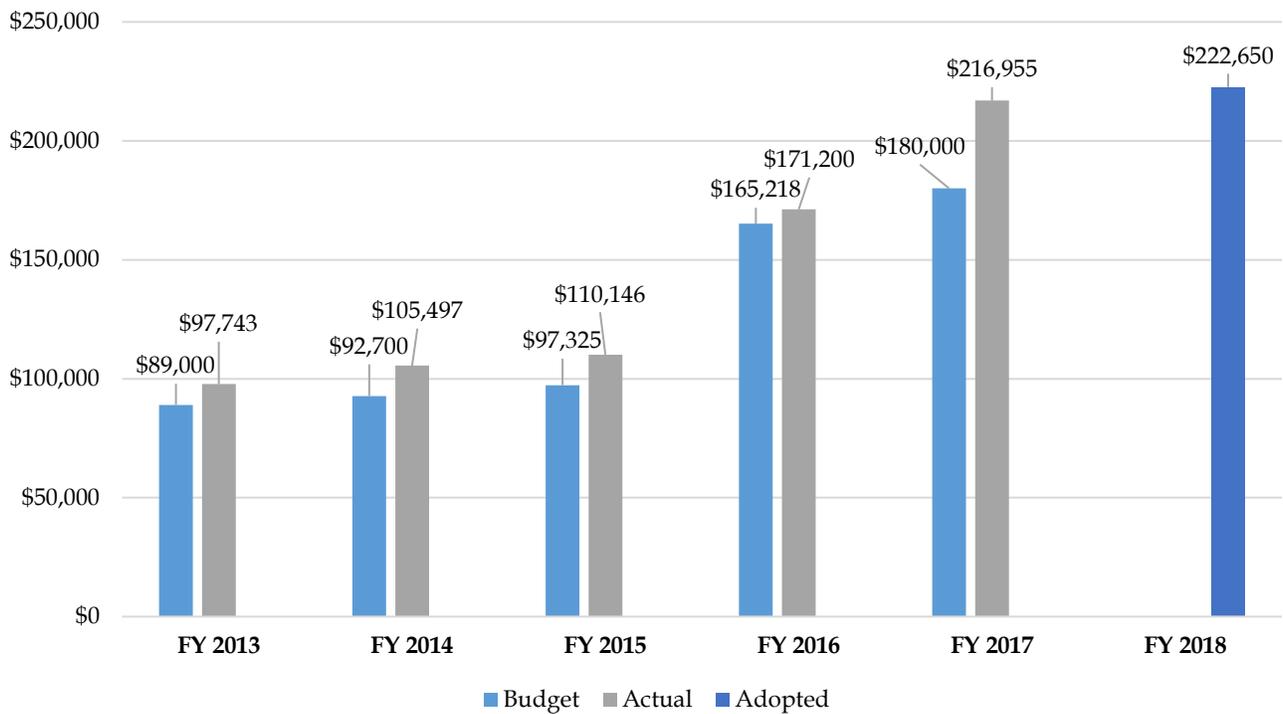
The FY 2018 Adopted Budget maintains the Real Estate Tax Rate of \$0.12 per \$100 of assessed value, which is estimated to generate approximately \$218,360 which is approximately \$760 of additional revenue, or .34 percent, over the FY 2017 Adopted Budget.

### Meals Tax Rate

The Town of Occoquan currently collects three (3) percent on the amount paid for every meal or food item purchased from any food establishment or caterer within the Town's limits. The FY 2018 Adopted Budget maintains that rate and has estimated Meals Tax revenues for FY 2018 as \$222,650. In FY 2017, Meals Tax revenues are projected to be \$216,955, which is \$36,955 or 20.5 percent over the FY 2017 Adopted Budget.

Over the last several years, we have experienced an upward trend in Meals Tax revenues. Revenues from Meals Tax have exceeded budget since at least FY 2013, and by at least 12 percent annually since FY 2015. The 20.5 percent projected increase over budget in FY 2017 can be attributed partly to a new restaurant opening mid-year FY 2016 and an increase in reported revenues of established restaurants. Overall, our existing restaurant stock is performing well and is reporting increased sales performance, resulting in increased meals tax revenues.

**Meals Tax Historical, Fiscal Year**

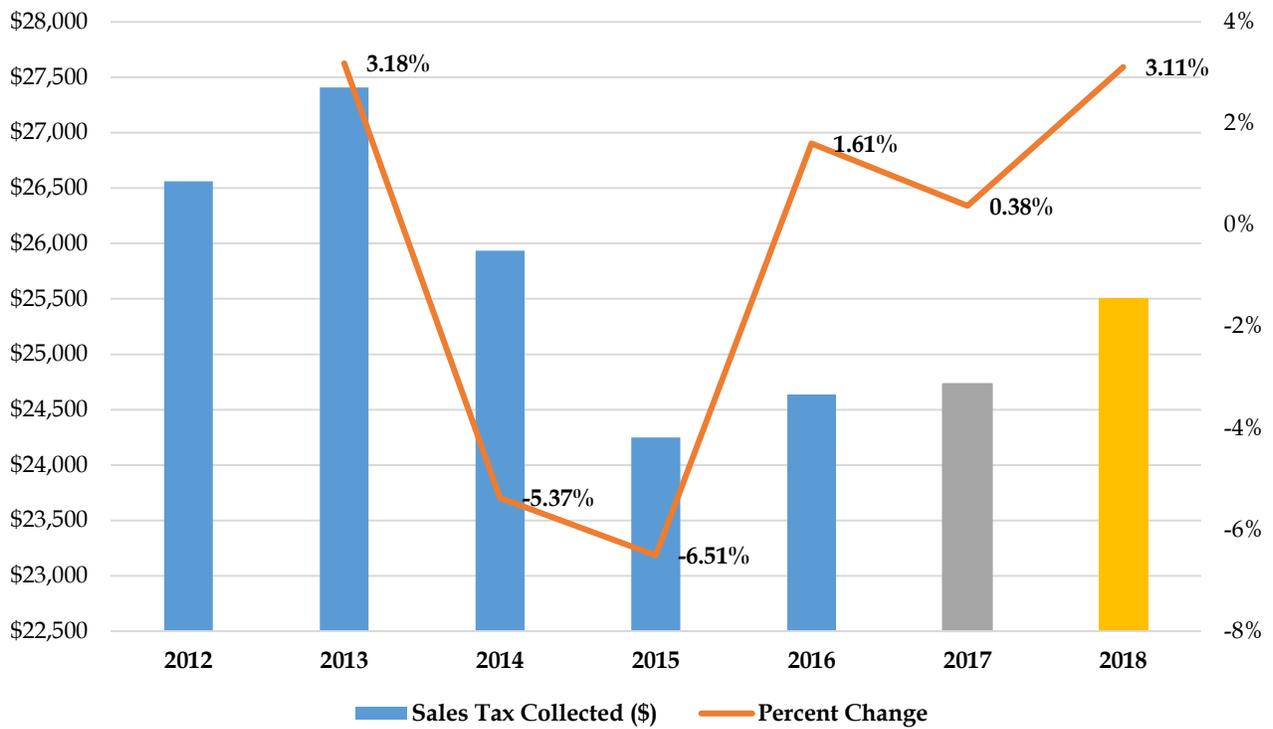


The FY 2018 Adopted Budget continues to set aside funding for Community and Business Development with the intent that a portion of the additional Meals Tax revenue will go back into the community to help support businesses, as well as provide programming for the community. The FY 2018 Adopted Budget includes \$10,000 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 2018, 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.

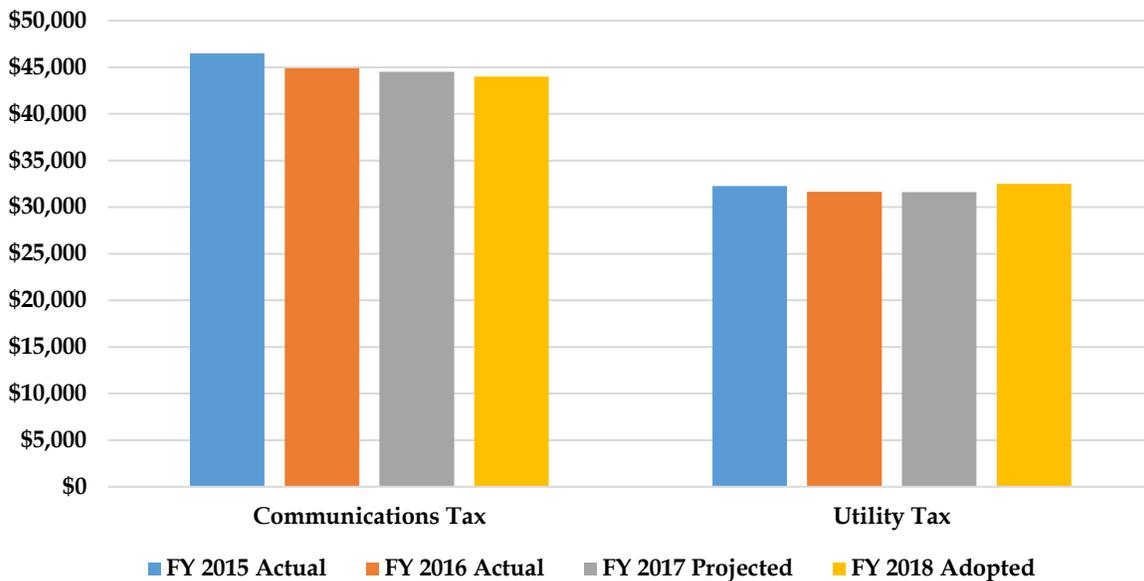
**Transient Occupancy Tax Rate**

The proposed Transient Occupancy Tax rate will experience no increase and remain at two (2) percent. The Town collects this tax on any lodgings within the Town’s limits, including short-term lodgings. In the past, the Town has not had any lodgings that would be required to remit this tax. However, in 2017, several businesses within the Historic District established short-term vacation rentals, which are required to collect and remit this tax to the Town. In FY 2018, we expect to receive an increase in this tax collection over previous years.

### Sales Tax Historical, Calendar Year

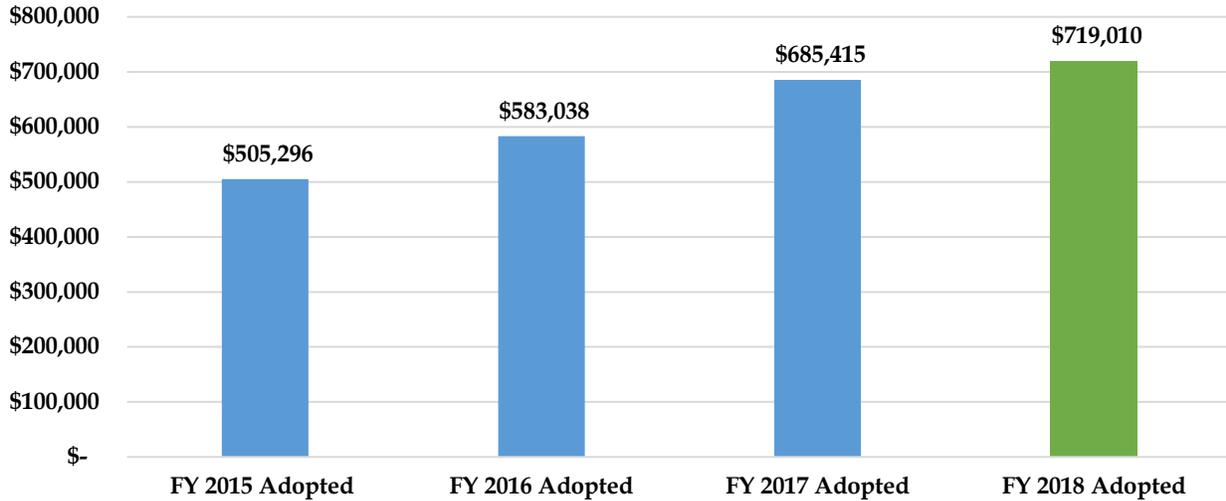


### Communications and Utility Taxes Historical, Fiscal Year



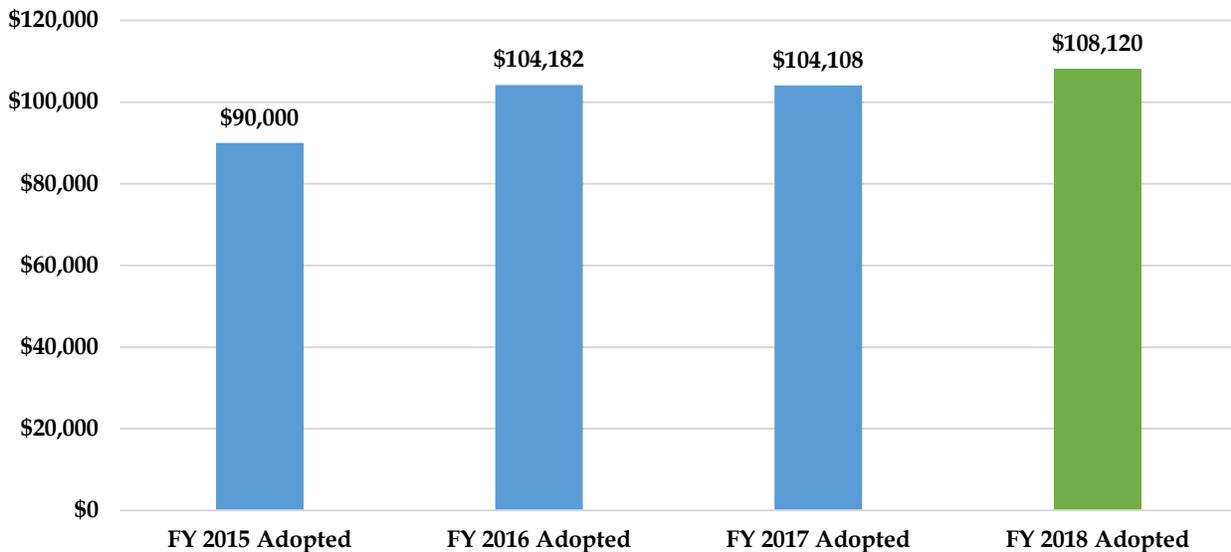
**SUMMARY OF FUND EXPENDITURES**

**General Fund Budget Historical - Expenditures**



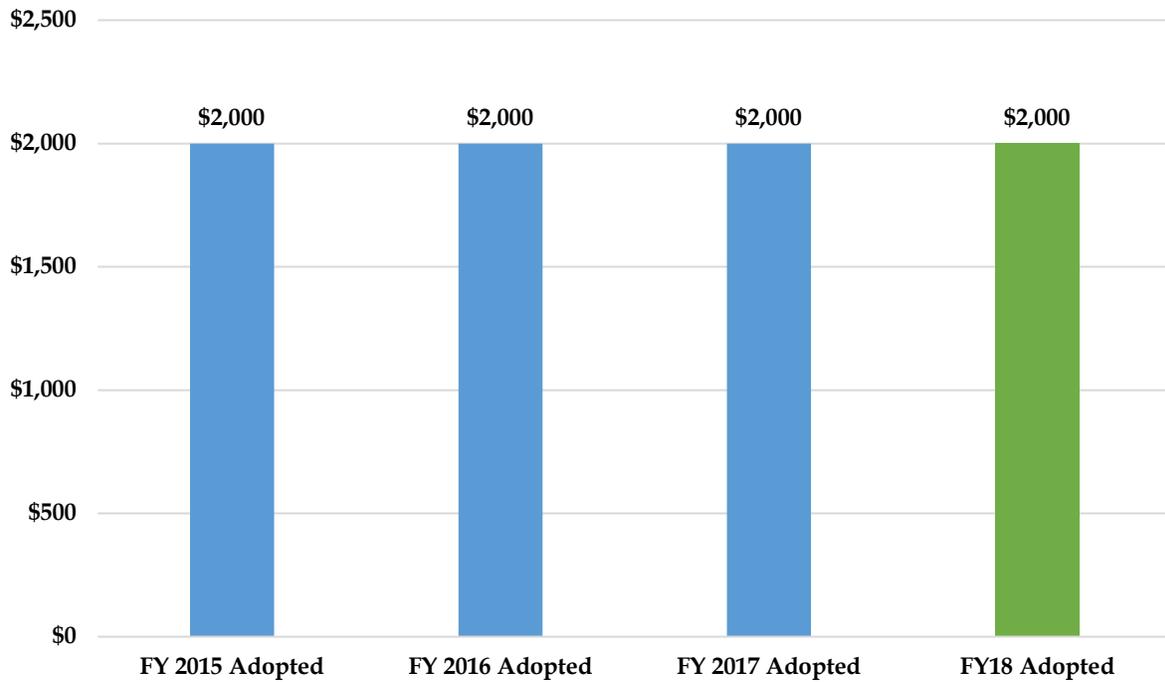
The FY 2018 Adopted General Fund Budget is \$33,595 or 4.9 percent over the FY 2017 Adopted Budget. The increase in expenditures over FY 2017 includes funding for providing a health insurance option for current and new town employees, merit increases for specific positions, a new seasonal maintenance position to assist with the Town dock and boardwalk, and increased maintenance costs associated with River Mill Park. Expenditure detail is included under the General Fund section found later in this document.

**Craft Show Fund Budget Historical - Expenditures**



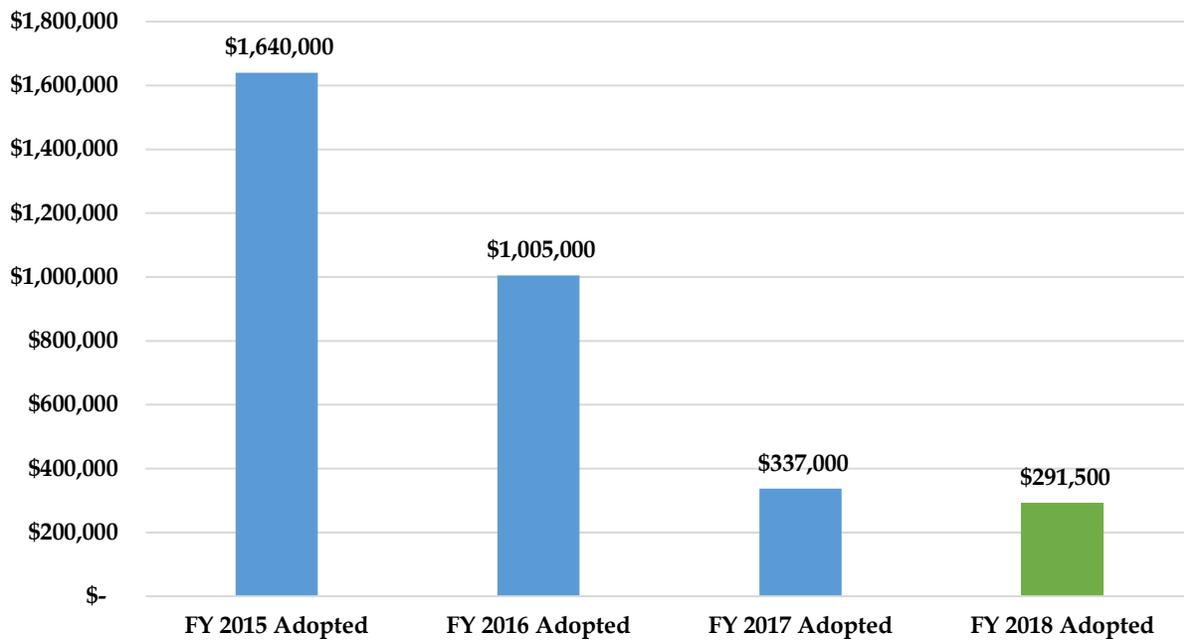
The FY 2018 Adopted Craft Show Fund expenditures is \$4,012 or 3.9 percent over the FY 2017 Adopted Budget. The increase in expenditures is due to anticipated increases in contract costs and reflects estimates of actual costs from prior years. Expenditure detail is included in the Craft Show Fund section found later in this document.

**Mamie Davis Fund Budget Historical - Expenditures**



The FY 2018 Adopted Mamie Davis Fund expenditures maintains previous years’ budgeted expenses. Expenditure detail is included in the Mamie Davis Fund section found later in this document.

**Capital Improvement Program Budget Historical - Expenditures**



The 2018 CIP is adopted at \$45,500 or 13.5 percent less than the FY 2017 Adopted Budget. Fiscal Years 2015 and 2016 included funding for the construction of the new River Mill Park. The project was funded mostly through the Prince William County capital program and included

as part of the Town's CIP projects list, with construction completed in FY 2017. No capital funding is budgeted for park construction in FY 2018; however, approximately \$100,000 in capital outlay that was not previously budgeted was appropriated and expensed in FY 2017 to cover necessary trail repairs.

Expenditure detail is included in the Capital Improvement Fund section found later in this document.

**FY 2018 REVENUE (SOURCES) BY FUND**

The revenue by fund table represents the FY 2018 revenue sources and amounts by type for all funds.

	General Fund	Craft Show Fund	Mamie Davis Fund	CIP Fund	Total
<b>Taxes</b>					
Real Estate Taxes	218,360	-	-	-	218,360
Meals Taxes	222,650	-	-	-	222,650
Sales Taxes	25,500	-	-	-	25,500
Utility Taxes	32,500	-	-	-	32,500
Communications Taxes	44,000	-	-	-	44,000
<b>Sub-Total</b>	<b>\$ 543,010</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 543,010</b>
<b>Fees and Licenses</b>					
Auto Decals	11,000	-	-	-	11,000
Business Licenses	70,000	-	-	-	70,000
Late Fees	2,500	2,000	-	-	4,500
Fines - Public Safety	24,000	-	-	-	24,000
Architectural Review Board Fees	50	-	-	-	50
Precious Metal License	800	-	-	-	800
ATM Fees	3,000	-	-	-	3,000
Dock Fees	3,500	-	-	-	3,500
Administrative Fees	2,000	-	-	-	2,000
Service Revenue - Building Official	20,000	-	-	-	20,000
Service Revenue - Engineering	2,000	-	-	-	2,000
Service Revenue - Legal	-	-	-	-	-
Service Revenue - Other	-	-	-	-	-
<b>Sub-Total</b>	<b>\$ 138,850</b>	<b>\$ 2,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 140,850</b>
<b>Grants</b>					
Litter Grant	1,050	-	-	-	1,050
Public Safety (HB 599) (VML)	21,980	-	-	-	21,980
Other	-	-	-	100,000	100,000
<b>Sub-Total</b>	<b>\$ 25,030</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 125,030</b>
<b>Rentals</b>					
Town Hall	500	-	-	-	500
Mamie Davis Park	-	-	3,500	-	3,500
River Mill Park	2,000	-	-	-	2,000
<b>Sub-Total</b>	<b>\$ 2,500</b>	<b>\$ -</b>	<b>\$ 3,500</b>	<b>\$ -</b>	<b>\$ 6,000</b>

	General Fund	Craft Show Fund	Mamie Davis Fund	CIP Fund	Total
<b>Other</b>					
General Fund Interest	120	-	-	-	120
Craft Show Fund Interest	-	3,000	-	-	3,000
Mamie Davis Fund Interest	-	-	600	-	600
Brick Revenues	4,000	-	-	-	4,000
Booth Rentals	-	154,370	-	-	154,370
Shuttle Fare	-	44,370	-	-	44,370
Parking Space Sales	-	4,500	-	-	4,500
Merchandise	-	150	-	-	150
Sponsorships	5,000	8,000	-	-	13,000
Other	500	-	-	-	500
<b>Sub-Total</b>	<b>\$ 9,620</b>	<b>\$ 214,390</b>	<b>\$ 600</b>	<b>\$ -</b>	<b>\$ 224,610</b>
<b>Fund Totals</b>	<b>\$ 719,010</b>	<b>\$ 216,390</b>	<b>\$ 4,100</b>	<b>\$ 100,000</b>	<b>\$ 1,039,500</b>

**FY 2018 EXPENDITURES (USES) BY FUND**

The expenditure by fund table represents the FY 2018 uses and amounts by type for all funds.

	General Fund	Craft Show Fund	Mamie Davis Fund	CIP Fund	Total
<b>Personnel Services</b>					
Salaries and Wages	278,910	25,000	-	-	303,910
Overtime	3,500	-	-	-	3,500
On-call Labor/Auxiliary Wages	1,000	20,200	-	-	21,200
Other Benefits (Cell Reimbursement)	480	-	-	-	480
Payroll Taxes (FICA & Medicare)	21,210	3,200	-	-	24,410
Life/Disability Insurance	5,960	-	-	-	5,960
Health Insurance	16,530	-	-	-	16,530
Employer Contributions: Simple IRA	8,200	320	-	-	8,520
<b>Sub-Total</b>	<b>\$335,790</b>	<b>\$48,720</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$384,510</b>
<b>Professional Services</b>					
Building Official Services	25,000	-	-	-	25,000
Consulting Services	-	-	-	-	-
Zoning, Engineering and Planning Services	50,000	-	-	-	50,000
Legal Services	50,000	-	-	-	50,000
Audit Services	10,500	-	-	-	10,500
Payroll Processing	600	-	-	-	600
Financial System Support and Maintenance	-	-	-	-	-
Bank Fees	100	-	-	-	100
<b>Sub-Total</b>	<b>\$136,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$136,200</b>
<b>Information Technology Services</b>					
Website Support	250	-	-	-	250
A/V and Recording Equipment R & M	-	-	-	-	-
Phone Support Services	500	-	-	-	500
Phone Service	1,450	-	-	-	1,450
Internet Service	1,950	-	-	-	1,950
Hardware/Software Upgrades	1,000	-	-	-	1,000
IT Support Services	5,000	-	-	-	5,000
<b>Sub-Total</b>	<b>\$10,150</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$10,150</b>
<b>Materials and Supplies</b>					
Office Supplies	2,300	3,000	-	-	5,300
Operational Supplies	2,000	3,400	-	-	5,400

Books/Periodicals	-	-	-	-	-
Janitorial Supplies	1,000	-	-	-	1,000
Uniforms	2,500	-	-	-	2,500
<b>Sub-Total</b>	<b>\$ 7,800</b>	<b>\$6,400</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$14,200</b>
<b>Operational Services</b>					
Elections	2,500	-	-	-	2,500
Copier Lease, Contract and Fees	3,500	-	-	-	3,500
Postage	1,800	-	-	-	1,800
Postal Meter Rental	750	-	-	-	750
Reproduction Services	-	-	-	-	-
<b>Sub-Total</b>	<b>\$8,550</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$8,550</b>
<b>Contracts</b>					
Refuse Collection Contract	61,000	-	-	-	61,000
Equipment Rental	1,500	35,000	-	-	36,500
Snow Removal	5,000	-	-	-	5,000
Landscaping	14,000	-	-	-	14,000
Entertainment	-	4,000	-	-	4,000
<b>Sub-Total</b>	<b>\$81,500</b>	<b>\$39,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$120,500</b>
<b>Insurance</b>					
Insurance	15,720	-	-	-	15,720
<b>Sub-Total</b>	<b>\$15,720</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$15,720</b>
<b>Public Information</b>					
Electronic Newsletter	-	-	-	-	-
Design/Print - Auto Decals	650	-	-	-	650
Design/Print - Newsletter	-	-	-	-	-
Postage - Newsletter	2,600	-	-	-	2,600
<b>Sub-Total</b>	<b>\$3,250</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$3,250</b>
<b>Advertising</b>					
Advertising - Legal	2,000	-	-	-	2,000
Advertising - Marketing Community/Business Support	2,000	14,000	-	-	16,000
Other Promotional	12,000	-	-	-	12,000
<b>Sub-Total</b>	<b>\$16,000</b>	<b>\$14,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$30,000</b>
<b>Training and Travel</b>					
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	5,000	-	-	-	5,000
<b>Sub-Total</b>	<b>\$15,100</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$15,100</b>
<b>Vehicles and Equipment</b>					
Street Sweeper	1,500	-	-	-	1,500
Maintenance and Repairs	1,000	-	-	-	1,000
Fuel	6,800	-	-	-	6,800
Equipment & Tools	4,050	-	-	-	4,050
<b>Sub-Total</b>	<b>\$13,350</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$13,350</b>
<b>Seasonal</b>					
Parks/Town Hall Decorations	1,000	-	-	-	1,000
Wreath Installation and Maintenance	2,000	-	-	-	2,000
Utilities - Electricity	1,500	-	-	-	1,500
<b>Sub-Total</b>	<b>\$4,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$4,500</b>
<b>Town Hall</b>					
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	4,500	-	-	-	4,500
<b>Sub-Total</b>	<b>\$10,270</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$10,270</b>
<b>Mill House Museum</b>					
OHS Subsidy (Mill Museum Payroll)	6,000	-	-	-	6,000
Equipment Maintenance Contract	120	-	-	-	120
Exterminating Services	120	-	-	-	120
Repairs and Maintenance	500	-	-	-	500
<b>Sub-Total</b>	<b>\$6,740</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$6,740</b>
<b>Visitors Center</b>					
Equipment Maintenance Contracts	-	-	-	-	-
Exterminating Services	-	-	-	-	-
Repairs and Maintenance	500	-	-	-	500
<b>Sub-Total</b>	<b>\$500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$500</b>
<b>Maintenance Yard</b>					
Exterminating Services	120	-	-	-	120

Equipment Maintenance Contracts	120	-	-	-	120
Utilities - Electricity/Water	1,000	-	-	-	1,000
Repairs and Maintenance	1,000	-	-	-	1,000
<b>Sub-Total</b>	<b>\$2,240</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$2,240</b>
<b>Mill Street Storage Facility</b>					
Exterminating Services	-	-	-	-	-
Repairs and Maintenance	250	-	-	-	250
<b>Sub-Total</b>	<b>\$250</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$250</b>
<b>River Mill Park and Facility</b>					
Brick Paver Program	500	-	-	-	500
Restroom Janitorial Services/Supplies	15,200	-	-	-	15,200
Winterization	250	-	-	-	250
Maintenance and Repairs	2,500	-	-	-	2,500
Utilities - Water, Sewer, Electricity	5,000	-	-	-	5,000
Exterminator Services	120	-	-	-	120
Equipment Maintenance Contracts	120	-	-	-	120
<b>Sub-Total</b>	<b>\$23,690</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$23,690</b>
<b>Mamie Davis Park</b>					
Public Dock	1,000	-	-	-	1,000
Winterization	250	-	-	-	250
Maintenance and Repairs	1,500	-	2,000	-	3,500
Utilities - Water	550	-	-	-	550
<b>Sub-Total</b>	<b>\$3,300</b>	<b>\$ -</b>	<b>\$2,000</b>	<b>\$ -</b>	<b>\$5,300</b>
<b>Tanyard Hill Road</b>					
Maintenance and Repairs	800	-	-	-	800
<b>Sub-Total</b>	<b>\$800</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$800</b>
<b>Furnace Branch Park</b>					
Maintenance and Repairs	500-	-	-	-	500
<b>Sub-Total</b>	<b>\$500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$500</b>
<b>Streets and Sidewalks</b>					
Street Painting	-	-	-	-	-
Brick Sidewalks Maintenance and Repairs	1,000	-	-	-	1,000
Asphalt Repairs	400	-	-	-	400
Leaf Collection	-	-	-	-	-
<b>Sub-Total</b>	<b>\$1,400</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$1,400</b>

<b>Historic District</b>					
Gas Light Maintenance and Repair	2,410	-	-	-	2,410
Gas Light Utilities (Gas)	6,500	-	-	-	6,500
Town Signage Maintenance/Repairs	500	-	-	-	500
Public Gardens	1,000	-	-	-	1,000
Street Tree Maintenance/Repairs	-	-	-	-	-
Public Trash Containers	-	-	-	-	-
<b>Sub-Total</b>	<b>\$10,410</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$10,410</b>
<b>Special Events</b>					
WinterFest	1,500	-	-	-	1,500
Boards and Commission/Volunteer Thank You Event	1,500	-	-	-	1,500
Town Blessing and Holiday Party	1,500	-	-	-	1,500
Annual Tree Lighting	-	-	-	-	-
Movies in the Park	2,500	-	-	-	2,500
Concerts in the Park	3,000	-	-	-	3,000
Farmers Market	-	-	-	-	-
5K Requests	-	-	-	-	-
Other Special Events	1,000	-	-	-	1,000
<b>Sub-Total</b>	<b>\$11,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$11,000</b>
<b>CIP Projects</b>					
Public Works Projects	-	-	-	101,500	101,500
Parks Projects	-	-	-	147,500	147,500
Public Safety Projects	-	-	-	11,500	11,500
Information Technology Projects	-	-	-	15,000	15,000
Administration Projects	-	-	-	16,000	16,000
<b>Sub-Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$291,500</b>	<b>\$291,500</b>
<b>Fund Totals</b>	<b>\$719,010</b>	<b>\$108,120</b>	<b>\$2,000</b>	<b>\$291,500</b>	<b>\$1,120,630</b>

**TOTAL FUNDS - CONSOLIDATED TABLE****REVENUES**

<b>All Funds</b>	<b>FY 2016 Budget</b>	<b>FY 2016 Actuals</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Projected</b>	<b>FY 2018 Adopted</b>	<b>% Change</b>
Real Estate Taxes	196,273	201,465	217,600	218,192	218,360	0.3%
Meals Taxes	165,218	171,200	180,000	216,955	222,650	23.7%
Other Taxes	103,800	101,334	101,500	101,022	102,000	0.5%
Fines	12,000	9,540	12,000	30,066	24,000	100.0%
Fees and Licenses	79,650	95,211	72,100	94,405	94,850	31.6%
Grants	23,297	23,523	24,050	23,523	125,030	419.9%
Service Revenue	2,000	208,559	68,500	220,089	22,000	-67.9%
Rentals	1,900	2,550	4,000	4,300	6,000	50.0%
Interest	900	3,701	3,665	3,685	3,720	1.5%
Event Revenue	222,825	201,597	214,125	214,073	216,390	1.1%
Other Revenues	-	12,500	7,000	20,963	4,500	-35.7%
<b>Total Revenues All Funds</b>	<b>\$807,863</b>	<b>\$1,031,180</b>	<b>\$904,540</b>	<b>\$1,147,273</b>	<b>\$1,039,500</b>	<b>14.9%</b>

**EXPENDITURES**

<b>General Fund</b>	<b>FY 2016 Budget</b>	<b>FY 2016 Actuals</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Projected</b>	<b>FY 2018 Adopted</b>	<b>% Change</b>
Personnel Services	273,578	277,115	306,932	315,285	335,790	9.4%
Professional Services	74,600	1,200,154	153,700	317,946	136,200	-11.4%
Information Technology Services	14,150	12,175	9,400	15,483	10,150	8.0%
Materials and Supplies	8,370	14,770	9,300	14,093	7,800	-16.1%
Operational Services	8,100	8,528	5,800	6,739	8,550	47.4%
Contracts	81,500	88,622	80,583	81,241	81,500	1.1%
Insurance	16,270	15,946	16,720	15,377	15,720	-6.0%
Public Information	4,100	3,507	3,100	3,256	3,250	4.8%
Advertising	20,000	5,685	13,650	9,100	16,000	17.2%
Training and Travel	11,250	6,274	12,100	8,603	15,100	24.8%
Vehicles and Equipment	19,600	16,329	12,900	12,920	13,350	3.5%
Seasonal	7,500	3,729	4,500	2,767	4,500	0.0%
Town Hall	8,770	10,016	8,770	10,325	10,270	17.1%
Mill House Museum	6,620	6,319	6,740	6,856	6,740	0.0%
Visitors Center	620	60	740	475	500	-32.4%
Maintenance Yard	1,720	1,640	1,840	1,944	2,240	21.7%
Mill Street Storage	370	-	-	-	250	
River Mill Park and Facility	7,070	1,821	17,990	26,868	23,690	31.7%
Mamie Davis Park	3,800	8,827	1,800	1,871	3,300	83.3%
Tanyard Hill Road Park	-	-	-	-	800	
Furnace Branch Park	-	-	-	-	500	
Streets and Sidewalks	2,250	585	1,750	966	1,400	-20.0%
Historic District	12,800	13,547	8,200	11,631	10,410	27.0%
Special Events	-	-	8,900	6,859	11,000	23.6%
<b>Total</b>	<b>\$583,038</b>	<b>\$1,695,649</b>	<b>\$685,415</b>	<b>\$870,605</b>	<b>\$719,010</b>	<b>4.9%</b>

<b>Craft Show Fund</b>	<b>FY 2016 Budget</b>	<b>FY 2016 Actuals</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Projected</b>	<b>FY 2018 Adopted</b>	<b>% Change</b>
Personnel Services	44,582	44,970	44,508	48,389	48,720	9.5%
Materials and Supplies	4,600	7,373	4,600	7,077	6,400	39.1%
Contracts	35,000	36,103	35,000	37,606	39,000	11.4%
Advertising	20,000	14,579	20,000	13,580	14,000	-30.0%
<b>Total</b>	<b>\$104,182</b>	<b>\$103,024</b>	<b>\$104,108</b>	<b>\$106,651</b>	<b>\$108,120</b>	<b>3.9%</b>

<b>Mamie Davis Fund</b>	<b>FY 2016 Budget</b>	<b>FY 2016 Actuals</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Projected</b>	<b>FY 2018 Adopted</b>	<b>% Change</b>
Maintenance	2,000	2,465	2,000	11,324	2,000	0%
<b>Total</b>	<b>\$2,000</b>	<b>\$2,465</b>	<b>\$2,000</b>	<b>\$11,324</b>	<b>\$2,000</b>	<b>0%</b>

<b>CIP Fund</b>	<b>FY 2016 Budget</b>	<b>FY 2016 Actuals</b>	<b>FY 2017 Budget</b>	<b>FY 2017 Projected</b>	<b>FY 2018 Adopted</b>	<b>% Change</b>
Public Works	170,000	53,704	134,000	63,734	101,500	-24.3%
Parks	791,000	8,107	155,000	177,371	147,500	-4.8%
Public Safety	0	0	9,000	0	11,500	27.8%
Information Technology	5,000	0	16,000	7,993	15,000	-6.3%
Administration	39,000	15,675	23,000	72,022	16,000	-30.4%
<b>Total</b>	<b>\$1,005,000</b>	<b>\$77,486</b>	<b>\$337,000</b>	<b>\$321,120</b>	<b>\$291,500</b>	<b>-13.5%</b>

<b>Total Expenditures All Funds</b>	<b>\$1,694,220</b>	<b>\$1,878,624</b>	<b>\$1,128,523</b>	<b>\$1,309,700</b>	<b>\$1,120,630</b>	<b>-0.7%</b>
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**RESERVES**

	Estimated - As of 7/1/2016	Estimated Income/ (Loss)	End of Year Transfers	Estimated - As of 6/30/17
<b>Unrestricted</b>				
Unrestricted Funds	-112,290	122,165		9,876
<b>Temporarily Restricted</b>				
Operating Reserve	200,000			200,000
Craft Show	143,223	120,000	-148,120	115,103
CIP Funds	337,000	-321,120	148,120	164,000
Mamie Davis (Temp)	3,673	1,290		4,963
Public Safety	23,424	-6,500		16,924
PEG Funds	209			209
<b>Subtotal Temp Restricted</b>	<b>\$707,529</b>	<b>-\$206,330</b>		<b>\$501,199</b>
<b>Permanently Restricted</b>				
Mamie Davis (Perm)	100,000			100,000
<b>Total Available Net Assets</b>	<b>\$695,239</b>	<b>-84,165</b>	<b>\$0</b>	<b>\$611,075</b>

Detail on the reserve fund is available in the Reserves and Debt Management section found further in this document.

# GENERAL FUND

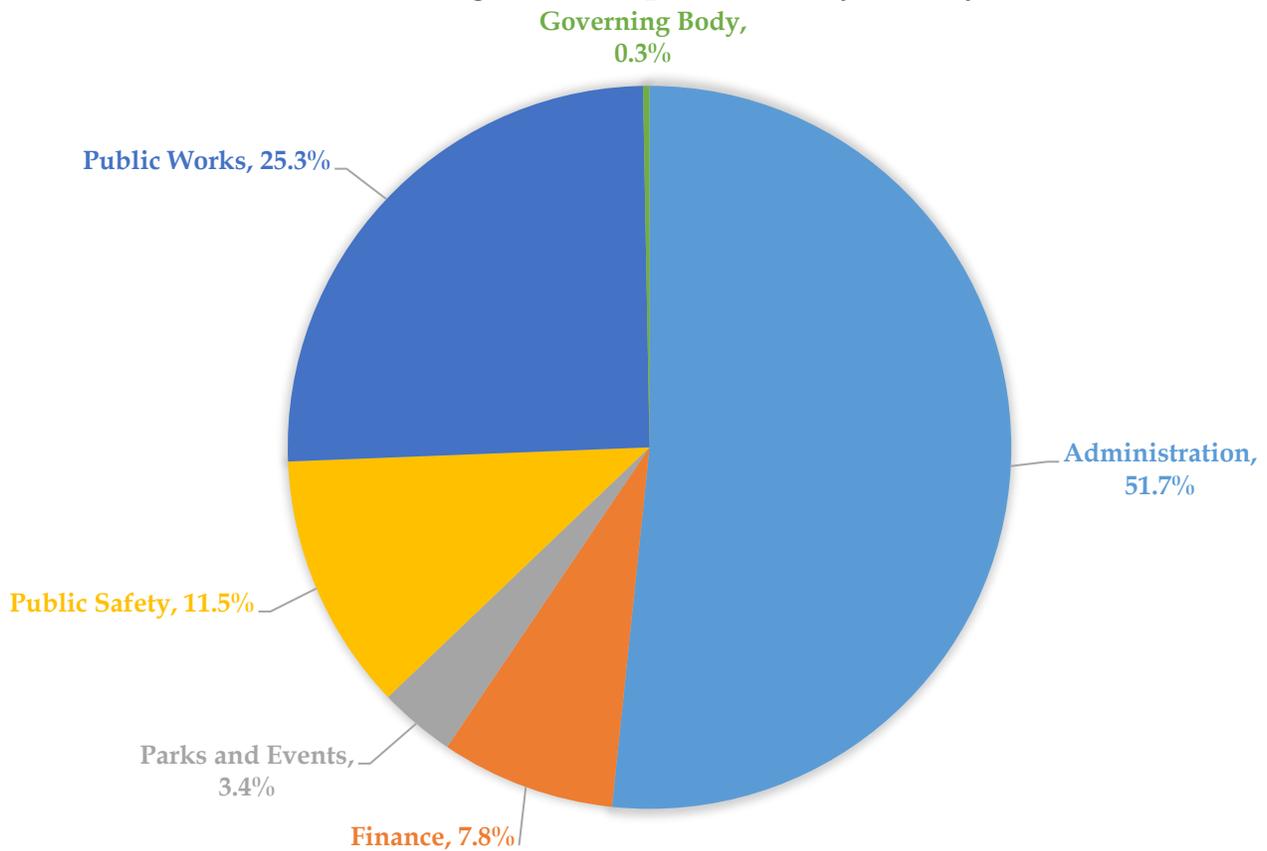


**GENERAL FUND**

**Financial Information**

Categories	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Projected	FY 2018 Adopted	Change Over Budget	
						\$	%
<b>Sources</b>							
General Fund	583,038	826,732	685,415	916,942	719,010	33,595	4.9%
<b>Total Sources</b>	<b>\$583,038</b>	<b>\$826,732</b>	<b>\$685,415</b>	<b>\$916,942</b>	<b>\$719,010</b>	<b>\$33,595</b>	<b>4.9%</b>
<b>Uses</b>							
Administration	262,860	1,381,600	352,512	526,736	371,420	18,908	5.4%
Finance	43,912	45,483	54,339	56,778	56,050	1,710	3.1%
Parks and Events	23,000	5,099	25,550	19,284	24,500	-1,050	-4.1%
Public Safety	93,599	99,404	85,932	90,587	82,800	-3,132	-3.6%
Public Works	159,595	163,991	167,009	177,148	182,160	15,151	9.1%
Governing Body	72	72	72	72	2,080	2,008	2,788.9%
<b>Total Uses</b>	<b>\$583,038</b>	<b>\$1,695,649</b>	<b>\$685,415</b>	<b>\$870,605</b>	<b>\$719,010</b>	<b>\$33,595</b>	<b>4.9%</b>

**FY 2018 Budget Uses (Expenditures) by Activity**

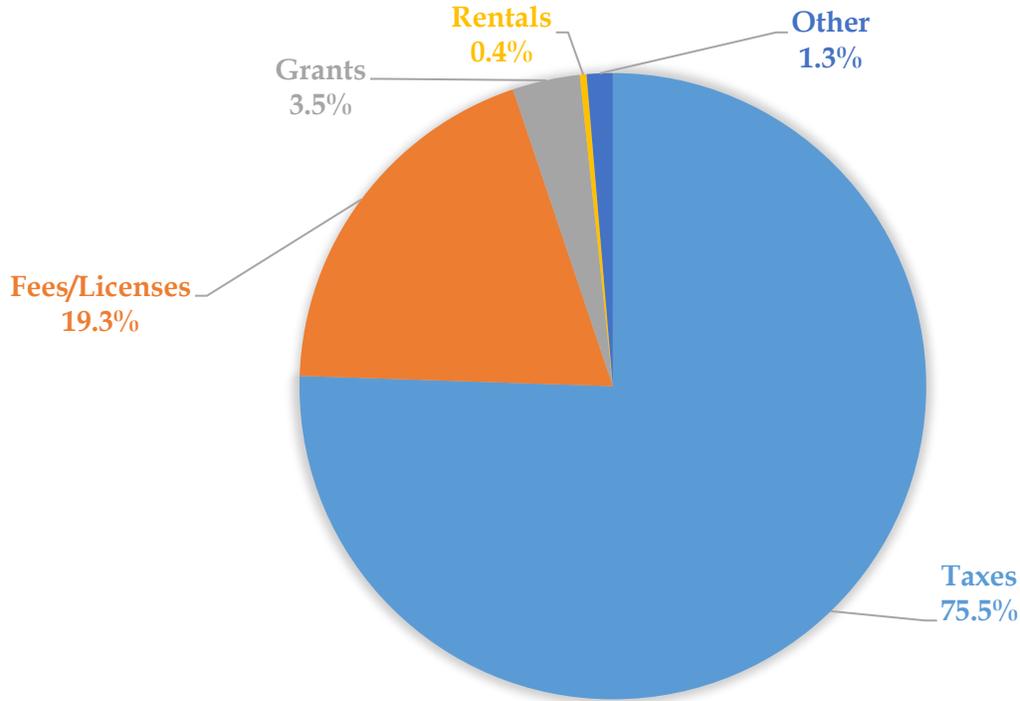


## REVENUE DETAIL

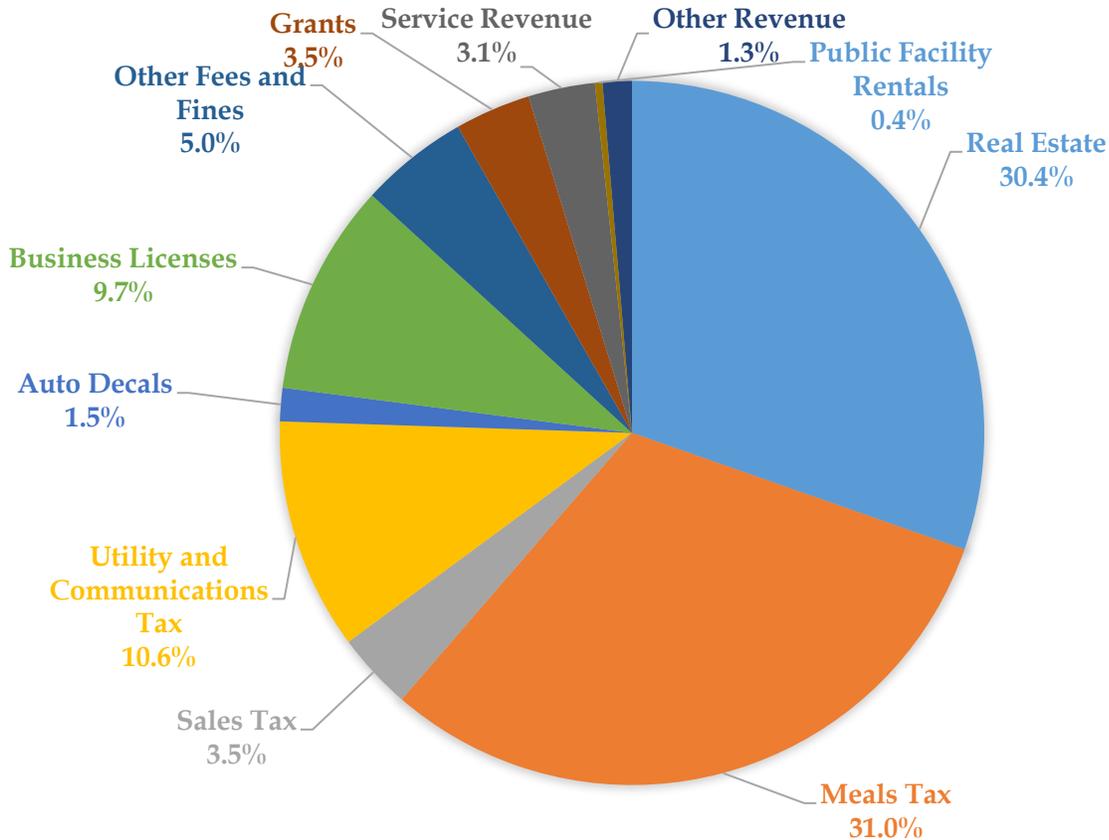
## General Fund - Sources (Revenue) Detail Historical

Account	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Projected	FY 2018 Adopted	% Change to Budget	\$ Change to Budget
<b>Taxes</b>							
Real Estate	196,273	201,465	217,600	218,192	218,360	0.3%	760
Meals Tax	165,218	171,200	180,000	216,955	222,650	23.7%	42,650
Sales Tax	26,200	24,265	24,500	24,731	25,500	4.1%	1,000
Utility Tax	31,000	31,910	32,000	31,627	32,500	1.6%	500
Communications Tax	46,600	45,159	45,000	44,524	44,000	-2.2%	-1,000
Transient Occupancy Tax	-	-	-	140	-		-
<b>Subtotal - Taxes</b>	<b>\$465,291</b>	<b>\$473,999</b>	<b>\$499,100</b>	<b>\$536,169</b>	<b>\$543,010</b>	<b>8.8%</b>	<b>\$43,910</b>
<b>Fees/Licenses</b>							
Auto Decals	11,200	10,900	11,000	11,372	11,000	0.0%	-
Business Licenses	60,000	73,211	53,000	72,000	70,000	32.1%	17,000
Late Fees	2,000	5,100	2,000	1,642	2,500	25.0%	500
Fines - Public Safety	12,000	9,540	12,000	30,066	24,000	100.0%	12,000
ARB Fees	500	200	150	135	50	-66.7%	-100
Precious Metal License	600	800	600	800	800	33.3%	200
ATM Fees	3,000	3,000	3,000	3,000	3,000	0.0%	-
Dock Fees	350	500	350	516	3,500	900.0%	3,150
Administrative Fees	2,000	1,500	2,000	2,590	2,000	0.0%	-
Service Revenue - Bldg Official	-	15,000	44,000	28,600	20,000	-54.5%	-24,000
Service Revenue - Engineering	2,000	189,059	20,000	189,059	2,000	-90.0%	-18,000
Service Revenue - Legal	-	2,000	2,500	1,250	-	-100.0%	-2,500
Service Revenue - Other	-	2,500	2,000	1,180	-	-100.0%	-2,000
<b>Subtotal - Fees/Licenses</b>	<b>\$93,650</b>	<b>\$313,310</b>	<b>\$152,600</b>	<b>\$342,210</b>	<b>\$138,850</b>	<b>-9.0%</b>	<b>-\$13,750</b>
<b>Grants</b>							
Litter Grant	1,000	1,031	1,050	1,031	1,050	0.0%	-
Public Safety (HB 599)	21,297	21,492	21,000	21,492	21,980	4.7%	980
Risk Management Grant (Safety) (VML)	1,000	1,000	2,000	1,000	2,000	0.0%	-
<b>Subtotal - Grants</b>	<b>\$23,297</b>	<b>\$23,523</b>	<b>\$24,050</b>	<b>\$23,523</b>	<b>\$25,030</b>	<b>4.1%</b>	<b>\$980</b>
<b>Rentals</b>							
Town Hall	500	300	600	300	500	-16.7%	-100
River Mill Park	-	-	2,000	1,000	2,000	0.0%	-
<b>Subtotal - Rentals</b>	<b>\$500</b>	<b>\$300</b>	<b>\$2,600</b>	<b>\$1,300</b>	<b>\$2,500</b>	<b>-3.8%</b>	<b>-\$100</b>
<b>Other</b>							
General Fund Interest	100	100	65	85	120	84.6%	55
Craft Show Fund Interest	200	3,000	-	-	-		-
Brick Fundraiser Program	-	5,000	7,000	5,511	4,000	-42.9%	-3,000
Sponsorships	-	-	-	3,016	5,000		5,000
Other	-	7,500	-	5,128	500		500
<b>Subtotal - Other</b>	<b>\$300</b>	<b>\$15,600</b>	<b>\$ 7,065</b>	<b>\$13,740</b>	<b>\$9,620</b>	<b>36.2%</b>	<b>\$2,555</b>
<b>TOTAL</b>	<b>\$583,038</b>	<b>\$826,732</b>	<b>\$685,415</b>	<b>\$916,942</b>	<b>\$719,010</b>	<b>4.9%</b>	<b>\$ 33,595</b>

**FY 2018 Budget Sources (Revenue) by Account**



**FY 2018 Budget Sources (Revenue) Accounts Detail**

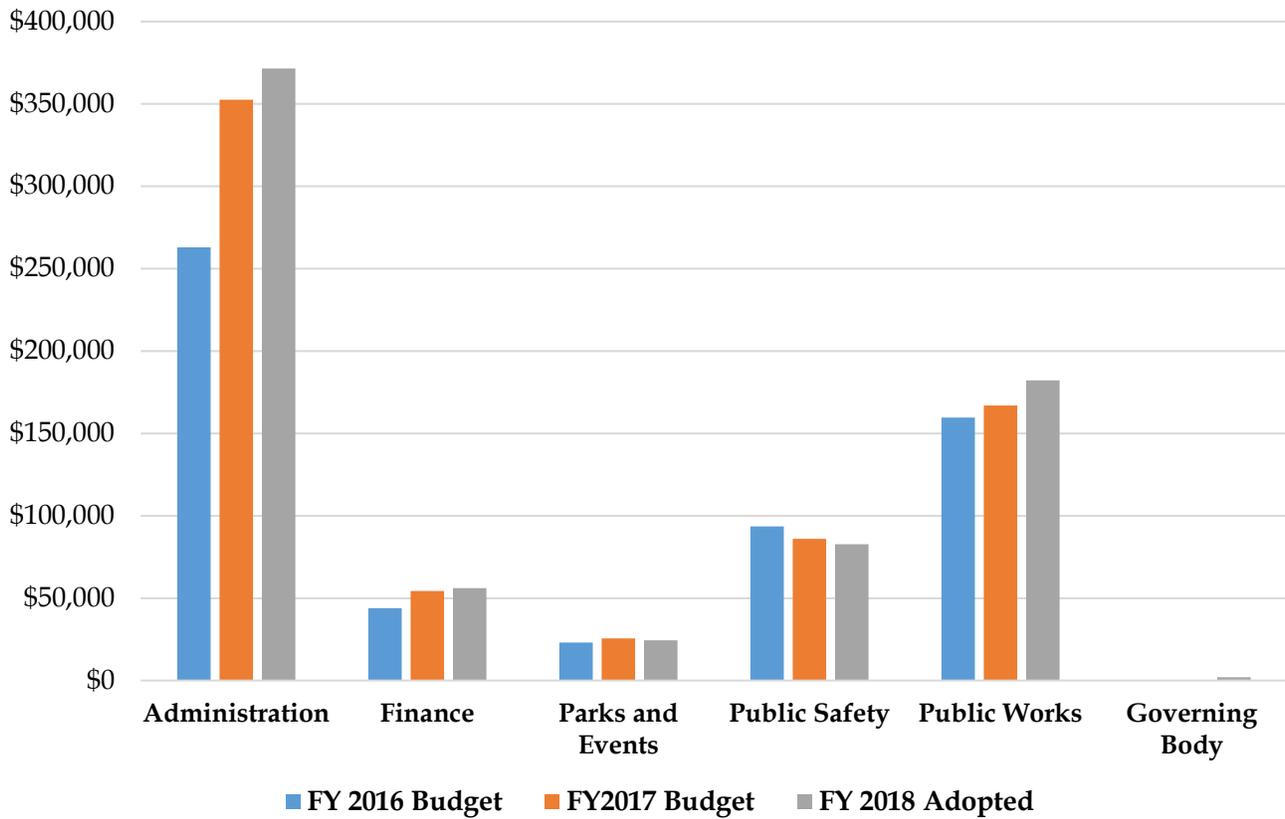


## EXPENDITURE DETAIL

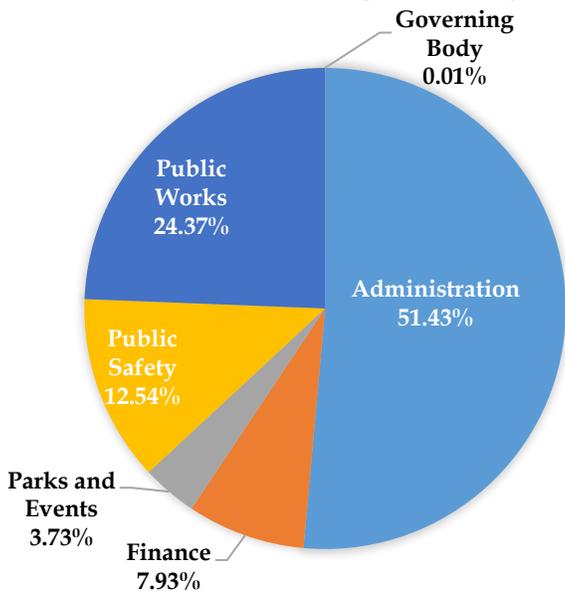
## General Fund - Uses (Expenditure) Detail Historical

Category	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Projected	FY 2018 Adopted	% Change to Budget	\$ Change to Budget
Personnel Services	273,578	277,115	306,932	315,285	335,790	9.4%	28,858
Professional Services	74,600	1,200,154	153,700	317,946	136,200	-11.4%	-17,500
Information Technology Services	14,150	12,175	9,400	15,483	10,150	8.0%	750
Materials and Supplies	8,370	14,770	9,300	14,093	7,800	-16.1%	-1,500
Operational Services	8,100	8,528	5,800	6,739	8,550	47.4%	2,750
Contracts	81,500	88,622	80,583	81,241	81,500	1.1%	917
Insurance	16,270	15,946	16,720	15,377	15,720	-6.0%	-1,000
Public Information	4,100	3,507	3,100	3,256	3,250	4.8%	150
Advertising	20,000	5,685	13,650	9,100	16,000	17.2%	2,350
Training and Travel	11,250	6,274	12,100	8,603	15,100	24.8%	3,000
Vehicles and Equipment	19,600	16,329	12,900	12,920	13,350	3.5%	450
Seasonal	7,500	3,729	4,500	2,767	4,500	0.0%	-
Town Hall	8,770	10,016	8,770	10,325	10,270	17.1%	1,500
Mill House Museum	6,620	6,319	6,740	6,856	6,740	0.0%	-
Visitors Center	620	60	740	475	500	-32.4%	-240
Maintenance Yard	1,720	1,640	1,840	1,944	2,240	21.7%	400
Mill Street Storage	370	-	-	-	250		250
River Mill Park and Facility	7,070	1,821	17,990	26,868	23,690	31.7%	5,700
Mamie Davis Park	3,800	8,827	1,800	1,871	3,300	83.3%	1,500
Tanyard Hill Road Park	-	-	-	-	800		800
Furnace Branch Park	-	-	-	-	500		500
Streets and Sidewalks	2,250	585	1,750	966	1,400	-20.0%	-350
Historic District	12,800	13,547	8,200	11,631	10,410	27.0%	2,210
Special Events	-	-	8,900	6,859	11,000	23.6%	2,100
<b>TOTAL</b>	<b>\$583,038</b>	<b>\$1,695,649</b>	<b>\$685,415</b>	<b>\$870,605</b>	<b>\$719,010</b>	<b>4.9%</b>	<b>\$33,595</b>

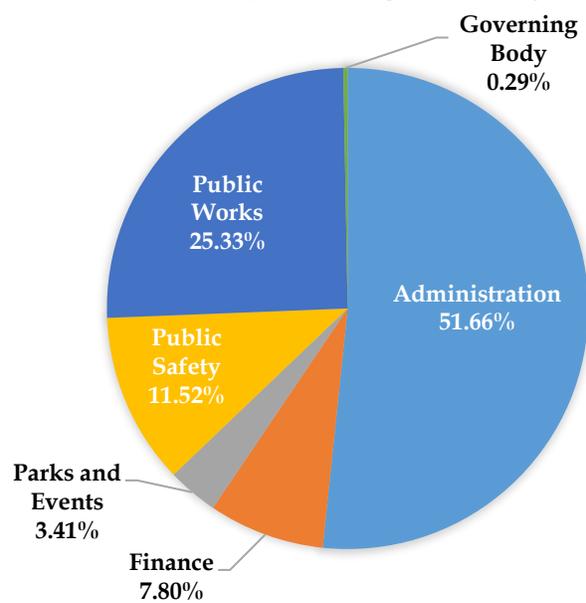
**General Fund - Activity Uses (Expenditures) Historical**



**FY 2017 Adopted Budget Activity Uses**



**FY 2018 Adopted Budget Activity Uses**



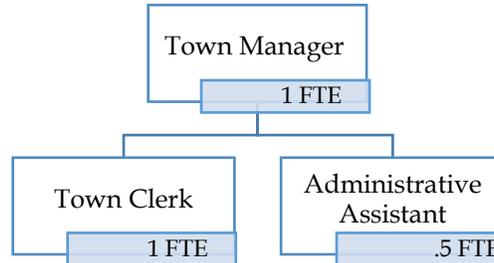
**TOWN PRIORITIES AND ACTIVITY INITIATIVES**

	Administration	Finance	Parks and Events	Public Safety	Public Works	Governing Body
<b>1. Parking Issues</b>						
Complete parking and traffic study; plan implementation of solutions.	X			X		X
<b>2. Pedestrian Safety and Access</b>						
Increase pedestrian safety through enforcement.				X		
Implement street and curb painting.					X	
<b>3. Historic Preservation and Town Appearance</b>						
Maintain and properly store town documents; document management project.	X					
Initiate and complete Town Code recodification.	X					X
Adopt revised zoning and subdivision ordinances.	X					X
Obtain Tree City USA designation.	X		X			
<b>4. Riverwalk and Usages</b>						
Install lighting along Riverwalk.				X	X	
Implement dock master position.	X			X	X	
<b>5. Community Development and Programming</b>						
Complete installation of Kayak ramp.	X				X	X
Work with community groups and VDOT to create public art.	X		X			
Develop Tanyard Hill property into usable park space.	X		X			
Develop partnerships with local community groups and businesses for programming opportunities.			X			
Promote parks and increase community programming.			X			
<b>6. Stormwater Management</b>						
Perform maintenance of BMP trench at West Locust Street.					X	
<b>7. Public Safety</b>						
Increase traffic enforcement activities.				X		
Complete revision of general orders.				X		
Initiate and conduct departmental assessment.				X		

ACTIVITY DETAIL

ADMINISTRATION

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.



Town Hall

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 assisting the Building Official and Zoning Administrator, producing the monthly Town newsletter and providing customer service and front office coverage.

The Administrative Assistant provides administrative support for Town programs, services and departments. The Administrative Assistant is responsible for receiving and processing payments, assisting with record keeping and providing customer service and front office coverage.

**FY 2017 Accomplishments**

- Completed Comprehensive Plan Update process with the Planning Commission.
- Completed main office Town Hall renovations and exterior painting.
- Initiated zoning and subdivision update process.

- Received GFOA Distinguished Budget Award for second year; awarded for FY 2017 Adopted Budget.
- Worked with Keep Prince William Beautiful to obtain a grant for ten cigarette urns placed throughout Town in an effort to reduce cigarette litter.
- Provided oversight of the development of River Mill Park, a 1-acre park with event pavilion and public restrooms.
- On-boarded new Events and Community Development Director, Administrative Assistant, Town Treasurer and Chief of Police.
- Organized several Eagle Scout projects including installation of a sign board and benches at River Mill Park, a garden and trash can enclosure behind Town Hall, and refurbishment of a section of the public board walk, saving the town funding to complete these maintenance tasks.
- Completed and implemented revised Administrative Manual to replace outdated personnel manual, to include revised benefits for both full-time and part-time employees.
- Implemented annual employee review process to be used as part of the annual budget process in regards to employee performance.
- Initiated the development of standard operating procedures for Town programs and services.
- Completed repairs to trail at River Mill Park and repaved Poplar Alley, including speed bump rehabilitation.
- Selected as “Best of Prince William” in three categories: Best Tourist Destination, Best Local Attraction and Best Community Event/Festival. The Best of Prince William program is a local competition conducted by InsideNOVA aimed at highlighting the best businesses, organizations, people and places in almost 200 categories in Prince William County. The Town has been recognized annually as a ‘Best of Winner’ since 2015.

### **FY 2018 Initiatives**

- Complete installation of canoe and kayak ramp through DCR grant.
- Receive award for GFOA Distinguished Budget for third consecutive year; submit FY 2018 Adopted Budget for consideration.
- Make significant progress on document management project and begin organization, scanning and destruction of current documents in accordance with the Virginia Library of Congress.
- Work with local community groups and VDOT to develop public art mural on Route 123/Commerce Street retaining wall.
- Implement revised Town Newsletter to reduce cost and increase effectiveness.
- Initiate and complete Town Code recodification.
- Complete parking and traffic study; incorporate as part of future community planning process.
- Implement health insurance option for town employees.
- Obtain Tree City USA designation from the Arbor Day Foundation.

- Complete a comprehensive plan revision with Prince William County to release the proffers associated with the Tanyard Hill park property to allow trails and signage to be installed.

### Performance Measures

Based on calendar year.

Description	2016 Actual	2017 Projected
Operating cash reserves within recommended guidelines of 25 to 33% of operating expenses	106.5 Days	101.5 Days
No. of years Awarded GFOA Distinguished Budget Award	2	3

### Personnel

Based on a fiscal year.

Authorized Positions	Adopted FY 15	Adopted FY 16	Adopted FY 17	Adopted FY 18
Town Manager	1	1	1	1
Town Clerk	.75	1	1	1
Administrative Assistant	0	0	.5	.5
<b>Total FTE</b>	<b>1.75</b>	<b>2</b>	<b>2.5</b>	<b>2.5</b>

### FY 2018 Budget Changes

- Includes funding for employee participation in The Local Choice health insurance program. Budget impact: \$16,530
- No other significant changes to the Administration budget.

### Financial Detail - Administration

	FY 2016 ADOPTED	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 PROJECTED	FY 2018 ADOPTED	% Change to Adopted	\$ Change to Adopted
60010 Salaries and Wages	109,146	101,478	125,887	127,887	135,280	7.5%	\$9,393
60020 Overtime	-	-	-	-	-		
60030 On-call Labor/Auxiliary Wages	-	5,037	-	-	-		
60040 Other Benefits (Cell Reimbursement)	-	-	-	-	-		
60050 Payroll Taxes (FICA & Medicare)	8,350	7,763	9,630	9,630	10,350	7.5%	\$720
60080 Life/Disability Insurance	1,520	1,238	1,868	1,868	1,900	1.7%	\$32
60070 Health Insurance	-	-	-	1,800	16,530		\$16,530
60090 Employer Contributions: Simple IRA	3,274	2,589	3,777	3,777	4,060	7.5%	\$283
<b>60000 TOTAL PERSONNEL SERVICES</b>	<b>122,290</b>	<b>118,104</b>	<b>141,162</b>	<b>144,962</b>	<b>168,120</b>	<b>19.1%</b>	<b>\$26,958</b>
60410 Building Official Services	5,000	39,296	44,000	32,195	25,000	-43.2%	-\$19,000
60420 Consulting Services	1,500	185	-	270	-		
60430 Zoning, Engineering and Planning Services	25,000	1,100,045	50,000	220,501	50,000	-	-

60440	Legal Services	35,000	52,054	50,000	55,841	50,000	-	-
60400	<b>TOTAL PROFESSIONAL SERVICES</b>	<b>66,500</b>	<b>1,191,580</b>	<b>144,000</b>	<b>308,807</b>	<b>125,000</b>	<b>-13.2%</b>	<b>-\$19,000</b>
60810	Website Support	250	449	-	125	250	100.0%	\$250
60820	A/V and Recording Equipment R & M	1,000	-	-	-	-		
60830	Phone Support Services	1,000	-	500	360	500	0.0%	\$0
60840	Phone Service	1,200	2,286	1,200	1,377	1,450	20.8%	\$250
60850	Internet Service	1,200	995	1,200	839	1,450	20.8%	\$250
60860	Hardware/Software Upgrades	4,000	1,738	1,000	5,294	1,000	0.0%	\$0
60870	IT Support Services	5,000	6,227	5,000	7,008	5,000	0.0%	\$0
60800	<b>TOTAL INFORMATION TECHNOLOGY SERVICES</b>	<b>13,650</b>	<b>11,695</b>	<b>8,900</b>	<b>15,003</b>	<b>9,650</b>	<b>8.4%</b>	<b>\$750</b>
61210	Office Supplies	1,470	2,784	1,900	2,500	1,800	-5.3%	-\$100
61220	Operational Supplies	1,000	1,090	1,000	1,500	1,000	0.0%	\$0
61230	Books/Periodicals	-	45	500	-	-	-100.0%	-\$500
61250	Uniforms	-	220	-	-	-		
61200	<b>TOTAL MATERIALS AND SUPPLIES</b>	<b>2,470</b>	<b>4,139</b>	<b>3,400</b>	<b>4,000</b>	<b>2,800</b>	<b>-17.6%</b>	<b>-\$600</b>
61610	Elections	2,700	933	-	-	2,500	100.0%	\$2,500
61620	Copier Lease, Contract and Fees	3,300	5,877	3,500	4,166	3,500	0.0%	\$0
61630	Postage	1,800	1,277	1,800	2,053	1,800	0.0%	\$0
61640	Postal Meter Rental	300	441	500	520	750	50.0%	\$250
61650	Reproduction Services	-	-	-	-	-		
61600	<b>TOTAL OPERATIONAL SERVICES</b>	<b>8,100</b>	<b>8,528</b>	<b>5,800</b>	<b>6,739</b>	<b>8,550</b>	<b>47.4%</b>	<b>\$2,750</b>
62410	Insurance	15,500	15,176	16,000	14,657	15,000	-6.3%	-\$1,000
62400	<b>TOTAL INSURANCE</b>	<b>15,500</b>	<b>15,176</b>	<b>16,000</b>	<b>14,657</b>	<b>15,000</b>	<b>-6.3%</b>	<b>-\$1,000</b>
62810	Electronic Newsletter	800	-	-	-	-	0.0%	\$0
62820	Design/Print - Auto Decals	500	574	500	713	650	30.0%	\$150
62830	Design/Print - Newsletter	-	-	-	-	-		
62840	Postage - Newsletter	2,800	2,933	2,600	2,543	2,600	0.0%	\$0
62800	<b>TOTAL PUBLIC INFORMATION</b>	<b>4,100</b>	<b>3,507</b>	<b>3,100</b>	<b>3,256</b>	<b>3,250</b>	<b>4.8%</b>	<b>\$150</b>
63210	Advertising - Legal	2,000	2,543	2,000	1,473	2,000	0.0%	\$0
63220	Advertising - Marketing	-	425	-	-	-		
63230	Community/Business Support	-	2,717	-	-	2,000	100.0%	\$2,000
63240	Other Promotional	1,000	-	-	-	-		
63200	<b>TOTAL ADVERTISING</b>	<b>3,000</b>	<b>5,685</b>	<b>2,000</b>	<b>1,473</b>	<b>4,000</b>	<b>100.0%</b>	<b>\$2,000</b>
63610	Conferences	2,200	966	2,000	500	2,000	0.0%	\$0
63620	Membership and Dues	1,600	2,056	1,500	2,000	1,500	0.0%	\$0
63630	Travel Reimbursement	1,500	24	1,500	100	1,500	0.0%	\$0
63640	Employee Training	2,000	1,213	2,000	2,000	2,000	0.0%	\$0
63650	Boards and Commissions Training	1,000	-	2,000	1,000	3,000	50.0%	\$1,000
63600	<b>TOTAL TRAINING AND TRAVEL</b>	<b>8,300</b>	<b>4,259</b>	<b>9,000</b>	<b>5,600</b>	<b>10,000</b>	<b>11.1%</b>	<b>\$1,000</b>
64450	Utilities - Electricity	1,500	348	1,500	849	1,500	0.0%	\$0

64400	<b>TOTAL SEASONAL</b>	<b>1,500</b>	<b>348</b>	<b>1,500</b>	<b>849</b>	<b>1,500</b>	<b>0.0%</b>	<b>\$0</b>
64880	Utilities - Gas/Water/Elec	3,000	4,209	3,000	4,154	4,500	50.0%	\$1,500
64800	<b>TOTAL TOWN HALL</b>	<b>3,000</b>	<b>4,209</b>	<b>3,000</b>	<b>4,154</b>	<b>4,500</b>	<b>50.0%</b>	<b>\$1,500</b>
65210	OHS Subsidy (Mill Museum Payroll)	6,000	6,000	6,000	6,000	6,000	0.0%	\$0
65200	<b>TOTAL MILL HOUSE MUSEUM</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>0.0%</b>	<b>\$0</b>
66030	Utilities - Electricity/Water	600	1,065	600	827	1,000	66.7%	\$400
66000	<b>TOTAL MAINTENANCE YARD (Commerce)</b>	<b>600</b>	<b>1,065</b>	<b>600</b>	<b>827</b>	<b>1,000</b>	<b>66.7%</b>	<b>\$400</b>
66850	Utilities - Water, Sewer, Electricity	1,500	727	1,500	3,597	5,000	233.3%	\$3,500
66800	<b>TOTAL RIVER MILL PARK AND FACILITY</b>	<b>1,500</b>	<b>727</b>	<b>1,500</b>	<b>3,597</b>	<b>5,000</b>	<b>233.3%</b>	<b>\$3,500</b>
67250	Utilities - Water	50	474	50	168	550	1000.0%	\$500
67200	<b>TOTAL MAMIE DAVIS PARK</b>	<b>50</b>	<b>474</b>	<b>50</b>	<b>168</b>	<b>550</b>	<b>1000.0%</b>	<b>\$500</b>
68820	Gas Light Utilities (Gas)	6,300	6,104	6,500	6,644	6,500	0.0%	\$0
68800	<b>TOTAL HISTORIC DISTRICT</b>	<b>6,300</b>	<b>6,104</b>	<b>6,500</b>	<b>6,644</b>	<b>6,500</b>	<b>0.0%</b>	<b>\$0</b>
	<b>TOTALS</b>	<b>\$262,860</b>	<b>\$1,381,600</b>	<b>\$352,512</b>	<b>\$526,736</b>	<b>\$371,420</b>	<b>5.4%</b>	<b>\$18,908</b>

## FINANCE

## Organizational Chart

Treasurer

.75 FTE, (30 hours)

**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 2017 Accomplishments**

- Completed FYE 2016 Financial Audit.
- Designed and implemented cash handling and deposit procedures in order to maintain accuracy and timeliness.
- Participated on Budget Committee, awarded GFOA Distinguished Budget Award for FY 2017 Adopted Budget.

**FY 2018 Initiatives**

- Perform FYE 2017 Financial Audit and present in February 2018.
- Perform 2016 BPOL Audit.
- Perform 2016 Meals Tax Audit.
- Research and implement credit card payments and online transactions system.
- Assist in the development of the FY 2019 Budget and Capital Improvement Plan.

**Performance Measures**

*Based on calendar year.*

Description	2016 Actual	2017 Projected
No. of Years Awarded GFOA Distinguished Budget Award	2	3
No. of Years with fairly presented Audited financials	5	6

**Personnel**

*Based on a fiscal year.*

Authorized Positions	Adopted FY 15	Adopted FY 16	Adopted FY 17	Adopted FY 18
Town Treasurer	.50	.50	.75	.75
<b>Total FTE</b>	<b>.50</b>	<b>.50</b>	<b>.75</b>	<b>.75</b>

### FY 2018 Budget Changes

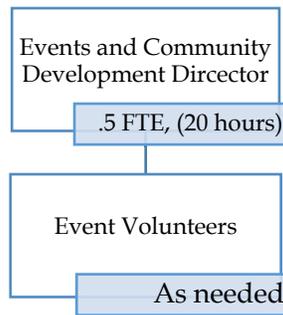
- No significant changes to the Finance budget.

### Financial Detail - Finance

		FY 2016 ADOPTED	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 PROJECTED	FY 2018 ADOPTED	% Change to Adopted	\$ Change to Adopted
60010	Salaries and Wages	32,365	32,668	39,498	40,898	40,000	1.3%	\$502
60020	Overtime	-	-	-	-	-		
60030	On-call Labor/ Auxiliary Wages	-	-	-	1,600	-		
60040	Other Benefits (Cell Reimbursement)	-	-	-	-	-		
60050	Payroll Taxes (FICA & Medicare)	2,476	2,499	3,022	3,022	3,060	1.3%	\$38
60080	Life/Disability Insurance	-	-	934	934	590	-36.8%	-\$344
60070	Health Insurance	-	-	-	-	-		
60090	Employer Contributions: Simple IRA	971	978	1,185	1,185	1,200	1.3%	\$15
60000	<b>TOTAL PERSONNEL SERVICES</b>	<b>35,812</b>	<b>36,146</b>	<b>44,639</b>	<b>47,639</b>	<b>44,850</b>	<b>0.5%</b>	<b>\$211</b>
60450	Audit Services	7,500	7,750	7,500	7,500	10,500	40.0%	\$3,000
60460	Payroll Processing	600	716	600	600	600	0.0%	\$0
60465	Financial System Support and Maintenance	-	-	1,500	800	-	-100.0%	-\$1,500
60470	Bank Fees	-	108	100	239	100	0.0%	\$0
60400	<b>TOTAL PROFESSIONAL SERVICES</b>	<b>8,100</b>	<b>8,574</b>	<b>9,700</b>	<b>9,139</b>	<b>11,200</b>	<b>15.5%</b>	<b>\$1,500</b>
61220	Operational Supplies	-	287	-	-	-		
61200	<b>TOTAL MATERIALS AND SUPPLIES</b>	<b>-</b>	<b>287</b>	<b>-</b>	<b>-</b>	<b>-</b>		
63620	Membership and Dues	-	476	-	-	-		
63600	<b>TOTAL TRAINING AND TRAVEL</b>	<b>-</b>	<b>476</b>	<b>-</b>	<b>-</b>	<b>-</b>		
	<b>TOTALS</b>	<b>\$43,912</b>	<b>\$45,483</b>	<b>\$54,339</b>	<b>\$56,778</b>	<b>\$56,050</b>	<b>3.1%</b>	<b>\$1,711</b>

**PARKS AND EVENTS**

**Proposed 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 position, funded through the Craft Show Fund, utilizes this division to assist with developing programming for River Mill Park and developing and implementing Town events and programs benefiting the community and businesses. The Events and Community Development Director reports to the Town Manager.



*Concert Goers at River Mill Park*

**FY 2017 Accomplishments**

- Developed and implemented a programming schedule for River Mill Park, including a grand opening event, summer concert series and Halloween-themed event.
- Developed and implemented Volunteer Thank You event and relaunched ‘Volunteer of the Year’ award program.
- Supported other event programming including WinterFest, Town Blessing and Tree Lighting.

**FY 2018 Initiatives**

- 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	2016 Actual	2017 Projected
Number of Events	17	15

**Personnel**

*Based on a fiscal year.*

Authorized Positions	Adopted FY 15	Adopted FY 16	Adopted FY 17	Adopted FY 18
Craft Show Director	.50	.50	0	0
Events and Community Development Director	0	0	.50	.50
<b>Total FTE</b>	<b>.50</b>	<b>.50</b>	<b>.50</b>	<b>.50</b>

\* Position is funded through Craft Show Fund.

**FY 2018 Budget Changes**

- No significant changes to the Parks and Events budget.

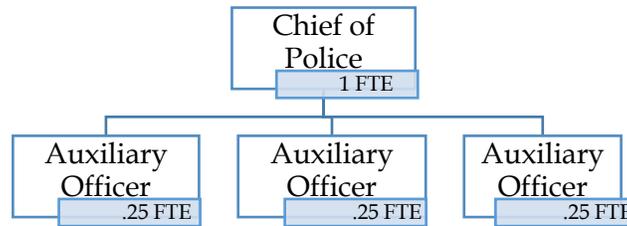
**Financial Detail – Parks and Events**

	FY 2016 ADOPTED	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 PROJECTED	FY 2018 ADOPTED	% Change to Adopted	\$ Change to Adopted
60010 Salaries and Wages	-	-	-	-	-		
60020 Overtime	-	-	-	-	-		
60030 On-call Labor/Auxiliary Wages	-	-	-	-	-		
60040 Other Benefits (Cell Reimbursement)	-	-	-	-	-		
60050 Payroll Taxes (FICA & Medicare)	-	-	-	-	-		
60080 Life/Disability Insurance	-	-	-	-	-		
60070 Health Insurance	-	-	-	-	-		
60090 Employer Contributions: Simple IRA	-	-	-	-	-		
60100 EAP Services	-	-	-	-	-		
<b>60000 TOTAL PERSONNEL SERVICES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
61210 Office Supplies	500	-	500	500	-	-100.0%	-\$500
61220 Operational Supplies	500	232	500	500	-	-100.0%	-\$500
<b>61200 TOTAL MATERIALS AND SUPPLIES</b>	<b>1,000</b>	<b>232</b>	<b>1,000</b>	<b>1,000</b>	<b>-</b>	<b>-100.0%</b>	<b>-\$1,000</b>
63220 Advertising - Marketing	2,000	-	1,500	2,552	2,000	33.3%	\$500
63230 Community/Business Support	15,000	-	10,150	5,075	10,000	-1.5%	-\$150
<b>63200 TOTAL ADVERTISING</b>	<b>17,000</b>	<b>-</b>	<b>11,650</b>	<b>7,627</b>	<b>12,000</b>	<b>3.0%</b>	<b>\$350</b>
64430 Parks/Town Hall Decorations	1,000	1,546	1,000	1,918	1,000	0.0%	\$0
<b>64400 TOTAL SEASONAL</b>	<b>1,000</b>	<b>1,546</b>	<b>1,000</b>	<b>1,918</b>	<b>1,000</b>	<b>0.0%</b>	<b>\$0</b>
Brick Paver Program	-	987	3,000	1,880	500	-83.3%	-\$2,500
<b>66800 TOTAL RIVER MILL PARK AND FACILITY</b>	<b>-</b>	<b>987</b>	<b>3,000</b>	<b>1,880</b>	<b>500</b>	<b>-83.3%</b>	<b>-\$2,500</b>
69210 WinterFest	-	-	1,000	2,191	1,500	50.0%	\$500
Boards and Commission/Volunteer Thank You Event	1,500	-	1,500	1,681	1,500	0.0%	\$0
69220 Town Blessing and Holiday Party	1,500	1,834	2,000	1,237	1,500	-25.0%	-\$500
Annual Tree Lighting	-	-	-	-	-		
69250 Movies in the Park	-	-	1,500	-	2,500	66.7%	\$1,000

Town of Occoquan

General Fund

69260	Concerts in the Park	-	-	1,500	1,500	3,000	100.0%	\$1,500
69270	Farmers Market	-	-	500	-	-	-100.0%	-\$500
69280	5K Requests	-	-	500	250	-	-100.0%	-\$500
69290	Other Special Events	1,000	500	400	-	1,000	150.0%	\$600
69200	<b>TOTAL SPECIAL EVENTS</b>	<b>4,000</b>	<b>2,334</b>	<b>8,900</b>	<b>6,859</b>	<b>11,000</b>	<b>23.6%</b>	<b>\$2,100</b>
<b>TOTALS</b>		<b>\$23,000</b>	<b>\$5,099</b>	<b>\$25,550</b>	<b>\$19,284</b>	<b>\$24,500</b>	<b>-4.1%</b>	<b>-\$1,050</b>

**PUBLIC SAFETY****Organizational Chart****Description**

The Occoquan Police Department (OPD) is comprised of the Town Sergeant/Chief of Police and auxiliary police officer(s). The OPD provides public safety for the Town and, 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 2013 Northern Virginia Law Enforcement Mutual Aid Agreement. The Town Sergeant by Town Charter Section 14 has the same authority as a Sheriff in enforcing civil matters within the Town limits. 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 of Police is responsible for managing the Police Department including all aspects of the OPD including patrol, administration, training, reporting, coordination of Arts and Crafts Shows and event public safety, snow removal and other duties as assigned or necessary. The Chief of Police also serves as the liaison to the Prince William County Police and Fire Departments and maintains liaison with other regional, local and federal law enforcement agencies, including attending Homeland Security, Small Chiefs' of Police and police academy meetings. The Chief of Police is appointed by the Town Council and reports administratively to the Town Manager.

**FY 2017 Accomplishments**

- Responded to public safety issues involved with high pedestrian volume in town (i.e. Pokémon activities) by utilizing all available resources, including auxiliary police officers, Prince William County Police and Sheriff detail personnel and Virginia Marine Police.
- Conducted traffic compliance patrols to improve pedestrian safety, especially during peak pedestrian times (including periods when high volume of Pokémon activities occurred in town.)
- Improved public safety issues regarding evening noise and nuisance complaints on the Town dock and in nearby residential areas utilizing auxiliary police officers and Prince William County Police and Sheriff detail personnel.

- Implemented new tactics and focus on traffic enforcement to address traffic issues and complaints in Town which resulted in an increase of 225 percent in driver contacts.
- Implemented new enforcement tactics to increase compliance with vehicle license (town decal) registration.
- Worked with Department of Motor Vehicles (DMV) to enroll in Traffic Records Electronic Data System (TREDS) to provide accurate, timely and detailed highway safety information to DMV and qualify the Town for future grant programs.
- Recertified auxiliary police officers in Virginia Criminal Investigation Network (VCIN) operations and set up Interim Chief as new OPD administrator.
- Taught CPR, First Aid and DUI evaluation at the Rappahannock Regional Criminal Justice Academy (RRCJA) to police academy recruits; credited with performing (12) hours of “in kind” service to the RRCJA.
- Requalified on all firearms as required by DCJS.
- Refined auxiliary police officer hours to better address public safety issues in Town.
- Utilized auxiliary police officers to reduce public safety costs for Arts and Crafts Shows.

**FY 2018 Initiatives**

- Refine and implement tactics for traffic enforcement to increase driver contacts by 100 percent over FY 2017.
- Investigate, develop and implement tactics to reduce complaints regarding noise and public nuisance issues in Town.
- Conduct a police needs assessment for Town Council review and potential action.
- Investigate police accreditation for the OPD.
- Prepare and submit application for DMV grant for transportation safety.
- Teach DUI and Firearms at RRCJA to meet required “in kind” training hours.
- Utilize auxiliary police officers to increase traffic enforcement to improve driver safety and pedestrian safety.
- Utilize auxiliary police officers to reduce public safety cost for Arts and Crafts Shows.
- Complete revision of General Orders.

**Performance Measures**

*Based on calendar year.*

Description	2016 Actual	2017 Projected
Auxiliary police hours	263	600
Patrol/Enforcement hours	965	1,640

**Personnel**

*Based on a fiscal year*

Authorized Positions	Adopted FY 15	Adopted FY 16	Adopted FY 17	Adopted FY 18
Chief of Police	1	1	1	1
Auxiliary Police Officer	.25	.25	.75	.75
<b>Total FTE</b>	<b>1.25</b>	<b>1.25</b>	<b>1.75</b>	<b>1.75</b>

## FY 2018 Budget Changes

- No significant changes to Public Safety budget.

## Financial Detail - Public Safety

	FY 2016 ADOPTED	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 PROJECTED	FY 2018 ADOPTED	% Change to Adopted	\$ Change to Adopted
60010 Salaries and Wages	64,834	65,387	65,936	64,968	60,000	-9.0%	-\$5,936
60020 Overtime	-	-	-	-	-		
60030 On-call Labor/Auxiliary Wages	-	4,188	-	2,500	-		
60040 Other Benefits (Cell Reimbursement)	240	242	240	240	240	0.0%	\$0
60050 Payroll Taxes (FICA & Medicare)	4,960	5,002	5,044	5,044	4,590	-9.0%	-\$454
60080 Life/Disability Insurance	2,500	2,498	934	934	2,500	167.7%	\$1,566
60070 Health Insurance	-	-	-	-	-		
60090 Employer Contributions: Simple IRA	1,945	1,960	1,978	1,978	1,800	-9.0%	-\$178
<b>60000 TOTAL PERSONNEL SERVICES</b>	<b>74,479</b>	<b>79,276</b>	<b>74,132</b>	<b>75,664</b>	<b>69,130</b>	<b>-6.7%</b>	<b>-\$5,002</b>
60850 Internet Service	500	480	500	480	500	0.0%	\$0
<b>60800 TOTAL INFORMATION TECHNOLOGY SERVICES</b>	<b>500</b>	<b>480</b>	<b>500</b>	<b>480</b>	<b>500</b>	<b>0.0%</b>	<b>\$0</b>
61210 Office Supplies	500	33	500	500	500	0.0%	\$0
61220 Operational Supplies	1,000	5,113	1,000	3,500	1,000	0.0%	\$0
61250 Uniforms	900	1,196	900	900	1,000	11.1%	\$100
<b>61200 TOTAL MATERIALS AND SUPPLIES</b>	<b>2,400</b>	<b>6,342</b>	<b>2,400</b>	<b>4,900</b>	<b>2,500</b>	<b>4.2%</b>	<b>\$100</b>
62410 Insurance	770	770	-	720	720	100.0%	\$720
<b>62400 TOTAL INSURANCE</b>	<b>770</b>	<b>770</b>	<b>-</b>	<b>720</b>	<b>720</b>	<b>100.0%</b>	<b>\$720</b>
63610 Conferences	550	350	700	700	700	0.0%	\$0
63620 Membership and Dues	200	765	200	750	200	0.0%	\$0
63630 Travel Reimbursement	200	364	200	203	200	0.0%	\$0
63640 Employee Training	2,000	60	2,000	1,350	2,000	0.0%	\$0
<b>63600 TOTAL TRAINING AND TRAVEL</b>	<b>2,950</b>	<b>1,539</b>	<b>3,100</b>	<b>3,003</b>	<b>3,100</b>	<b>0.0%</b>	<b>\$0</b>
64030 Maintenance and Repairs	500	1,008	500	1,000	500	0.0%	\$0
64040 Fuel	3,800	1,867	3,800	1,700	3,800	0.0%	\$0
64050 Equipment & Tools	8,200	8,122	1,500	3,120	2,550	70.0%	\$1,050
<b>64000 TOTAL VEHICLES AND EQUIPMENT</b>	<b>12,500</b>	<b>10,996</b>	<b>5,800</b>	<b>5,820</b>	<b>6,850</b>	<b>18.1%</b>	<b>\$1,050</b>
<b>TOTALS</b>	<b>\$93,599</b>	<b>\$99,404</b>	<b>\$85,932</b>	<b>\$90,587</b>	<b>\$82,800</b>	<b>-3.6%</b>	<b>-\$3,132</b>

## PUBLIC WORKS

### 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, buildings, 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 semi-annual Arts and Crafts show. The Maintenance Supervisor reports to the Town Manager.



*Town Dock and Boardwalk on the Occoquan River*

The FY 2018 Adopted Budget includes the establishment of a Maintenance Worker position, which reports to the Maintenance Supervisor. This position is a part-time seasonal position and is responsible for maintenance and usage compliance at the Town's public dock and boardwalk. This position is hourly with employment from May to September of each year.

### FY 2017 Accomplishments

- Assisted with grand opening of River Mill Park.
- Worked with Eagle Scout candidates on three projects including completing maintenance and repairs to Town boardwalk, installing four benches at River Mill Park, and building a garden and refuse container enclosure at Town Hall. These projects were completed at little to no cost to the town.
- Responded as appropriate to inclement weather incidents within the town including snow and flooding.
- Worked with Vulcan to obtain free gravel to repair stone dust trail in River Mill Park until a permanent solution could be installed.
- Assisted with logistics for summer concert series including park prep work and assisting entertainers with load in and load out.
- Installed bike racks at River Mill Park and Town Hall.

- Installed donated water fountain in Mamie Davis Park.
- Installed temporary irrigation solution in River Mill Park to assist with establishing grass and plantings.
- Assisted with logistics and set up for town events including Arts and Crafts Show, WinterFest, Town Blessing, Tree Lighting and litter cleanups.
- Assisted with repairs to Mamie Davis Park damage caused by a truck accident in January 2017.

### FY 2018 Initiatives

- Design and install lighting on Town boardwalk and dock.
- Assist with oversight of installation of kayak launch.
- Oversee curb and street repainting.
- Perform annual maintenance of BMP trench and facility on West Locust Street.
- Assist with installation of trail on Tanyard Hill property.

### Performance Measures

*Based on calendar year.*

Description	2016 Actual	2017 Projected
# of work orders completed	N/A	1,000
# of linear feet/square feet of brick sidewalk repaired/maintained	60 lf/220 sqf	60 lf

### Personnel

*Based on a fiscal year*

Authorized Positions	Adopted FY 15	Adopted FY 16	Adopted FY 17	Adopted FY 18
Maintenance Supervisor	.75	.75	1	1
Maintenance Worker	0	0	0	.25
<b>Total FTE</b>	<b>.75</b>	<b>.75</b>	<b>1</b>	<b>1.25</b>

### FY 2018 Budget Changes

- Includes the addition of a seasonal Maintenance Worker position that would serve as a 'Dock Master' on the Town's public boardwalk and dock during the summer months.
  - This position would assist with maintenance and use compliance on the dock and boardwalk.
  - Total budget impact: \$5,813
- No other significant changes to the Public Works budget.

## Financial Detail – Public Works

		FY 2016 ADOPTED	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 PROJECTED	FY 2018 ADOPTED	% Change to Adopted	\$ Change to Adopted
60010	Salaries and Wages	31,873	33,786	37,040	37,040	43,550	17.6%	\$6,510
60020	Overtime	3,500	4,414	3,500	3,446	3,500	0.0%	\$0
60030	On-call Labor/ Auxiliary Wages	1,000	328	1,000	1,076	1,000	0.0%	\$0
60040	Other Benefits (Cell Reimbursement)	240	242	240	240	240	0.0%	\$0
60050	Payroll Taxes (FICA & Medicare)	2,706	2,922	3,101	3,101	3,210	3.5%	\$109
60080	Life/Disability Insurance	650	698	934	934	970	3.9%	\$36
60070	Health Insurance	-	-	-	-	-		
60090	Employer Contributions: Simple IRA	956	1,128	1,111	1,111	1,140	2.6%	\$29
60000	<b>TOTAL PERSONNEL SERVICES</b>	<b>40,925</b>	<b>43,517</b>	<b>46,926</b>	<b>46,948</b>	<b>53,610</b>	<b>14.2%</b>	<b>\$6,684</b>
61220	Operational Supplies	-	3,571	-	1,179	-		
61240	Janitorial Supplies	1,000	199	1,000	1,500	1,000	0.0%	\$0
61250	Uniforms	1,500	-	1,500	1,514	1,500	0.0%	\$0
61200	<b>TOTAL MATERIALS AND SUPPLIES</b>	<b>2,500</b>	<b>3,770</b>	<b>2,500</b>	<b>4,193</b>	<b>2,500</b>	<b>0.0%</b>	<b>\$0</b>
62010	Refuse Collection Contract	60,000	56,952	61,000	56,952	61,000	0.0%	\$0
62020	Equipment Rental	2,500	-	1,500	2,675	1,500	0.0%	\$0
62030	Snow Removal	5,000	13,569	5,000	4,059	5,000	0.0%	\$0
62040	Landscaping	14,000	18,101	13,083	17,555	14,000	7.0%	\$917
62000	<b>TOTAL CONTRACTS</b>	<b>81,500</b>	<b>88,622</b>	<b>80,583</b>	<b>81,241</b>	<b>81,500</b>	<b>1.1%</b>	<b>\$917</b>
62410	Insurance	-	-	720	-	-		
62400	<b>TOTAL INSURANCE</b>	<b>-</b>	<b>-</b>	<b>720</b>	<b>-</b>	<b>-</b>		
64020	Street Sweeper	1,500	187	1,500	1,500	1,500	0.0%	\$0
64030	Maintenance and Repairs	500	450	500	500	500	0.0%	\$0
64040	Fuel	3,600	2,245	3,600	3,600	3,000	-16.7%	-\$600
64050	Equipment & Tools	1,500	2,451	1,500	1,500	1,500	0.0%	\$0
64000	<b>TOTAL VEHICLES AND EQUIPMENT</b>	<b>7,100</b>	<b>5,333</b>	<b>7,100</b>	<b>7,100</b>	<b>6,500</b>	<b>-8.5%</b>	<b>-\$600</b>
64440	Wreath Installation and Maintenance	2,000	-	2,000	-	2,000	0.0%	\$0
64400	<b>TOTAL SEASONAL</b>	<b>2,000</b>	<b>-</b>	<b>2,000</b>	<b>-</b>	<b>2,000</b>	<b>0.0%</b>	<b>\$0</b>
64810	Security Services	700	698	700	2,206	700	0.0%	\$0
64820	Elevator Inspection/Maintenance	300	140	300	220	300	0.0%	\$0
64830	Janitorial Services	2,500	2,210	2,500	2,270	2,500	0.0%	\$0
64840	Window Washing	300	290	300	150	300	0.0%	\$0
64850	Repairs and Maintenance	1,500	1,741	1,500	825	1,500	0.0%	\$0
64860	Equipment Maintenance Contracts	350	420	350	335	350	0.0%	\$0
64870	Exterminating Services	120	308	120	165	120	0.0%	\$0
64800	<b>TOTAL TOWN HALL</b>	<b>5,770</b>	<b>5,806</b>	<b>5,770</b>	<b>6,171</b>	<b>5,770</b>	<b>0.0%</b>	<b>\$0</b>
65220	Equipment Maintenance Contract	-	-	120	60	120	0.0%	\$0
65230	Exterminating Services	120	-	120	60	120	0.0%	\$0

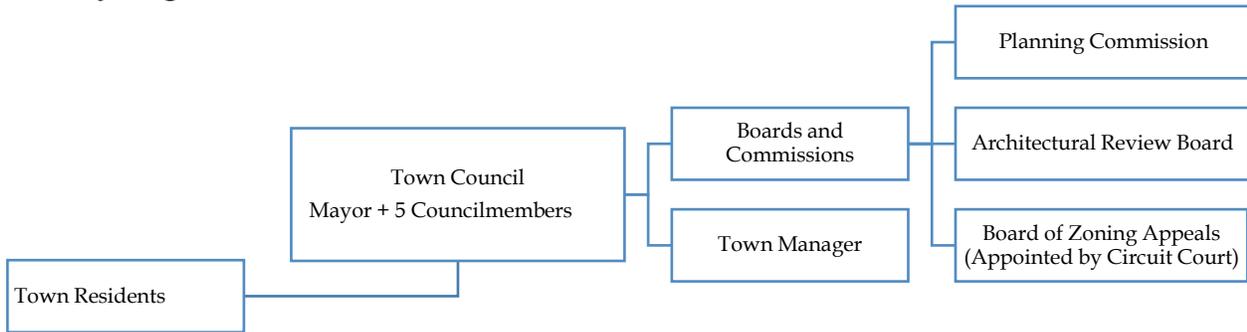
Town of Occoquan

General Fund

65240	Repairs and Maintenance	500	319	500	736	500	0.0%	\$0
<b>TOTAL MILL HOUSE</b>								
65200	<b>MUSEUM</b>	<b>620</b>	<b>319</b>	<b>740</b>	<b>856</b>	<b>740</b>	<b>0.0%</b>	<b>\$0</b>
65610	Equipment Maintenance Contracts	-	-	120	60	-	-100.0%	-\$120
65620	Exterminating Services	120	60	120	165	-	-100.0%	-\$120
65630	Repairs and Maintenance	500	-	500	250	500	0.0%	\$0
65600	<b>TOTAL VISITORS CENTER</b>	<b>620</b>	<b>60</b>	<b>740</b>	<b>475</b>	<b>500</b>	<b>-32.4%</b>	<b>-\$240</b>
66010	Exterminating Services	120	308	120	165	120	0.0%	\$0
66020	Equipment Maintenance Contracts	-	-	120	60	120	0.0%	\$0
66040	Repairs and Maintenance	1,000	268	1,000	892	1,000	0.0%	\$0
66000	<b>TOTAL MAINTENANCE YARD (Commerce)</b>	<b>1,120</b>	<b>576</b>	<b>1,240</b>	<b>1,117</b>	<b>1,240</b>	<b>0.0%</b>	<b>\$0</b>
66410	Exterminating Services	120	-	-	-	-		
66420	Repairs and Maintenance	250	-	-	-	250	100.0%	\$250
66400	<b>TOTAL MILL STREET STORAGE FACILITY</b>	<b>370</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250</b>	<b>100.0%</b>	<b>\$250</b>
66820	Restroom Janitorial Services/Supplies	3,900	-	12,000	16,905	15,200	26.7%	\$3,200
66830	Winterization	250	-	250	11	250	0.0%	\$0
66840	Maintenance and Repairs	1,000	108	1,000	4,245	2,500	150.0%	\$1,500
66860	Exterminator Services	120	-	120	170	120	0.0%	\$0
66870	Equipment Maintenance Contracts	300	-	120	60	120	0.0%	\$0
66800	<b>TOTAL RIVER MILL PARK AND FACILITY</b>	<b>5,570</b>	<b>108</b>	<b>13,490</b>	<b>21,391</b>	<b>18,190</b>	<b>34.8%</b>	<b>\$4,700</b>
67220	Public Dock	1,000	7,427	-	408	1,000	100.0%	\$1,000
67230	Winterization	250	300	250	425	250	0.0%	\$0
67240	Maintenance and Repairs	1,500	126	1,500	870	1,500	0.0%	\$0
67200	<b>TOTAL MAMIE DAVIS PARK</b>	<b>2,750</b>	<b>7,852</b>	<b>1,750</b>	<b>1,703</b>	<b>2,750</b>	<b>57.1%</b>	<b>\$1,000</b>
67620	Maintenance and Repairs	-	-	-	-	800	100.0%	\$800
67600	<b>TOTAL TANYARD HILL ROAD PARK</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>800</b>	<b>100.0%</b>	<b>\$800</b>
68010	Maintenance and Repairs	-	-	-	-	500	100.0%	\$500
68000	<b>TOTAL FURNACE BRANCH PARK</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500</b>	<b>100.0%</b>	<b>\$500</b>
68410	Street Painting	500	-	-	-	-		
68420	Brick Sidewalks Maintenance and Repairs	1,000	585	1,000	591	1,000	0.0%	\$0
68430	Asphalt Repairs	750	-	750	375	400	-46.7%	-\$350
68400	<b>TOTAL STREETS AND SIDEWALKS</b>	<b>2,250</b>	<b>585</b>	<b>1,750</b>	<b>966</b>	<b>1,400</b>	<b>-20.0%</b>	<b>-\$350</b>
68810	Gas Light Maintenance and Repair	1,000	3,215	1,200	3,762	2,410	100.8%	\$1,210
68830	Town Signage Maintenance/Repairs	500	2,997	-	975	500	100.0%	\$500
68840	Public Gardens	1,000	31	500	250	1,000	100.0%	\$500
68850	Street Tree Maintenance/Repairs	2,500	1,200	-	-	-	0.0%	\$0
68860	Public Trash Containers	1,500	-	-	-	-	0.0%	\$0
68800	<b>TOTAL HISTORIC DISTRICT</b>	<b>6,500</b>	<b>7,443</b>	<b>1,700</b>	<b>4,987</b>	<b>3,910</b>	<b>130.0%</b>	<b>\$2,210</b>
<b>TOTALS</b>		<b>\$159,595</b>	<b>\$163,991</b>	<b>\$167,009</b>	<b>\$177,148</b>	<b>\$182,160</b>	<b>9.1%</b>	<b>\$15,151</b>

**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 every even year 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 and appropriates the annual operating and capital improvements budgets, sets all tax rates, approves appointments to boards and commissions and adopts long-range plans and policies.



*Welcome Sign at Washington Street*

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

**FY 2017 Accomplishments**

- Adopted revised Comprehensive Plan.
- Initiated comprehensive review of zoning and subdivision ordinances.

**FY 2018 Initiatives**

- Award contract for construction of an accessible public kayak and canoe launch.
- Complete Parking and Traffic Study; direct implementation of recommended actions.
- Adopt recodified Town Code.
- Adopt revised Zoning and Subdivision ordinances.

**Personnel**

*Based on a fiscal year*

Authorized Positions	Adopted FY 15	Adopted FY 16	Adopted FY 17	Adopted FY 18
Mayor and Town Council	6	6	6	6
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

**FY 2018 Budget Changes**

- The FY 2018 Proposed Budget includes funding under training and travel.  
Budget impact: \$2,000
- No other significant changes to Governing Body budget.

**Financial Detail – Governing Body**

	FY 2016 ADOPTED	FY 2016 ACTUAL	FY 2017 ADOPTED	FY 2017 PROJECTED	FY 2018 ADOPTED	% Change to Adopted	\$ Change to Adopted
60010 Salaries and Wages	72	72	72	72	80	11.1%	\$8
60020 Overtime	-	-	-	-	-		
60030 On-call Labor/Auxiliary Wages	-	-	-	-	-		
60040 Other Benefits (Cell Reimbursement)	-	-	-	-	-		
60050 Payroll Taxes (FICA & Medicare)	-	-	-	-	-		
60080 Life/Disability Insurance	-	-	-	-	-		
60070 Health Insurance	-	-	-	-	-		
60090 Employer Contributions: Simple IRA	-	-	-	-	-		
60100 EAP Services	-	-	-	-	-		
<b>60000 TOTAL PERSONNEL SERVICES</b>	<b>72</b>	<b>72</b>	<b>72</b>	<b>72</b>	<b>80</b>	<b>11.1%</b>	<b>\$8</b>
63650 Boards and Commissions Training	-	-	-	-	2,000	100.0%	\$2,000
<b>63600 TOTAL TRAINING AND TRAVEL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000</b>	<b>100.0%</b>	<b>\$2,000</b>
<b>TOTALS</b>	<b>\$72</b>	<b>\$72</b>	<b>\$72</b>	<b>\$72</b>	<b>\$2,080</b>	<b>2788.9%</b>	<b>\$2,008</b>

# CRAFT SHOW FUND



**CRAFT SHOW FUND**

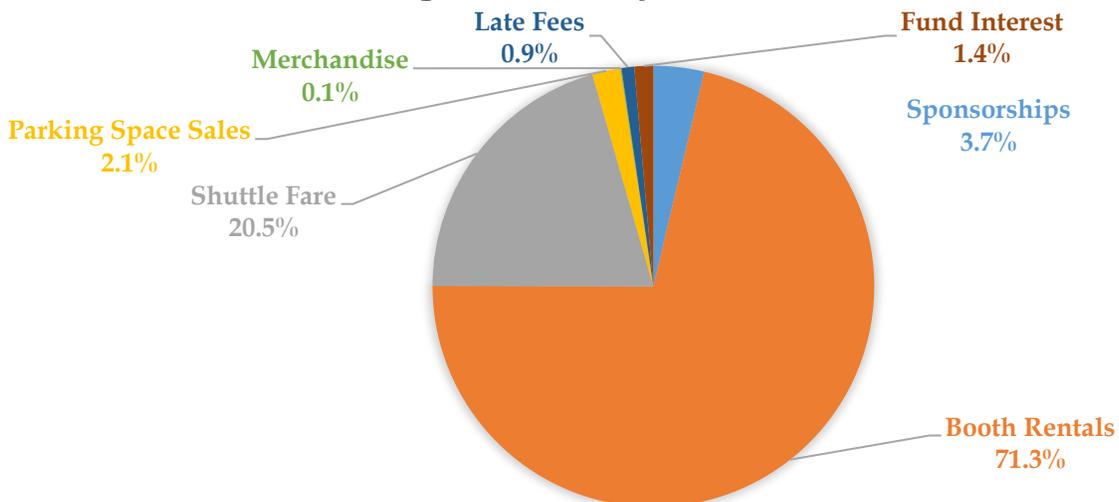
**Financial Information**

Categories	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Projected	FY 2018 Adopted	Change Over Budget	
						\$	%
<b>Sources</b>							
Craft Show Fund	222,825	201,597	217,125	216,407	216,390	-\$735	-0.3%
<b>Total Sources</b>	<b>\$222,825</b>	<b>\$201,597</b>	<b>\$217,125</b>	<b>\$216,407</b>	<b>\$216,390</b>	<b>-\$735</b>	<b>-0.3%</b>
<b>Uses</b>							
Personnel Services	44,582	44,970	44,508	48,389	48,720	\$4,212	9.5%
Materials/Supplies	4,600	7,373	4,600	7,077	6,400	\$1,800	39.1%
Contracts	35,000	36,103	35,000	37,606	39,000	\$4,000	11.4%
Advertising	20,000	14,579	20,000	13,580	14,000	-\$6,000	-30.0%
<b>Total Uses</b>	<b>\$104,182</b>	<b>\$103,024</b>	<b>\$104,108</b>	<b>\$106,651</b>	<b>\$108,120</b>	<b>\$4,012</b>	<b>3.9%</b>

**REVENUE DETAIL**

	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Projected	FY 2018 Adopted	% Change to Budget	\$ Change to Budget
<b>Sponsorships</b>	10,000	6,350	8,000	8,000	8,000	0.0%	\$0
<b>Booth Rentals</b>	158,500	150,317	154,000	154,699	154,370	0.2%	\$370
<b>Shuttle Fare</b>	47,300	43,358	48,000	42,714	44,370	-7.6%	-\$3,630
<b>Parking Space Sales</b>	3,000	415	3,375	5,400	4,500	33.3%	\$1,125
<b>Tent Rentals</b>	525	910	600	78	-	-100.0%	-\$600
<b>Merchandise</b>	3,500	246	150	166	150	0.0%	\$0
<b>Late Fees</b>	-	-	-	2,350	2,000	100%	\$2,000
<b>Craft Show Fund Interest</b>	-	-	3,000	3,000	3,000	0.0%	\$0
<b>Total</b>	<b>\$222,825</b>	<b>\$201,597</b>	<b>\$217,125</b>	<b>\$216,407</b>	<b>\$216,390</b>	<b>-0.3%</b>	<b>-\$735</b>

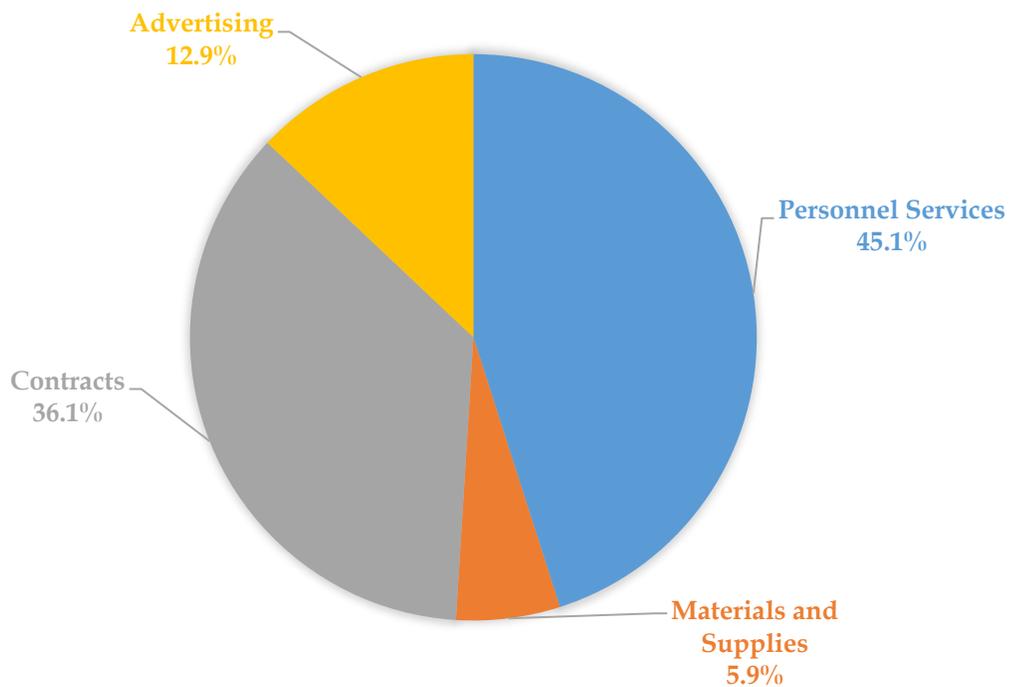
**FY 2018 Budget Revenues by Account - Craft Show Fund**



**EXPENDITURE DETAIL**

	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Projected	FY 2018 Adopted	% Change	\$ Change
Salaries and Wages	25,000	21,811	25,000	25,000	25,000	0.0%	\$0
On-call Labor/ Auxiliary Wages	17,280	21,485	17,280	20,183	20,200	16.9%	\$2,920
Payroll Taxes (FICA & Medicare)	1,606	1,674	1,913	3,206	3,200	67.3%	\$1,287
Health Insurance	-	-	-	-	-		
Disability and Life Insurance	380	-	-	-	-		
Employer Contributions: Simple IRA	316	-	315	-	320	1.6%	\$5
<b>TOTAL PERSONNEL SERVICES</b>	<b>44,582</b>	<b>44,970</b>	<b>44,508</b>	<b>48,389</b>	<b>48,720</b>	<b>9.5%</b>	<b>\$4,212</b>
Office Supplies	1,200	5,631	1,200	3,679	3,000	150.0%	\$1,800
Operational Supplies	3,400	1,742	3,400	3,398	3,400	0.0%	\$0
<b>TOTAL MATERIALS AND SUPPLIES</b>	<b>4,600</b>	<b>7,373</b>	<b>4,600</b>	<b>7,077</b>	<b>6,400</b>	<b>39.1%</b>	<b>\$1,800</b>
Equipment Rental	33,000	34,753	33,000	33,606	35,000	6.1%	\$2,000
Entertainment	2,000	1,350	2,000	4,000	4,000	100.0%	\$2,000
<b>TOTAL CONTRACTS</b>	<b>35,000</b>	<b>36,103</b>	<b>35,000</b>	<b>37,606</b>	<b>39,000</b>	<b>11.4%</b>	<b>\$4,000</b>
Advertising - Marketing	20,000	14,579	20,000	13,580	14,000	-30.0%	-\$6,000
<b>TOTAL ADVERTISING</b>	<b>20,000</b>	<b>14,579</b>	<b>20,000</b>	<b>13,580</b>	<b>14,000</b>	<b>-30.0%</b>	<b>-\$6,000</b>
<b>TOTALS</b>	<b>\$104,182</b>	<b>\$103,024</b>	<b>\$104,108</b>	<b>\$106,651</b>	<b>\$108,120</b>	<b>3.9%</b>	<b>\$4,012</b>

**FY 2018 Budget Expenditures by Account - Craft Show Fund**



**ACTIVITY DETAIL**

**ARTS AND CRAFT SHOW**

**Activity Organizational Chart**



**Description**

The Arts and Crafts Shows 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, dining and the arts.

**FY 2017 Accomplishments**

- Implemented new advertising strategies focused on local media outlets, and web-based and social media platforms.
- Community involvement has increased with additional non-profit and Town businesses participating this year.
- Incorporated food trucks as part of event to diversify food vendor selection.

**FY 2018 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	2016 Actual	2017 Projected
Number of Vendors	531 (total)	550 (total)

**Personnel**

*Based on a fiscal year.*

Authorized Positions	Adopted FY 15	Adopted FY 16	Adopted FY 17	Adopted FY 18
Craft Show Director	.50	.50	0	0
Events and Community Development Director	0	0	.50	.50
<b>Total FTE</b>	<b>.50</b>	<b>.50</b>	<b>.50</b>	<b>.50</b>

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

**FY 2018 Budget Changes**

- No significant changes to Craft Show Fund budget.



*Scenes from the Occoquan Arts and Crafts Show*

# MAMIE DAVIS FUND



**MAMIE DAVIS FUND**

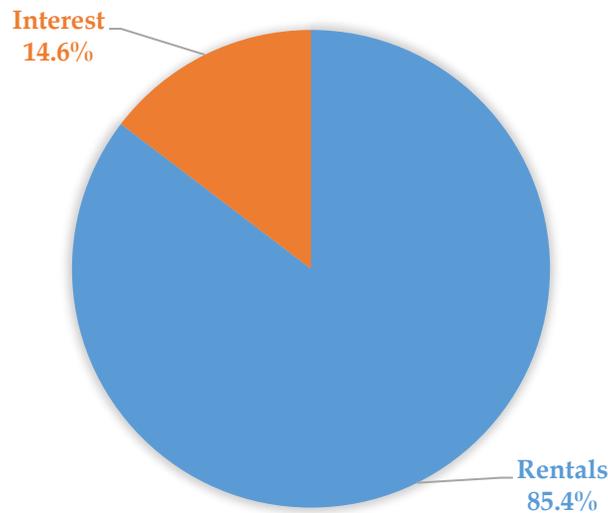
**Financial Information**

Categories	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Projected	FY 2018 Adopted	Change Over Budget	
						\$	%
<b>Sources</b>							
Mamie Davis Fund	2,000	2,851	2,000	13,924	4,100	2,100	105.0%
<b>Total Sources</b>	<b>\$2,000</b>	<b>\$2,851</b>	<b>\$2,000</b>	<b>\$13,924</b>	<b>\$4,100</b>	<b>\$2,100</b>	<b>105.0%</b>
<b>Uses</b>							
Capital Projects	2,000	2,465	\$2,000	11,324	2,000	0	0.0%
<b>Total Uses</b>	<b>\$2,000</b>	<b>\$2,465</b>	<b>\$2,000</b>	<b>\$11,324</b>	<b>\$2,000</b>	<b>\$0</b>	<b>0.0%</b>

**REVENUE DETAIL**

	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Projected	FY 2018 Adopted	% Change to Budget	\$ Change to Budget
<b>Rentals</b>	1,400	2,250	1,400	3,000	3,500	150.0%	2,100
<b>Interest</b>	600	601	600	600	600	0.0%	0
<b>Other</b>	-	-	-	10,324	-		
<b>Total</b>	<b>\$2,000</b>	<b>\$2,851</b>	<b>\$2,000</b>	<b>\$13,924</b>	<b>\$4,100</b>	<b>105.0%</b>	<b>\$2,100</b>

**FY 2018 Budget Revenues by Account - Mamie Davis Fund**



**EXPENDITURE DETAIL**

	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Projected	FY 2018 Adopted	% Change to Budget	\$ Change to Budget
Capital Projects	2,000	2,465	2,000	\$11,324	2,000	0%	0
<b>TOTALS</b>	<b>\$2,000</b>	<b>\$2,465</b>	<b>\$2,000</b>	<b>\$11,324</b>	<b>\$2,000</b>	<b>0%</b>	<b>\$0</b>

**FUND DETAIL****Description**

The Mamie Davis fund is a \$100,000 permanent endowment that the Town received from former Town official and resident, Ms. Mamie Davis. 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 2018 Budget estimates approximately \$4,100 in revenues for this fund. By current year end, the account balance available generated from the Mamie Davis Fund is expected to be approximately \$4,963.

The increase in revenues and expenditures for FY 2017 projected over the budget and previous years is due to insurance monies received and expended to repair damage caused to the park by a dump truck accident in January of 2017.

**FY 2018 Budget Changes**

- No significant changes to the Mamie Davis fund budget.



*Mamie Davis Park Gazebo and Entrance to Town Boardwalk*

# CAPITAL IMPROVEMENT PROGRAM FY 2018 - FY 2022



## CAPITAL IMPROVEMENT PROGRAM

### Description

The Town funds the Capital Improvement Program (CIP) with the annual net revenue from the semi-annual arts and Arts and Crafts Shows that are held in June and September each year. On average, the Town nets approximately \$110,000 annually, which is then used to fund various capital projects.

The CIP was developed in an effort to identify projects that would support and achieve the seven goals set by the Town Council during the FY 2018 Budget Process.

#### 1. Parking Issues

The Town Council has made it a priority to identify and address parking needs within the community. The Town Council set aside funding in FY 2017 to conduct a traffic and parking study; however, the study was not completed. The Town Council plans to complete the study in FY 2018 and incorporate the recommendations as part of the community planning process in a future year. As our business community continues to grow, and as we provide more programming and activities, the Town will continue to become a destination and require increased opportunities for parking, as well as public transportation.

#### 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 six Town-owned buildings. This goal aims at preserving our historic designation, as well as maintaining and improving the overall appearance of the community. 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 and Usages**

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 easements to build and maintain a public boardwalk on private property. The result will be a continuous boardwalk from the future kayak launch under the Route 123 bridge to the new River Mill Park, accessible to the public and waterfront businesses. In addition, during the FY 2018 budget process, the Town Council revised this priority to include uses. This was done to place focus on the use of the existing dock and boardwalk area and how to manage issues including recreation, nuisances and maintenance.

#### **5. Community Development and Programming**

The Town Council established this goal 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. In 2017, the new River Mill Park opened, bringing more opportunities for community events and programming, and increased opportunities to attract people to Town to shop and dine at Occoquan businesses. In addition, the Town Council is actively pursuing the installation of an ADA accessible canoe and kayak launch under the Route 123 bridge, which will create another opportunity for water recreation and access within the community.

#### **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 to focus on identifying stormwater management issues and solutions to address these long-standing concerns.

#### **7. Public Safety**

During the FY 2018 budget process, the Town Council added public safety as a priority. As our community grows and flourishes, with both day and at evening activity, emphasis has been placed on how the Town's police department operates independently, and in coordination with the County's police department. During FY 2017, the Town's Chief of Police retired and the Town Council worked with the Virginia Association of Chiefs of Police (VACP) to perform an initial review of the Town's police department. In FY 2018, the Town expects to go through a departmental assessment in an effort to determine how to best structure the department to meet the needs of the community.

The FY 2018 Capital Improvement Program builds on the FY 2017 process and continues to focus on investing in infrastructure improvements including streetscaping, road and sidewalk maintenance, and intersection improvements to promote pedestrian safety. In addition, in FY 2018, the CIP includes property improvements at Town Hall, installation of a public canoe and kayak ramp, a community planning project (traffic and parking study), public refuse container replacement and administrative improvements including recodification of the Town Code and implementation of the electronic document management system.

**Operating Impact**

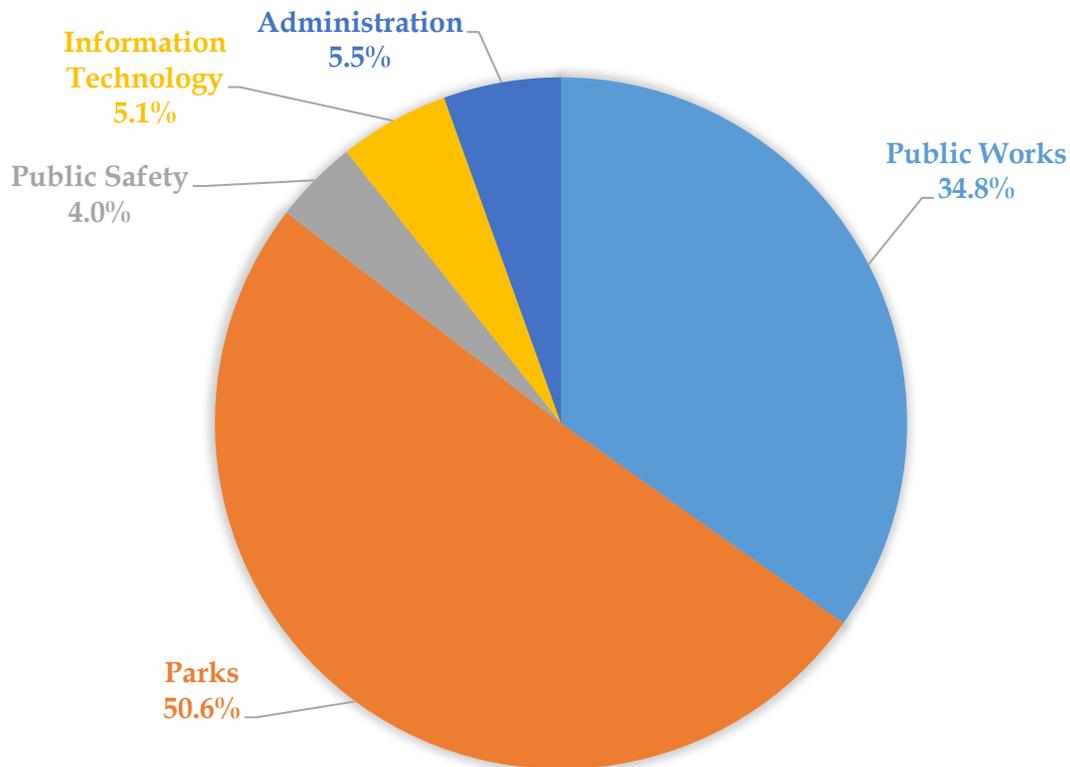
For many of the capital projects, there will be ongoing maintenance, staffing and programming costs incurred in the General Fund. Expected operating costs for FY 2018 capital projects have been incorporated as part of the General Fund budget. Future project costs will be identified as part of the annual budget process, along with any major renovations or activities as part of the five-year capital planning process.

**CIP SUMMARY**

**Five Year Plan 2018-2022**

Department	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Public Works	101,500	103,500	154,000	247,500	60,500
Parks	147,500	15,000	20,000	35,000	35,000
Public Safety	11,500	0	57,000	20,000	0
Information Technology	15,000	13,000	15,000	15,000	0
Administration	16,000	0	0	5,000	0
<b>Total Funding</b>	<b>\$291,500</b>	<b>\$131,500</b>	<b>\$246,000</b>	<b>\$322,500</b>	<b>\$95,500</b>
<b>Bond</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CIP</b>	<b>164,000</b>	<b>130,500</b>	<b>188,000</b>	<b>301,500</b>	<b>94,500</b>
<b>Grants, Other</b>	<b>127,500</b>	<b>1,000</b>	<b>58,000</b>	<b>26,000</b>	<b>1,000</b>
<b>TBD</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Funding</b>	<b>\$291,500</b>	<b>\$131,500</b>	<b>\$246,000</b>	<b>\$322,500</b>	<b>\$95,500</b>

**FY 2018 - 2022 CIP Projects by Department**



## CIP DETAIL

## PUBLIC WORKS

Project	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Project Totals
Community Planning Project	25,000	-	-	-	-	25,000
Intersection Improvements (See Intersection Improv Schedule)	-	30,000	20,000	20,000	-	70,000
Street Maintenance (See Street Paving Schedule)	15,000	-	25,000	15,000	-	55,000
Sidewalk Maintenance (See Infrastructure Schedule)	-	25,000	30,000	30,000	30,000	115,000
Building Maintenance (See Building Maintenance Schedule)	2,500	20,000	20,000	15,000	5,000	62,500
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 - Lower Level	15,000	-	-	-	-	15,000
Annex Property Improvements	-	-	-	10,000	-	10,000
Street Sweeper Replacement	-	-	25,000	-	-	25,000
Snow Blower Replacement	-	2,500	-	-	-	2,500
Gaslight Conversion to Electric/Maintenance	10,000	5,000	5,000	100,000	5,000	125,000
Street/Curb Striping Program	8,000	-	8,000	-	8,000	24,000
Town Dock Maintenance	10,000	5,000	5,000	50,000	5,000	75,000
<b>Bond</b>	-	-	-	-	-	-
<b>CIP</b>	85,500	102,500	153,000	246,500	59,500	647,000
<b>Grants, Other</b>	16,000	1,000	1,000	1,000	1,000	20,000
<b>TBD</b>	-	-	-	-	-	-
<b>Total Funding</b>	<b>\$101,500</b>	<b>\$103,500</b>	<b>\$154,000</b>	<b>\$247,500</b>	<b>\$60,500</b>	<b>\$667,000</b>

## Project 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 2018 will go towards conducting a parking and traffic study that will be used as part of the over community planning project. Ultimately, the community plan will be a comprehensive plan that will guide future projects and assist in developing grant applications to fund implementation of components of the plan.

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

**FY 2018 Budget:** \$25,000

**Operating Impact:** There are no anticipated operating impacts during FY 2018; however, operating impacts will be incurred upon implementation of various plan components in future years, including annual maintenance costs associated with infrastructure improvements.

### Intersection Improvements

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

**Justification:** During FY 2018, staff will focus on obtaining grant funding for use in future years to build crosswalks in key areas in the Historic District. Future year funding has been earmarked as potential matching funds for awarded grants.

**Council Goals:** Pedestrian Safety and Access

**Time Frame:** Annually

**FY 2018 Budget:** \$0

**Operating Impact:** Engineering costs will be incurred in FY 2018 as part of the grant application process, including plan development, estimated at \$5,000. This has been included as part of the Engineering Service fees in the General Fund, Administration division. In addition, future operating costs will be incurred as it relates to regular maintenance costs to maintain the crosswalks.



*Streetscape, Town Brick Sidewalks and Gaslights*

### Street Maintenance

**Description:** To regularly maintain Town-owned streets and public parking lots.

**Justification:** Annual maintenance and improvements are detailed in the Infrastructure and Building Maintenance Schedule. In FY 2018, repairs and repaving are planned for the public parking lot and Maintenance Facility lot at the corner of Commerce and Washington Streets.

**Council Goals:** Parking Issues; Historic Preservation and Town Appearance

**Time Frame:** FY 2018

**FY 2018 Budget:** \$15,000

**Operating Impact:** Funding is allocated annually in the General Fund for regular maintenance and repairs associated with street maintenance (\$400) in the Public Works division. Repaving and repairing these locations will reduce overall maintenance associated with potholes and erosion in the General Fund.

### Sidewalk Maintenance

**Description:** To regularly maintain Town-owned brick sidewalks.

**Justification:** Annual maintenance and improvements are detailed in the Infrastructure and Building Maintenance Schedule. No major sidewalk installations or renovations are planned for FY 2018.

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

**Time Frame:** Annually

**FY 2018 Budget:** \$0

**Operating Impact:** Funding is allocated annually in the General Fund for regular maintenance costs. FY 2018 includes \$1,000 in funding for regular maintenance of brick sidewalks in the General Fund, Public Works division.

### **Building Maintenance**

**Description:** To maintain and preserve Town-owned buildings.

**Justification:** Four 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 six Town-owned buildings will be performed in accordance with the Infrastructure and Building Maintenance Program. In FY 2018, funding is included to replace damaged doors at the Town's maintenance facility.



*Mill House Museum*

**Council Goals:** Historic Preservation and Town Appearance

**Time Frame:** Annually

**FY 2018 Budget:** \$2,500

**Operating Impact:** Costs associated with maintenance of replacement equipment is included as part of the Public Works division in the General Fund (\$1,000). In addition, cost savings are realized in the General Fund when antiquated equipment is replaced with higher efficiency equipment.

### **Stormwater Management**

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

**Justification:** Funding in FY 2018 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 2018 Budget:** \$5,000

**Operating Impact:** Costs associated with regular maintenance of stormwater facilities are included as part of the General Fund.

**Trash/Recycling Containers Replacement/Maintenance**

**Description:** To replace public refuse and recycling containers within the Historic District.

**Justification:** Replacement of the refuse containers is funded through FY 2020; Phase I replacement will occur in FY 2018.

**Council Goals:** Historic Preservation and Town Appearance

**Time Frame:** FY 2018 – FY 2020

**FY 2018 Budget:** \$11,000

**Operating Impact:** Routine maintenance and repairs included in General Fund, Public Works division. The FY 2018 General Fund does not include funding for regular maintenance on public containers as the process to replace the cans will begin and repairs of existing cans will not be performed.

**Town Hall Renovations – Lower Level**

**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. In FY 2017, improvements were made to the main level office and meeting area and a significant amount of the exterior was re-painted. In FY 2018, funding is identified to perform updates to the outdated kitchen, restroom and lower-level office areas.



**Council Goals:** Historic Preservation and Town Appearance

**Time Frame:** FY 2018

**FY 2018 Budget:** \$15,000

**Operating Impact:** Regular maintenance costs are included as part of the General Fund under the Public Works division (\$1,500). Updates to the restroom and kitchen areas will assist in water conservation and reduce utility costs.

**Annex Property Improvements**

**Description:** To remediate site deficiencies.

**Justification:** The annex is the Town’s Maintenance Facility and site deficiencies have been identified. Funding is budgeted within the FY 2021 CIP budget.

**Council Goals:** Historic Preservation and Town Appearance

**Time Frame:** FY 2021

**FY 2018 Budget:** \$0

**Operating Impact:** Costs associated with regular maintenance of the facility and associated equipment are included as part of the General Fund (\$1,000) in the Public Works division.

### **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 2020

**FY 2018 Budget:** \$0

**Operating Impact:** Routine maintenance and repairs included in General Fund (\$1,500) in the Public Works division. The replacement of aging equipment will reduce maintenance costs and impact on General Fund maintenance costs.

### **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 2018 Budget:** \$0

**Operating Impact:** Routine maintenance and repairs included in General Fund (\$1,500), Public Works division. The replacement of aging equipment will reduce maintenance costs and impact on General Fund maintenance costs.

### **Gaslight Conversion to Electric/Maintenance**

**Description:** To renovate and maintain the Town's gaslights and plan for future conversion to electric.

**Justification:** The Town's gaslights are aging and are in need of refurbishment. Funding is set aside in FY 2018 for refurbishment and overhaul of the gaslight units. In FY 2021, funding in the amount of \$100,000 is identified for conversion from gas to electric light units.

**Council Goals:** Historic Preservation and Town Appearance

**Time Frame:** FY 2018

**FY 2018 Budget:** \$10,000



**Operating Impact:** Routine maintenance and repairs, utility costs included in General Fund (\$8,910), Public Works division. Cost savings will be realized in annual maintenance in regards to repairs and utilities after completion of refurbishment of the lights. In addition, significant costs savings will be realized in the General Fund in annual utility costs and maintenance when the units are converted from gas to electric. Potential annual costs savings on maintenance and utilities is approximately \$8,000.

### **Street/Curb Striping Program**

**Description:** To maintain road and curb markings on Town-owned roads and parking areas.

**Justification:** The Street Maintenance Program plans for street and curb marking activities every two years. The next repainting is planned for FY 2018.

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

**Time Frame:** FY 2018

**FY 2018 Budget:** \$8,000

**Operating Impact:** Annual costs associated with routine maintenance of marked roads and public parking areas are included in the General Fund, Public Works division. The FY 2018 General Fund does not allocate funding for this activity as the costs for refurbishment are included in the CIP.

### **Town Dock Maintenance**

**Description:** To properly maintain and ensure safe access to the Town public dock and Riverwalk boardwalk.

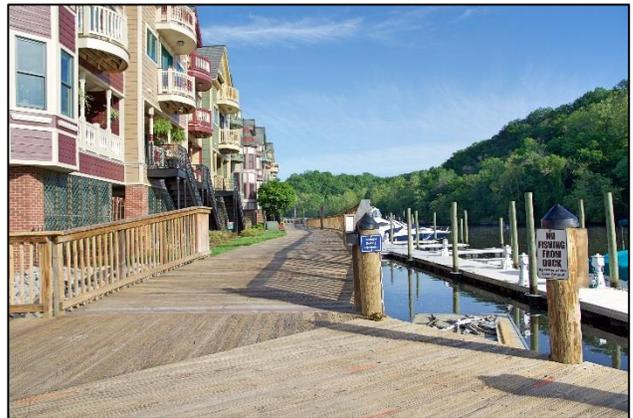
**Justification:** The FY 2018 CIP includes funding for new lighting along the boardwalk and dock area, as well as other necessary repairs.

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

**Time Frame:** FY 2018

**FY 2018 Budget:** \$10,000

**Operating Impact:** Regular maintenance and utility costs associated with the dock and boardwalk are included as part of the General Fund (\$1,000) in the Public Works and Administration divisions.



*Town boardwalk behind Gaslight Landing*

**PARKS**

Project	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Project Totals
Tanyard Hill Parcel	2,500	5,000	5,000	5,000	5,000	22,500
Furnace Branch Park	-	-	5,000	10,000	20,000	35,000
River Mill Park Maintenance	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	20,000
Mamie Davis Park Renovations/Upgrades	-	-	-	10,000	-	10,000
<b>Bond</b>	-	-	-	-	-	-
<b>CIP</b>	47,500	15,000	20,000	35,000	35,000	152,500
<b>Grants, Other</b>	100,000	-	-	5,000	-	105,000
<b>TBD</b>	-	-	-	-	-	-
<b>Total Funding</b>	<b>\$147,500</b>	<b>\$15,000</b>	<b>\$20,000</b>	<b>\$40,000</b>	<b>\$35,000</b>	<b>\$257,500</b>

**Project Detail****Tanyard Hill Parcel**

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

**Justification:** In 2014, 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:** Annually

**FY 2018 Budget:** \$2,500

**Operating Impact:** Routine maintenance and repairs, landscaping maintenance are included in General Fund, Public Works division. The FY 2018 General Fund does not include maintenance costs as no improvements are currently installed on the property. Maintenance costs will be realized in future year operations after improvements are installed.

**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 2020-2022

**FY 2018 Budget:** \$0

**Operating Impact:** Routine maintenance and repairs, landscaping maintenance included in General Fund, Public Works division. The FY 2018 General Fund does not include maintenance

costs as no improvements are currently installed on the property. Maintenance costs will be realized in future year operations after improvements are installed.

### **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.

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

**Time Frame:** Annually

**FY 2018 Budget:** \$5,000

**Operating Impact:** Routine maintenance and repairs, programming, landscaping maintenance, utility costs, included in General Fund (\$18,190), Parks division.

### **Canoe/Kayak Ramp Installation**

**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.

**Council Goals:** Community Development and Programming

**Time Frame:** FY 2018

**FY 2018 Budget:** \$140,000

**Operating Impact:** Routine maintenance and repairs included in General Fund. The FY 2018 General Fund does not include maintenance costs as the ramp is not expected to be installed until the end of FY 2018. Annual maintenance costs will be included in FY 2019 and beyond as part of the General Fund.

### **Tree Canopy Maintenance**

**Description:** To maintain the Town's street trees.

**Justification:** The Town is responsible for the maintenance and health of the Town's street trees. Funding is set aside for annual maintenance. In FY 2018, funding for street tree maintenance is included as part of the Town's landscaping services contract.

**Council Goals:** Historic Preservation and Town Beautification

**Time Frame:** FY 2019 - 2022

**FY 2018 Budget:** \$0

**Operating Impact:** Routine maintenance included in General Fund in the Public Works division as part of the Town's comprehensive landscaping contract.

**Mamie Davis Park Renovations/Upgrades**

**Description:** To maintain and update Mamie Davis Park.

**Justification:** Mamie Davis Park was made available through a permanent endowment from Ms. Mamie Davis, a former resident and 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 2021

**FY 2018 Budget:** \$0

**Operating Impact:** Routine maintenance and repairs, landscaping maintenance, utility costs, included in General Fund (\$2,750), in the Parks division. In addition, maintenance projects are included as part of the Mamie Davis Fund (\$2,000).

**PUBLIC SAFETY**

Project	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Project Totals
Police Vehicle	-	-	45,000	-	-	45,000
In-Vehicle Laptops	2,500	-	2,000	-	-	4,500
Body Armor	4,000	-	-	-	-	4,000
Body/In-Car Camera System	-	-	10,000	-	-	10,000
IBR Reporting System Replacement	5,000	-	-	-	-	5,000
Police Radios	-	-	-	20,000	-	20,000
<b>Bond</b>	-	-	-	-	-	-
<b>CIP</b>	-	-	-	-	-	-
<b>Grants, Other</b>	11,500	-	57,000	20,000	-	88,500
<b>TBD</b>	-	-	-	-	-	-
<b>Total Funding</b>	<b>\$11,500</b>	<b>\$0</b>	<b>\$57,000</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$88,500</b>

**Project 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 are 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:** TBD

**FY 2018 Budget:** \$0

**Operating Impact:** Routine maintenance and repairs, fuel costs included in General Fund (\$6,850) in the Public Safety division.

**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 2018

**FY 2018 Budget:** \$2,500

**Operating Impact:** Routine maintenance and repairs, utility costs included in General Fund (\$500) in the Public Safety division.

**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 2018 Budget:** \$4,000

**Operating Impact:** Costs associated with equipment repairs and maintenance included as part of General Fund (\$2,550) in the Public Safety division.

**Body/In-Car Camera System**

**Description:** To establish a body camera and/or in-car camera program for use by the Town's police department.

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

**Time Frame:** FY 2020

**FY 2018 Budget:** \$0

**Operating Impact:** Costs associated with the storage of data and maintenance of equipment will be included in the General Fund, Public Safety division after project implementation. Anticipated impacts to the General Fund are between \$5,000 and \$10,000 and dependent on program implementation, equipment maintenance and storage solution costs.

**IBR Reporting System Replacement**

**Description:** The IBR system is used by the police department to submit information to the State.

**Justification:** The current reporting system will no longer be supported and must be replaced within the next fiscal year. The Town is collaborating with other local jurisdictions in an effort to limit the cost of a replacement system.

**Time Frame:** FY 2018

**FY 2018 Budget:** \$5,000

**Operating Impact:** Costs associated with annual support fees are included as part of the General Fund (\$1,000) in the Public Safety division.

**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 2018 Budget:** \$0

**Operating Impact:** Routine maintenance and repairs included in General Fund (\$500) in the Public Safety division.

**INFORMATION TECHNOLOGY**

Project	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Project Totals
Computer Upgrades/Replacement	10,000	-	-	5,000	-	15,000
Document Management Project	5,000	-	-	-	-	5,000
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	-	3,000	-	-	-	3,000
<b>Bond</b>	-	-	-	-	-	-
<b>CIP</b>	15,000	13,000	15,000	15,000	-	58,000
<b>Grants, Other</b>	-	-	-	-	-	-
<b>TBD</b>	-	-	-	-	-	-
<b>Total Funding</b>	<b>\$15,000</b>	<b>\$13,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$58,000</b>

**Project Details****Computer Upgrades/Replacement**

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

**Justification:** The FY 2018 funding is to replace desktop computer stations.

**Time Frame:** FY 2018

**FY 2018 Budget:** \$10,000

**Operating Impact:** Routine maintenance and repairs included in General Fund (\$6,000) in the Administration division.

**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 2018 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 2018

**FY 2018 Budget:** \$5,000

**Operating Impact:** Routine maintenance and repairs (\$1,000) and server hosting costs (\$3,000) included in General Fund, Administration division.

**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 2020

**FY 2018 Budget:** \$0

**Operating Impact:** Routine maintenance and repairs included in General Fund (\$6,000), Administration division. Relocation of server will reduce risk for server failure, property damage and increase site security.

**Financial System**

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

**Justification:** Funding has been allocated in FY 2020 to research and implement a new, more robust financial system.

**Time Frame:** FY 2020

**FY 2018 Budget:** \$0

**Operating Impact:** Routine maintenance and repairs included in General Fund (\$6,000), in the Finance division.

**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 2019

**FY 2018 Budget:** \$0

**Operating Impact:** Routine support and annual support costs are included as part of the General Fund (\$250), Administration division. Increased costs are expected with new website for hosting services.

**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 2021

**FY 2018 Budget:** \$0

**Operating Impact:** Routine maintenance and repairs, utility costs included in General Fund (\$1,950) in the Administration division.

**A/V Equipment - Town Hall**

**Description:** To incorporate presentation equipment in Town Hall.

**Justification:** The antiquated recording system and sound equipment in Town Hall was replaced during FY 2015 and FY 2016, respectively. This will add presentation tools to be used during meetings and events held at Town Hall.

**Time Frame:** FY 2019

**FY 2018 Budget:** \$0

**Operating Impact:** Routine maintenance and repairs included in General Fund in the Administration division.

**ADMINISTRATION**

Project	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Project Totals
Town Code Recodification	10,000	-	-	-	-	10,000
Office Equipment Replacement	6,000	-	-	-	-	6,000
Comprehensive Plan Review/Update	-	-	-	5,000	-	5,000
<b>Bond</b>	-	-	-	-	-	-
<b>CIP</b>	16,000	-	-	5,000	-	21,000
<b>Grants, Other</b>	-	-	-	-	-	-
<b>TBD</b>	-	-	-	-	-	-
<b>Total Funding</b>	<b>\$16,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$21,000</b>

**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.

**Time Frame:** FY 2018

**FY 2018 Budget:** \$10,000

**Operating Impact:** Costs associated with annual support and maintenance included as part of General Fund, Administration division. After implementation, the General Fund will include hosting fees associated with the hosting of the Code online (\$1,500).

**Office Equipment Replacement**

**Description:** To replace aging office equipment and tools.

**Justification:** In FY 2018, it is planned to replace aging dais chairs and lower-level office equipment.

**Time Frame:** FY 2018

**FY 2018 Budget:** \$6,000

**Operating Impact:** Routine maintenance and repairs included in General Fund (\$1,000), Administrative division.

**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 2018. 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 2018 Budget:** \$0

**Operating Impact:** Legal and engineering fees associated with review and update process are included as part of General Fund (\$5,000) in the Administrative division.

**FUTURE PROJECTS**

Below is a list of future projects that are expected to occur beyond 2022 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 2018, 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 2018, 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. The FY 2018 budget process continues to retain an operating reserve that maintains a balance that equals approximately 90 to 120 days, or 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.

In FY 2016, \$200,000 was transferred into the operating reserve. This amount is maintained in the FY 2018 Budget, which reflects approximately 101 days or 28 percent of operating expenses. By the beginning of FY 2018, approximately \$501,199 will be available in temporarily restricted funds.

The deficit in unrestricted funds reflected at the start of FY 2017 in the amount of \$112,290 is a result of the River Mill Park project and that funds were expensed in FY 2016 prior to the reimbursement from the County being received in FY 2017. Since this was reimbursed by Prince William County in its entirety within FY 2017, there is no net effect on the Town's financial position as it is simply a pass-through that is experiencing a timing difference.

	Estimated - As of 7/1/2016	Estimated Income/ (Loss)	End of Year Transfers	Estimated - As of 6/30/17
<b>Unrestricted</b>				
Unrestricted Funds	-112,290	122,165		9,876
<b>Temporarily Restricted</b>				
Operating Reserve	200,000			200,000
Craft Show	143,223	120,000	-148,120	115,103
CIP Funds	337,000	-321,120	148,120	164,000
Mamie Davis (Temp)	3,673	1,290		4,963
Public Safety	23,424	-6,500		16,924
PEG Funds	209			209
<b>Subtotal Temp Restricted</b>	<b>\$707,529</b>	<b>-\$206,330</b>		<b>\$501,199</b>
<b>Permanently Restricted</b>				
Mamie Davis (Perm)	100,000			100,000
<b>Total Available Net Assets</b>	<b>\$695,239</b>	<b>-84,165</b>	<b>\$0</b>	<b>\$611,075</b>

**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. However, in FY 2017, the Virginia Local Government Finance Corporation (VML/VACo Finance) undertook a credit benchmark analysis of the Town of Occoquan. This analysis involved identifying the key determinants of credit quality, comparing Occoquan to its peers and determining Occoquan's financing capacity.

One result of the analysis was an identification of Occoquan's key strengths, which include the following:

- Population Growth
- Strong Economic Base
- Strong Management
- Consistent Operating Surplus
- Operating Reserve
- Strong Fund Balance
- No Outstanding Debt
- Relative to Peers – Low Real Estate and Meals Tax Rates

Offsetting considerations to the strength are the facts that the Town's size limits its financial flexibility, and that certain revenue sources, such as the Arts and Crafts Shows, meals tax and real estate values, are sensitive to economic conditions. Even with these considerations, VML/VACo determined that the Town of Occoquan could borrow up to one million dollars while maintaining a financially sound position.

The Town has not adopted a formal debt policy and has no plans to finance capital or other projects at this time.

# SUPPLEMENTAL INFORMATION



**SUPPLEMENTAL INFORMATION****PERSONNEL SUMMARY****Authorized Staff Positions, Full-Time Equivalent (FTE)**

<b>POSITION</b>	<b>FY 2016 BUDGET</b>	<b>FY 2017 BUDGET</b>	<b>FY 2018 ADOPTED</b>
Town Manager	1	1	1
Chief of Police	1	1	1
Maintenance Supervisor	0	1	1
Town Clerk	1	1	1
<b>Sub-Total Full Time</b>	<b>3</b>	<b>4</b>	<b>4</b>
Administrative Assistant	0	.50	.50
Auxiliary Police Officer	.75	.75	.75
Craft Show Director	.50	0	0
Events and Community Development Director	0	.50	.50
Maintenance Supervisor	.75	0	0
Maintenance Worker	0	0	.25
Town Treasurer	.50	.75	.75
<b>Sub-Total Part Time (FTE)</b>	<b>2.50</b>	<b>2.50</b>	<b>2.75</b>
<b>Total Full Time Equivalents</b>	<b>5.50</b>	<b>6.50</b>	<b>6.75</b>

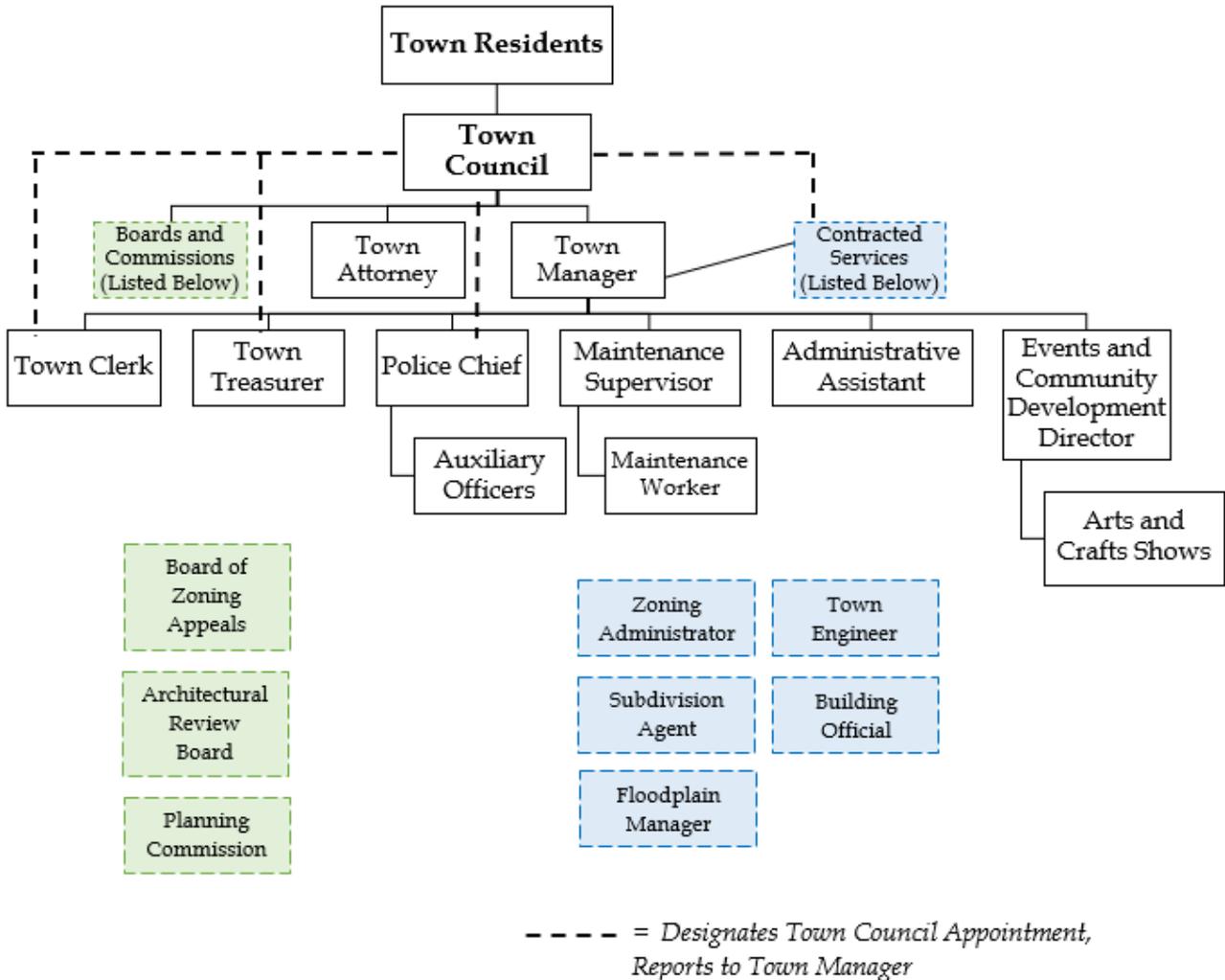
*Positions displayed as FTE = Full-Time Equivalent*

**Authorized Staff Positions, Number of Positions**

<b>POSITION</b>	<b>FY 2016 BUDGET</b>	<b>FY 2017 BUDGET</b>	<b>FY 2018 ADOPTED</b>
Town Manager	1	1	1
Chief of Police	1	1	1
Town Clerk	1	1	1
Town Treasurer	1	1	1
Maintenance Supervisor	1	1	1
Craft Show Director	1	0	0
Events and Community Development Director	0	1	1
Administrative Assistant	0	1	1
Auxiliary Police Officer	3	3	3
Maintenance Worker	0	0	1
<b>Total Authorized Positions</b>	<b>9</b>	<b>10</b>	<b>11</b>

**ORGANIZATIONAL CHART**

**Organizational Chart**



**Services Provided by Prince William County**

- Emergency Management
- Fire and Emergency Services
- Judicial Services
- Libraries
- Public Health and Welfare Services
- Public Safety (Supplemental)
- Schools

**BUDGET CALENDAR**



**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
COMPLETED	2017	Poplar Alley	Ellicott Street	Washington Street	62	Paving
COMPLETED	2017	Poplar Alley	Union Street	Washington Street	N/A	Speed Bump Rehab
Budgeted	2018	Commerce Street Lot (Mom's Apple Pie)	Public parking area, street and Town facility lot only.		N/A	Paving
Budgeted	2020	W. Locust Street	Washington Street	House #206	69	Paving
Budgeted	2021	Mill St Parking Lot	N/A	N/A	N/A	Paving
TBD	TBD	McKenzie Drive	Ellicott Street	Fortress Way	70	Paving
TBD	TBD	Center Street	Ellicott Street	Washington Street	79	Paving
TBD	TBD	Ellicott Street Parking Lot	N/A	N/A	N/A	Paving
TBD	TBD	Cooper's Alley	Mill Street	Dead End	84	Paving
TBD	TBD	Poplar Alley	Washington Street	Dead End	90	Paving

**STREET MAINTENANCE - STRIPING PROGRAM****Background**

The Town hired a contractor to restripe all Town roads, existing cross walks on Town roads and parking lots in Fiscal Year 2016. This activity is to be performed every two (2) years. VDOT roads were restriped during Fiscal Year 2015. Town roads are scheduled for restriping in FY 2018.

**Town Street Striping Schedule:** FY 2016      FY 2018      FY 2020      FY 2022

**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 to install crosswalks on VDOT owned roads. In line with previous years planning, the FY 2018-2022 Capital Improvement Program has annually identified funding for intersection improvements. The schedule below prioritizes those improvements in coordination with proposed brick sidewalk installation and maintenance.

**Grant Programs**

The Town has identified a grant opportunity through VDOT and will apply for funding to upgrade intersections in order to install crosswalks and upgrade existing crosswalks. The grant application is due in the fall of 2017, with the next grant cycle available in the fall of 2019. The schedule below assumes receipt of grant funding for FY 2018. In addition, the Town is working closely with VDOT in order to be included on future maintenance schedules to upgrade existing crosswalks to current ADA standards.

**Intersection Improvement Schedule**

<b>FY</b>	<b>Intersection Location</b>	<b>Location of Proposed Crosswalk</b>
2019	Mill Street/ Washington Street	1. Crossing Washington Street 2. Crossing Mill Street
2019	Mill Street/ Ellicott Street	1. Crossing Ellicott Street 2. Crossing Mill Street
2019	Mill Street/Union Street	1. Crossing Mill Street 2. Crosswalk existing, update to meet current standards (Crossing Union Street)
2020	Commerce Street/Ellicott Street	Crosswalk existing, update to meet current standards
2021	West End of Mill Street	Crossing Mill Street at Mill House Museum, update to meet current standards
2021	East End of Mill Street	Crossing Mill Street at public parking lot
TBD	Union Street/Commerce Street	Crosswalk existing, update to meet current standards
TBD	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. During the 2016 update to the Town’s Comprehensive Plan, a transportation map was developed to identify future brick sidewalk locations. That map was considered in developing the schedule below. Regular maintenance of existing brick sidewalks are included as part of the Town’s General Fund.

**Grant Funding**

The Town has identified grant funding opportunities for sidewalks through VDOT. In addition, the Town will be undergoing a community plan process that will identify locations for new sidewalks, streetscaping and other long-term projects. This plan will be used as a basis for requesting grant funding for sidewalk improvements and installations. Most of the appropriate grants are matching grants. The schedule below assumes receipt of grant funding and may be altered depending on availability of funds.

**Brick Sidewalk Maintenance and Installation Schedule**

FY	Street	From	To	Application
2019	Town Hall	N/A	N/A	Maintenance/ Replacement
2020	Ellicott Street	Mill Street	Poplar Alley	Install
2021	Ellicott Street	Commerce Street	Center Lane	Install
2022	Washington Street	Furnace Branch Park	West Locust	Install
TBD	Mill Street	Town Parking Lot	Washington Street	Install
TBD	Commerce Street	Rt 123	Washington Street	Install
TBD	McKenzie	Fortress Way	Ellicott Street	Install
TBD	Washington Street	Edgehill Road	Town Line	Install



## **TOWN BUILDING MAINTENANCE PROGRAM**

### **Background**

The Town owns and maintains six buildings and four parks. The annual General Fund incorporates normal maintenance costs for each of these facilities including window washing, painting, minor repairs, etc. The Capital Improvement Program 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 facility.

#### **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. This is a historic structure.

In FY 2017, the main office area was renovated to include a new office layout, equipment and carpeting. In addition, the exterior of the building received a face lift with new paint and wood repairs. Also, in 2016, the roof was replaced. In FY 2018, it is proposed to renovate the lower office area to include updates to the aging restroom and kitchen facilities. In addition, recommended future improvements to the building include new windows and HVAC system to increase efficiencies and conserve energy.

#### **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. The Town is responsible for some maintenance to the building.

#### **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. The Town is responsible for some maintenance to the exterior of the building.

#### **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 storage.

#### **Public Restroom, Storage Facility and Event Pavilion, River Mill Park, 458 Mill Street**

The Town opened its new restroom facility and event pavilion within River Mill Park in August 2016. The Town is responsible for maintenance and upkeep of the restroom and the lower level storage area, as well as the event pavilion and park property.

**Mamie Davis Park, Washington and Mill Street Intersection**

The Town operates and maintains Mamie Davis Park, a small garden area with a gazebo located in the heart of the Historic District at the intersection of Mill and Washington Streets. It provides pedestrian access to the Town's Riverwalk.

**Tanyard Hill Open Space, Tanyard Hill Road/Old Bridge Road Intersection**

The Town acquired over 17 acres of natural wooded area in 2014. In FY 2018, it is planned to install a looped trail along the property and work with the County to ultimately connect the trail into the County's East End Trail. It is intended to keep this space natural and wooded, and available for passive recreational use by the public.

**Furnace Branch Park, 170 Washington Street**

The Town owns a .31 acre wooded parcel along Washington Street. Currently, it is not accessible and is a largely wooded property with a stream bed. Funding has been allocated to research this property and identify recreation and stormwater management opportunities on the property.

**Building and Park Maintenance Schedule**

<b>TOWN HALL</b>			
<b>Equipment</b>	<b>Installation Date</b>	<b>Useful Life</b>	<b>Estimated Replacement</b>
Roof	11/24/15	25 Years	2041
Windows	Unknown	N/A - Recommend replacement for energy conservation and increased security	Upgrade for Energy Efficiency 2019
HVAC Upstairs Unit	6/30/96	10 Years	2019
HVAC Downstairs Unit	6/29/99	10 Years	2020
Gas Boiler	12/05/00	15 Years	2021
Water Heater	12/8/15	10 Years	2026
<b>MAINTENANCE FACILITY</b>			
<b>Equipment</b>	<b>Installation Date</b>	<b>Useful Life</b>	<b>Estimated Replacement</b>
Roof	6/30/06	20 Years	2026
Windows	6/30/06	N/A	N/A
HVAC	8/1/14	10 Years	2024
Garage Door	6/30/06	Showing age, rust	2018
<b>MILL HOUSE MUSEUM</b>			
<b>Equipment</b>	<b>Installation Date</b>	<b>Useful Life</b>	<b>Estimated Replacement</b>
Roof			TBD
Windows	Historic		TBD
HVAC	8/2016	10 Years	2026

<b>VISITOR'S CENTER</b>			
<b>Equipment</b>	<b>Installation Date</b>	<b>Useful Life</b>	<b>Estimated Replacement</b>
Roof			
Windows	6/30/12		
<b>MILL STREET STORAGE BUILDING</b>			
<b>Equipment</b>	<b>Installation Date</b>	<b>Useful Life</b>	<b>Estimated Replacement</b>
Building	N/A		N/A
<b>RIVER MILL PARK</b>			
<b>Equipment</b>	<b>Installation Date</b>	<b>Useful Life</b>	<b>Estimated Replacement</b>
Upstairs Heaters	1/2017		
Lower Level Heaters	12/2016		
Water Heater	8/2016	10 Years	2026
Outdoor Lighting	8/2016		
Dehumidifier	2017	5 Years	2022
<b>MAMIE DAVIS PARK</b>			
<b>Equipment</b>	<b>Installation Date</b>	<b>Useful Life</b>	<b>Estimated Replacement</b>
Gazebo			TBD
Benches	2015	10 Years	2025

<b>Building and Park Maintenance Schedule - SUMMARY, FY 2018 - FY 2021</b>		
<b>Year</b>	<b>Location</b>	<b>Activity</b>
FY 2018	Annex	Replace Garage Door
FY 2019	Town Hall	Replace Upstairs HVAC System
FY 2020	Town Hall	Replace Downstairs HVAC System
FY 2021	Town Hall	Replace Gas Boiler

## **VEHICLE AND EQUIPMENT REPLACEMENT PROGRAM**

### **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	9/19/13	\$34,654	15,000	10 Years
Public Safety	2008 Ford 4D Sedan	1/14/16	\$1	2,500	10 years
Public Works	2013 Ford F350	9/19/13	\$37,297	3,700	10 Years

**Town Equipment Replacement Schedule**

<b>Public Works</b>				
Equipment	Purchased	Cost	Annual Use	Useful Life
Tennant Model S20 Street Sweeper	11/2009	~\$25,000	Weekly	10 Years
Utility Trailer	12/11/16	\$1,200	Monthly	10 Years
EZ Go Work Horse	6/27/16	\$3,300	Weekly, Seasonally	10 Years
Snow Blower	~2009	~\$500	3X a Year	10 Years
<b>Public Safety</b>				
Body Armor	7/2013	\$600	Daily	5 Years
<b>Information Technology</b>				
Equipment	Purchased	Cost	Annual Use	Useful Life
Dell Desktop Computers and Monitors (6)	8/2013	\$5,200	Daily	4 Years
Dell Server T320	8/2013	\$4,050	Daily	6 Years
Police Cruiser Laptop	1/2013	\$1,800	Daily	5 Years
Public Safety - Radios	1/2013	\$14,785	Daily	7 Years
Public Safety - Radar	9/2013	\$1,443	Daily	10 Years
Public Safety - Lidar	9/2013	\$1,903	Daily	10 Years
FTR Recording System	10/2014	\$4,800	Monthly	10 Years
Sound System	7/2016	\$5,993	Monthly	10 Years

## 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.

**Annual Budget:** A budget applicable to a single fiscal year.

**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.

**Assessment:** The official valuation of property for purposes of taxation.

**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.

**Basis of Accounting and Budgeting:** Determines when revenues and expenditures are recognized for the purposes of financial reporting and budget control.

**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 Program (CIP):** 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.

**Cash Basis of Accounting:** Revenues and expenditures are recorded when cash is actually received or paid out. See Modified Accrual and Full Accrual Accounting.

**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.

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

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

**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 on behalf of employees. Included is the government's share of costs for Social Security, deferred benefit plans and the various life insurance plans.

**Expenditure (use):** A decrease in net financial resources. Expenditures include payment in cash for current operating expenses, debt service and capital outlays.

**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 Accrual Accounting:** Revenues are recorded when earned rather than when received, and expenditures are recognized when an obligation to pay is incurred rather than when the payment is made. See Modified Accrual and Cash Basis of Accounting.

**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 difference between assets and liabilities in a governmental fund.

**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 capital, depending upon the grantor.

**HB599:** Refers to House Bill 599 and provides financial assistance to localities with police departments through the "599" program. Department of Criminal Justice Services administers the program, which requires the funds be used to supplement, not supplant, local funds provided for public safety services.

**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.)

**Modified Accrual:** A hybrid basis of accounting under which revenues are recognized when they become measurable and available. Measurable means that the dollar value of the revenue is known, and available means that it is collectible within the current period. See Cash Basis of Accounting and Full Accrual Accounting.

**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.

**Ordinance:** A formal legislative enactment by the Town Council.

**PEG Funds:** The Public Education Government fee is charge to cable subscribers by the company and given in the form of a grant to the Town as part of the franchise agreement. These funds can only be used to support cable television equipment and activities.

**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 principal balance of the contribution remains 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 benefits of a government's employees.

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

**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 (source):** An increase in assets or financial resources which does not increase a liability; does not represent a repayment of an expenditure already made; does not represent a cancelation of certain liabilities; and does not represent an increase in contributed capital.

**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 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	NVRC	Northern Virginia Regional Commission
ARB	Architectural Review Board	OHS	Occoquan Historical Society
A/V	Audio Visual	OPD	Occoquan Police Department
BMP	Best Management Practices	PEG	Public, Education, Government
BPOL	Business, Professional, Occupational License	RE	Real Estate
BZA	Board of Zoning Appeals	RFP	Request For Proposals
CIP	Capital Improvement Program	RMG	Risk Management Grant
COIA	Conflict of Interest Act	RMP	River Mill Park
CP	Comprehensive Plan	RRCJA	Rappahannock Regional Criminal Justice Academy
CPR	Cardiopulmonary Resuscitation	RTP	Recreational Trails Program
DCR	Department of Conservation and Recreation	SWM	Stormwater Management Program
DCJS	Department of Criminal Justice Services	TBD	To Be Determined
DMV	Department of Motor Vehicles	TLC	The Local Choice
DUI	Driving Under the Influence	TREDS	Traffic Records Electronic Data System
EAP	Employee Assistance Program	VACP	Virginia Association of Chiefs of Police
FHA	Federal Highway Administration	VDOT	Virginia Department of Transportation
FEMA	Federal Emergency Management Agency	VML	Virginia Municipal League
FMLA	Family Medical Leave Act	VOIP	Voice Over Internet Protocol
FT	Full Time	VPRA	Virginia Public Records Act
FTE	Full-Time Equivalent		
FICA	Federal Insurance Contributions Act		
FOIA	Freedom of Information Act		
FY	Fiscal Year		
GFOA	Government Finance Officers Association		
HB599	House Bill 599		
HVAC	Heating, Ventilation and Air Conditioning		
ICMA	International City/County Managers Association		
IRA	Individual Retirement Account		
MDP	Mamie Davis Park		

**- END -**