FY 2021
ADOPTED BUDGET
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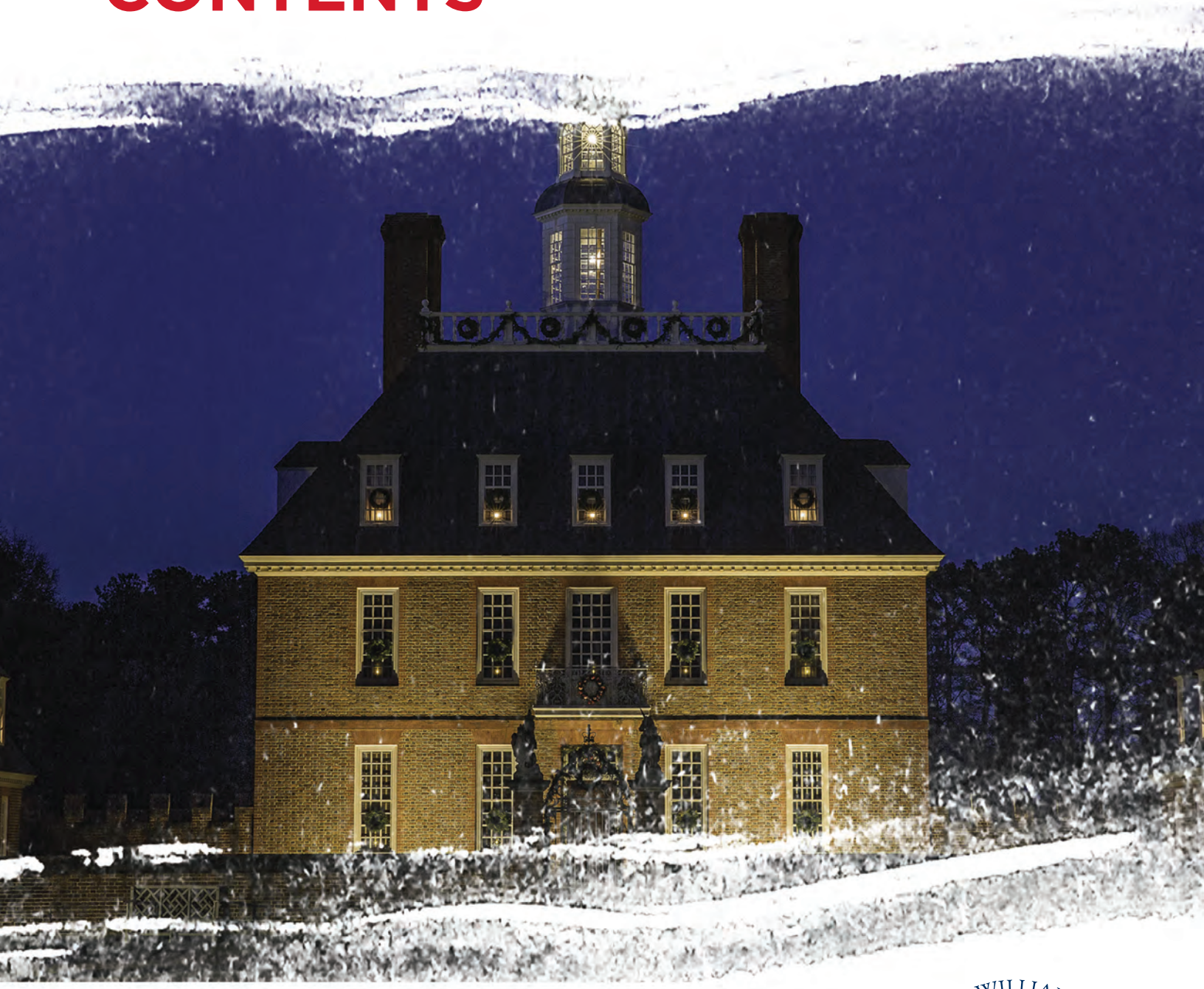

CITY OF WILLIAMSBURG
1699
VIRGINIA'S COLONIAL CAPITAL

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CITY COUNCIL

MAYOR	Paul T. Freiling
VICE MAYOR	Douglas G. Pons
MEMBER	Edward F. Maslin
MEMBER	Barbara L. Ramsey
MEMBER	Benming Zhang

CITY OFFICIALS

CITY MANGER	Andrew O. Trivette
ASSISTANT CITY MANAGER	Vacant
CITY ATTORNEY	Christina Shelton
CLERK OF COUNCIL	Sandi Filicko
DIRECTOR OF FINANCE	Barbara Dameron
DIRECTOR OF INFORMATION TECHNOLOGY	Mark A. Barham
DIRECTOR OF PUBLIC WORKS/PUBLIC UTILITIES	Daniel G. Clayton
CHIEF OF POLICE	Sean Dunn
FIRE CHIEF	David Eagle
RECREATION DIRECTOR	Robbi Hutton
DIRECTOR OF PLANNING & CODES COMPLIANCE	Carolyn A. Murphy
DIRECTOR OF HUMAN SERVICES	Wendy Evans
DIRECTOR OF ECONOMIC DEVELOPMENT	Michele Mixner DeWitt

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Williamsburg

Virginia

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

CITY OF WILLIAMSBURG

VOTERS

CITY COUNCIL

CONSTITUTIONAL & INDEPENDENT OFFICES

COURT SYSTEM
- Circuit Court Judge
  - Electoral Board
    - Voter Registrar
- Clerk of Circuit Court
- District Court Judge
- Juvenile/Domestic
- Relations Judge
- Commonwealth Attorney
- City/County Sheriff

COMMISSIONER OF REVENUE

CITY/COUNTY TREASURER

BOARDS & COMMISSIONS

OPERATIONAL
- WJCC School Board
- WRL Library Board

ADIVISORY
- Planning Commission
- Economic Development Authority
- Arts Commission
- Social Services Advisory Board
- Finance & Audit Committee
- Public Housing

SEMI-JUDICIAL
- Architectural Review Board
- Board of Zoning Appeals
- Board of Building Code Appeals
- Board of Equalization

CITY ATTORNEY

CITY MANAGER

ASSISTANT CITY MANAGER

HUMAN RESOURCES

COMMUNICATIONS

EXECUTIVE ASSISTANT

PARKS & RECREATION

RECREATION CENTER
PARKS
ATHLETICS

POLICE

UNIFORM SERVICES
INVESTIGATIONS
SUPPORT SERVICES
PUBLIC SAFETY/E911 COMM.
PARKING GARAGE

FIRE

SUPPRESSION
PREVENTION
EMERGENCY MEDICAL
EMERGENCY MANAGEMENT

HUMAN SERVICES

INCOME ELIGIBLE BENEFITS
ADULT AND CHILD PROTECTION
COMMUNITY OUTREACH
PUBLIC HOUSING

ECONOMIC DEVELOPMENT

PUBLIC WORKS & UTILITIES

PUBLIC WORKS
- Engineering
- Streets & Stormwater
- Mosquito Control
- Landscaping
- Vehicle Maintenance
- Facilities Maintenance
- Refuse/Recycling
- Cemetery

PUBLIC UTILITIES
- Water Treatment
- Water Distribution
- Wastewater

INFORMATION TECHNOLOGY

PLANNING & CODES

PLANNING & ZONING
CODES COMPLIANCE

FINANCE

ACCOUNTING
COLLECTIONS, DISBURSEMENTS
PURCHASING
ASSESSMENTS
INVESTMENTS
PAYROLL

FY 2021

CITY OF WILLIAMSBURG, VIRGINIA

ADOPTED BUDGET

williamsburgva.gov

2021
BUDGET MESSAGE

"Make big plans, aim high in hope and work, remembering that a noble, logical diagram once recorded will not die."

- Daniel Burnham,
American Architect and Urban Designer

CITY OF WILLIAMSBURG
1699
VIRGINIA'S COLONIAL CAPITAL

Mayor and Members of Council:

I am pleased to present the City Manager's proposed budget for Fiscal Year 2021 (FY21) and the associated five-year Capital Improvement Plan.

This year we began budget preparation 30 days earlier than our typical schedule. We did this to provide more time for development with the goal of having a balanced budget by the end of December. We presented that budget outline to the City Council in February. That proposal included new positions, a cost of living raise for employees, new capital equipment, and increasing our average salary for starting employees. The resulting six fund budget total of $57,823,319 is conservatively balanced expecting the average assessed value to increase for real property by three percent. While this budget does not include an increase in the real property tax rate, it does include a small increase in the cigarette tax rate.

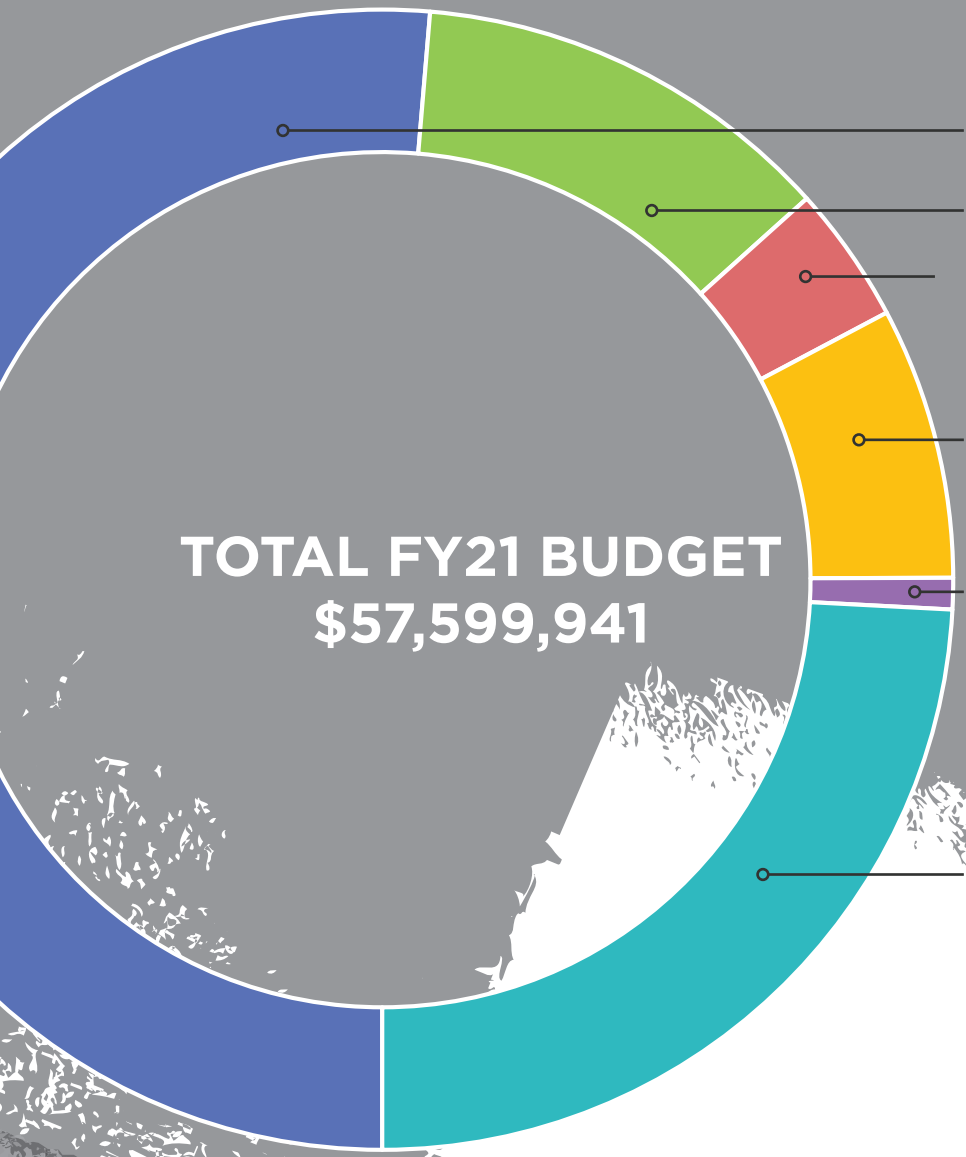
March of 2020 brought a pandemic and national restrictions on commerce and movement, completely changing revenue assumptions. For many local governments this will mean drastic revisions to budgets already developed. Williamsburg is unique in that we have a commitment to fiscal stability that spans over 320 years. Leaders past and current have prioritized building and maintaining reserves to help sustain the government in tough times.

These calculated strategies started with seeds planted by those who knew the shade they would eventually provide would comfort future generations. Now we benefit from the shade provided by a well funded pay-go Capital Improvement Plan, a generous General Fund Reserve, and a flexible Tourism Development Fund. These enable the proposed budget, the plans of your city, and the progress envisioned to continue without setback.

This Budget Message continues on the following pages. However, it is not a synthesized version of the budget book. It will highlight the key elements of this proposed budget for each fund, review what is included, and identify needs not included. The message will also provide some insight into revenue trends and rate structure, as well as other details for meeting the challenges of uncertain revenues.

I am proud to present a budget that, despite the uncertainty, honors Williamsburg's core values as a top tier local government, a premier employer, and steward of the public trust.

I am grateful to those who have helped plant the seeds, water the rows, and weed the field so that we may now harvest the bounty in a time of need.



ANDREW OMER TRIVETTE CITY MANAGER

Andrew Trivette was appointed to the role of City Manager in 2018 after joining the City team as Assistant City Manager in 2016. He has 20 years experience in local government.

BARBARA DAMERON FINANCE DIRECTOR

Barbara Dameron was hired as the City's Finance Director in 2018. She brings to the City 20 years of government finance accounting experience. She is a former president of the Virginia Government Finance Officer's Association.

VICKIE HERRICK FINANCE DEPUTY DIRECTOR

Vickie Herrick has had a long career with the City of Williamsburg. A certified finance officer and having served as the Interim Director of Finance, she provides a steady hand to budget development

BUDGET DRIVERS

The FY21 budget has four major drivers: COVID-19, Education, Assessed Value, and the reserve.

COVID-19

It is impossible to prepare a FY21 budget message and not address COVID-19. The public health emergency that has resulted from the COVID-19 pandemic will impact the FY21 budget. The commercial and travel restrictions implemented in the last quarter of FY20 will reduce the revenues realized in that fiscal year and will ultimately impact the General Fund balance used to calculate the FY21 starting point for that fund. Additionally, the lingering dampened consumer confidence after restrictions are lifted has the potential to reduce revenues in the first few quarters of FY21. The unique challenge of being a fiscal manager in this emergency is gauging the duration and severity of these impacts. Staff briefed the City Council and community on the estimated worst-case scenarios resulting from COVID-19 mitigation efforts. This included reducing the tourism tax set (meals, lodging, sales) to 20% of the expectations for the April, May, and June months of FY20. It also included outlines of possible primary and secondary impacts on FY21. The primary impacts included graduating the tourism tax set from reduced returns (25-30%) of expectation in the first quarter of the fiscal year to 100% in the last quarter. These revenue reductions, if realized, will be offset during the year through spending constraint, and fully recovered as transfers into the General Fund from the Capital Improvement (sales tax) fund of $2,150,992 and the Tourism Fund of $1,598,530. Any remaining needs will be met using the general fund reserve.

EDUCATION

Education costs are always a contributing factor in the overall budget from year to year. The impacts on our overall budget are felt in two areas, operating and capital improvement. The City's 9.6% share of educational costs is based on the City's 1,005 students enrolled in the system during FY20. This FY21 budget includes an increase in the school system operating budget of four percent over the last fiscal year, totaling $10,367,902. The WJCCS proposed capital improvement plan for FY21 includes new or advanced projects to resolve capacity issues in both the high schools and elementary schools. If funded as proposed, the City would need to identify new funding sources or rely on fund balances to continue a pay-go policy for these projects. To correct for this, James City County, WJCCS, and the City will work jointly to adjust project timelines. The result will be a FY21 CIP that demonstrates full participation in needed projects over the next five years.

ASSESSED VALUE

The City's largest single source of revenue remains the real property tax. Assessed value of real property has increased three percent for FY21 totaling nine percent over two fiscal years. There are two potential ways for real property tax revenue to increase. The first is for the assessed value of real property to increase, and the second is for the City Council to increase the real property tax rate. An increase in assessed value means increased equity for property owners. This

year's increase is due to a few factors. Property rates in the Commonwealth have trended positive for this fiscal year. Despite the predicted assessed-value increase, this budget is based on a conservative estimate of 2.8%. Also, the FY21 budget includes additional adjustments to the real property tax revenue estimate to reflect potential impacts resulting from COVID-19 mitigation strategies.

RESERVE

The City's strong reserve policy is a major contributor to the overall fiscal health of our municipality. Recent years have seen a significant drop in this balance. Last year we committed to renewal of the reserve and set a course to grow the balance. The audited balance of the reserve for FY19 was $14.3 million or 38.4% of operating revenues. At the close of FY20 this balance is expected to be $14 million or 43% of that year's operating revenue. This decrease in balance with an increase in the percentage of revenues reflects reduced revenue forecasts due to COVID-19 impacts. At the close of FY21, this budget proposes a reserve balance of $11.3 million or 35% of the expected revenues. While this reflects a decline in the reserve balances, we are proud of the fact that the balance remains healthy, and the percentage of revenue remains strong despite a heavy reliance on the reserve for COVID-19 recovery. The City Council's policy requires this number not to fall below 35%. To provide resiliency and maintain the policy, our target is 40% and above. In future fiscal years, we will strive to grow the balance as we recover from the impacts of COVID-19.

COVID-19 IMPACT

The worst-case scenarios for impact prepared by staff for both the FY20 and FY21 fiscal years will be offset by constrained operational and capital spending, unspent and uncommitted tourism funding, and by using the healthy general fund reserve balance.

$10.3K

COST PER STUDENT

The City's participation in the joint school system is predicted on a five-year contract. FY21 will be year four of the newest version of that contract. During this school year the City has 1,005 students enrolled. The cost to the City per student for the operation of the school system is $10,316.

$28

TAX BILL INCREASE

With the expected real property assessed value increase, property owners can expect to pay a higher tax bill. The average residential property is valued at $307,214 and will have a new tax due of $1,843 annually. The City's annual tax bill is payable in two installments.

35%

RESERVE POLICY

Since 2015 the City's reserve has dropped significantly. This drop is primarily due to unanticipated capital expenses. Last year a commitment was made to renew those balances and strive for 40% or more.

SPECIAL FUNDS

TOURISM FUND

The City's Tourism Fund is the newest fund in the overall budget. Following the passage of SB942 in 2017, the City Council decided to consolidate the tourism funding provided through various departments to a selection of tourism industry partners.

The Tourism Fund is supported by revenues from the historic $2 per night per room tax levied in the City, a transfer of revenues from the General Fund that have historically supported tourism partners, and the City's share of half of the newly created Historic Triangle 1% sales tax enabled by SB942. Total revenues in FY21 are expected to be $4.9 million. This estimate is a reduced figure from FY19 because the sources of revenue for this fund will be among those most impacted by COVID-19 restrictions.

The Tourism Fund has several primary functions. The fund houses the administrative expenses of our Tourism Office, which will total $245,095 in FY21. This is a reduction of 23% from last year. The reduction results from using the contingency funding included in FY19 to help with outside agency needs.

The fund also provides the structure for tourism-based outside agencies. These expenses include $800,000 in mandated funds for the operation of the Greater Williamsburg Chamber and Tourism Alliance, $1.3 million as a grant to the Colonial Williamsburg Foundation to support their operations, $80,000 for Williamsburg Live, and $543,000 is transferred to the Historic Triangle Tourism Council pursuant to the terms of SB942. New in FY21 is $215,000 for CultureFix events. The remainder of the funding supports administration costs, special event funding, and a host of smaller amounts dedicated to local tourism partners. The Tourism Contingency Grant Program is awarded from the fund. This grant is available to fund new or expanding programs, or to accommodate unforeseen expenses related to tourism products and events. In FY21, the grant program will have $150,000 for award.

Finally, the largest expense of the fund is the Tourism Development Grant Program. The program, which was launched in FY19, had more than $2.3 million available for grant awards. After nearly 25 applications were considered, several were awarded the bulk of the funds. These projects include a regional sports center multiyear project ($250,000), the completion of a fourth lighted softball field at Kiwanis Park ($1.2 million), downtown wayfinding signage ($250,000), City Square furniture ($10,000), and a portable stage for Parks and Recreation ($100,000).

During FY21, the realities of COVID-19 will force the Tourism Development Grant Program to now offer a new function. This budget anticipates that the un-awarded revenues from the Tourism Development Grant program will be transferred to the General Fund at the close of the year to offset revenue reductions. It is difficult to predict the total amount of this transfer due to the uncertainties of mitigation measures along with the recovery grants that may be considered by the City Council. As we progress through the close of FY20 and the start of FY21, we will be considering business relief efforts that will rely on the Tourism Development Grant Funds as a source of recovery opportunities made available to local businesses.

SALES TAX FUND

The Sales Tax Fund is known by most as the Capital Improvement Fund and is managed using a five-year plan for expenses. Our projection for FY21 is that the Sales Tax Fund will see $6,849,323 in capital spending, which is offset by $6,552,487 in grant funds and other revenues. In this year's budget, we have rearranged our presentation of the CIP by dividing it into three distinct sections. First, we detail revenues for the Sales Tax Fund. Second, are the municipal government capital expenses, and third are the school district capital expenses. The planned $6.8 million in capital expenses includes $745,069 in school construction projects. The City's share of school district capital expenses is based on the annual contract amount (9.6% of total project costs in FY21). It is likely that these planned expenses will adjust down as the school budget is finalized. Additionally, the City will transfer as much as $3,979,522 from the CIP (savings and postponed projects) to the General Fund to offset COVID-19 revenue shortfalls over FY20 and FY21.

DEBT CAPACITY

The City's current debt totals $20.7 million. Recent bond issues for the City of Williamsburg include a refunding series in 2010 that totaled $10,635,000 and a refunding series in 2012 that totaled $5,180,000. These legacy bonds resulted in a partial payoff date of 2020 and another in 2027. Left unchanged, this would have left the debt balance of $7,675,000 in 2020 and $784,000 in 2027. In 2017, public facilities bonds were issued totaling $19,480,000. A portion of this refunded the old debt, and the remainder is scheduled to fund police station and fire station projects. With this latest bond issuance, our current payoff date is extended to 2038. The debt service totals $1,713,869 during FY21. This amount decreased from FY20, as a portion of the old debt has been retired. Virginia localities are limited to a debt cap of 10% of the assessed value of their real property. In FY20, this limitation was $166 million.

UTILITY FUND

The City of Williamsburg operates water and sanitary sewer utility using a Utility Fund. In operation since 1927, the utility is well-managed and well-funded with historically low rates. As we assembled the FY21 budget, we closely reviewed the trends of the utility in the areas of consumption, construction capital, and rates. What we see is that consumption is trending down. This can be attributed to national trends toward conservation and lower demand fixtures being widely available at lower costs. The trend translates to reduced construction capital each year as this reserve gradually begins to support, in greater sums, the operations. Rates have remained low and are, in fact, the lowest in the region. As we move forward, we will need to consider a series of gradual rate increases to combat the draw on this fund's reserve.

HAMPTON ROADS WATER & SEWER COMPARISON RATES FOR FY19

	Water	Sewer	Total
Williamsburg	$5.30 / 1000 Gallons	Included	$5.30 / 1000 Gallons
James City County	0-15: $4.10 / 1000 Gallons 15-30: $8.19 / 1000 Gallons 30+: $19.24 Fixed Quarterly Charge $11.99	$3.11 / 1000 Gallons Fixed Quarterly Charge $6.01	$7.21 / 1000 Gallons + Fixed Charges
Newport News	$0-1,496 - 4.29/1000 gallons 1,96-18700 - $4.93/1000 gallons 18700+ - $9.87/1000 gallons Fixed monthly fee $13 Fire Protection Svc Fee - $1.35	$4.50 / 1000 Gallons Fixed monthly fee $5	$9.43 / 1000 Gallons + Fixed Charges
Portsmouth	$5.49 / 1000 Gallons Fixed monthly fee $5	$4.31 / 1000 Gallons	$9.80 / 1000 Gallons + Fixed Charges
Virginia Beach	$4.90 / 1000 Gallons Fixed monthly fee $4.41	Fixed monthly fee $30.81	$9.10 / 1000 Gallons + Fixed Charges
Norfolk	$7.07 / 1000 Gallons	$5.98 / 1000 Gallons	$13.05 / 1000 Gallons
Hampton Roads Sanitation District	N/A	$7.83 / 1000 Gallons	$7.83 / 1000 Gallons

WHAT'S INCLUDED

PERSONNEL

The largest operational increase for the FY21 budget is due to a wage improvement for City staff. The budget includes a two percent cost of living increase (COLA). This offsets the two-year Consumer Price Index/COLA formula increase of 2.4%, including the unfunded (.8) FY19 percentage and the FY20 COLA of 1.6%. Unfortunately, we will not offer a merit increase this year due to spending constraints. The City completed a pay and class adjustment for the organization in 2017, costing nearly $700,000. Failing to provide COLA erodes the value of this costly adjustment. Additionally, COVID-19 has our employees working harder than ever before to meet the demands of personal and professional commitments. It is important that we assign value to these contributions and not further contribute to the hardships imposed by COVID-19 on our local economy.

+12

NEW FULL TIME POSITIONS

The FY21 Proposed Budget includes 12 new full-time equivalent positions. Included are five firefighters, two police officers, one accountant, one eligibility worker, two social workers, and one property maintenance inspector. Many of these positions are partially grant-funded or are converted part-time employees to full-time status. Adding these positions is essential to the stability of our workforce due to the workload. This moves the total authorized FTE count to 217.5.

MAJOR INCREASES

Departmental spending has increased from FY20 by 5% or $1,219,151. These Departmental expenses represent the largest expenses of the general fund. They total $21,810,490 or 56%. Despite a larger increase in departmental spending than last year, the overall budget grew in similar proportion. In FY19 the Departmental expenses made up 55.1% of the total General Fund budget, meaning that the total departmental expenses increased .9% as a portion of the whole. The increase is in large part due to the cost of living adjustment for wages and the addition of new full-time equivalent positions. Many of these additional positions are funded partially by outside sources or are the result of alternate staffing plans. When these offsets are considered, approximately 5 FTE positions are newly funded in the FY21 budget.

$541,727

GENERAL GOVERNMENT

General Government expenses include most of the traditional municipal departments and constitutional officers. 75% of the 10.9% increase from last year for this category of spending is due to the accounting of insurance costs. The grouping of these standard costs allows for greater transparency in actual departmental spending.

$494,699

PUBLIC SAFETY

This substantial increase in public safety costs results from additional personnel. The FY21 budget adds two new police officers to patrol and five new firefighters. One firefighter was added midyear during FY20 but is new to the FY21 budget, and four additional firefighters are 75% grant-funded.

$327,650

EDUCATION

The Williamsburg James City County School Division ranks low on the starting teacher salary scale for the region, which impacts recruitment and retention. The proposed division budget includes a salary increase of three percent to help improve salary standing.

$160,876

HUMAN SERVICES

The Human Services Department is partially funded by state aid and grants. This includes some staff positions. The FY21 budget provides for two new social workers and one new eligibility worker. These additions were planned to relieve caseload prior to COVID-19 and will now be essential.

$57,276

PARKS & RECREATION

Including the WJCC Library, this category provides for traditional parks expenses and culture, such as the Williamsburg Area Arts Commission. Additional library costs and equity adjustments in parks and recreation salaries account for the majority of this increase.

WHAT'S NOT INCLUDED

REMAINING NEEDS

Unfortunately, not every identified need can be met. During budget development, all of the Departments and Constitutional Officers were consulted as to their identified needs beyond the capacity of the FY20 budget. These needs totaled $1,186,324 in operating needs and $1,973,402 in capital purchases. We were able to accommodate $772,864 of the operating expenses and $236,760 of the capital needs. This leaves $413,460 of the identified operating and $1,736,642 of the identified capital needs unmet.

The majority of the unfunded operating needs consist of new positions, including two additional police officers, IT staff, legislative consultants, and several part-time administrative functions. The needs will continue to be met using existing staff and will be front of mind in the development of the FY22 budget.

The capital needs unfunded included many projects that, during the first draft, were included in the spending plan for FY21. They have now been postponed for at least one year to accommodate needed relief for the General Fund revenue shortfalls resulting from COVID-19. As the fiscal year progresses and the revenue picture becomes more evident, projects may be advanced to the original schedule.

REQUESTS UNFILLED

$180,000

POLICE DEPARTMENT

To combat rising needs in the community for safety and patrols, the Police Department has requested four new officers. Two were included in the FY21 budget, and two were not.

$105,000

Regional police departments offer a take-home vehicle benefit to their employees. This is challenging given the number of our employees who do not live within the city limits. Adding a vehicle allowance would increase the operating budget by $105,000.

$75,000

The city operates a gun range for the training and benefit of our certified officers. It is now time to do some needed repairs and upgrades of the facility. This has been postponed to a future year of the CIP to allow for revenue recovery resulting from COVID-19 mitigation measures.

$84,000

PARKS & RECREATION

The Parks and Recreation Department requested an additional part-time park employee and a full-time park attendant. These two positions would help meet the needs of park maintenance and improve stability of existing staffing resources for one of the largest departments, when part-time seasonal staff is considered.

$84,000

INFORMATION TECHNOLOGY

As the way we consume information changes from print to short-format video, the staff needs to grow to include those skills. Adding a position to the IT staff would provide for stronger broadcast programming as well as allow for internal video development in an effort to improve community engagement.

$59,640

PUBLIC WORKS

We continue to grow the demands placed on our existing facilities through additional programming, security, and service requirements. The staff of facilities maintenance includes two FTE positions. One additional position is needed to continue to address the growing expectations.

$40,000

CITY MANAGER

Each year the City follows thousands of bills introduced during the General Assembly. Annually we adopt a legislative agenda that outlines our goals for that session of the Assembly. A consultant in Richmond would provide needed staff resource augmentation without the total cost of a position.

THE FUTURE

THINGS TO WATCH

Last year as we completed drafting the budget, we discussed some indicators to watch. They included a decreasing annual surplus, the reserve balance, flat revenues, and educational costs. During the current fiscal year, we have focused on improving revenue performance, growing the reserve, and keeping a healthy surplus.

We have had considerable success as the reserve has grown from 35% to 38% of annual operating revenues. Our revenues have increased slightly, and sales tax is performing well.

COVID-19 mitigation efforts will dominate our indicators moving through FY21. These are both physical and financial.

The first consideration is **DURATION**. We need to be mindful that the worst-case scenarios that this budget is based on may not be severe enough, if COVID-19 mitigation efforts, such as social distancing and commercial restrictions, are warranted deep into the summer and fall months.

Consumer **CONFIDENCE** will be another factor to monitor carefully. As we exit COVID-19 restrictions, consumers and travelers will slowly adjust to a new normal. This will slow the growth of tourist taxes. We have adjusted for graduated returns, but we will need to watch if they will be slower than expected.

Finally, we will need to be sure **CAPACITY** has been sufficiently accounted for. Closure of businesses due to COVID-19 loses is likely, which will potentially reduce revenue.

THINGS TO CONSIDER

The General Fund reserve is a focus of any city manager. This unassigned fund balance is the true bellwether of a locality's health and previous decision making.

In Williamsburg, we have benefited from fiscal conservancy that has allowed for a very healthy General Fund reserve, at times exceeding 80% of operating revenues. In recent years we have recommitted to growing this reserve so that our strength can be our fiscal resiliency. Now we see these efforts bearing fruit that we can harvest.

This budget forecasts revenue shortfalls as a result of COVID-19 and recognizes that this is a temporary condition. The budget utilizes savings from postponed and under-budget capital projects to meet revenue deficits. The budget also relies on unspent tourism grant funds to continue accomplishing the goals set by the City Council and the community without interruption. All of this is accomplished while meeting the long -standing fiscal policy of having 35% of operating revenues in reserve.

The protection of the reserve is imperative to help weather the next emergency that impacts revenues. We do not know when it may come, but we can be sure that we are as prepared as we have been for over 320 years. Utilizing our fiscal strength now is the right strategy for preparing to meet tomorrow's challenge.

FINAL THOUGHTS

As we concluded our budget review in early January, it seemed that our theme this year would be retooling. The theme was appropriate, given our efforts to re-envision strategic planning, improved collaboration with our vital partners, and the addition of critical staffing. Unfortunately, this plan was upended by a global pandemic.

During the last few months, as we watched a disease spread from country to country and continent to continent, we focused less on needs and more on capability. The City hosted regional discussions of preparedness and began an internal analysis of resiliency very early.

These efforts proved invaluable as we enacted protocols that protected the community and our staff. As COVID-19 began to impact Hampton Roads, and specifically Williamsburg, our preparedness as an organization allowed our impacts to be lessened. I am so grateful to a staff who believes in planning and rises to meet challenges.

I have been daily amazed at both the capacity of our staff and our community to meet the needs presented by this unexpected global event. As a community, we have rallied and proven that our bond is stronger than the temporary separation imposed by a spreading infection.

Since 1699, the hallmark of Williamsburg has been leadership. As we shared our implemented safety protocols, policies for virtual meetings, and technological solutions, we have proven the Colonial Capital is still that leader. I know we will continue to earn that legacy every day of FY21.

It is my honor to offer the City of Williamsburg's 2021 Fiscal Year Budget for adoption by its City Council.

Andrew O. Trivette
City Manager

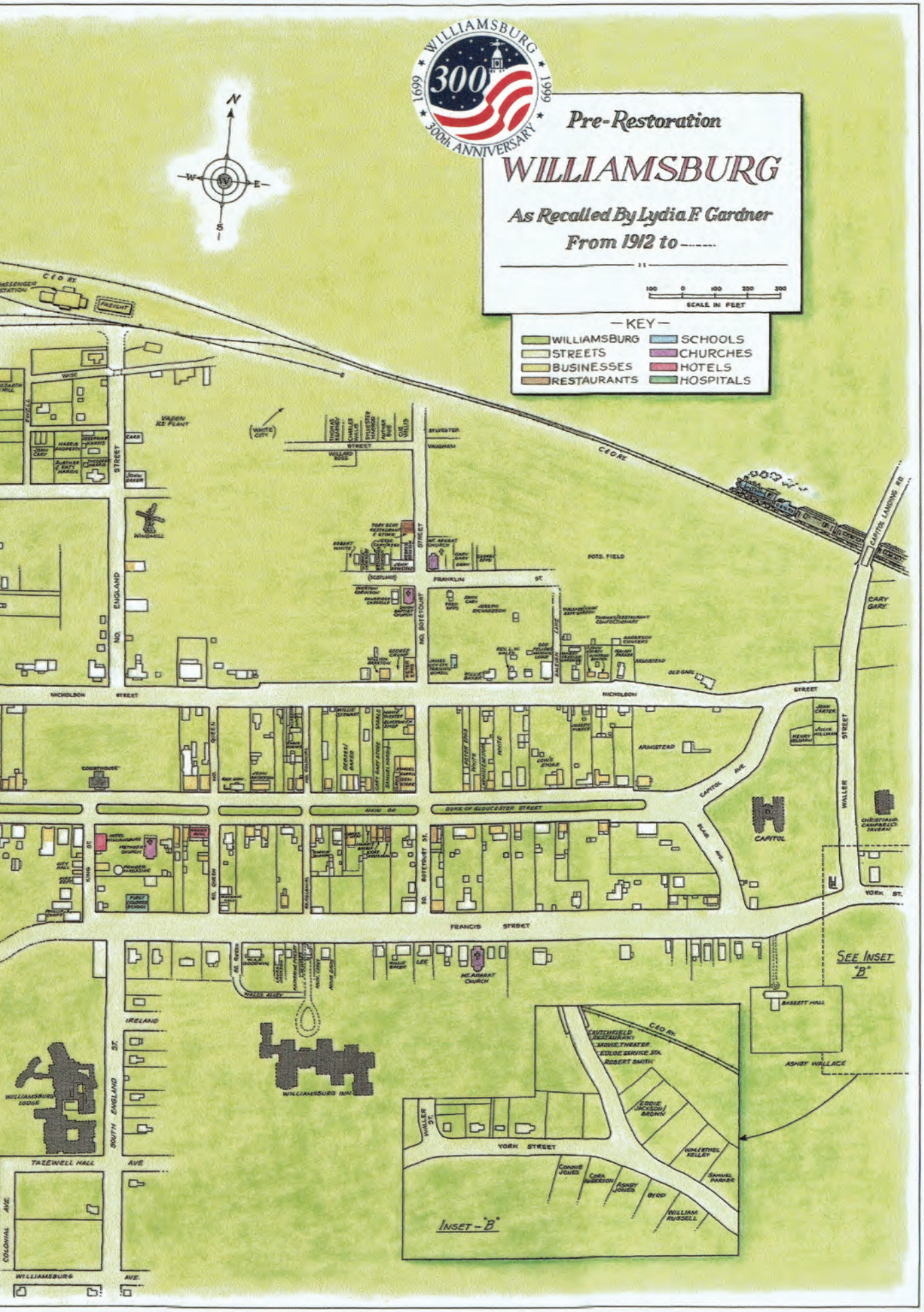
BUDGET MESSAGE

williamsburgva.gov

FY 2021 COMMUNITY PROFILE

CITY OF WILLIAMSBURG
1699
VIRGINIA'S COLONIAL CAPITAL

The College of William and Mary
HIGHLAND PARK
INSET-"C"
SEE INSET-"C"
INSET-"A"
SEE INSET-"A"
EASTERN STATE HOSPITAL
C 1910
C & O RY.
ROBERT BRAXTON
PAUL BRAXTON
JOHN BAKER
LAWERENCE SKINNER
ARCHIE RUCKER
ROOSEVELT HARRIS
LISBON GERST
DR. J.B. BLAYTON
WILLIAM CUMBER
NORMAN HOMOSSBY
RICHARD ROBERTS
LITTLETON RICHARDSON
HERBERT COOKE
BRAXTON COURT
J.B. BLAYTON
FIRST BAPTIST CHURCH
CLAY STREET
OLDSMOBILE DEALERSHIP
THEODORE HARRIS
ANTHONY JONES
PRESTON CRUMP
EARNEST CRUMP
MILTON BETTS
NEW COVENANT HOLINESS CHURCH
SCOTLAND ST.
SCOTLAND STREET
PRINCE GEORGE ST.
PRINCE GEORGE STREET
(RICHMOND ROAD)
RICHMOND AVE.
HARRIS ST.
NORTH BOUNDARY ST.
NORTH HENRY ST.
NASSAU ST.
PALACE
DUNMORE
GREEN PARK
(TYLER)
(GRIGSBY)
GOVERNOR'S PALACE
WILLIAMSBURG PUBLIC SCHOOL
PRESBYTERIAN CHURCH
CEMETERY
EPISCOPAL CHURCH
LIBRARY
(TUCKER HALL)
SCIENCE HALL
WREN BUILDING
GYMNASIUM
COLLEGE AVE.
EWELL BLDG.
TALIAFERRO BLD.
DORMITORY
DINING
JEFFERSON HALL
(JAMESTOWN ROAD)
MAIN OR
DUKE OF GLOUCESTER STREET
FRANCIS STREET
(FRANCE STREET)
SOUTH BOUNDARY ST.
SOUTH HENRY ST.
SOUTH NASSAU ST.
IRELAND
FUTURE NEWPORT AVE.
NEWPORT AVE.
THURMAN BUILDING
THOMPSON BUILDING
INFIRMARY
MONTAGUE BUILDING
TAYLOR BUILDING
CUSTIS PROP.
COLE PROPERTY
WILLIAM TALIAFERRO
EXECUTIVE BLDG.
HERBERT COOKE
CRUMP LANE
CARTER COLES
LUCY LEE
CELIA COLES
SAMUEL HARRIS
LUCY CRUMP
NANNIE DOVE (LORENZO)
SAMUEL JOHNSON SR.
SAMUEL JOHNSON JR.
(MASONIC LODGE)
FRED EPPS
NAT REID
HERBERT COOK
LEVI WASHINGTON
REUBEN BRAXTON
PRINCE GEORGE


WILLIAMSBURG 300th ANNIVERSARY 1699 1999
Pre-Restoration
WILLIAMSBURG
As Recalled By Lydia F. Gardner
From 1912 to ------
SCALE IN FEET
KEY
WILLIAMSBURG
STREETS
BUSINESSES
RESTAURANTS
SCHOOLS
CHURCHES
HOTELS
HOSPITALS
C&O RR.
FREIGHT
VAIDEN ICE PLANT
WHITE CITY
POTS. FIELD
FRANKLIN ST.
NICHOLSON STREET
COURTHOUSE
ARMISTEAD
CAPITOL
CAPITOL AVE
DUKE OF GLOUCESTER STREET
FRANCIS STREET
YORK ST.
WALLER STREET
CAPITOL LANDING RD
CARY GARY
SEE INSET "B"
BASSETT HALL
ASHBY WALLACE
MEADOWS CHURCH
WILLIAMSBURG INN
WILLIAMSBURG LODGE
TAZEWELL HALL
IRELAND
SOUTH ENGLAND ST.
COLONIAL AVE.
WILLIAMSBURG AVE.
INSET - "B"
YORK STREET
WALLER ST.
CRUTCHFIELD RESTAURANT
MOVIE THEATER
EDLOE SERVICE STA.
ROBERT SMITH
EDDIE JACKSON BROWN
WILLIE ETHEL KELLEY
SAMUEL PARKER
CONNIE JONES
CORA ANDERSON
ASHBY JONES
BEDD
WILLIAM RUSSELL

WILLIAMSBURG VIRGINIA

WHERE THE PAST MEETS THE FUTURE

Williamsburg was founded as the capital of the Virginia Colony in 1699 and celebrated its 300th Anniversary in 1999. The original capital of Jamestown was the first permanent English-speaking settlement in the New World founded in 1607. Colonial leaders petitioned the Virginia Assembly to relocate the capital from Jamestown to Middle Plantation, five miles inland between the James and the York Rivers. The new city was renamed Williamsburg in honor of England's reigning monarch, King William III. From 1699 to 1780 Williamsburg was the political, cultural, and educational center where the dream of American freedom, independence, and self-government was nurtured by the leadership of patriots such as George Washington, Thomas Jefferson, George Mason, and Peyton Randolph.[1]

Williamsburg was one of America's first planned cities. Laid out in 1699 under the supervision of Governor Francis Nicholson, it was to be a "new and well-ordered city" suitable for the capital of the largest and most populous of the British colonies in America. A succession of beautiful capitol buildings became home to the oldest legislative assembly in the New World. The young city grew quickly into the center of political, religious, economic, and social life in Virginia.

Williamsburg also became a center of learning. Famous political leaders emerged from the College of William and Mary, which had been founded in 1693, such as Presidents Thomas Jefferson, James Monroe, and John Tyler. Today, the College of William and Mary is the second-oldest higher learning institution in the United States. In 2018, the university ranked number 32 in National Universities and number 7 in Best Undergraduate Teaching.[2] Although William and Mary has a 325-year history, it remains a cutting-edge research university that is innovative, vibrant, and engaged. As a public university, William and Mary is an important partner in the region's economic success, both in terms of local and regional impact as they collaborate with businesses, non-profits, and the public sector to strengthen the economic core.[3]

The first hospital established in America for the care and treatment of mental illness was founded in Williamsburg in 1773. The public hospital was built near the College of William and Mary in what is now known as Colonial Williamsburg. The hospital is still in operation today; however, it is no longer in the original restored building but is located on the outskirts of Williamsburg.

In 1789, the capital was again moved, this time up the James River to Richmond, where it remains today. Williamsburg reverted to a quiet college town and rural county seat. In retrospect, Williamsburg's loss of capital city status was its salvation, as many 18th-century buildings survived into the early twentieth century. The restoration of Williamsburg began in 1926, after the Rector of Bruton Parish Church, the Reverend Doctor W.A.R. Goodwin, brought the city's importance to the attention of John D. Rockefeller, Jr., who then funded and led the massive reconstruction of the 18th century city we see today. National attention soon focused on the restoration effort. During a landmark visit in 1934, Franklin D. Roosevelt proclaimed its main thoroughfare, the Duke of Gloucester Street, "the most historic avenue in America."

WILLIAMSBURG TODAY

Today Colonial Williamsburg is still the only place that takes you back to a time when our country was being born, and the ideals that established America were being defined. In the Historic Area of the city, the 18th century is happening right now. You can step back in time and experience the people who made America. [4]

Just a few blocks away, Merchants Square offers 21st century shopping and dining experiences. On Saturday mornings from March through November, you can enjoy a Saturday morning at Williamsburg's Farmers Market. Flowerbeds and benches offer a tranquil setting for market shopping while listening to live music. This award winning producer-only market offers produce, fruit, fish, meats (including free-range chickens, beef, lamb and pork), artisan cheese, honey, peanuts, baked goods, pasta, handmade soap, potted plants, cut flowers, and many other offerings.

The Shops at High Street offer the perfect combination of dining, entertainment and shopping. This area also offers a special community of luxurious condominiums, townhomes, and apartments – a vibrant downtown within a neighborly embrace.

Midtown Row, Williamsburg's new city center, is currently under construction in the heart of Williamsburg. This unique experience-based retail, entertainment, and residential district is adjacent to the campus of William & Mary, less than a mile from Colonial Williamsburg, and less than five miles from Jamestown, Yorktown, Busch Gardens, and Water Country USA. The development is designed to be a pedestrian and cycle friendly community with a village green featuring outdoor programing and community events. The district includes restaurants, 233,047 square feet of retail shops, 6,219 square feet of premium office space, entertainment, and brand new residential apartments accommodating up to 628 residents.

Quarterpath at Williamsburg is a community designed to support a life of wellness. The neighborhood has walking trails, greenspaces, and world-class healthcare. This mixed-use village also features shops, restaurants, and office space.

EDUCATION

Williamsburg-James City County Public Schools (WJCC) serves the students of the City of Williamsburg and the County of James City. There are 15 schools: 9 elementary, three middle and three high schools. Of the 11,712 students served, about 8.3% are City residents. All WJCC schools have earned full accreditation for the 11th year in a row. WJCC ranked 16th out of 132 Virginia school divisions in Niche's 2017 Best School Districts rankings, scoring an overall A grade in this rigorous assessment of academic and student-life data.

TOURISM

Tourism has historically been the economic backbone of this region. The area's rich history that birthed a nation provides a journey into the battles and sacrifices that secured the nation's liberty and independence. However, sharing this rich history requires both marketing and infrastructure. Legislation passed by the General Assembly of Virginia (Senate Bill 942) on April 18, 2018, creates a revenue stream to assist with promoting the region's many attractions. The bill established a one percent sales tax for the Historic Triangle (City of Williamsburg, James City County, and York County). Fifty-percent of this tax will fund the marketing, advertising, and promoting of the Historic Triangle as a tourism destination. The other half of this tax will be distributed to the locality in which the tax was collected. Williamsburg will use the City's share of this tax to fund a local Tourism Fund. The goal of the fund is to partner with the private sector in building tourism infrastructure, creating experiences, and marketing local attractions. Grants will be awarded annually through an application process, with the first series of grants being awarded in fall of 2019.

QUALITY OF LIFE

The City offers numerous festivals and special events throughout the year. Residents and visitors enjoy annual events such as:

- An Occasion for the Arts – an Arts and Music Festival, complete with food vendors
- Scrumptious – a festival featuring music, food, sidewalk sales; and craft beer venues
- Jazz Festival
- William & Mary Global Film Festival
- 2nd Sundays – an arts and music festival every second Sunday from March through December
- and many other opportunities throughout the year.

There is no better place to celebrate our nation's birth than in Williamsburg. Activities stretch from morning till after sundown. There are historic reenactments to enjoy as well as concerts, recreational activities, and a variety of foods – everything from hot dogs to gourmet dining. At nightfall, the historic area adds the finishing touch to the celebration with an amazing fireworks display.

The City of Williamsburg has a strong commitment to providing quality parks, recreation programs, and facilities that make Williamsburg a premiere community in which to discover, imagine, and grow. Williamsburg maintains ten parks which provide residents with varied uses from passive activities to structured play. Park amenities include playground equipment, sand volleyball, tennis, basketball, picnic pavilions, athletic fields, and outdoor fitness equipment.

Nestled among the trees is the scenic Waller Mill Park, a 2705-acre park. Featured at the park is a 360-acre reservoir that is open for fishing, boating, pedal boating, canoeing, and kayaking. There are over 7 miles of hiking trails with water and wooded views. Additional park features include an 18-hole disc golf course, a 1.5-acre fenced dog park with agility equipment, playground structures, picnic shelters, grills, wheelchair accessible docks, and watercraft rentals.

The Quarterpath Recreation Center is a 35,000 square foot facility providing a wide array of recreational activities and amenities. Various instructional classes, athletic programs for youth and adults, sports camps, open gym time and special events are held throughout the year at this facility. There are four rooms available for rent that are ideal for meetings, sports banquets, birthday celebrations, and other special events.

The Parks and Recreation Department is proud to host a variety of Special Events throughout the year that contributes to the individual, social, economic, and environmental health and well-being of our community. You can learn to play pickleball at one of our clinics or participate in one of our pickleball tournaments. Bring Fido to Pups in Pastels, our dog Easter egg hunt or join us at our Canine Carnival. Let your kids drop a line at our Kid's Fishing Derby or go dip netting for the invertebrates that call the reservoir their home in our Water Exploration Program. There are endless opportunities to get outside and get active with Williamsburg Parks and Recreation.

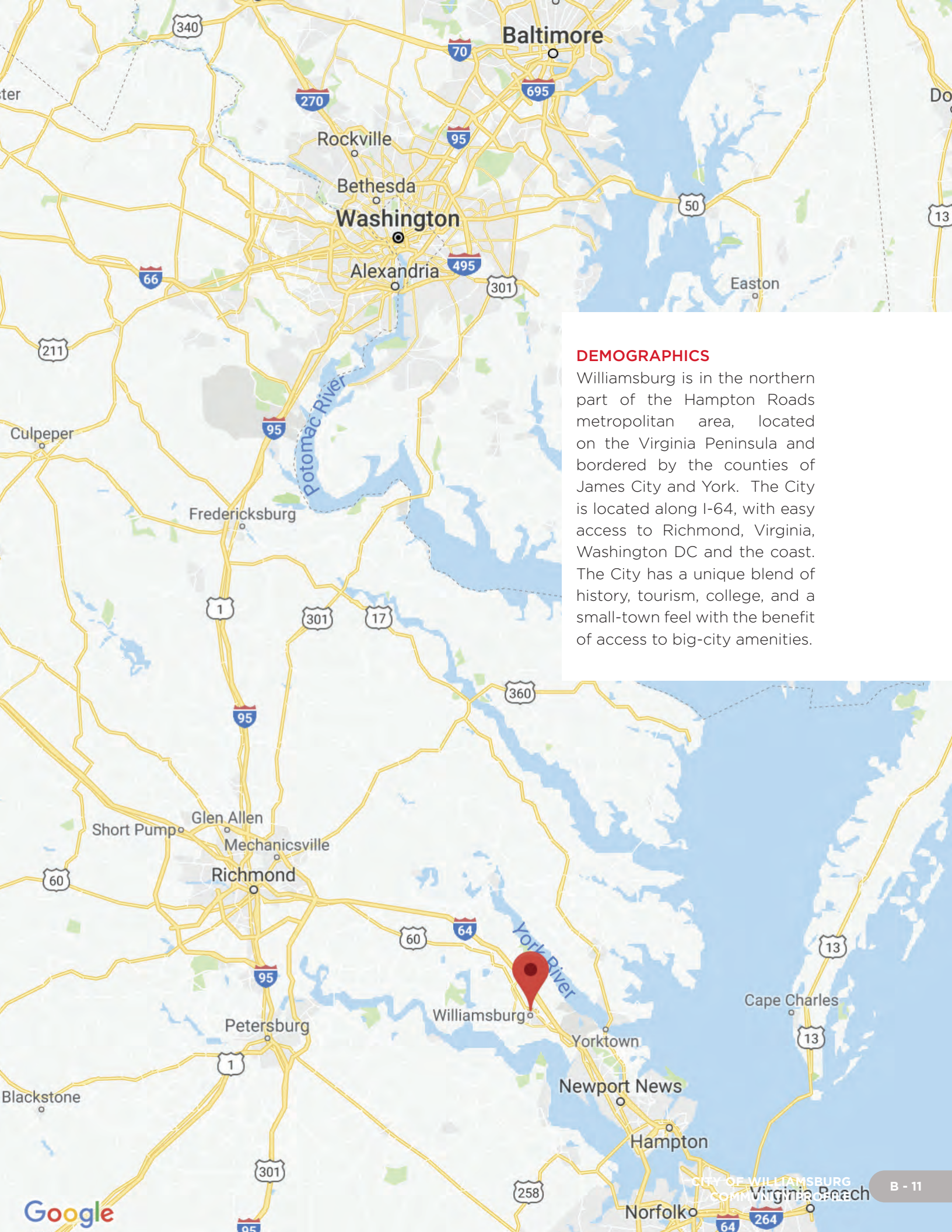
The Williamsburg Regional Library (WRL) enriches lives, opens doors to new learning experiences, and welcomes everyone. Offering collections, programs, and services for citizens of all ages, WRL is a key part of our vibrant community. Residents can watch and listen to thousands of streaming movies and music, as well as downloading ebooks, audiobooks, and magazines at wrl.org. People interested in learning a new life skill such as crocheting, using a green screen, or speaking a new language can access thousands of online instructional videos available on the library website.

Visitors to our library buildings can explore new book displays and discover copies of the hottest bestsellers as well as audiobooks and DVDs, pursue in-depth reading and research, consult expert staff, and experience the visual arts, multi-media presentations, and interactive learning. The library offers a wide range of film series, talks, book groups, concerts, and performances for all ages. Citizens can be part of a local community of readers and learners, make new friends, bring their family to take part in a hands-on learning activity, or just sit back and enjoy a great read. The Regional Library serves Williamsburg, James City County, and York County with two locations: one in downtown Williamsburg and one in James City County. Also available is a mobile library, which has scheduled stops in neighborhoods, adult care facilities, camps, preschools, and schools.

PHOTO BY WENDY MILLER @ CULTURE FIX

LOCAL GOVERNMENT

The City of Williamsburg operates under the Council-Manager form of government. The members of City Council are elected at-large and consist of a Mayor and four other members. City Council members serve four-year staggered terms, with the Mayor selected from among City Council members every two years. The Mayor serves as chair of City Council and the official head of City government. City Council performs the legislative function (establishes laws and sets policy) and appoints a City Manager to administer the day-to-day operations of the City and to serve as the chief advisor to City Council.



DEMOGRAPHICS

Williamsburg is in the northern part of the Hampton Roads metropolitan area, located on the Virginia Peninsula and bordered by the counties of James City and York. The City is located along I-64, with easy access to Richmond, Virginia, Washington DC and the coast. The City has a unique blend of history, tourism, college, and a small-town feel with the benefit of access to big-city amenities.

WILLIAMSBURG POLICE DEPARTMENT

The driving force of the Williamsburg Police Department is to ensure the safety and security of all residents and visitors to the City through community engagement in all areas of service. Individual events like Coffee with a Cop, Skate with a Cop, and Cone with a Cop provide an opportunity for members of the community to interact and ask questions with members of the department from all ranks and assignments in a casual setting.

The Williamsburg Police Department also conducts annual events to give back to the community:

- Stuff the Trailer School Supply Drive
- Stuff the Trailer Christmas Toy Drive
- Annual Easter Egg Hunt

The Neighborhood Resource Officer Program puts a dedicated police officer in each neighborhood district to act as a liaison between the officer, the community and available resources. Officers provide a "name and a face" for residents to contact when there are problems or need answers to questions. The officers patrol their dedicated neighborhoods in addition to their regularly assigned duties, and participate in activities such as neighborhood picnics, walk and talks, yard sales, providing information to the residents via texts and e-mails in reference to safety information and upcoming programs.

The Parking Ambassadors have had a huge positivie impact on our community. The Ambassadors provide information to residents and visitors about City services, available parking locations, entertainment, and area restaurants. Ambassadors are highly visible in their royal blue shirts and hats.

WILLIAMSBURG FIRE DEPARTMENT

For more than 265 years the Williamsburg Fire Department has protected our Nation's Colonial Capital and stands ever ready to serve all those who visit and call Williamsburg home. Through comprehensive emergency response to all-hazard types and community focused programs we strive to ensure the safety and wellbeing of all.

The department is currently staffed with 42 career personnel 24 hours a day. Personnel are cross trained to handle both fire and emergency medical services (EMS). In 2019 the department responded to 4,548 calls for service.

1,177 Fire responses | 3,371 EMS responses

Call volume continues to increase approximately 5% on an annual basis.

The Williamsburg Fire Department performs a global approach to safety in the community through Community Risk Reduction. This global approach has several supporting programs like smoke alarm checks & installations, child safety seat education, fire inspections, home safety surveys, and public education events. In 2019 the department performed over 260 inspections, educated aproximately, 1500 people, installed more than 45 smoke alarms, and helped with the installation of 80 child safety seats. The Community Emergency Response Team (CERT) is a program that utilizes community members to assist with the safety and well-being of our neighborhoods. CERT is an integral part of the City's emergency management and preparedness assisting in the emergency operations center as well as augment staffing needs during special events.

VOLUNTEER FIRE & EMS PROGRAM

Since 1754 the Williamsburg Volunteer Fire Department has supported the Williamsburg community. The organization is made up of 25 local and collegiate members. In 2019 members of the program provide more than 5,100 service hours to the community. The volunteer organization is a 501(c)(3) and assists with purchasing supplies and equipment to support Williamsburg's career staff needs.

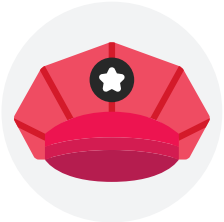
CITY OF WILLIAMSBURG

Date Established
by Virginia General Assembly
1699

Area: 9.05 Sq. Miles

15,383
Population
(2019)*

Fireman
40 full-time
25 volunteer



Number of Police Officers
41

Number of Public Libraries
(Regional)
2

Number of Items Circulated - FY 2019
1,139,816

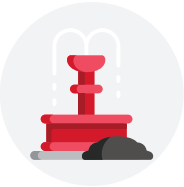
Number of

144
Restaurants

26
Hotels & Motels

Number of

11
Parks



6
Ball Fields

10
Tennis Courts

Population by gender

8.027
Female

7.004
Male

Population by age

1.414
Under 15

2.420
15-19

4.308
20-29

1.495
30-39

2.349
40-59

1.439
60-69

1.606
Over 70

Weldon Cooper - 2017 estimate

PRINCIPAL EMPLOYERS - CURRENT & NINE YEARS AGO

	2010			2019		
EMPLOYER	EMPLOYEES[1]	RANK	% OF TOTAL CITY EMPLOYMENT	EMPLOYEES[1]	RANK	% OF TOTAL CITY EMPLOYMENT
College of William & Mary	1,000+	1	18.31%	1,000+	1	21.87%
Colonial Williamsburg Foundation	1,000+	2	9.23%	1,000+	2	8.52%
Colonial Williamsburg Company	500 to 999	3	5.90%	250 to 499	3	6.46%
Aramark	250 to 499	4	1.39%			
City of Williamsburg	100 to 249	5	1.03%	100 to 249	7	2.39%
Red Lobster & The Olive Garden	100 to 249	6	0.56%	100 to 249	8	1.25%
Walsingham Academy	100 to 249	7	0.56%	100 to 249	10	0.76%
National Center for State Courts	100 to 249	8	0.56%	100 to 249	9	1.23%
Outback Steakhouse	50 to 99	9	0.28%			
Yankee Candle	50 to 99	10	0.28%			
W-JCC Schools				250 to 499	5	2.85%
Sodexo				250 to 499	4	2.79%
Riverside Doctors' Hospital				100 to 249	6	1.97%

[1] includes part-time and seasonal employees

PRINCIPAL TAXPAYERS - CURRENT & NINE YEARS AGO

	2010			2019		
TAXPAYERS	TAXABLE ASSESSED VALUE	RANK	PERCENTAGE OF TOTAL CITY TAXABLE ASSESSED VALUE	TAXABLE ASSESSED VALUE	RANK	PERCENTAGE OF TOTAL CITY TAXABLE ASSESSED VALUE
Colonial Williamsburg Foundation	$266,638,100	1	14.09%	$255,086,000	1	13.68%
Bluegreen Vacations, Unlimited	25,126,200	2	1.33%	16,106,000	7	0.86%
Riverside Healthcare Associates	24,999,800	3	1.32%	40,555,400	2	2.17%
Westgate Resorts, LTD	21,812,600	4	1.15%	15,012,900	8	0.80%
Sterling Manor Apartments LLC	19,474,300	5	1.03%	28,275,300	4	1.52%
High Street Retail Phase I LLC	19,240,600	6	1.02%	19,743,600	6	1.06%
Virginia Landmark Hotels LLC	18,060,200	7	0.95%			
Williamsburg Improvements LLC	17,819,300	8	0.94%			
The Townehomes At Treyburn	11,264,900	9	0.60%			
JIN, Inc	10,740,300	10	0.57%			
Quarterpath Williamsburg LLC				35,598,300	3	1.91%
BRG Quarterpath LLC				25,677,000	5	1.38%
SLN Quarterpath Associates LLC				14,804,700	9	0.79%
BSV Colonial Owner LLC				12,962,600	10	0.69%

UNEMPLOYMENT RATE AND LABOR FORCE

YEAR	LABOR FORCE	EMPLOYED	UNEMPLOYED	UNEMPLOYMENT PERCENTAGE
2010	6,516	5,856	660	10.1%
2011	6,745	6,138	607	9.0%
2012	6,846	6,277	569	8.3%
2013	6,881	6,354	527	7.7%
2014	6,662	6,174	488	7.3%
2015	6,572	6,155	417	6.3%
2016	6,553	6,228	325	5.0%
2017	6,470	6,185	285	4.4%
2018	6,673	6,399	274	4.1%
2019	6,475	6,222	253	3.9%

(Source, Virginia Employment Commission)

LAND AREA OF ORIGINAL CITY OF WILLIAMSBURG & SUBSEQUENT ANNEXATIONS

YEAR	DESCRIPTION	ANNEXATION AREA (SQ. MILES)	ACCUMULATIVE AREA (SQ. MILES)
1722	Original City	0	0.86
1915	Annexation	0.11	0.97
1923	Annexation	0.48	1.45
1941	Annexation	1.66	3.11
1964	Annexation	2.06	5.17
1984	Annexation	3.88	9.05

DEMOGRAPHIC & ECONOMIC STATISTICS - LAST 10 FISCAL YEARS

FISCAL YEAR	CITY POPULATION[1]	AREA POPLUATION[2]	INCOME (THOUSANDS)[2]	PER CAPITA PERSONAL INCOME[2]	PUBLIC SCHOOL ENROLLMENT[3]	UNEMPLOY-MENT RATE[4]
2010	14,067	81,434	$ 4,196,931	$ 51,538	10,503	10.1%
2011	14,256	82,520	4,474,583	54,224	10,549	9.0%
2012	14,503	84,005	4,703,429	55,990	10,671	8.3%
2013	14,893	85,431	4,724,928	55,550	10,748	7.7%
2014	15,064	86,979	4,966,242	56,960	10,998	7.3%
2015	14,860	88,199	5,269,240	60,080	11,116	6.3%
2016	15,429	89,044	5,405,416	61603	11,303	5.0%
2017	15,404	90,555	5,646,096	62,671	11,431	4.4%
2018	15,183	91,020	6,016,740	65,906	11,477	4.1%
2019	15,383	91,290	N/A	N/A	11,461	3.9%

*U.S. Census Bureau, City of Williamsburg and James City County Combined

[1] Source - Weldon copper center for Public Service - Demographics Research Group, www.demographics.coopercenter.org

[2] Source - U.S. Dept of Commerce, Bureau of Economic Analysis, Regional Accounts Data - income & area population figures based on figures for the City of Williamsburg and neighboring James City County combined

[3] Source - Williamsburg-James City County Public Schools - Sept 30th figures

[4] Virginia Employment Commission

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COMMUNITY PROFILE

williamsburgva.gov

2019/2020 GOALS INITIATIVES & OUTCOMES

CITY OF WILLIAMSBURG
1699
VIRGINIA'S COLONIAL CAPITAL

To advance the City's vision, every two years the Williamsburg City Council identifies new strategic objectives for our city government. The Williamsburg City Council and staff are excited to present the 2019/2020 Goals, Initiatives, and Outcomes.

Goals, Initiatives, and Outcomes (GIOs) provide an expression of priorities, as specific and measurable as possible, covering a two-year period.

GIOs are not intended to be a comprehensive list of all city services and activities. Instead, they provide concrete, coordinated expression of the City Council's direction and focus. In that way, they drive the operating budget and capital budget formation.

This set of GIOs will guide the actions and policy of the City for a portion of fiscal year 2019, all of 2020, and a part 2021.

Adopted by the Council on November 8, 2018, the plan contains eight goals and 51 initiatives to achieve those goals. New this year, is a separate list of initiatives that require further development and another list for horizon planning - both of which are not expected to be completed in this two-year biennium, but rather in the three to five-year range.

The staff and Council reduced the number of GIOs for 2019/2020 to have a more focused impact. This set of GIOs contain 51 initiatives compared to 124 from the 2017/2018 plan.

Our city depends on community engagement. Please follow our progress using the city website, williamsburgva.gov. Begining in 2019 we will post reports and updates for each of these action items.

Thank you for being a participant.

GIOS DEVELOPMENT TIMELINE

AUGUST 2018

NCS Presentation

The National Citizen Survey Results were presented to City Council

SEPTEMBER 2018

Public Workshops

Public workshops were held in the Stryker Center and at William & Mary

Content Review

A presentation to the City Council at the work session to review planned content and design

OCTOBER 2018

Council Retreat

The materials gathered from staff and the community are presented to City Council to construct a final draft of GIOs

NOVEMBER 2018

Proposed GIO Presentation

City Manager presents the proposed GIO list to the City Council at the work session

GIO Adoption

City Council adopts the GIO list at the regular business meeting

State of the City

The City Council presents the final form of the GIOs at the State of the City event

1 COMMUNITY CHARACTER

Protect and enhance Williamsburg's unique character as defined by its residential neighborhoods, urban places, open spaces, and by its iconic places—the Colonial Williamsburg Historic Area and the campus of the College of William & Mary.

COMPLETE SHORT TERM RENTAL REGULATIONS

Planning Commission and staff shall determine if short-term rentals to transient visitors within owner-occupied single-family dwellings should be allowed in the City and develop an appropriate ordinance for consideration and approval by City Council.

REVIEW ARB REGULATIONS

Review the Design Review Guidelines to determine if they should be updated to include: (1) educate and review "why our older buildings are important to the City", (2) if current architectural preservation district and corridor protection district regulations are appropriate and review materials allowed and new materials to determine if they are appropriate for the district, (3) if additional neighborhoods should be included in the review.

NEIGHBORHOOD BALANCE

Establish a workgroup with representative members of City Council, Planning Commission, Architectural Review Board, Board of Zoning Appeals, neighborhoods, landlords, students, College staff, and City staff to address neighborhood stability issues including affordability, owner-occupied status, and student occupancy. This workgroup is tasked with developing a best practices manual based on comparative research with action item recommendations for City Council consideration.

DOWNTOWN VIBRANCY IMPLEMENTATION

A staff team shall review the Downtown Vibrancy Study and develop a budgeting strategy for implementation. This shall be reported to City Council for approval.

GATEWAY SIGNAGE

Staff shall establish a gateway signage team tasked with (1) investigate and determine if the existing gateway signage along the interstate is properly located, (2) review "Welcome to Williamsburg" signs to determine if they need updating and are placed at all entrance corridors into the City, (3) review and determine wayfinding signage needs for the downtown, midtown and northeast triangle areas. This work shall be reported to City Council with any recommended actions.

2021 UPDATES
COMMUNITY CHARACTER

	Start Date	End Date	Status
COMPLETE SHORT TERM RENTAL REGULATIONS	5/1/18	2/14/19	Completed
Present Planning Commission Recommendations to City Council	1/10/2019	2/14/2019	Completed
Prepare New Draft Ordinance Based on City Council Input	1/10/2019	2/14/2019	Completed
New Ordinance Becomes Effective	2/14/2019	2/25/2019	Completed
REVEIW ARB REGULATIONS	1/1/2020	12/31/2020	In Progress
Begin ARB Regulation Review Review was halted due to COVID-19. Now that pubic meetings have resumed, staff will reschedule meetings.	1/1/2020	1/28/2020	No Progress
Review Individual Chapters of the DRG	2/26/2020	6/9/2020	No Progress
Present ARB Review Findings to a Joint Meeting of the EDA & PC	6/23/2020	7/14/2020	No Progress
ARB Public Hearing	6/30/2020	7/23/2020	No Progress
PC Public Hearing	7/29/2020	9/16/2020	No Progress
City Council Adoption of New Design Review Guidelines	9/17/2020	11/12/2020	No Progress
NEIGHBORHOOD BALANCE	1/1/2019	12/31/2020	In Progress
Form Neighborhood Balance Work Group	2/15/2019	4/14/2019	Completed
First Neighborhood Balance Work Group Meeting	5/15/2019	9/30/2019	Completed
Second Neighborhood Balance Meeting	10/1/2019	10/31/2019	Completed
Third Neighborhood Balance Meeting	11/1/2019	11/30/2019	Completed
Fourth Neighborhood Balance Meeting	12/1/2019	1/31/2020	Completed
Fifth Neighborhood Balance Meeting	1/1/2020	1/27/2020	Completed
Sixth Neighborhood Balance Meeting No Progress - Due to COVID-19 meeting restrictions	2/1/2020	2/29/2020	In Progress
Seventh Neighborhood Balance Meeting	3/1/2020	3/31/2020	No Progress
DOWNTOWN VIBRANCY IMPLEMENTATION	1/1/2019	12/31/2020	In Progress
Convene Staff After Joint Meeting with EDA,PC, and CC to Review Main Street Program and Pop Up Events	3/25/2019	10/25/2019	Completed
Obtain Commercial District Affiliate Partner Status with the Virginia Main Street Program	3/12/2019	8/1/2019	Completed
Determine Funding Mechanisms (TDF, CIP Gen Fund, Other)	10/1/2020	11/13/2020	Completed
GATEWAY SIGNAGE	1/31/2020	12/31/2020	In Progress
First Team Meeting RFP issued, proposals due August 14, 2020	1/31/2020	4/30/2020	In Progress
Present Recommendations to PC, CC, and EDA in Joint Meeting	8/31/2020	10/8/2020	No Progress

2 ECONOMIC VITALITY

Increase business success and City revenues by supporting, promoting and diversifying the city's economic base of historic tourism and higher education, and other development, redevelopment, and adaptive reuse opportunities.

TOURISM PRODUCT AND BUSINESS RECRUITMENT

Staff and the Economic Development Authority shall evaluate and procure visitation data to assist with business and tourism product recruitment

INCREASE PLACEMAKING PRODUCT

Staff shall develop a plan for increasing events, installing public art, and increasing vibrancy. Known as placemaking, the staff shall report to Council on recommended steps including a review of best practices nationally, funding and staffing requirements, and key steps to be taken toward implementation.

SUPER REGIONAL BIKE TRAIL DEVELOPMENT

Staff shall work with leaders of the Virginia Capital Trail and Birthplace of America Trail to identify the best routes for trail connection and completion through the City of Williamsburg. Staff shall report to Council the best path and identify funding requirements/sources for implementation.

REGIONAL EFFORTS

In collaboration with regional partners, develop and finalize the best use of the regional "Maintenance of Effort" funding required in § 58.1-603.2 of the Code of Virginia.

BROADBAND DEVELOPMENT

Staff shall research the feasibility of a "Dig Once" policy that requires public right of way projects that excavate to also lay empty conduit for future broadband applications. The conclusion shall be reported to City Council along with recommended actions.

INCREASE TOURISM PRODUCT

Staff shall update and implement the Tourism Development Fund Grant program completing the first and second round of grant review.

2021 UPDATES
ECONOMIC VITALITY

	Start Date	End Date	Status
TOURISM PRODUCT AND BUSINESS RECRUITMENT	1/1/2019	12/31/2020	In Progress
Convene Staff Team to Prepare Application to Receive TDF Funds	2/8/2019	3/13/2019	Completed
As Directed by City Council, Remain Connected with Tourism Council on its Tourism Data Collection Strategy	6/13/2019	12/31/2020	In Progress
FY 21 Budget to Purchase Buxton Data, which is to be reviewed with the Tourism Council Staff			Completed
INCREASE PLACEMAKING PRODUCT	1/1/2019	12/31/2020	In Progress
Convene Staff Team to Develop Plan	10/22/2019	2/22/2020	Completed
Submit Phase I Funding Request to TDF	3/1/2019	3/31/2019	Completed
Submit Phase II TDF Application	4/1/2019	5/31/2019	Completed
TDF Funding Decision	9/1/2019	10/31/2019	Completed
SUPER REGIONAL BIKE TRAIL DEVELOPMENT	1/1/2019	12/31/2019	In Progress
Chief Administrative Officers Meet with National Park Service to Review Use of Capitol Parkway Route	6/30/2019	1/31/2020	Completed
Chief Administrative Officers Meet with Virginia Capitol Trail Staff to Review Route Possibilities	1/31/2020	3/9/2020	COVID-19 Delay
Presentation to City Council Concerning Progress and Alternatives	3/9/2020	12/31/2020	No Progress
REGIONAL EFFORTS	7/1/2020	1/1/2021	In Progress
Review Final Disposition of Tourism Council Maintenance of Effort Reserve	7/1/2020	1/1/2021	In Progress
Report to Council on Outcome and any Recommended Actions	9/1/2020	1/1/2021	No Progress
BROADBAND DEVELOPMENT	9/2/2019	3/31/2021	In Progress
Convene Team	9/2/2019	10/9/2019	Completed
Evaluate Existing Fiber Locations	10/1/2019	11/1/2019	Completed
Discuss Futre Developements - Engage Consultants to Develop City-wide Plan	11/1/2019	6/30/2020	In Progress
Report to City Council	3/30/2020	5/30/2020	No Progress

	Start Date	End Date	Status
INCREASE TOURISM PRODUCT	1/1/2019	12/31/2020	In Progress
Convene TDF Review Committee	3/1/2019	2/28/2019	Completed
Issue TDF Grant Applications	3/1/2019	3/31/2019	Completed
Receive TDF Grant Applications	4/1/2019	4/30/2019	Completed
Invite Applications to Phase II	5/1/2019	5/31/2019	Completed
Receive Final Applications	6/1/2019	8/31/2019	Completed
Complete Review of TDF 2nd Cycle Phase II Applications	6/26/2019	8/26/2019	Completed
Send Funding Recommendation to City Council	8/16/2019	9/15/2019	Completed
Announce Grantees	9/16/2019	9/30/2019	Completed
Debrief and Evaluate TDF Process	10/1/2019	1/31/2020	Completed
Promote/Advertise TDF Grant Availability to Potential Applicants	11/1/2019	3/29/2019	Completed
Issue 2nd TDF Cycle Grant Applications	3/1/2020	4/30/2020	Completed
Receive TDF 2nd Cycle Grant Applications	4/1/2020	4/30/2020	Completed
Receive TDF 2nd Cycle Phase II Applications	5/1/2020	8/31/2020	No Progress
Send TDF 2nd Cycle Funding Recommendation to City Council	8/17/2020	9/12/2020	No Progress
Announce TDF 2nd Cycle Grantees	9/14/2020	10/12/2020	No Progress
Debrief and Evaluate TDF 2nd Cycle Process	10/12/2020	2/11/2021	No Progress

3 TRANSPORT-ATION

Provide an effective transportation system compatible with the future land use plan in concert with our community partners – with "complete streets" serving pedestrians, bicyclists, and motorists and promoting the expanded use of transit and rail.

STRAWBERRY PLAINS MULTI-USE TRAIL

Staff shall evaluate the cost and routing of a multi-use trail along Strawberry Plains Road and report to City Council findings and recommendations for next steps.

MASS TRANSIT FREQUENCY

Request WATA to study frequency and demand inside the City of Williamsburg and report to City Council on findings and potential methods of increasing frequency with associated costs.

BIKE SHARE PROGRAM

Staff shall evaluate the implementation of a bike share program and report to City Council on recommended next steps for implementation including placement locations, operational methods, initial costs, and ongoing subsidy requirements.

AIRPORT COMMISSION MEMBERSHIP

Staff and Council shall secure membership and representation on the Peninsula Airport Commission.

PEDESTRIAN & RUNNER FRIENDLY IMPROVEMENTS

Staff shall pursue application for pedestrian/runner friendly designation by supporting the efforts of local groups and report to City Council on the progress of designation.

CAPITOL LANDING ROAD CORRIDOR

Staff shall develop a plan for improvement of the Capitol Landing Road Corridor and seek City Council direction on next steps considering funding needs and grant award schedules.

HISTORIC AREA STREET MAINTENANCE

Staff shall develop a plan and cost schedule with the Colonial Williamsburg Foundation for resuming maintenance of the streets inside the Historic District. These items shall be reported to City Council for inclusion in budget planning.

HISTORIC DISTRICT PARKING IMPROVEMENTS

Staff shall evaluate maintenance and operation of the Colonial Williamsburg parking lots located in the historic area reporting to City Council on improvement needs and costs.

MONTICELLO MULTI-USE TRAIL AND STREETSCAPE

Staff shall initiate construction of the Monticello Multi-Use Trail, complete design, and start construction on the Monticello Avenue Streetscape Project.

ROAD PROJECT COMPLETION

Staff shall complete the Ironbound/Longhill Road Project.

2021 UPDATES TRANSPORTATION

	Start Date	End Date	Status
STRAWBERRY PLAINS MULTI-USE TRAIL	8/31/2019	1/31/2021	In Progress
Consider for Inclusion in FY22 CIP Delayed and will be reconsidered in new budget cycle	8/3/2020	12/7/2020	Completed
Hire Consultant to Being Initial Study and Design Work	8/31/2020	12/31/2020	In Progress
Complete Routing and Cost Estimate	12/31/2020	1/31/2021	Completed
MASS TRANSIT FREQUENCY	1/1/2019	12/31/2020	In Progress
Prepare Letter of Request for WATA Review and Response	5/31/2019	8/31/2019	Completed
Meet with Chief Administrative Officers to Review Request	9/30/2020	10/30/2019	Completed
Present Request Letter to WATA for Response	11/1/2019	1/1/2020	Completed
WATA Presentation to City Council	7/31/2019	1/1/2021	No Progress
BIKE SHARE PROGRAM	1/1/2019	12/31/2020	In Progress
Gathering of Stakeholder Input for Micromobility Pilot	8/1/2019	10/31/2019	Completed
Development of Best Practices and Recommendations for City Council	10/1/2019	11/11/2019	Completed
Presentation of Micromobility Pilot Program Framework to City Council for Input	11/1/2019	12/31/2019	Completed
Presentation of Recommended Micromobility Pilot Program for Adoption by City Council	12/1/2019	12/31/2019	COVID-19 Delay
Shared Mobility Pilot Program RFP Announcement	12/31/2019	3/31/2020	No Progress
Shared Mobility Launch in Williamsburg	4/1/2020	5/31/2020	No Progress
AIRPORT COMMISSION MEMBERSHIP	1/1/2019	12/31/2020	In Progress
Review Newport News Position with Chief Administrative Officers	1/28/2019	7/31/2019	Completed
Meeting with Airport Commission to Review Status	10/1/2019	12/31/2019	Completed
Receive Invitation to Appoint Airport Commission Member	1/1/2020	6/30/2020	No Progress
New Appointment Takes Seat	7/1/2020	7/1/2020	No Progress

	Start Date	End Date	Status
PEDESTRIAN & RUNNER FRIENDLY IMPROVEMENTS	2/1/2020	12/31/2020	Complete
Review Application Process for Runner Friendly Design	11/4/2019	1/8/2020	Complete
CAPITOL LANDING ROAD CORRIDOR	1/1/2019	12/31/2020	In Progress
Hire Consultant for Initial Study and Design	3/31/2019	9/12/2019	Completed
Design Plans Completed	2/28/2020	10/10/2020	COVID-19 Delay
Right-of-Way Utilities Phase	3/31/2021	5/31/2021	No Progress
Road Construction	5/31/2022	7/31/2022	No Progress
HISTORIC AREA STREET MAINTENANCE	1/1/2019	12/31/2020	In Progress
Develop a plan and cost schedule with Colonial Williamsburg Foundation for resuming maintenance for the streets inside the Historic District	1/1/2019	12/31/2020	In Progress
HISTORIC DISTRICT PARKING IMPROVEMENTS	1/1/2019	12/31/2020	In Progress
Colonial Williamsburg Acceptance of Lease and Grant Terms	11/14/2019	7/1/2020	In Progress
Consider Partnership Vehicles for City Operation and Maintenance of CW Parking Lots. CW is going to keep control of the lots.	1/1/2019	1/1/2020	Completed
ROAD PROJECT COMPLETION (IRONBOUND/LONGHILL ROAD)	1/1/2019	12/31/2020	Completed
Substantial Completion	1/28/2019	3/31/2019	Completed
Final Completion	3/31/2019	5/31/2019	Completed
MONTICELLO MULTI-USE TRAIL AND STREETSCAPE	11/19/2018	8/21/2020	In Progress

NATIONAL NIGHT OUT 2018

4 PUBLIC SAFETY

Provide a safer community by promoting leadership, innovation and implementation of technology in public safety, emergency management and codes compliance to protect and serve the city residents, visitors, businesses and historic assets.

EMERGENCY OPERATIONS PLAN UPDATE

Conduct a comprehensive review and revision of the City's Emergency Operations Plan to ensure the plan reflects current best practices in disaster mitigation, preparedness, response, and recovery. The revised plan will be presented to City Council for adoption by March 2020.

MOBILE INTEGRATED HEALTHCARE (MIH)

The fire department will present a staffing plan designed to effectively and efficiently manage the MIH program aimed at improving health outcomes among medically vulnerable populations and reducing unnecessary 9-1-1 responses while saving healthcare dollars through reduced emergency department visits and hospital readmissions.

CERT PROGRAM & NEIGHBORHOOD WATCH

Staff shall restructure program administration to further engage Neighborhood Response Teams (CERT and Neighborhood Watch) to assist in maintaining community safety and preparedness, identify sustainable funding to support program management and maintenance of effort, and report to City Council on actions taken and recommended.

ENHANCE NATIONAL NIGHT OUT

Staff shall identify, working with the National Night Out Committee, potential enhancements to the annual event and needed resources. Staff shall report findings and recommendations to City Council.

2021 UPDATES PUBLIC SAFETY

	Start Date	End Date	Status
● **EMERGENCY OPERATIONS PLAN**	7/10/2019	2/3/2020	In Progress
● Initiate Review of 2016 EOP	7/10/2019	8/16/2019	Completed
● Address Updates with Departments	11/4/2019	1/3/2020	In Progress
● Send EOP to VDEM for Review	12/2/2019	12/16/2019	No Progress
● Present EOP to City Council for Approval	2/3/2020	3/12/2020	Completed
● Send Approved Plan to VDEM with Council Resolution	3/13/2020	3/13/2020	Completed
● **MOBILE INTEGRATED HEALTHCARE (MIH)**	8/1/2019	8/3/2020	In Progress
● Assemble Staff Team	8/1/2019	8/3/2020	Completed
● Analysis of Current Program and Identification of Desired Outcomes	10/1/2019	11/4/2019	Completed
● Evaluate Best Practices with Existing Programs	11/4/2019	2/3/2020	Completed
● Present Recommendations to City Council	3/2/2020	4/3/2020	COVID-19 Delay
● **CERT PROGRAM & NEIGHBORHOOD WATCH**	8/5/2019	5/1/2020	In Progress
● Convene Staff Team to Review Work Program	8/5/2019	1/31/2020	In Progress
● Evaluate Existing Programs	8/5/2019	4/1/2020	COVID-19 Delay
● Meet with Williamsburg Community Health Foundation Staff to Review Funding Needs and Program Outcomes with Accountability Measures	9/13/2019	6/30/2020	No Progress
● Define Restructured Program	9/2/2019	6/6/2020	No Progress
● Identify Funding Sources	11/1/2019	3/2/2020	No Progress
● Present Recommendations to City Council	4/1/2020	5/1/2020	No Progress
● **ENHANCE NATIONAL NIGHT OUT**	1/1/2019	12/31/2020	Completed
● Meet with NNO Committee to Discuss Council's Commitment to Enhance NNO	4/18/2019	6/18/2019	Completed
● Committee Members to Report out to Council with NNO Plans/ Council Presents Funding	7/11/2019	8/11/2019	Completed
● Enhanced National Night Out Event	8/14/2019	9/14/2019	Completed

5 HUMAN SERVICES, HEALTH, & EDUCATION

Seek opportunities, partnerships and program implementation that addresses the educational, health, social, housing, economic and workforce training needs and expectations of city residents and workers.

HOUSING AUTHORITY SUSTAINABILITY

Staff shall evaluate Housing Authority integration with City operational plans and report to Council on budgetary and staffing needs required to provide a sustainable Housing Authority operating model. This shall include evaluation of redevelopment plans and alternate leasing strategies such as Rental Assistance Demonstration.

CEDAR GROVE CEMETERY EXPANSION

Utilize monthly City/College meetings to determine the feasibility of expanding Cedar Grove Cemetery on College-owned property during the biennium and report progress to City Council.

WORKFORCE/AFFORDABLE HOUSING

Establish the Workforce Housing Work Group to define workforce housing in the City of Williamsburg, research comparative practices, and report recommended strategies and actions to the City Council.

HOMELESSNESS PREVENTION

Staff shall form a work team of stakeholders to define homelessness in the City of Williamsburg, identify strategies for positive impact, and report to City Council with recommended next steps.

ONE STOP WORKFORCE CENTER

Staff shall lead strategy sessions with TNCC (Williamsburg Workforce Center at Monticello), James City County, York County, and the Greater Peninsula Workforce Development Board to create improved links and services to emerging workforce, TANF/VIEW clients, and unemployed needing training and placement services. Staff will provide a report on actions taken and recommended to City Council.

SUMMER YOUTH PROGRAM EXPANSION

Staff shall utilize interdepartmental assets to develop school year youth counselors and community policing efforts to address truancy, academic failure, and crime prevention. Staff shall report to Council on actions taken and recommended.

SENIOR TASKFORCE

Staff shall work with the Williamsburg Health Foundation to create a Senior Task Force which will review senior service barriers to effective aging in place and report to City Council on strategies for positive impact.

CARE TEAM

Staff shall present to City Council a staffing plan designed to effectively and efficiently manage the CARE Team program beyond the availability of the Williamsburg Health Foundation grant funding.

2021 UPDATES HUMAN SERVICES, HEALTH, & EDUCATION

	Start Date	End Date	Status
HOUSING AUTHORITY SUSTAINABILITY	1/1/2019	12/31/2020	Completed
Initial Evaluation of WRHA by New Director	7/31/2019	12/31/2019	Completed
Development of Action Plan	1/1/2020	1/31/2020	Completed
Presentation of Recommended Actions to WRHA Board and City Council	2/1/2020	2/29/2020	Completed
CEDAR GROVE CEMETERY EXPANSION	1/1/2019	12/31/2020	In Progress
Discuss Needs with Staff	6/30/2019	2/29/2020	In Progress
Review Space Needs with William and Mary Leadership	3/1/2020	8/1/2020	No Progress
Present Findings to Council	8/1/2020	1/1/2021	No Progress
Assess Potential for Expansion with Adjacent Land Owner	1/1/2019	12/31/2019	Completed
WORKFORCE/AFFORDABLE HOUSING	2/28/2019	12/31/2020	In Progress
Development of Action Plan	7/7/2019	7/1/2019	Completed
Presentation of Action Plan to City Council	10/10/2019	10/10/2019	Completed
Identify Work Group Members	2/28/2019	10/30/2019	Completed
Organizational Meeting of Work Group	7/7/2020	6/30/2020	COVID-19 Delay
Initial Progress Report to City Council	10/10/2019	7/31/2020	In Progress
HOMELESSNESS PREVENTION	1/1/2020	12/31/2020	In Progress
HS & Partners Meet	2/23/2020	6/6/2020	Completed
Provide Progress Report to City Council	10/8/2019	6/30/2020	No Progress
Present Recommended Actions to City Council	3/1/2020	6/30/2020	No Progress
ONE STOP WORKFORCE CENTER	1/1/2019	12/31/2020	In Progress
Apply for Employment Grant	10/31/2018	12/31/2018	Completed
Hold Initial Meeting of Stakeholders	1/1/2019	1/14/2019	Completed
Present Recommendations for Core Services to be Delivered in Historic Triangle to City Council	7/1/2020	9/30/2020	COVID-19 Delay
Implement Selected Recommendations	4/1/2020	9/30/2020	In Progress

	Start Date	End Date	Status
● **SUMMER YOUTH PROGRAM EXPANSION**	9/1/2019	7/1/2020	In Progress
● Convene Meetings with Stakeholders to Discuss Programming Needs for Youth	9/2/2019	10/31/2019	Completed
● Develop an In-School and After-School Joint Program for City Students	9/30/2019	1/1/2020	COVID-19 Delay
● Implement Joint Program or Integrate Joint Efforts into Summer Program	1/1/2020	6/30/2020	In Progress
● Report to Council on Actions Taken and Outcomes	8/1/2020	9/30/2020	No Progress
● **SENIOR TASKFORCE**	10/1/2019	12/31/2020	Completed
● Identify Task Force Members	10/1/2019	1/31/2020	Completed
● Begin Task Force Meetings	1/14/2020	3/14/2020	Completed
● Present Progress Report to City Council	5/6/2020	7/9/2020	Completed
● Present Final Report to City Council	9/21/2020	1/20/2021	Needs Review
● **CARE TEAM**	1/1/2019	12/31/2020	Completed
● Develop Staffing Plan for FY2020	7/1/2019	8/1/2019	Completed
● Implement Staff Integration Plan	7/1/2019	10/1/2020	Completed
● Presentation of Recommendations to City Council	8/20/2020	10/8/2020	Completed
● Develop Final Phase Plan of Integration	10/31/2020	12/31/2020	Completed

6 RECREATION & CULTURE

Encourage a healthy community through an integrated system of parks, facilities and open spaces that support recreation and the variety of cultural opportunities that enrich the experiences of city residents and visitors.

PARKS, RECREATION, ADA TRANSITION PLAN

Staff shall begin prioritization of ADA deficient items in all parks and facilities, prepare cost analysis, and report to City Council on implementation actions taken or recommended.

4TH SOFTBALL FIELD AT KIWANIS PARK

Staff shall submit the 4th softball field as a project proposal for consideration under the TDF grant program.

QUARTERPATH RECREATION CENTER EXPANSION

Staff shall conduct a feasibility study to determine and create a facility expansion plan to be reported to City Council with recommended next steps.

INDOOR FIELDHOUSE

Staff shall work with James City County and York County to determine a location for and feasibility of developing a shared facility to extend programming space and to make the City of Williamsburg more marketable for sports tourism.

WILLIAMSBURG REGIONAL LIBRARY RENOVATION

Staff shall work with the Williamsburg Regional Library Board, James City County, and York County to evaluate opportunities for expansion, renovation, and redevelopment of the existing library facility on site in downtown Williamsburg. Staff will report to City Council on actions taken or recommended.

LAWN SPORTS

Staff shall evaluate potential locations to accommodate a large green for lawn sports, create a cost analysis to determine feasibility, and submit findings with recommended actions to City Council.

2021 UPDATES RECREATION & CULTURE

	Start Date	End Date	Status
PARKS, RECREATION, ADA TRANSITION	1/1/2019	12/31/2020	In Progress
Prioritization of Deficient Items	1/1/2019	3/2/2020	In Progress
Prepare Cost Analysis	6/1/2019	7/1/2020	In Progress
Implementation	7/1/2020	8/31/2020	In Progress
Presentation to City Council for Approval	7/1/2020	8/31/2020	No Progress
FOURTH SOFTBALL FIELD AT KIWANIS PARK	1/1/2019	12/31/2020	In Progress
Submit Application for Consideration under TDF Grant Program	1/13/2019	3/13/2019	Completed
Submit Phase II TDF Application	4/30/2019	11/1/2019	Completed
Receive Notification of Grant Award	9/30/2019	10/31/2019	Completed
Issue RFP for Design Build	11/30/2019	3/2/2020	No Progress
Construction Firm Selection	1/31/2020	2/29/2020	No Progress
Project Complete	3/1/2020	7/1/2020	In Progress
QUARTERPATH RECREATION CENTER EXPANSION	1/1/2019	12/31/2020	No Progress
Report to City Council	9/1/2020	1/1/2021	No Progress
Determine Potential for the Indoor Field House to Meet this Need	7/1/2020	1/1/2021	In Progress
INDOOR FIELDHOUSE	1/1/2019	12/31/2020	In Progress
Regional CAO and P&R Meet to Review Programming Needs of a New Facility	3/2/2020	4/30/2020	No Progress
Site Selection Committee Facility	5/1/2020	6/30/2020	No Progress
Site Evaluation	7/1/2020	9/30/2020	No Progress
Consultant Engaged for Initial Site Planning and Economic Analysis	5/1/2020	9/1/2020	No Progress
Present Regional Evaluation Outcomes and Next Steps to City Council	9/30/2020	1/1/2021	No Progress
Receive Approval for Tourism Development	9/1/2019	12/1/2019	Completed
WILLIAMSBURG REGIONAL LIBRARY RENOVATION	1/1/2019	12/31/2020	In Progress
Review Available Land for Expansion	7/31/2019	10/31/2019	Completed
Discuss Potential Solutions with James City County and WRL	10/31/2019	1/31/2020	In Progress
Present Plan of Action with Options to a Joint Meeting of WRL, James City County and Williamsburg City Council	1/31/2020	12/31/2020	No Progress
LAWN SPORTS	1/1/2019	12/31/2020	In Progress
Evaluate Potential Locations	4/30/2019	6/30/2019	Completed
Create Cost Analysis to Determine Feasibility	7/1/2019	6/30/2019	Completed
Report to City Council with Recommendations and Funding Needs	9/1/2019	12/31/2020	No Progress

7 ENVIRONMENTAL SUSTAINABILITY

Continue to build an evermore sustainable and healthy city pursuing multiple strategies for conservation and restoration, and providing essential environmental services related to drinking water, wastewater, stormwater, and solid waste.

RECYCLING PROGRAM

Staff shall identify and establish a new contract for recycling services inside the City of Williamsburg in coordination with the Virginia Peninsula Public Service Authority, James City County, York County, and the City of Poquoson.

RENEWABLE ENERGY

Staff shall study comparative approaches to promoting the use of renewable energy sources in both residential and commercial applications and report on recommended strategies to City Council.

STORMWATER EROSION FUNDING

Staff shall create an action priority listing of stormwater erosion control/correction needs, apply for grant funding, and plan for budgetary needs to begin proactive control and corrective measures.

GO GREEN INITIATIVES

Staff shall identify Go Green initiatives that have not been acted upon and report to City Council on recommended actions and potential costs/funding opportunities.

2021 UPDATES ENVIRONMENTAL SUSTAINABILITY

	Start Date	End Date	Status
● **RECYCLING PROGRAM**	1/1/2019	7/1/2019	Completed
● City Council Approval of New VPPSA Contract for Service	1/1/2019	1/10/2019	Completed
● Transition to New TFC Service Provider- 5 Year Contract	3/3/2019	8/13/2019	Completed
● **RENEWABLE ENERGY**	11/1/2019	6/30/2020	In Progress
● Research into Comparative Practices in Local Government	11/1/2019	1/31/2020	In Progress
● Consider Solar and Hydro Initiatives at Waller Mill	3/1/2020	5/31/2020	No Progress
● Draft Recommendation and Present to City Council at their June Meeting	5/1/2020	6/11/2020	In Progress
● **STORMWATER EROSION FUNDING**	1/1/2019	12/31/2020	In Progress
● State Grant Application Filed	9/1/2018	12/31/2019	Completed
● Construction Complete	12/31/2020	7/30/2021	No Progress
● **GO GREEN INITIATIVES**	8/30/2019	9/30/2020	In Progress
● Installation of LED Street Lights- Ironbound Road	3/3/2019	5/31/2019	Completed
● 12 Tesla Charging Stations Installed	5/31/2019	6/28/2019	Completed
● Installation of LED Streetlights on Richmond Road	1/30/2019	3/29/2019	Completed
● Installation of LED Streetlights on Monticello Avenue	10/31/2019	6/30/2019	Completed
● Present Report on Go Green Objectives Remaining	10/31/2019	9/7/2020	In Progress

8 CITIZEN ENGAGEMENT/ CITY GOVERNANCE

Continuously improve the effectiveness of city government and its partnership with the people who live, work, and visit here to fulfill Williamsburg's vision for the future.

STRATEGIC COMMUNICATION PLAN

Staff shall establish an internal workgroup to focus on effective communication strategies, and will report results and plan of action to City Council.

PHOTO HISTORY OF THE CITY

Staff shall work with SWEM and other potential community partners to develop a public photo history of the city to be displayed at the Stryker Center.

STRATEGIC PLANNING RENEWAL

Staff shall work with City Council to plan and conduct a community visioning exercise to establish a long-range strategic plan that complements the two-year GIO process.

VOLUNTEER RECOGNITION

Staff shall work with City Council to develop and implement a City volunteer recognition program.

BENEFITS REVIEW

Staff shall complete a secondary benefits package review consisting of comparative analysis, benchmarking, and retention rates with a report to City Council identifying any recommended changes.

SISTER CITY PROGRAM

Staff shall evaluate joining the Sister City program and report to City Council findings and recommendations.

QUEST RENEWAL

A staff team shall evaluate the effectiveness of QUEST and identify potential changes to improve its relevancy and more fully incorporate the strategic planning processes as a common goal. Staff will report to City Council the research and any actions taken.

PERFORMANCE MEASUREMENT

A staff team shall review the existing performance analytics program to align with GIO and budget processes, improve transparency, and provide benefit to employees. The team will report results and plan of action to City Council.

2021 UPDATES CITIZEN ENGAGEMENT/ CITY GOVERNANCE

	Start Date	End Date	Status
STRATEGIC COMMUNICATION PLAN	1/1/2019	12/31/2020	In Progress
Organizational Meeting	1/31/2020	12/31/2020	No Progress
Discuss Strategic Communication Plan at Executive Team	12/1/2019	1/31/2020	In Progress
Develop Outline Based on Stakeholder Feedback	4/1/2020	5/31/2020	COVID-19 Delay
Meet with External Communicators to Receive Feedback on Missed Opportunities	6/1/2020	7/31/2020	No Progress
Draft Initial Plan	8/1/2020	9/30/2020	No Progress
Present Draft to City Council	10/1/2020	1/1/2021	No Progress
PHOTO HISTORY OF THE CITY	1/1/2019	12/31/2020	In Progress
Establish Donation and Contribution Protocol	8/1/2020	10/1/2020	No Progress
Catalog Assets at SWEM and Rockefeller Libraries	5/1/2019	5/31/2020	In Progress
Negotiate with SWEM as Custodian of the Archive	2/1/2020	3/31/2020	No Progress
Identify Exhibition Space	4/18/2019	10/31/2020	Completed
First Exhibit in Stryker	11/1/2020	11/30/2020	No Progress
Establish a Schedule for Rotating Exhibits	1/1/2020	12/31/2020	No Progress
STRATEGIC PLANNING RENEWAL	1/1/2019	12/31/2020	In Progress
Review Needs with Executive Team	1/1/2019	6/30/2019	Completed
Identify Consultant	3/1/2019	6/30/2019	Completed
Review Consultant Plan with Executive Team	4/1/2019	6/1/2019	Completed
Executive Team Retreat to Test Strategic Planning Process	6/1/2019	7/31/2019	Completed
Public Process	1/1/2020	2/29/2020	COVID-19 Delay
First Annual All Staff Meeting	6/1/2020	6/30/2020	No Progress
1st Public Meeting	7/1/2020	8/1/2020	No Progress
2nd Public Meeting	7/1/2020	8/1/2020	No Progress
3rd Public Meeting	7/1/2020	7/31/2020	No Progress
4th Public Meeting	8/1/2020	8/31/2020	No Progress
5th Public Meeting	8/1/2020	8/31/2020	No Progress
1st Campus Meeting	9/1/2020	9/30/2020	No Progress
2nd Campus Meeting	9/1/2020	9/30/2020	No Progress
Council Retreat	9/1/2020	9/30/2020	No Progress
Presentation of the New Vision and Goal Set	11/1/2020	11/30/2020	No Progress

	Start Date	End Date	Status
VOLUNTEER RECOGNITION	1/1/2019	12/31/2020	In Progress
Begin Information Gathering	2/1/2020	6/1/2020	In Progress
Development of Program Begins	6/1/2020	6/30/2020	No Progress
Presentation of Program to Council	6/30/2020	12/31/2020	No Progress
BENEFITS REVIEW	1/1/2019	12/31/2020	In Progress
Begin Research	3/1/2019	7/31/2019	In Progress
Present Recommended Changes to Council	8/8/2019	10/8/2019	No Progress
Development of Recommendations Begins	7/31/2019	8/8/2019	No Progress
SISTER CITY PROGRAM	1/1/2019	12/31/2020	In Progress
Contact Sister City Program and Establish Meeting Update	6/1/2019	1/31/2020	No Progress
Research Best Practices Among Sister City Participants	9/1/2019	11/30/2019	Completed
Identify Sister City Candidates	1/1/2020	3/31/2020	No Progress
Present Recommendations to City Council	4/1/2020	8/31/2020	No Progress
QUEST RENEWAL	1/1/2019	12/31/2020	In Progress
Begin Research	9/1/2020	11/1/2020	Completed
Developments of Recommendations Begins	3/1/2020	5/31/2020	In Progress
Report Recommendations to Council	12/1/2020	12/31/2020	No Progress
PERFORMANCE MEASUREMENT	1/31/2019	12/31/2020	Completed
Convene Team	1/31/2019	7/31/2019	Completed
Evaluate Existing Program to Determine Strengths and Weaknesses	7/31/2019	9/30/2019	Completed
Evaluate New Programs and Methodologies to Determine Course of Action	8/1/2019	10/31/2019	Completed
Report to City Council	11/14/2019	12/14/2019	Completed

INITIATIVES REQUIRING FURTHER DEVELOPMENT

TOWN/GOWN BEST PRACTICES

Task the NRC to look at other localities in the State to determine what they are doing to manage relationships between their locality, students, and college while reporting to City Council on a quarterly basis the findings of each locality.

REGIONAL TOURISM DEVELOPMENT

Develop regional sports tourism product to increase visitation.

NEIGHBORHOOD TRAFFIC CALMING

Establish a staff team to review comparative models for handling and implementing neighborhood traffic calming requests.

BIKE LANE/TRAIL IMPROVEMENTS

Staff shall evaluate and plan for further connection of existing bikeway facilities inside the City of Williamsburg.

BICYCLE SAFETY

Staff will meet with bicycle advocates and appropriate stakeholders, including William & Mary, Busch Gardens, etc., to determine bicycle training needs, current availability and report to City Council on a plan of action for improved bicycle safety.

HOUSING AUTHORITY REDEVELOPMENT STRATEGIES

Staff shall evaluate redevelopment plans and alternate leasing strategies such as Rental Assistance Demonstration and mixed-income neighborhood models for the 104 units owned and operated by the WRHA. This shall include an action plan for the redevelopment of the Blayton property.

QUEEN MARY'S PORT PARK

Staff shall explore the potential sites for acquisition, estimated costs, development plans, and funding strategies to create the Queen Mary's Port Park.

HORIZON PLANNING

DIVESTING CITY-OWNED PROPERTY

Staff shall develop a strategy for timing and process to return city-owned surplus property to the private sector.

UNDERGROUND WIRING

Staff shall evaluate new areas for potential underground utilities and identify funding strategies for each new project.

ECONOMIC DIVERSIFICATION

Continue support of the Greater Williamsburg Partnership to diversify the economy and attract high wage jobs, thus increasing consumer demand for city business products and providing more employment opportunities for citizens

CAPITAL TRAIL CONNECTION TO WILLIAMSBURG

Continue awareness of the Virginia Capital Trail and Birthplace of America Trail connections to the City of Williamsburg

TECHNOLOGY

Continue awareness of broadband technology opportunities to support residents, visitors, and businesses

OLD COUNTRY ROAD TRAIL

Staff shall identify strategies for further development of Old Country Road as a trail in cooperation with James City County and the Colonial Williamsburg Foundation.

TRAFFIC AND STREETLIGHTS

Staff shall identify, plan, and budget using best practices for traffic signal and streetlight upgrades during new underground wiring or roadway projects.

AMTRAK RIDERSHIP

Establish a working group to include William and Mary staff and students, members of the Neighborhood Relations Committee, and City staff to promote, measure, and improve student use of Amtrak services.

LAFAYETTE AND RICHMOND ROAD INTERSECTION

Staff shall apply for SmartScale funding for the construction of a roundabout at the intersection of Lafayette Street and Richmond Road in FY19 to award in FY25.

EDUCATION FUNDING

Staff and City Council shall continue working closely with the Williamsburg James City County School District on capital needs planning and operational expansion demands.

PAPER MILL CREEK PARK

Plan and implement, as feasible, the development of the Paper Mill Creek Park in partnership with the National Park Service while considering sidewalk connectivity and safety for neighboring residential developments.

ATHLETIC FACILITIES

Staff shall determine the feasibility and timing of partnering with the College of William and Mary and other regional partners to develop athletic facilities aimed at improving sports tourism in the region.

CAPITOL LANDING PARK

Staff shall identify potential greenspace to establish a park to be located in the Capitol Landing Road Corridor.

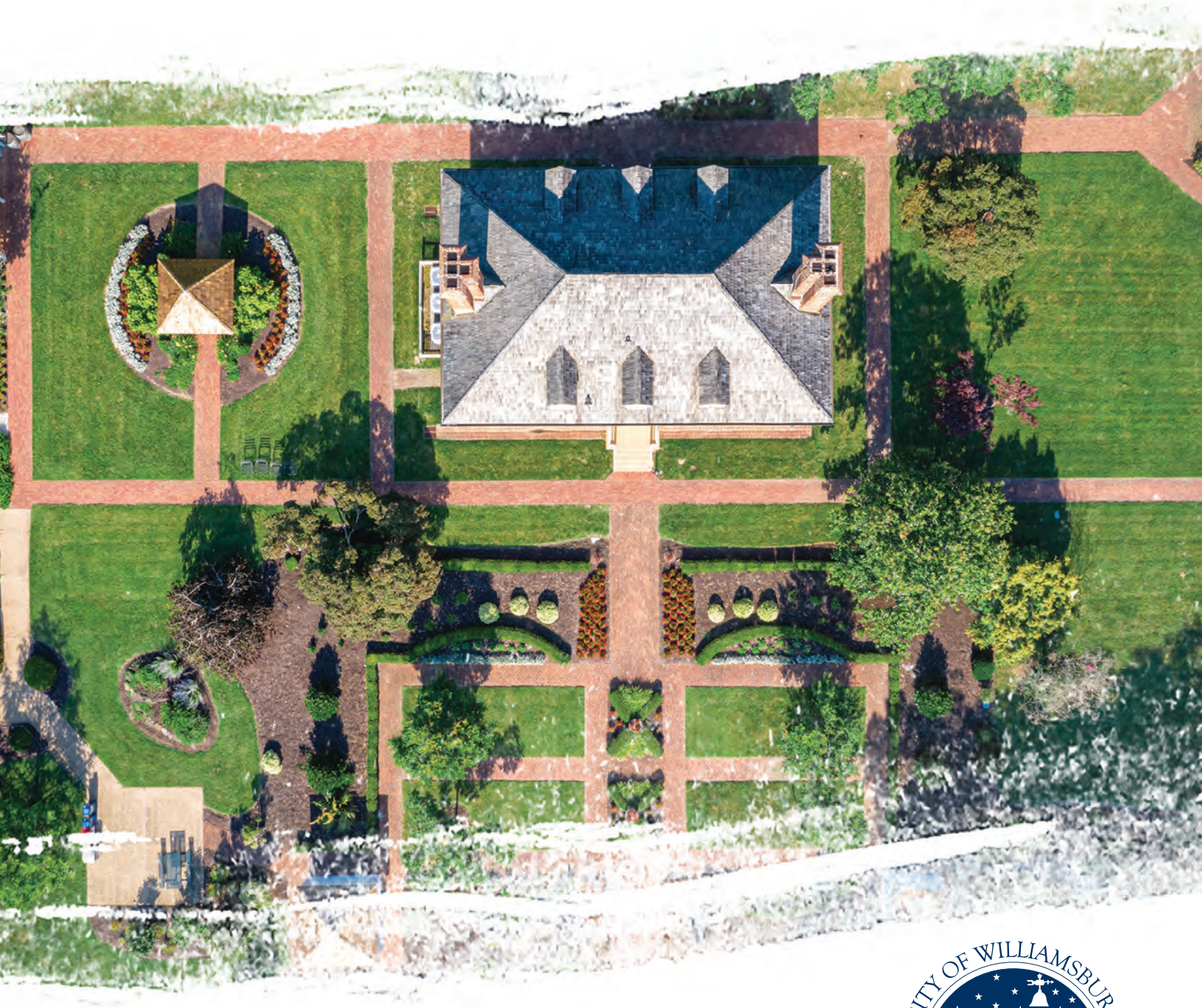
VOLUNTEER OPPORTUNITIES

A staff team will consider volunteer opportunities within the city structure and recommend a volunteer program including cost and staffing requirements.

GOALS INITIATIVES & OUTCOMES

williamsburgva.gov

FY 2021 PERFORMANCE METRICS



CITY OF WILLIAMSBURG
1699
VIRGINIA'S COLONIAL CAPITAL

INTRODUCTION

This section aligns budget and performance data to the operating departments of the city. For each department a summary page includes the department mission and expenditures and staffing, covering four years.

Also listed are the desired community outcomes for each department, and observed results. Many of these measures parallel the measures arrayed under the eight goals in the Goals, Initatives, and Outcomes including the National Citizen Survey™ (NCS) results and ratings. Comparisons of Williamsburg citizen ratings with the national benchmark from the latest 2018 NCS results are shown for service areas.

Finally, under each department are the budgetary Cost Centers which comprise that department. Detailed information including four years of expenditures and staffing, and performance trends, projections, and targets, are presented.

Performance metrics – including workload measures, efficiency measures and other useful indicators of performance – are shown with operating data for the last two fiscal years, the projected number for the current year, and the target or expected number for next year.

OFFICE OF THE CITY MANAGER

ANDREW O. TRIVETTE, CITY MANAGER

MISSION : ***To provide leadership, strategic direction, and administrative oversight to all aspects of City operations.***

COST CENTERS

CITY MANAGER
Administration
Clerk of Council
Communications
Human Resources

ECONOMIC DEVELOPMENT
Triangle Building Management

EXPENDITURES AND STAFFING

	FY 2018		FY 2019		FY 2020		FY 2021	
	Actual	FTE*	Actual	FTE	Budget	FTE	Adpoted	FTE
City Manager	$ 530,748	3	$ 378,063	3	$ 491,377	3	$ 614,904	4
Human Resources	104,333	1	111,323	1	114,852	1	128,152	1
Clerk of Council / Communication	119,007	2	164,620	2	164,475	2	11,750	1
Economic Development	330,367	2	338,039	3	328,308	3	339,179	3
TOTAL	$ 1,084,455	8	$ 992,045	9	$ 1,099,012	9	$ 1,093,985	9

*An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week. In this instance the number below FTE is the number of Full-Time Equivalent staff.

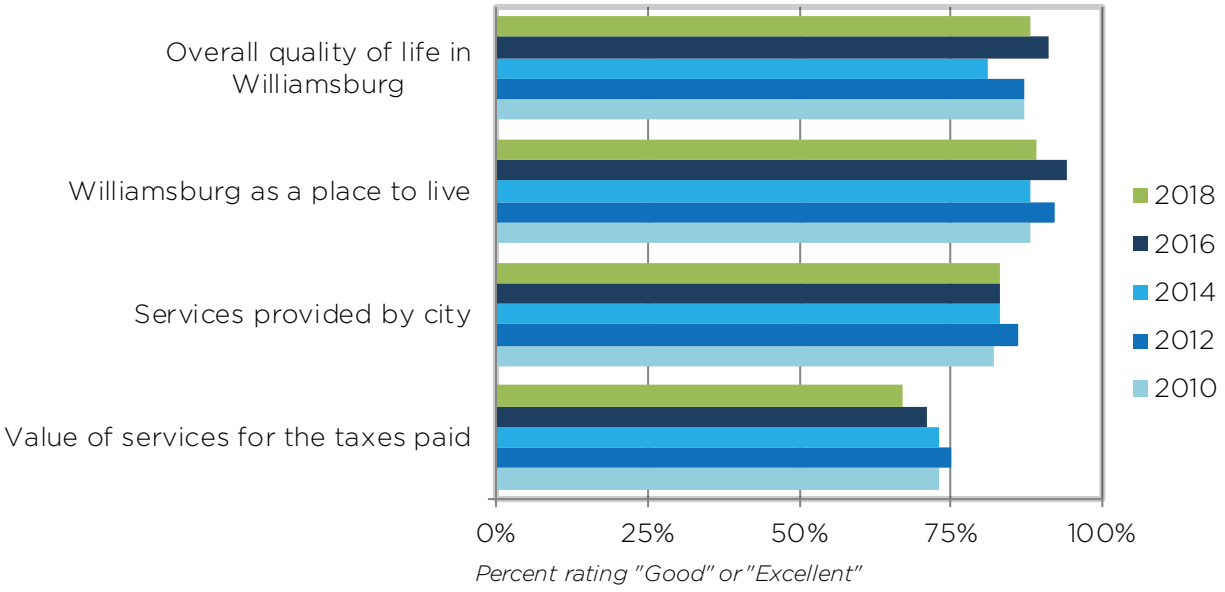
DESIRED OUTCOMES

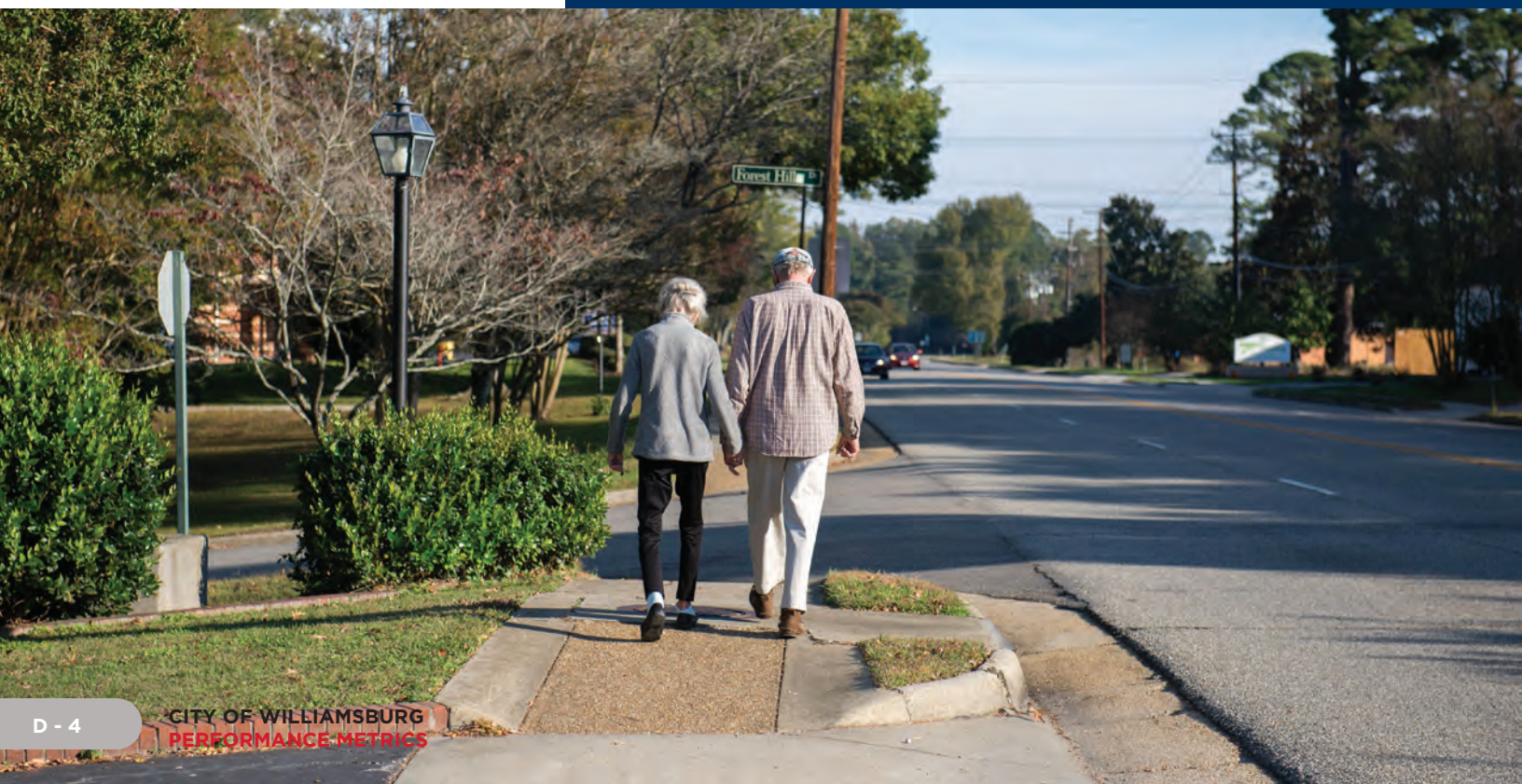
Receive improving National Citizen Survey ratings for indicators of overall Community wellbeing and value of city services "higher" than the national benchmark.

OBSERVED RESULTS

Residents rated value of services for the taxes paid "higher" than the national benchmark comparison, with all other results shown as "similar."

NATIONAL CITIZEN SURVEY





COREY MILLER PHOTOGRAPHY

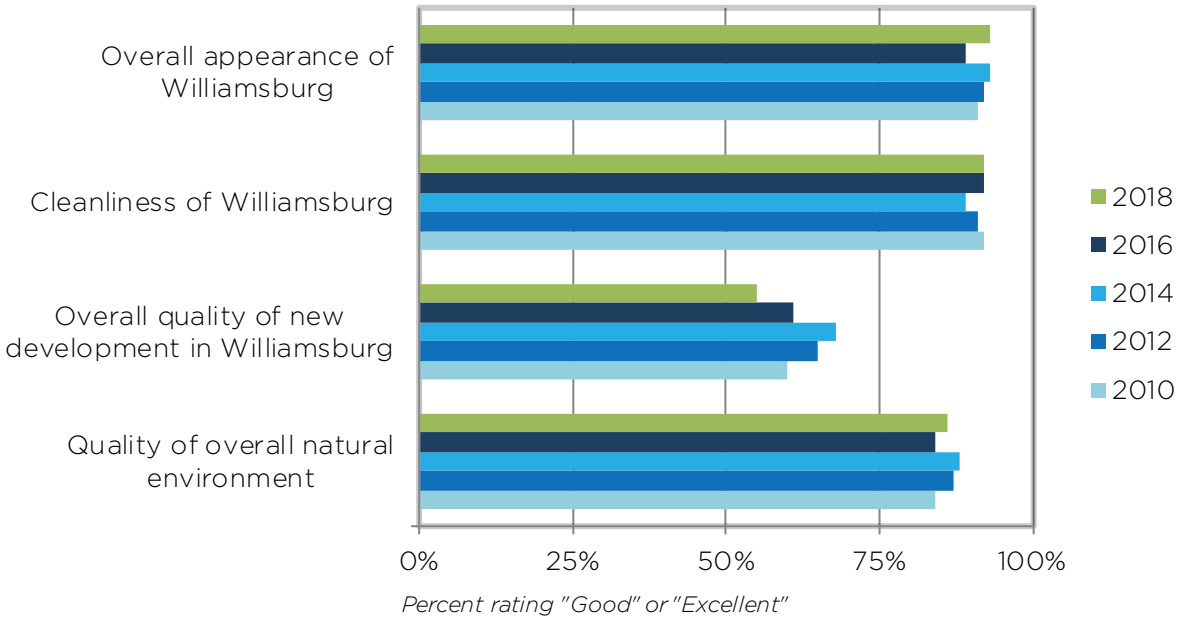
DESIRED OUTCOMES

Receive improving National Citizen Survey ratings for Overall Appearance, Natural Environment and Built Environment "higher" than the national benchmark.

OBSERVED RESULTS

The overall appearance and cleanliness were "higher," and overall quality of new development and natural environment were "similar" to the national benchmark.

NATIONAL CITIZEN SURVEY

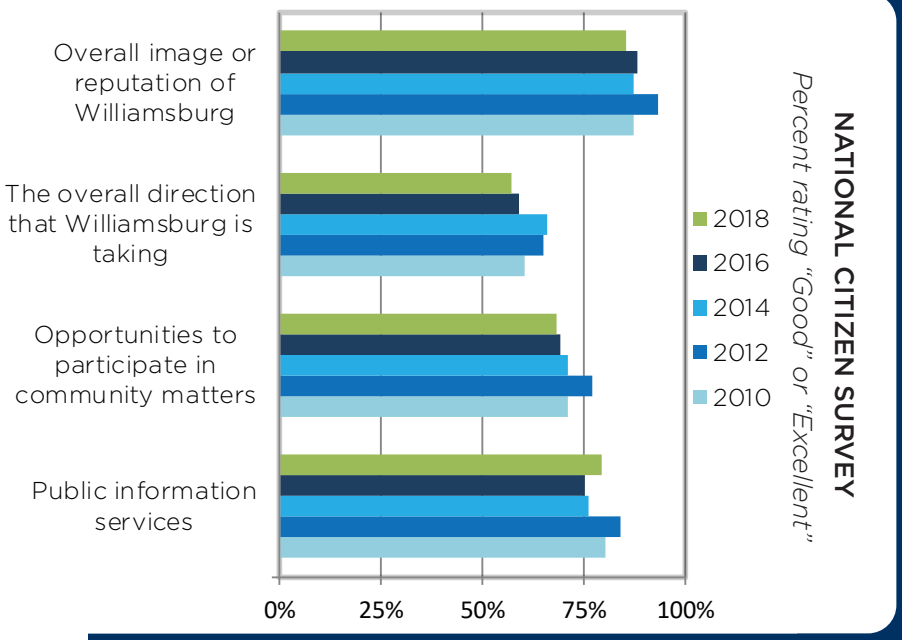


DESIRED OUTCOMES

Receive improving National Citizen Survey ratings for Overall Image, Direction, Opportunities for Participation in Community Matters and Public Information Services "higher" than the national benchmark.

OBSERVED RESULTS

Overall image of Williamsburg rated "higher", with all other responses "similar" to the national benchmark for 2018.



DESIRED OUTCOMES

Receive improving National Citizen Survey ratings for other Governance survey responses "higher" than the national benchmark.

OBSERVED RESULTS

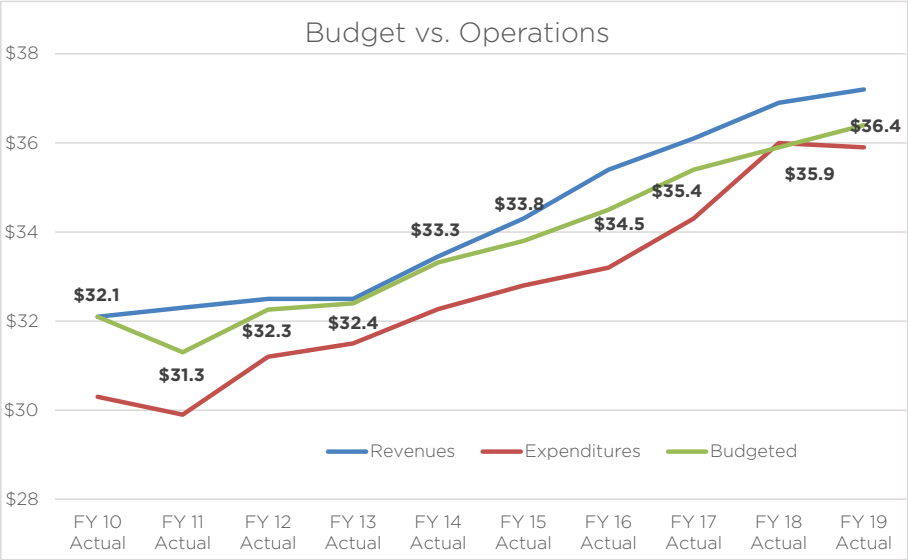
Services provided by the City rated "higher" than the national benchmark. All other categories rated "similar" to the national benchmark for 2018.

DESIRED OUTCOMES

Exceed budget expectations by having operating revenues exceed operating expenditures each year.

OBSERVED RESULTS

The City's operating revenues have exceeded expenditures for over 2 decades.

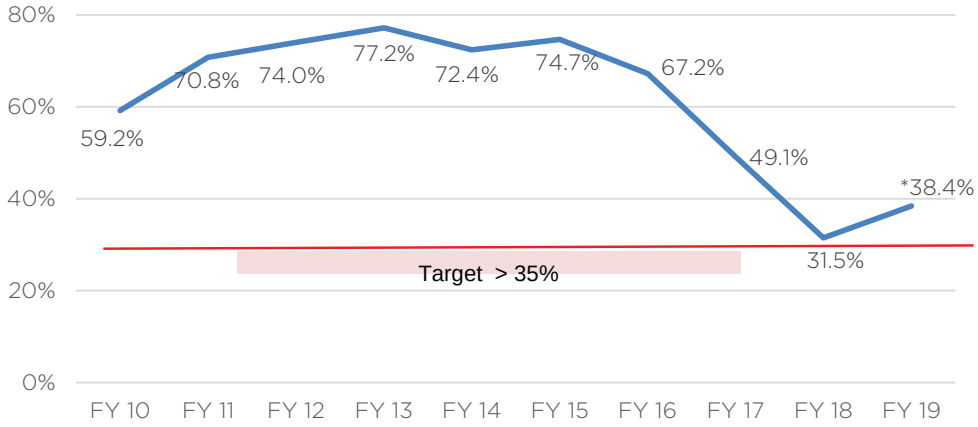


DESIRED OUTCOMES

Maintain sound fiscal health by exceeding City Council's reserve policy of a minimum 35% of operating revenues each year.

OBSERVED RESULTS

Shown is year-end unassigned fund balance. Prior to July 1, 2019, the General Fund and the Capital Improvement Fund was combined for reporting purposes. Effective July 1, 2019, the General Fund was reported separately for transparency. The year-end fund balance for FY18 has been restated.

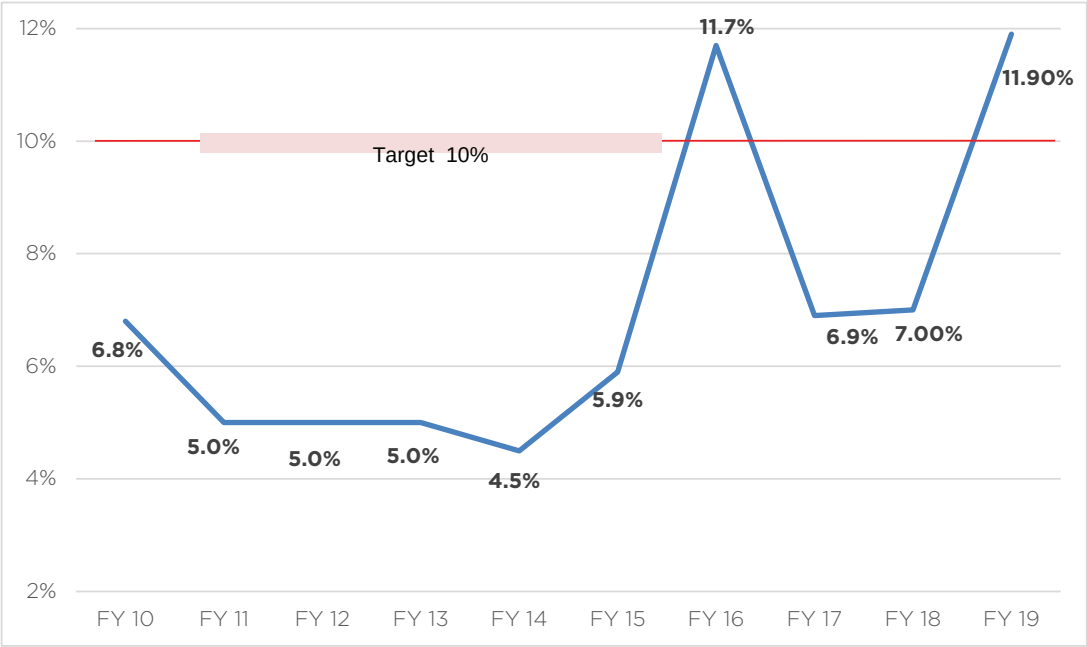


DESIRED OUTCOMES

Maintain annual employee turnover rate of 10% or less of the permanent workforce.

OBSERVED RESULTS

This is an indicator of retention of employees who resign, retire, or otherwise terminate employment. Retirements skewed FY16 and FY 19 results.



OFFICE OF CITY MANAGER COST CENTERS:

CITY MANAGER / HUMAN RESOURCES

EXPENDITURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Personnel	$ 568,968	$ 442,761	$ 544,189	$ 623,540
Operating	66,113	46,625	61,240	114,516
Capital Outlay	0	0	800	5,000
TOTAL	$ 635,081	$ 489,386	$ 606,229	$ 743,056

STAFFING

City Manager	1	1	1	1
Assistant City Manager	1	1	1	0
Human Resource Administrator	1	1	1	1
Executive Assistant	1	1	1	1
Managerial Analyst	0	0	0	1
Administrative Aide	0	0	0	1
TOTAL	4	4	4	5

PERFORMANCE MEASURES

Citywide employee turnover rate	7.0%	11.9%	12.7%	<10%
Citywide sick leave use rate	2.5%	2.0%	2.2%	<2.5%
Percent of Employees who completed: Quest 3-day Orientation	90%	90%	87%	100%
OSHA reportable injuries/incidents	0	0	0	<10
Healthcare Premiums Paid (millions)	$2.5	$2.9	$2.9	$2.9

CLERK OF COUNCIL / COMMUNICATION

EXPENDITURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Personnel	$ 113,763	$ 154,751	$ 156,091	$ 0
Operating	5,244	9,869	8,184	11,750
Capital Outlay	0	0	200	0
TOTAL	$ 119,007	$ 164,620	$ 164,475	$ 11,750

STAFFING

Clerk of Council	1	1	1	0
Communications Specialist	1	1	1	1
TOTAL	2	2	2	1

PERFROMANCE MEASURES

Number of Open Council Meetings	36	30	30	30
Number of Press Releases	48	40	60	100

ECONOMIC DEVELOPMENT

EXPENDITURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Personnel	$ 222,320	$ 236,387	$ 222,938	$ 237,397
Operating	108,047	101,652	105,370	101,782
Capital Outlay	0	0	0	0
TOTAL	$ 330,367	$ 338,039	$ 328,308	$ 339,179

STAFFING

Economic Development Director	1	1	1	1
Economic Development Specialist	1	1	1	1
Tourism Development Specialist	0	1	1	1
TOTAL	2	3	3	3

PERFORMANCE MEASURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Visits with existing businesses			100	100
Redevelopment opportunities supported			15	15
Value of Commercial construction	$95.3M	$28.6M	$81.6M	>$6M
Number of businesses in City	807	796	793	>800
Marketing events and missions			100	>100
Business Prospects Assisted	88	87	100	>50
Prospects Converted	17	15	5	>10
Number of ED grants Awarded	18	12	10	8

FINANCE DEPARTMENT

BARBARA DAMERON, CPA, DIRECTOR OF FINANCE

MISSION : ***To provide exceptional stewardship and safeguarding of City assets by maintaining financial management, reporting and internal control systems, with accountability to the public in a responsible and timely manner.***

COST CENTERS

FINANCE | REAL ESTATE ASSESSMENTS

EXPENDITURES AND STAFFING

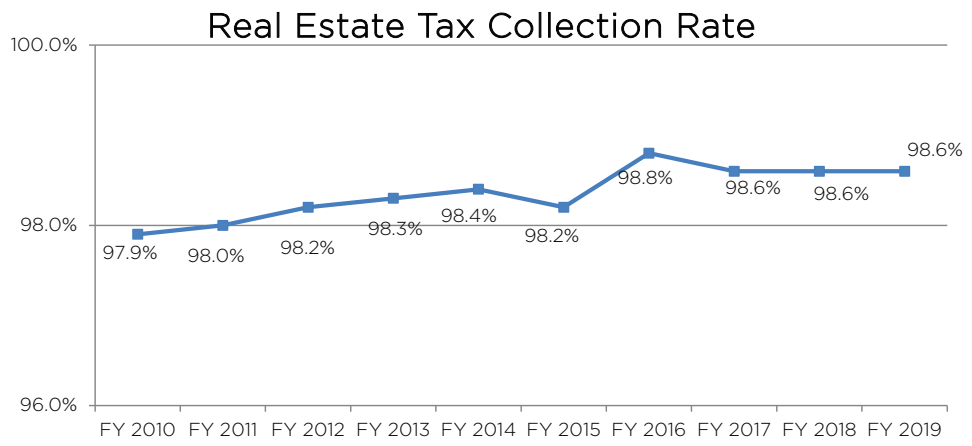
	FY 2018		FY 2019		FY 2020		FY 2021	
	Actual	FTE	Actual	FTE	Budget	FTE	Adpoted	FTE
Finance	$ 838,869	9	$ 827,907	9	$ 835,895	9	$ 939,946	10
Real Estate Assessments	196,002	2	240,310	2	245,140	2	262,464	2
TOTAL	$ 1,034,871	11	$ 1,068,217	11	$ 1,081,035	11	$ 1,202,410	12

DESIRED OUTCOMES

Maintain real estate property tax collections of at least 98% annually.

OBSERVED RESULTS

The Finance Department collects all City revenues, with Real Estate Taxes being the single highest revenue source. Collections are consistently 98% - 99%each year. Staff follow-up on delinquent accounts raises collections close to 100% in subsequent years.

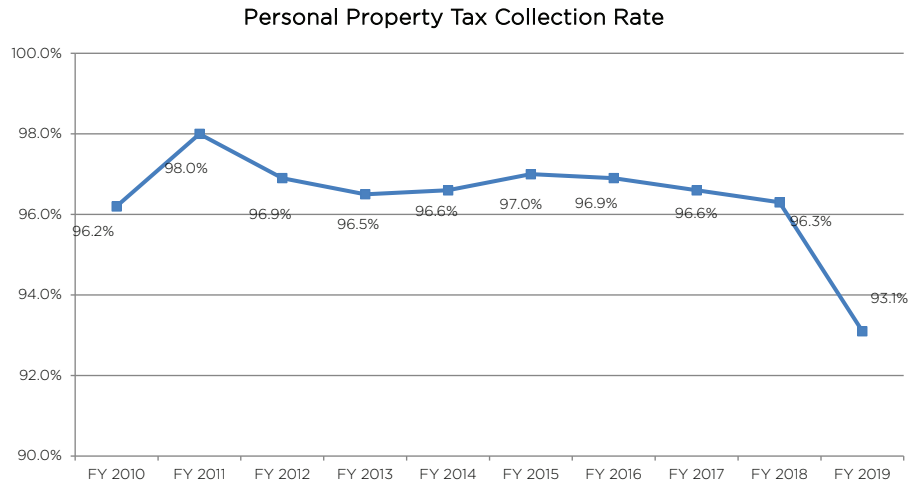


DESIRED OUTCOMES

Maintain Personal Property tax collections at least 97% each fiscal year.

OBSERVED RESULTS

Personal property tax collections include the State's $773K PPTRA program each year. Follow-up action on delinquent accounts includes State programs with debt set-off and DMV matching to increase collections in subsequent years.

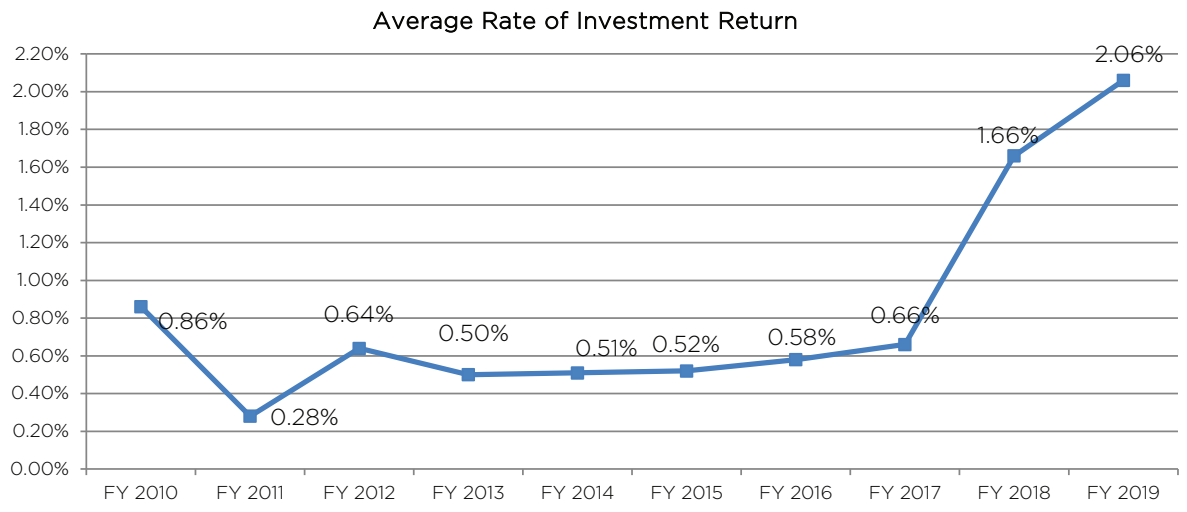


DESIRED OUTCOMES

Maximize yield on investments while maintaining stringent City policy requirements of safety and liquidity.

OBSERVED RESULTS

City's investment portfolio diversified with $24.1M earning average yield of 2.06% and fully insured by FDIC, and residual balances in State Local Gov't Investment Pool and interest-bearing checking accounts.

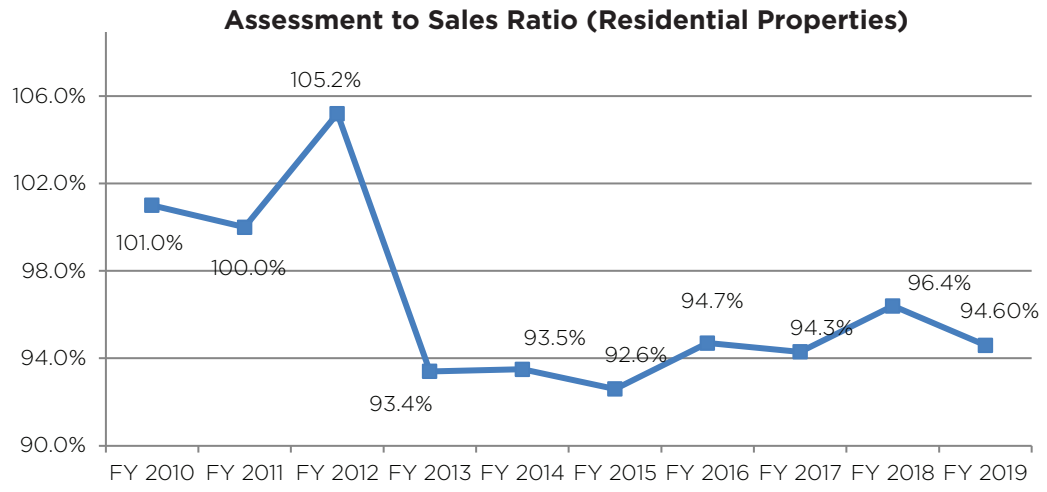


DESIRED OUTCOMES

Maintain residential property assessments at 100% of market value.

OBSERVED RESULTS

The City Assessor closely tracks all property sales assessments are based on latest market sales of properties with similar characteristics, including neighborhoods.



FINANCE DEPARTMENT COST CENTERS:

FINANCE DEPARTMENT

EXPENDITURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Personnel	$ 794,985	$ 781,677	$ 785,476	$ 880,251
Operating	43,884	43,643	50,419	59,695
Capital Outlay	0	2,586	0	0
TOTAL	$ 838,869	$ 827,907	$ 835,895	$ 939,946

STAFFING

Director of Finance	1	1	1	1
Deputy Director of Finance	1	1	1	1
Purchasing Agent	1	1	1	1
Accountant	0	0	1	2
Utility Technician	1	1	1	1
Financial Technician	5	5	4	4
TOTAL	9	9	9	10

PERFORMANCE MEASURES

Total bills processed	49,749	49,176	48,500	48,000
Number of consecutive years received GFOA financial reporting award	32	33	34	35
Number of consecutive years received GFOA budgeting award	26	27	28	29
Number of vendor payments processed	5,199	5,093	6,500	6,500
Number of payroll checks processed	6,438	6,683	6,500	6,400
Real Estate tax collection rate	98.6%	98.6%	98.6%	98.0%
Personal Property tax collection rate	96.3%	93.1%	97.0%	97.0%
Average rate of investment return	1.66%	2.06%	1.7%	>1.5%

REAL ESTATE ASSESSMENTS (CITY ASSESSOR)

EXPENDITURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Personnel	$ 186,195	$ 221,990	$ 222,650	$ 233,810
Operating	9,807	18,120	22,490	28,654
Capital Outlay	0	0	0	0
TOTAL	$ 196,002	$ 240,310	$ 245,140	$ 262,464

STAFFING

Real Estate Assessor	1	1	1	1
Assessment Technician	1	1	1	1
TOTAL	2	2	2	2

PERFORMANCE MEASURES

# Real property (RE) parcels assessed	4,592	4,627	4,600	4,650
# RE transfers (non-timeshare)	421	419	424	400
Residential assessment to sales ratio	96.4%	94.6%	98.0%	100%
# information requests - office / phone	1,961	1,655	1,900	1,900
# participants in tax relief program	7	6	6	6
# assessment appeals - office/phone/letter/fax/email	8	6	20	30
# assessment appeals changed	4	4	4	5
Board of Equalization (BOE) appeals	1	1	0	<10
BOE appeals changed	0	1	0	0

INFORMATION TECHNOLOGY DEPARTMENT

MARK BARHAM, INFORMATION TECHNOLOGY DIRECTOR

MISSION : ***To provide exceptional information technology systems and services to our customers, both internal and external, that support the mission of the City of Williamsburg in an efficient and cost-effective manner.***

EXPENDITURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Personnel	$ 394,350	$ 453,621	$ 470,177	$ 489,786
Operating	403,031	398,060	422,643	440,917
Capital Outlay	0	0	0	0
TOTAL	$ 797,381	$ 851,681	$ 892,820	$ 930,703

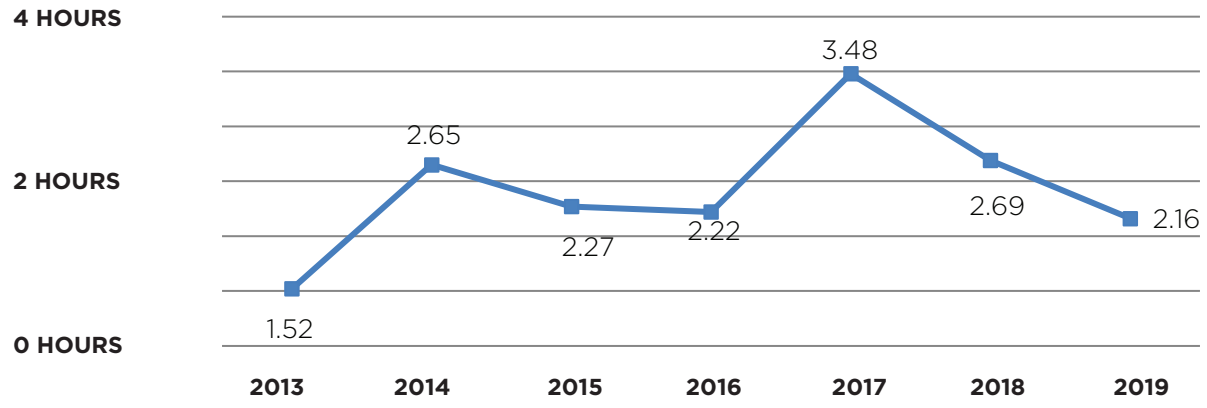
DESIRED OUTCOMES

Respond to all IT HelpDesk service calls in less than 2 hours.

OBSERVED RESULTS

HelpDesk response time was significantly reduced in FY 2012 by implementing procedural changes in the IT Department. Average response time for all HelpDesk service calls since FY 2013 was 2.4 hours.

AVERAGE TIME TO HELPDESK RESPONSE



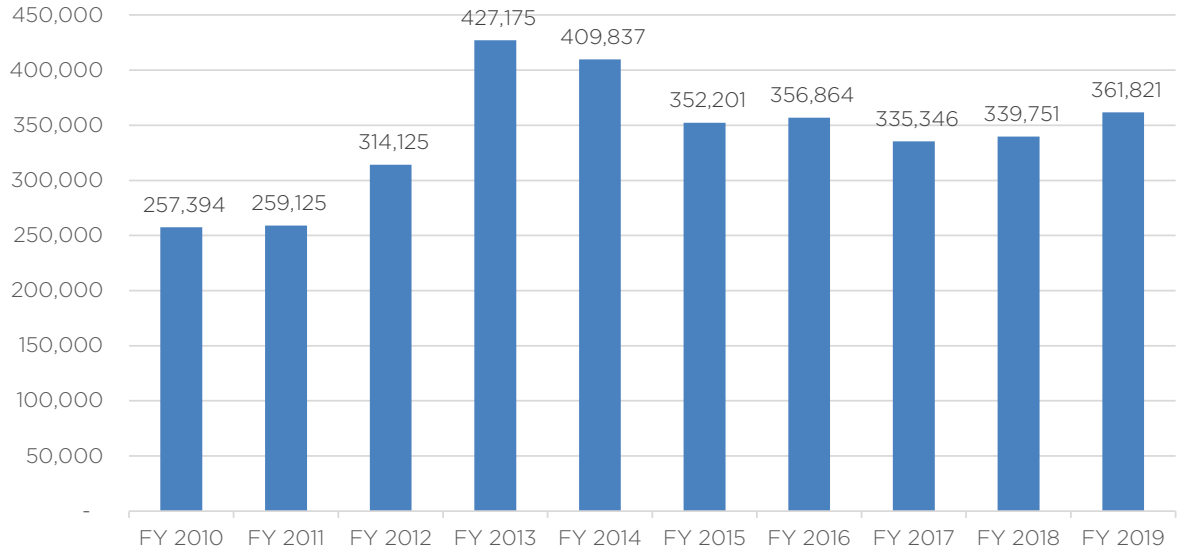
DESIRED OUTCOMES

Increase website visitors by 10% annually.

OBSERVED RESULTS

Overall website traffic is down due to social media and older website technologies. Upgrade of the site, along with improved interconnectivity with social media sites will aid in increasing traffic to this valuable resource.

WEBSITE VISITORS



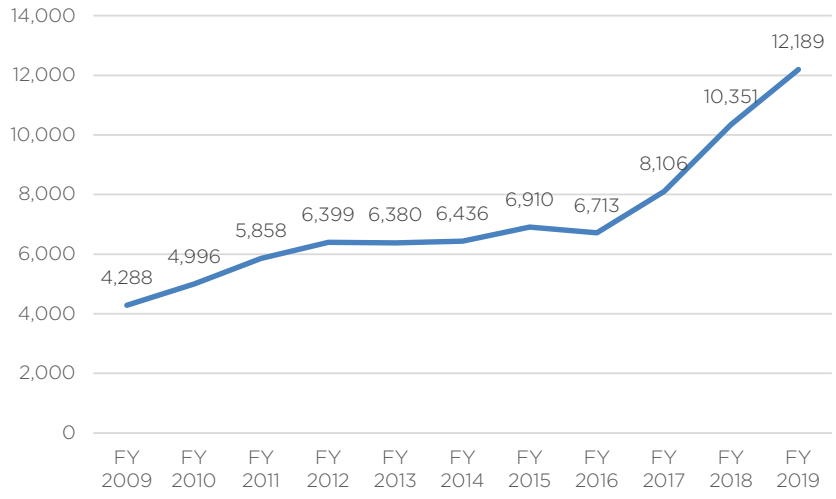
DESIRED OUTCOMES

Expand the use of the City's website to conduct City business by increasing eGov transactions at least 10% annually.

OBSERVED RESULTS

The total number of eGov transactions increased significantly from FY 2010 thru FY 2012, with the pace leveling thru FY 2015 - continuing to rise thru FY 2019 Total increase since FY 2010 is 11.4% in the number of eGov transactions on the City's website.

NUMBER OF eGOV TRANSACTIONS



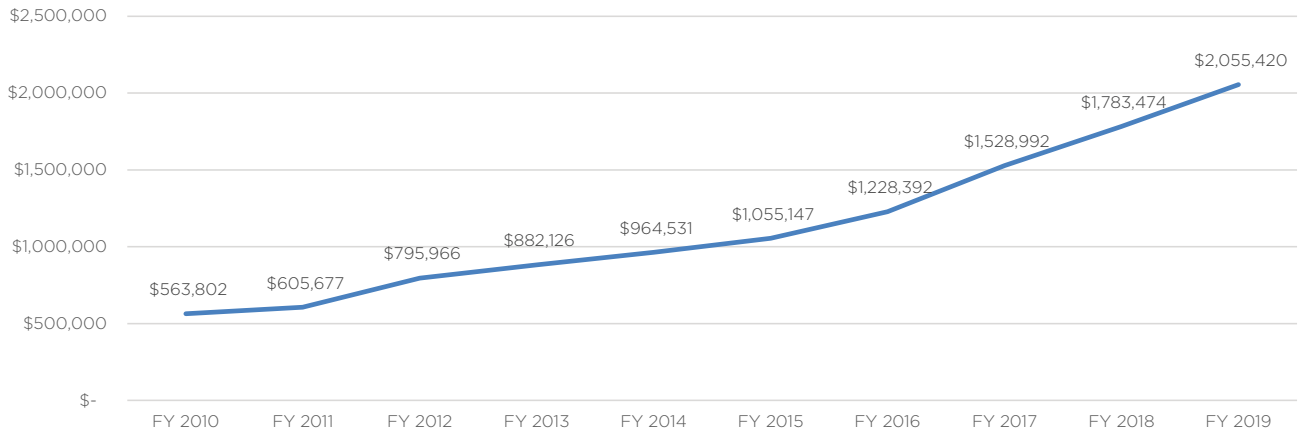
DESIRED OUTCOMES

Increase total dollar amount of online transactions received from citizens by 10% annually.

OBSERVED RESULTS

$11.5 Million was received for financial transactions over the City's website from FY 2010 thru FY 2019. The average increase in receipts over the 9 fiscal years was 15.6%.

eGOV TRANSACTIONS



INFORMATION DEPARTMENT COST CENTERS:

STAFFING				
Information Technology Director	1	1	1	1
Systems Analyst	1	1	1	1
Network Administrator	1	1	1	1
GIS Analyst	0	1	1	1
TOTAL	3	4	4	4

PERFORMANCE MEASURES				
% of Helpdesk requests resolved within 24 hours	96%	90%	94%	>94%
Total # website visits	339,751	361,821	388,000	>400,000
Total # of eGov transactions	10,351	12,189	15,700	>18,000
Total dollar amount of eGov transactions	$1,783,474	$2,055,420	$2,140,000	$2,300,000
Total # of outside security breaches (unauthorized intrusion, virus, malware, etc.)	0	0	0	0
Average time (in hours) to IT Ticket resolution	9.4	8.15	8.0	<8.0

POLICE DEPARTMENT

SEAN DUNN, CHIEF OF POLICE

MISSION : ***To work in partnership with the citizens of Williamsburg, providing a safe and secure environment consistent with community values, with an emphasis on responsive community based policing, integrity, fairness and professionalism.***

COST CENTERS

LAW ENFORCEMENT OPERATIONS
Support Services
Uniformed Bureau
Investigative Bureau

PUBLIC SAFETY COMMUNICATIONS

PARKING GARAGE

EXPENDITURES AND STAFFING

	FY 2018		FY 2019		FY 2020		FY 2021	
	Actual	FTE	Actual	FTE	Budget	FTE	Adpoted	FTE
Law Enforcement Operations	$ 4,174,607	40	$ 4,499,960	43	$ 4,391,499	43	$ 4,598,509	45
*Public Safety Communications	561,108	0	573,000	0	583,204	0	586,935	0
Parking Garage	133,811	2	129,162	2	117,212	2	194,898	2
TOTAL	$ 4,869,526	42	$ 5,202,122	45	$ 5,091,915	45	$ 5,380,342	47

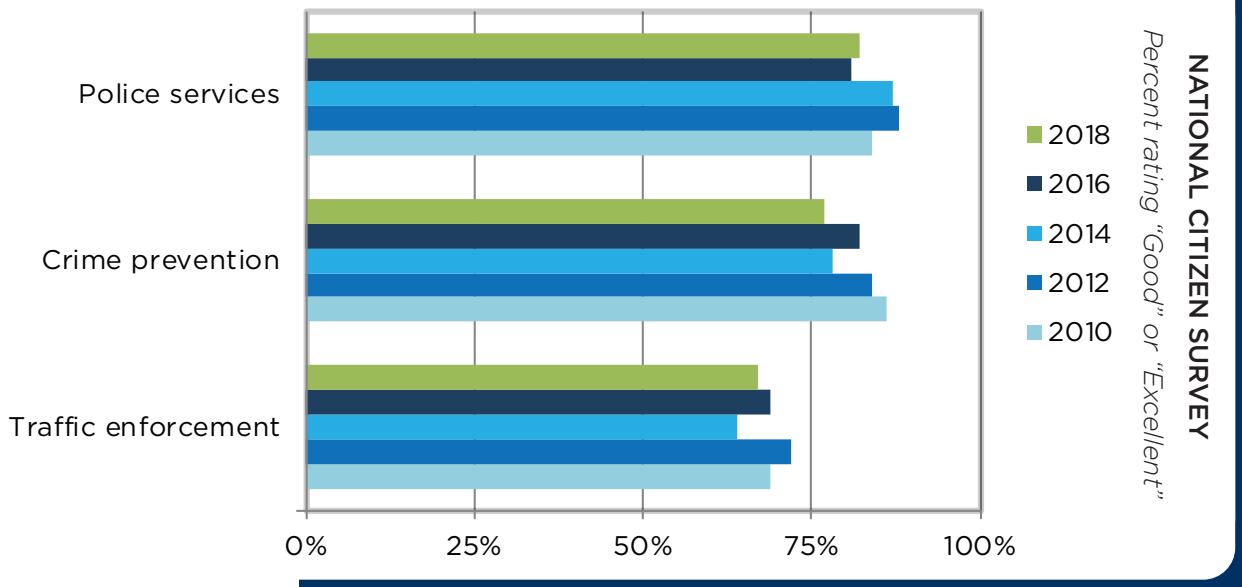
*City is part of consolidated E-911 operations with neighboring York County

DESIRED OUTCOMES

Receive improving National Citizen Survey ratings for all services provided by the Police Department "Higher" than the national benchmark.

OBSERVED RESULTS

The percentage of Williamsburg citizens' ratings of "good" or "excellent" were "higher" for crime prevention, with police services and traffic enforcement "similar" compared to the national benchmark for 2018.

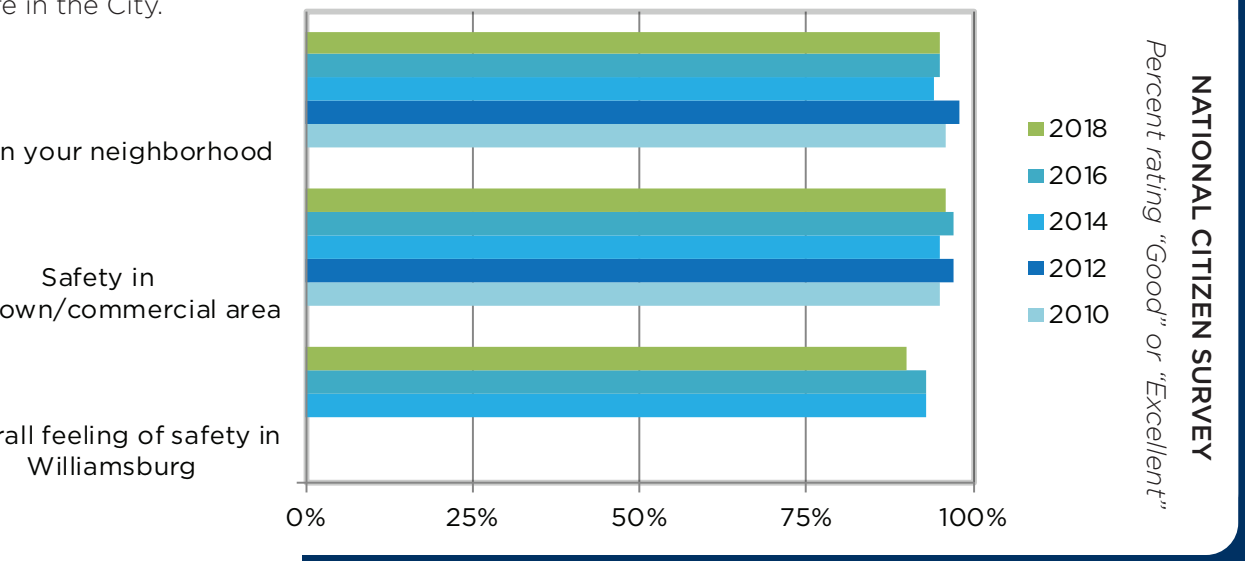


DESIRED OUTCOMES

Receive improving National Citizen Survey responses "Higher" than the national benchmark for citizen ratings when asked if they feel safe in the City.

OBSERVED RESULTS

Citizen responses for FY 2018 were "similar" to the national benchmark for all categories.

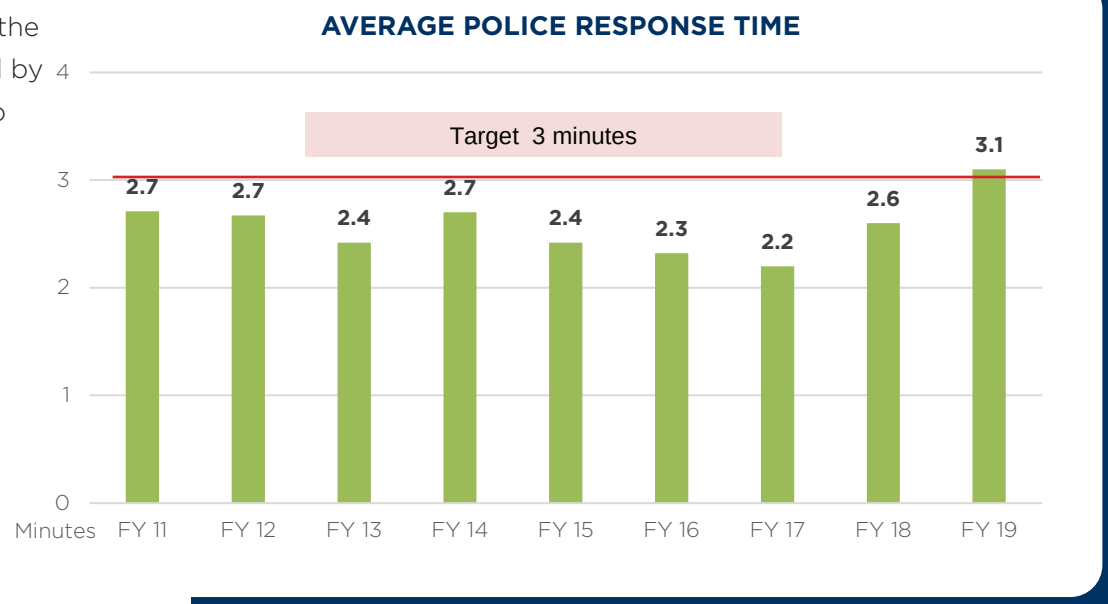


DESIRED OUTCOMES

Maintain an average response time of 3 minutes or less for calls for service. (Response time is measured from the time the call is received by a regional dispatcher to arrival at the scene).

OBSERVED RESULTS

Police response time target of 3 minutes or less has been met since FY 2011.



DESIRED OUTCOMES

Clear Part I crimes at a rate well in excess of the national average (Part I crimes are major crimes such as: murder, rape, robbery, aggravated assault, burglary, larceny and auto theft).

OBSERVED RESULTS

Williamsburg's Police Department achieved clearance rates for Part I crimes averaged 68% higher than the national rate for 2008 thru 2015.

(Calendar-year based FBI crime clearance statistics for 2015 are the latest available).

POLICE DEPARTMENT COST CENTERS:

LAW ENFORCEMENT OPERATIONS

EXPENDITURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Personnel	$ 3,634,239	$ 3,818,304	$ 3,798,540	$ 4,012,679
Operating	537,522	677,225	587,959	579,830
Capital Outlay	2,846	4,436	5,000	6,000
TOTAL	$ 4,174,607	$ 4,499,960	$ 4,391,499	$ 4,598,509

STAFFING

Chief of Police	1	1	1	1
Deputy Chief of Police	1	1	1	1
Sworn Police Officers	36	36	39	41
Administrative Assistant	1	1	1	1
Records Clerk	1	1	1	1
Parking Garage	2	2	2	2
TOTAL	42	42	45	47

PERFORMANCE MEASURES

Average response time for calls for services (minutes)	2.6	3.1	3.6	<3.0
Clearance Rate for Part I Crimes	41%	36%	40%	50%
Traffic accidents citywide	176	252	200	<175
Traffic accidents resulting in injuries	35	53	50	<50
DUI incidents	81	95	92	90
Moving violations	1,786	1,638	1,725	<1,700
Total calls for service	33,009	39,255	40,000+	
Average rate of investment return	1.66%	2.06%	1.7%	>1.5%

PUBLIC SAFETY COMMUNICATION

This is a contract service, so there are no cost centers to list.

PARKING GARAGE

EXPENDITURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Personnel	$ 87,101	$ 87,513	$ 86,144	$ 156,538
Operating	46,710	41,649	31,068	38,360
Capital Outlay	0	0	0	0
TOTAL	$ 133,811	$ 129,162	$ 117,212	$ 194,898

STAFFING

Parking Garage Supervisor	1	1	1	1
Parking Garage Enforcement Officer	1	1	1	1
TOTAL	2	2	2	2

PERFORMANCE MEASURES

# of vehicles utilizing parking garage	98,489	95,009	119,000	>105,000
Average hourly fee revenue per vehicle	$2.48	$2.01	$1.90	>$2.60
Total parking garage revenue	$317,960	$262,541	$300,000	>$360,000

FIRE DEPARTMENT

DAVID EAGLE, FIRE CHIEF

MISSION : ***To ensure a prompt, safe and timely response to emergencies of an all-hazards nature. To diligently enforce all life safety measures to ensure a safe and livable community for citizens and visitors.***

COST CENTERS

FIRE SUPPRESSION

FIRE PREVENTION & EDUCATION

EMERGENCY MEDICAL SERVICES

EMERGENCY MANAGEMENT / DISASTER PREPAREDNESS

EXPENDITURES AND STAFFING

	FY 2018		FY 2019		FY 2020		FY 2021	
	Actual	FTE	Actual	FTE	Budget	FTE	Adpoted	FTE
Fire Suppression, Prevention & EMS	$ 3,981,397	40	$ 4,153,194	41	$ 4,124,278	41	$ 4,230,945	46

While the Fire Department has four distinct functions, the staff is crossed trained across vocations and expenditures are accounted for in one cost center.

Emergency Management staffing provided by Fire Department included above

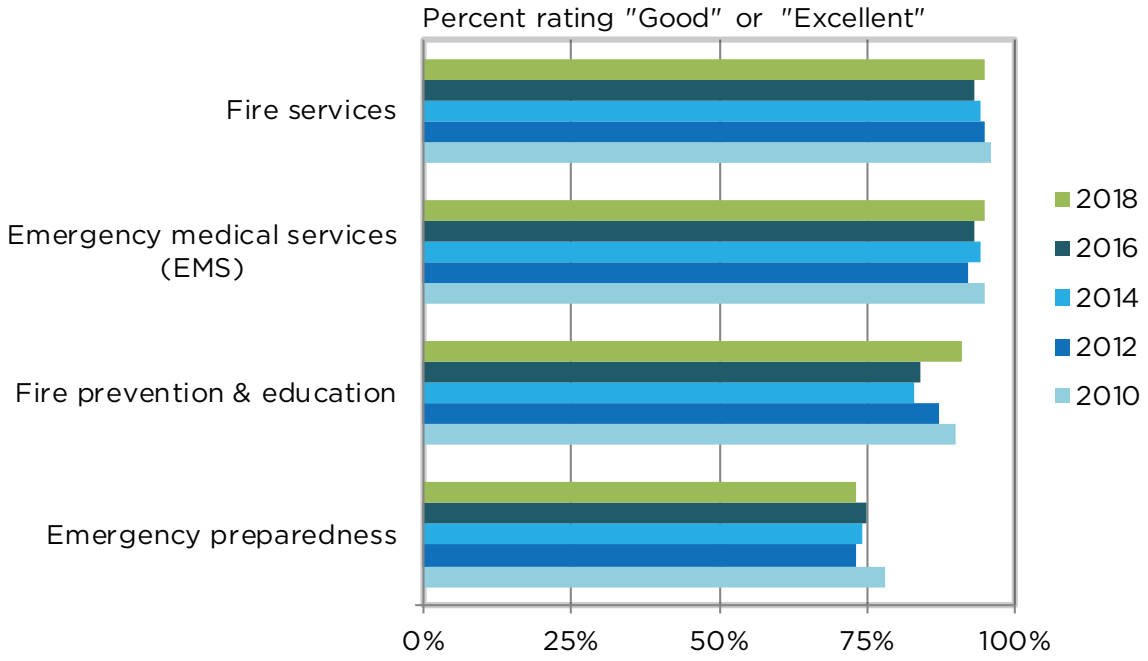
DESIRED OUTCOMES

Receive improving National Citizen Survey ratings for all services provided by the Fire Department "Higher" than the national benchmark.

OBSERVED RESULTS

Residents rated all Fire Services for the 2018 survey "similar" to the national benchmark comparison for all survey categories.

NATIONAL CITIZEN SURVEY

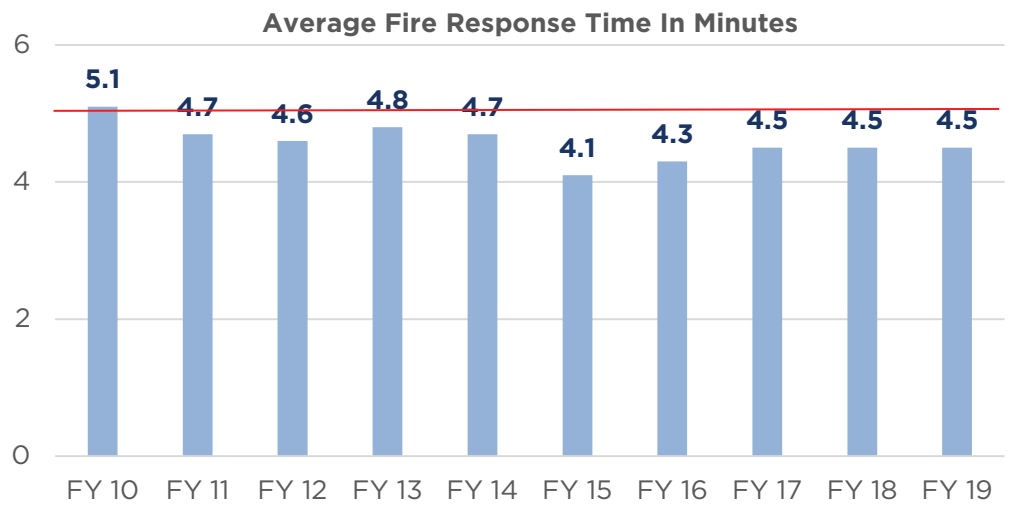


DESIRED OUTCOMES

Maintain an average fire response time of 5 minutes or less, from the time calls are received to arrival of first apparatus on the scene.

OBSERVED RESULTS

Average response time for all fire incidents has been under the 5 minute target since FY 11.

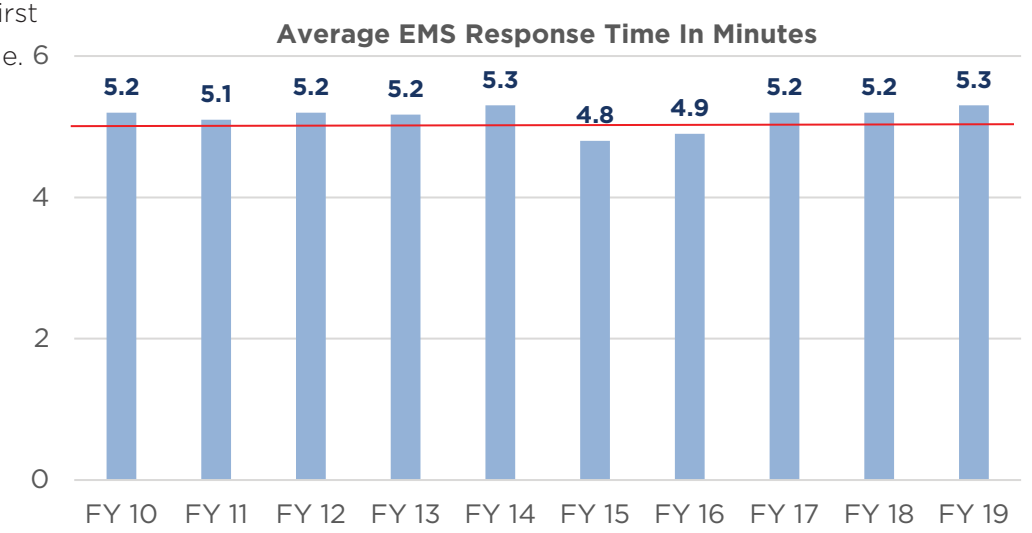


DESIRED OUTCOMES

Maintain an average Emergency Medical Services (EMS) response time of 5 minutes or less, from the time calls are received to arrival of first apparatus on the scene.

OBSERVED RESULTS

Average response time for all EMS incidents has consistently been just over the 5 minute or less target for the past 10 years.



FIRE DEPARTMENT COST CENTERS:

FIRE SUPPRESSION, PREVENTION & EDUCATION, AND EMERGENCY MEDICAL SERVICES

EXPENDITURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Personnel	$ 3,518,796	$ 3,671,800	$ 3,570,194	$ 3,807,405
Operating	432,486	439,795	501,084	400,540
Capital Outlay	30,115	41,599	53,000	23,000
TOTAL	$ 3,981,397	$ 4,153,194	$ 4,124,278	$ 4,230,945

STAFFING

Fire Chief	1	1	1	1
Deputy Fire Chief	1	1	1	1
Battalion Chief	3	3	3	3
Fire Captain	1	1	1	1
EMS Captain	1	1	1	1
Lieutenant	3	3	3	3
Technical Assistant	1	1	1	1
Fire Inspector	3	3	3	3
Firefighter / EMT	25	26	26	31
Secretary	1	1	1	1
TOTAL	40	41	41	46

PERFORMANCE MEASURES

Average Fire response time in minutes	4.5	4.5	4.5	<5.0
Average EMS response time in minutes	5.2	5.3	5.4	<5.0
Community Risk Reduction # of people reached	1,988	978	980	N/A

PUBLIC WORKS

DAN CLAYTON,
DIRECTOR OF PUBLIC WORKS / PUBLIC UTILITIES

MISSION : ***To provide a safe and efficient transportation system, including effective signage, beautiful landscaping of city-owned properties, and maintenance of Cedar Grove Cemetery.***

COST CENTERS

CITY SHOP	**ENGINEERING / STREETS / STORMWATER OPERATIONS**	**REFUSE / RECYCLING COLLECTION**
BUILDINGS / FACILITES MAINTENANCE	**LANDSCAPING**	**CEMETERY**

EXPENDITURES AND STAFFING

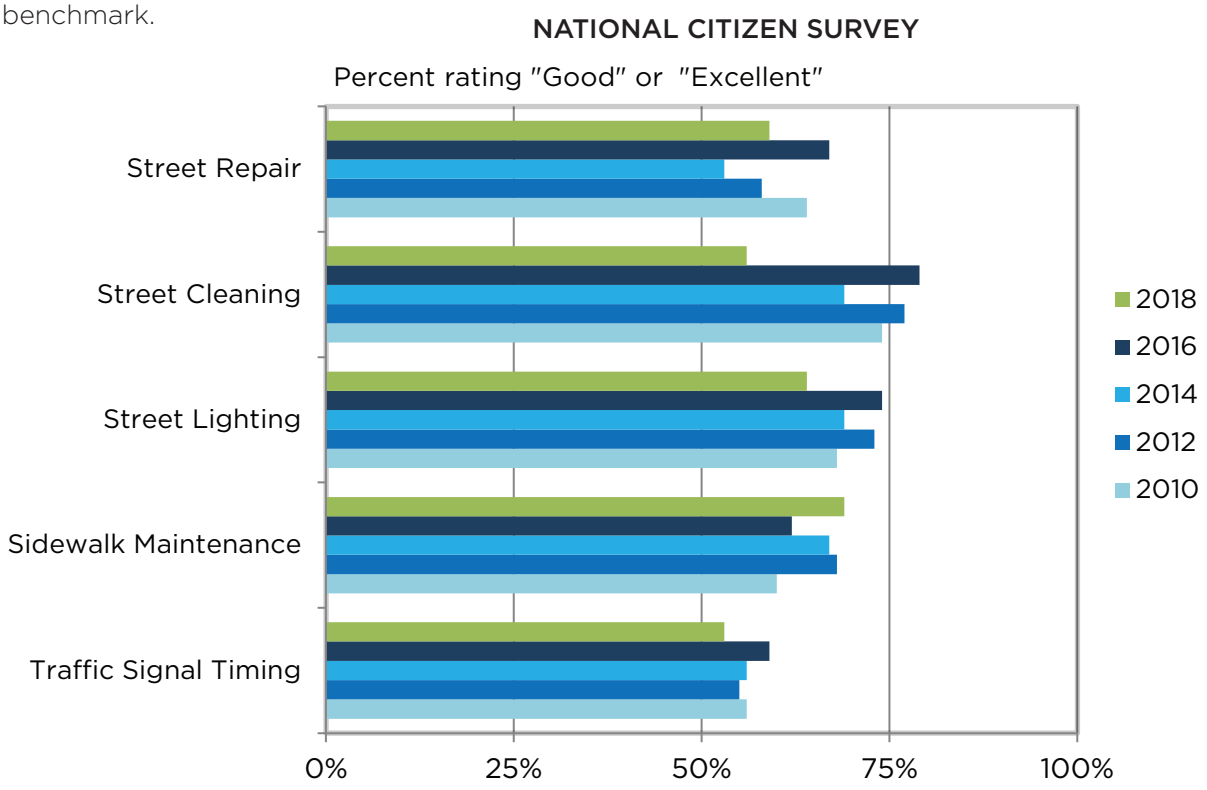
	FY 2018		FY 2019		FY 2020		FY 2021	
	Actual	FTE	Actual	FTE	Budget	FTE	Adpoted	FTE
City Shop	$ 234,081	3	$ 271,859	3	$ 259,100	3	$ 249,540	3
Engineering	277,258	2	271,947	2	287,784	2	271,531	2
Streets	916,166	6	983,430	6	953,405	7	907,618	7
Stormwater Operations	221,671	3	223,996	3	222,038	3	228,076	3
Refuse Collection	480,576	0	497,730	0	671,650	0	685,100	0
Buildings / Facilities Mtce	486,062	2	524,274	2	498,077	2	493,159	2
Landscaping	604,295	6	644,188	6	634,842	6.5	698,876	6.5
Cemetery	71,888	1	74,190	1	75,089	1	76,618	1
TOTAL	$ 3,291,997	23	$ 3,441,614	23	$ 3,601,985	24.5	$ 3,610,518	24.5

DESIRED OUTCOMES

Receive improving National Citizen Survey ratings for all services provided by the Public Works "Higher" than the national benchmark.

OBSERVED RESULTS

Residents rated all Public Works for the 2018 survey "similar" to the national benchmark comparison for all survey categories.

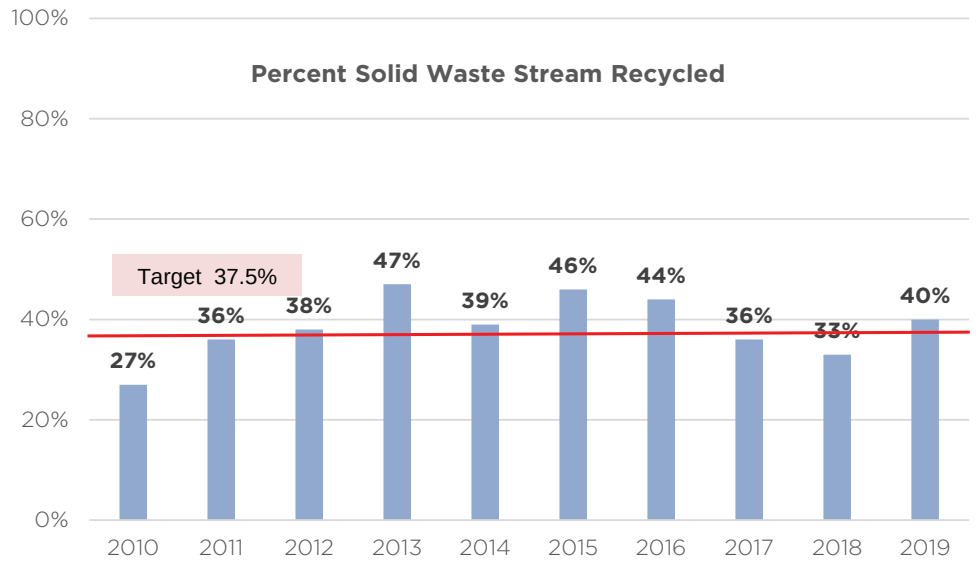


DESIRED OUTCOMES

To meet the State goal of recycling 25% of the City's solid waste stream each year.

OBSERVED RESULTS

Since 2010 the City has exceeded the State's 25% goal. For 2018 the achievement rate was 132% of the City's stated goal.

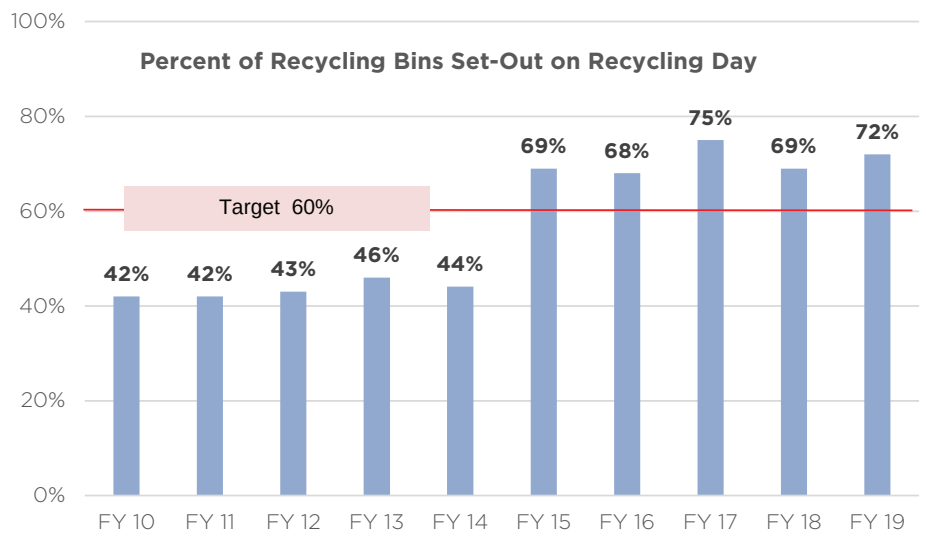


DESIRED OUTCOMES

Increase residential participation in recycling program Citywide.

OBSERVED RESULTS

Target set-out rate for recycling material is 60% - recycling information is available to residents in a variety of ways, including the City's website, the Williamsburg Farmers Market during summer months, and the Neighborhood Council of Williamsburg.



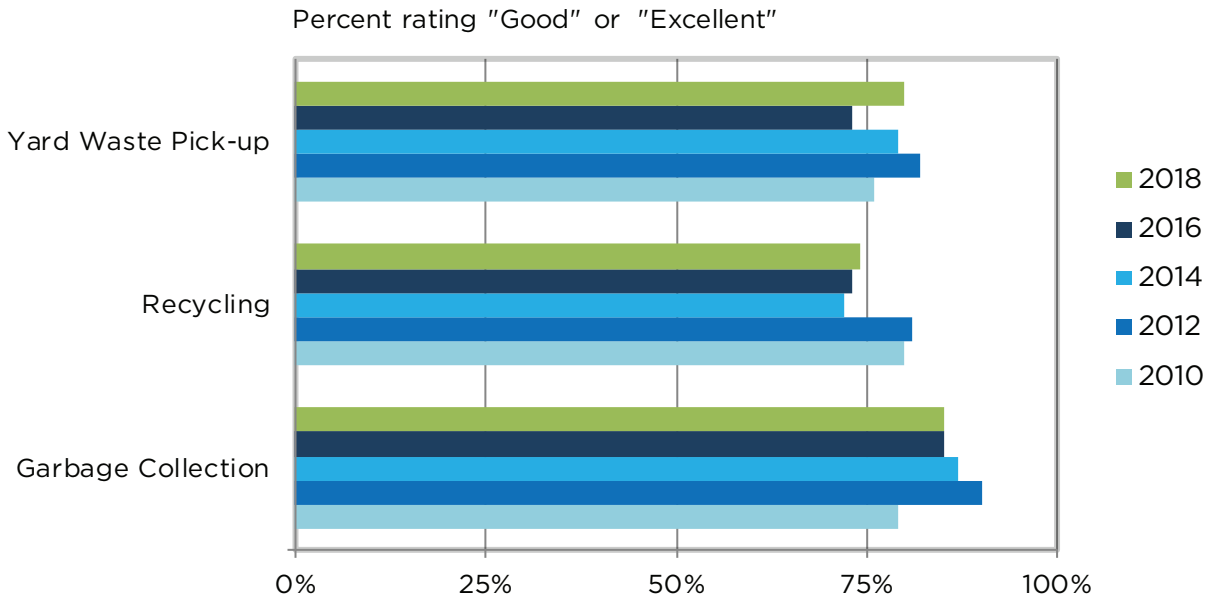
DESIRED OUTCOMES

Receive improving National Citizen Survey ratings for essential services provided by the Public Works department "Higher" than the national benchmark.

OBSERVED RESULTS

Garbage collection and recycling are contracted services. All survey responses were "similar" to the national benchmark for 2018.

NATIONAL CITIZEN SURVEY



PUBLIC WORKS COST CENTERS:

CITY SHOP

EXPENDITURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Personnel	$ 175,320	$ 217,572	$ 210,827	$ 182,440
Operating	54,852	52,146	45,273	64,100
Capital Outlay	3,909	2,141	3,000	3,000
TOTAL	$ 234,081	$ 271,859	$ 259,100	$ 249,540

STAFFING

Shop Superintendent	1	1	1	1
Supervisor	1	1	1	1
Mechanic	1	1	1	1
TOTAL	3	3	3	3

PERFORMANCE MEASURES

Unleaded fuel used (gals)	41,397	45,323	45,000	45,000
Diesel fuel used (gals)	16,497	17,928	18,000	18,000
Maintenance "A" (oil changes) performed	107	111	111	>100

STREETS / ENGINEERING / STORMWATER OPERATIONS

EXPENDITURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Personnel	$ 872,861	$ 889,110	$ 932,590	$ 972,995
Operating	522,734	562,027	509,137	412,730
Capital Outlay	19,500	28,236	21,500	21,500
TOTAL	$ 1,415,095	$ 1,479,373	$ 1,463,227	$ 1,407,225

STAFFING

Superintendent	1	1	1	1
Engineer	1	1	1	1
Supervisor	1	1	1	1
Public Works Inspector	1	1	1	1
Administrative Secretary	1	1	1	1
Municipal Service Workers	6	6	7	7
TOTAL	11	11	12	12

STREETS / ENGINEERING / STORMWATER OPERATIONS (CONT.)

PERFORMANCE MEASURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Leaf collection - tons collected/recycled	572	557	557	550
Regulatory signs installed	40	75	75	75
Animal control calls	237	229	229	220
Tons of debris swept from street	235	275	375	250
Number of Stormwater inspections	N/A	102	100	>96

REFUSE COLLECTION

EXPENDITURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Personnel	$ 0	$ 0	$ 0	$ 0
Operating	480,576	497,730	671,650	685,100
Capital Outlay	0	0	0	0
TOTAL	$ 480,576	$ 497,730	$ 671,650	$ 685,100

STAFFING

Contracted Service	0	0	0	0
TOTAL	0	0	0	0

PERFORMANCE MEASURES

Residential refuse - tons collected	2170	2,050	2,000	2,275
Tons of recycling collected	775	825	700	710
% recycling of all refuse	36%	40%	35%	>25%
Recycling Set-out Rate (% participation)	69%	72%	72%	>65%
Garbage collection misses	206	99	99	<100
Recycling collection misses	87	75	75	<80

BUILDINGS / FACILITIES MAINTENANCE

EXPENDITURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Personnel	$ 160,557	$ 167,559	$ 169,754	$ 171,121
Operating	320,559	349,856	312,323	316,538
Capital Outlay	4,946	6,859	16,000	5,500
TOTAL	$ 486,062	$ 524,274	$ 498,077	$ 493,159

STAFFING

Facilities Manager	1	1	1	1
Municipal Service Worker	1	1	1	1
TOTAL	2	2	2	2

PERFORMANCE MEASURES

Community Building - electricity usage (kwh)	111,000	97,640	95,000	<100,000
Community Building - total events	84	72	77	>70
Community Building - fee revenue	$54,475	$52,625	$50,000	>$50,000

LANDSCAPING

EXPENDITURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Personnel	$ 389,663	$ 420,660	$ 416,691	$ 446,576
Operating	214,176	218,877	213,151	246,800
Capital Outlay	456	4,651	5,000	5,500
TOTAL	$ 604,295	$ 644,188	$ 634,842	$ 698,876

STAFFING

Superintendent	1	1	1	1
Supervisor	1	1	1	1
Municipal Service Workers	4	4	4.5	4.5
TOTAL	6	6	6.5	6.5

PERFORMANCE MEASURES

Plant at least 12,000 bulbs per year	13,900	14,360	18,650	>14,000
Miles of street trees planted	19.96	25.38	14.98	15
Gallons of herbicide	6,078	5,369	4,630	5,000

CEMETERY

EXPENDITURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Personnel	$ 65,487	$ 66,141	$ 66,774	$ 69,598
Operating	6,101	6,949	7,315	6,020
Capital Outlay	300	1,100	1,000	1,000
TOTAL	$ 71,888	$ 74,190	$ 75,089	$ 76,618

STAFFING

Caretaker	1	1	1	1
TOTAL	1	1	1	1

PERFORMANCE MEASURES

# of interments	51	41	41	40
# of purchases - lots/ spaces	41	16	16	16

RECREATION

ROBBI HUTTON, RECREATION DIRECTOR

MISSION : ***To provide quality recreational facilities, parks and programs, which are safe, diverse, affordable and enriching to the community through our commitment to public service.***

COST CENTERS

ADMINISTRATION | **PARKS** | **PROGRAMS**

EXPENDITURES AND STAFFING

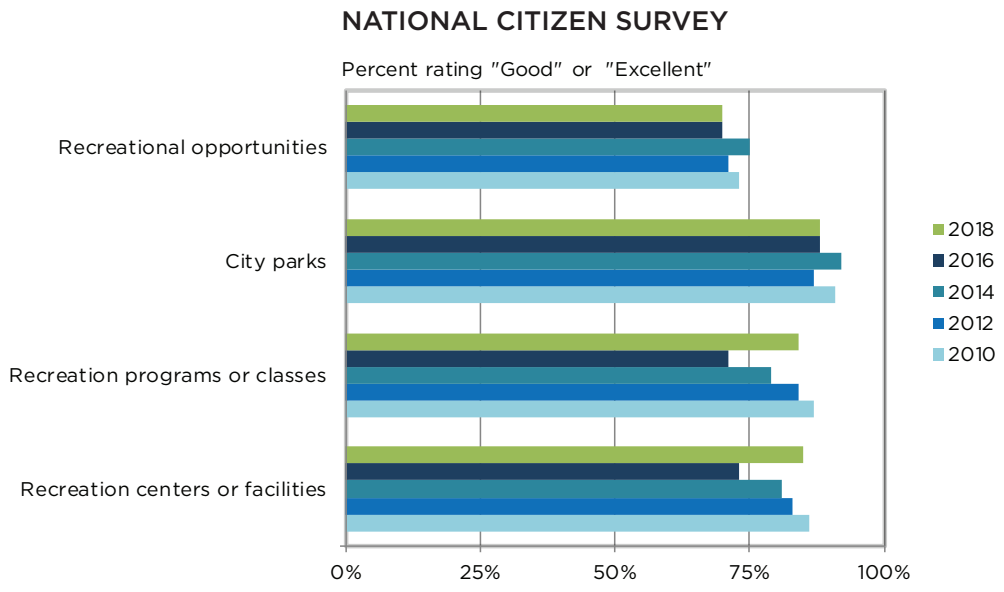
	FY 2018		FY 2019		FY 2020		FY 2021	
	Actual	FTE	Actual	FTE	Budget	FTE	Adpoted	FTE
Administration	$ 363,804	3.5	$ 425,971	3.5	$ 422,150	3.5	$ 451,993	3.5
Parks	289,617	1	264,922	1	302,638	1	342,947	1
Programs	519,887	4	471,342	4	555,150	4	542,451	4
TOTAL	$ 1,173,308	8.5	$ 1,162,235	8.5	$ 1,279,938	8.5	$ 1,337,391	8.5

DESIRED OUTCOMES

Receive improving National Citizen Survey ratings for Recreation services and facilities "Higher" than the national benchmark.

OBSERVED RESULTS

All survey responses were "similar" to the national benchmark for 2018.

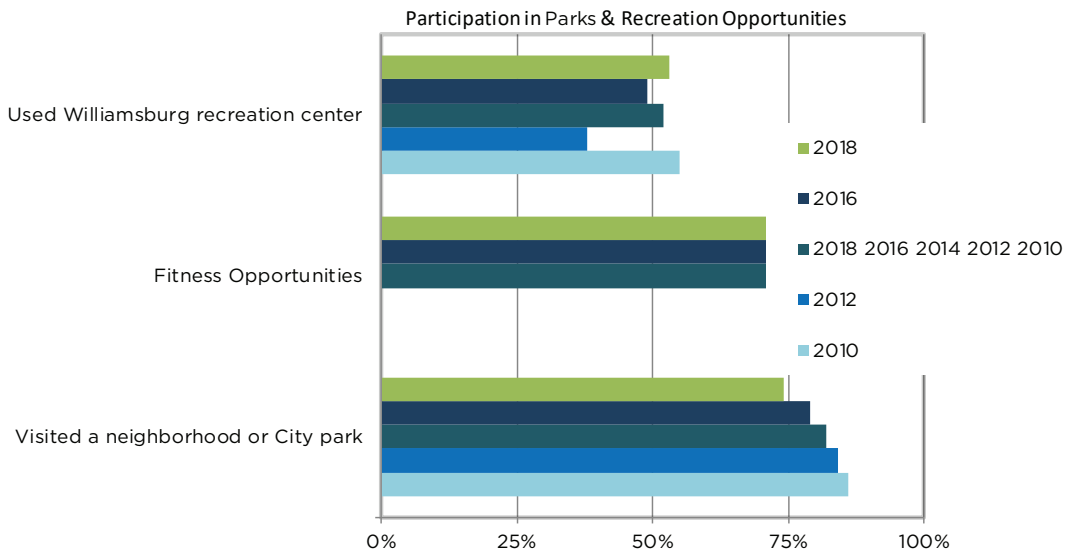


DESIRED OUTCOMES

Increase the number of City residents using the Recreation Center, visiting parks, and participating in recreation programs or activities.

OBSERVED RESULTS

2018 Biennial responses from the National Citizen Survey showed a continued decline in park visitation while fitness opportunities remained level. Use of recreation center increased slightly. The survey results include only City residents, as shown below.



RECREATION COST CENTERS:

ADMINISTRATION

EXPENDITURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Personnel	$ 246,484	$ 307,375	$ 294,048	$ 336,069
Operating	117,320	118,596	128,102	115,924
Capital Outlay	0	0	0	0
TOTAL	$ 363,804	$ 425,971	$ 422,150	$ 451,933

STAFFING

Recreation Director	1	1	1	1
Deputy Recreation Director	1	1	1	1
Senior Secretary	1	1	1	1
Office Ass't/Receptionist	.5	.5	.5	.5
TOTAL	3.5	3.5	3.5	3.5

PERFORMANCE MEASURES

Total number of recreation program participants	15,788	13,958	14,500	15,000
Number of City participants in recreation programs	2,823	1,383	1,400	1,450
Recreation Center attendance	$59,033	$60,184	$55,000	-

PARKS

EXPENDITURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Personnel	$ 232,540	$ 201,281	$ 236,085	$ 284,942
Operating	49,464	55,669	56,053	48,505
Capital Outlay	7,613	7,972	10,500	9,500
TOTAL	$ 289,617	$ 264,922	$ 302,638	$ 342,947

STAFFING

Park Manager / Waller Mill Park	1	1	1	1
TOTAL	1	1	1	1

PARKS (CONT.)

PERFORMANCE MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Total park acreage (In City and Waller Mill)	2,787	2,787	2,787	2,787
Waller Mill Park attendance	99,631	103,461	104,400	103,500
Waller Mill Dog Park visits	6,425	7,434	7,500	7,600
Waller Mill Park revenues	$116,017	$161,381	$167,500	$162,500

PROGRAMS

EXPENDITURES				
Personnel	$ 311,124	$ 257,270	$ 301,382	$ 311,681
Operating	176,471	196,325	230,268	209,270
Capital Outlay	32,292	17,747	23,500	21,500
TOTAL	$ 519,887	$ 471,342	$ 555,150	$ 542,451

STAFFING				
Recreation Supervisor	2	2	2	2
Maintenance Superintendent	1	1	1	1
Maintenance Worker	1	1	1	1
TOTAL	4	4	4	4

PERFORMANCE MEASURES				
Sports Tourism number of teams	472	423	430	450

PLANNING & CODES COMPLIANCE

CAROLYN MURPHY, DIRECTOR OF PLANNING & CODES COMPLIANCE

MISSION : ***Guide the physical development of the City as recommended by the Comprehensive Plan, and protect the health, safety and welfare of citizens and businesses through the enforcement of land development ordinances and building and property maintenance codes.***

COST CENTERS

PLANNING | **CODES COMPLIANCE**

EXPENDITURES AND STAFFING

	FY 2018		FY 2019		FY 2020		FY 2021	
	Actual	FTE	Actual	FTE	Budget	FTE	Adpoted	FTE
Planning	$ 428,070	4	$ 439,415	4	$ 463,365	4	$ 458,867	4
Codes Compliance	366,631	5	411,343	5	421,105	5	481,161	5
TOTAL	$ 794,701	9	$ 850,758	9	$ 884,470	9	$ 940,028	9

DESIRED OUTCOMES

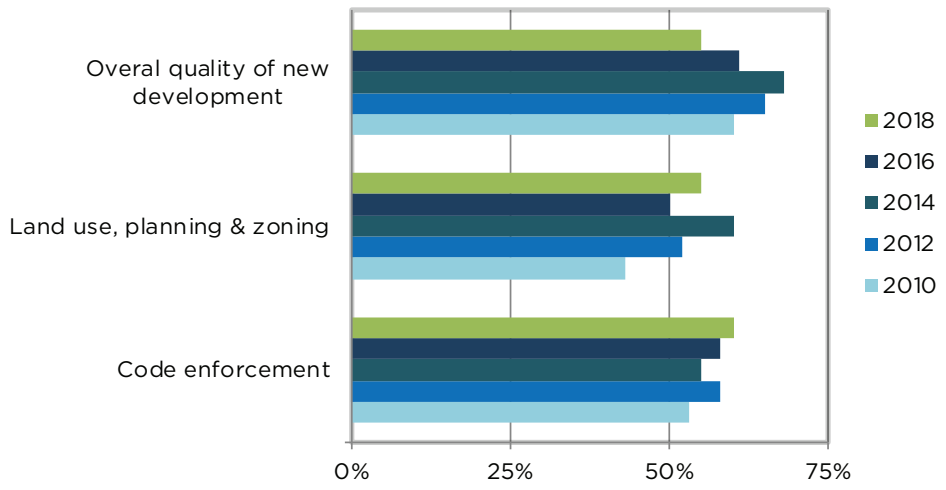
Receive improving National Citizen Survey ratings for Land Use & Zoning services provided by the City's Code Compliance department "Higher" than the national benchmark.

OBSERVED RESULTS

Responses for land use, planning, zoning and code enforcement improved slightly from 2016 to 2018. While responses for quality of new development decreased slightly. All categories are "level" to the national benchmark.

NATIONAL CITIZEN SURVEY

Percent rating "Good" or "Excellent"

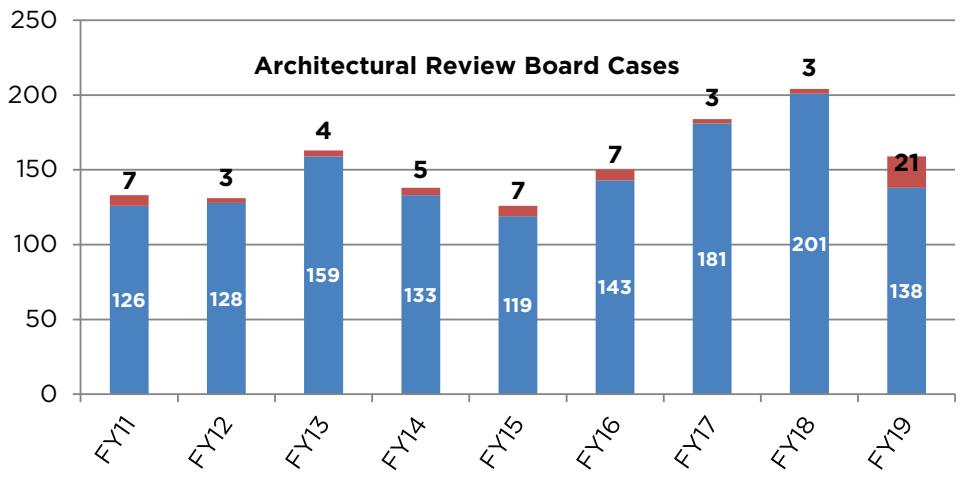


DESIRED OUTCOMES

Protect the visual and historic character of the City through an effective architectural review program.

OBSERVED RESULTS

48% of City land is subject to review by the Architectural Review Board. ARB reviewed 159 cases in FY 2019, approving 87%.

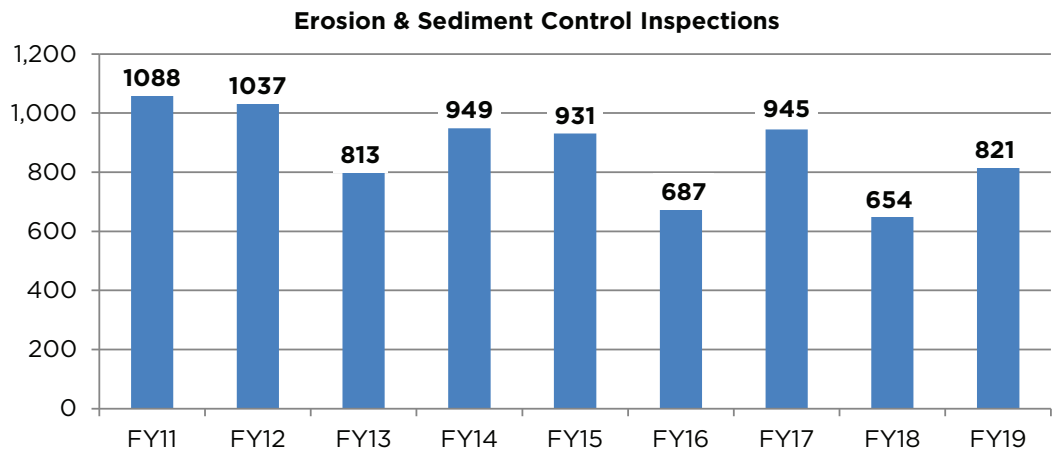


DESIRED OUTCOMES

Protect the environmental character and quality of the City through enforcement of city & state environmental regulations (Chesapeake Bay Preservation and Erosion & Sedimentation Control regulations.)

OBSERVED RESULTS

60% of the City is subject to Chesapeake Bay protection regulations. 821 inspections were performed in FY19 to ensure compliance with E & S regulations.

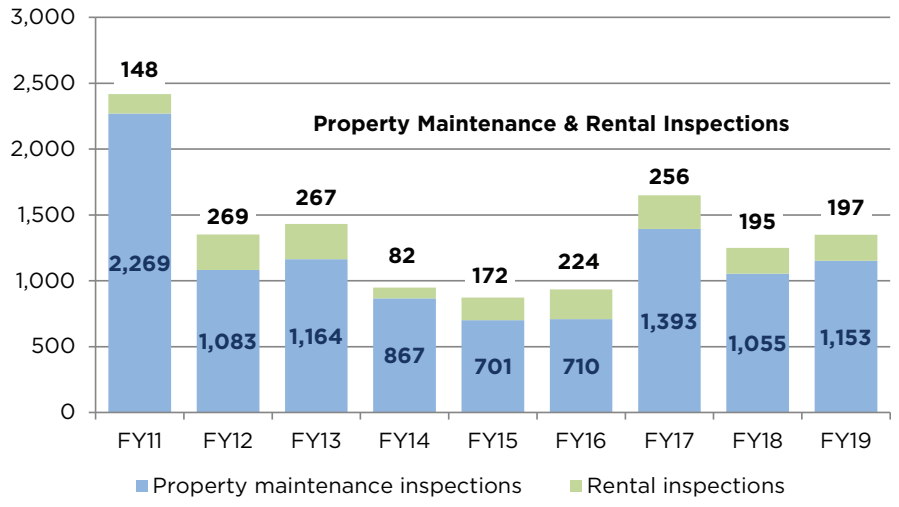


DESIRED OUTCOMES

Protect the character and quality of the City's residential neighborhoods through proactive enforcement of the Property Maintenance code and Rental Inspection program.

OBSERVED RESULTS

In FY 2019 there were 1,153 property maintenance code inspections, and 197 rental inspections performed. 99% of property maintenance, and 100% of rental inspection cases were brought into voluntary compliance.



PLANNING & CODES COMPLIANCE COST CENTERS:

PLANNING

EXPENDITURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Personnel	$ 375,391	$ 397,056	$ 421,176	$ 421,667
Operating	52,489	42,359	41,689	36,700
Capital Outlay	190	0	500	500
TOTAL	$ 428,070	$ 439,415	$ 463,365	$ 458,867

STAFFING

Planning Director/Zoning Administrator	1	1	1	1
Deputy Planning Director	1	1	1	1
Deputy Zoning Administrator	1	1	1	1
Administrative Assistant	1	1	1	1
TOTAL	4	4	4	4

PERFORMANCE MEASURES

Zoning text amendments / % approved	4 / 100%	7 / 100%	3	5
Rezonings / % approved	0 / 100%	4 / 100%	0	3
Special Use Permits / % approved	4 / 100%	7 / 100%	5	4
BZA variances / % approved	5 / 67%	5 / 67%	3	3
BZA special exceptions / % approved	10 / 90%	10 / 90%	10	10
ARB Building cases / % approved	140 / 86%	112 / 86%	130	130
ARB Sign cases / % approved	60 / 96%	42 / 89%	48	40

CODES COMPLIANCE

EXPENDITURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Personnel	$ 334,387	$ 373,630	$ 374,656	$ 446,011
Operating	32,244	37,713	46,449	35,150
Capital Outlay	0	0	0	0
TOTAL	$ 366,631	$ 411,343	$ 421,105	$ 481,161

STAFFING

Codes Compliance Administrator	1	1	1	1
Codes Compliance Officer	1	1	1	1
Property Maintenance Inspector	0	0	0	1
Combination Inspector	2	2	2	2
Secretary (Technical Asst., Office Asst.)	1	1	1	1
TOTAL	5	5	5	6

PERFORMANCE MEASURES

Residential plans reviewed	97	127	59	100
Residential building permits issued	115	131	55	110
Commercial plans reviewed	115	101	67	90
Commercial building permits issued	134	105	129	115
Erosion & Sedimentation Control permits issued	24	23	12	20
Erosion & Sedimentation Control inspections	634	821	601	800
Property Maintenance inspections	1,055	1153	1,00	1,500
Property Maintenance cases brought into voluntary compliance	98%	98%	100%	100%
Rental Inspections	195	197	240	225
Rental Inspection cases brought into voluntary compliance	98%	100%	100%	100%
Total Code Compliance Fees	$257,163	$210,504	$250,000	$240,000
Total Permits Issued	1,386	1,443	1,150	1,200

HUMAN SERVICES

WENDY EVENS, DIRECTOR OF HUMAN SERVICES

MISSION : ***To respond to the physical, emotional, and general human service needs of children, adults, and families in crisis, and to provide stabilization for program participants.***

COST CENTERS

BENEFIT PROGRAMS

COMMUNITY SERVICE PROGRAMS

SERVICE PROGRAMS

COMPREHENSIVE SERVICE

EXPENDITURES AND STAFFING

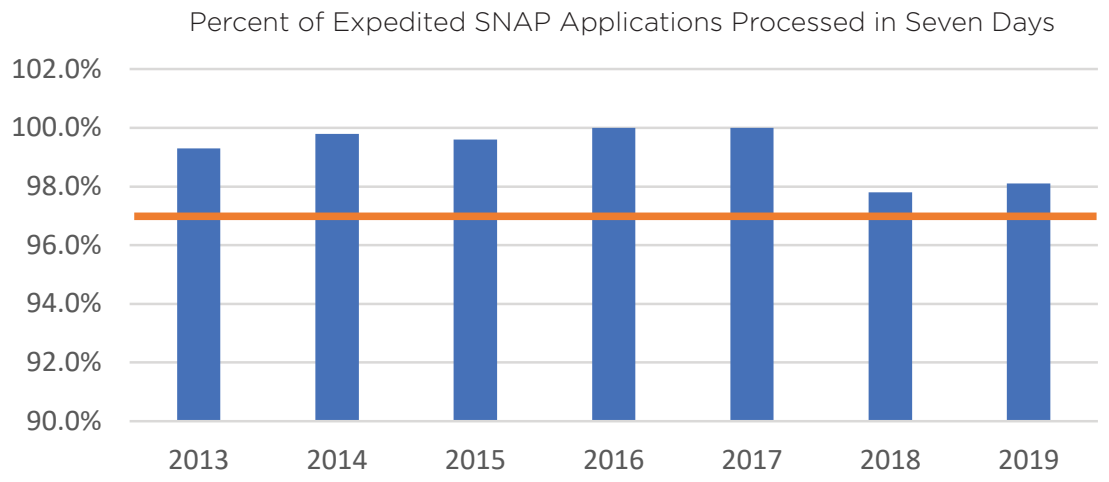
	FY 2018		FY 2019		FY 2020		FY 2021	
	Actual	FTE*	Actual	FTE	Budget	FTE	Adpoted	FTE
Health & Welfare	$ 2,421,878	14	$ 2,401,548	14	$ 2,660,961	14	$ 2,936,270	17
Less Subsidy from General Fund	-831,912		-791,045		-938,077		-1,097,005	
TOTAL (NET EXPENDITURES)	$ 1,586,996	14	$ 1,610,503	14	$ 1,722,884	14	$ 1,839,265	17

DESIRED OUTCOMES

Process expedited food stamps (SNAP) within seven days.

OBSERVED RESULTS

Over the past seven years, 99.2% of expedited food stamp applications have been processed in seven days.



HUMAN SERVICES COST CENTERS:

ALL COST CENTERS

EXPENDITURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Benefit Programs	$ 494,205	$ 489,916	$ 542,836	$ 598,999
Service Programs	1,117,334	1,107,114	1,226,703	1,353,620
Community Service Programs	537,180	533,144	590,733	651,852
Comprehensive Services	273,159	271,374	300,689	331,799
TOTAL	$ 2,421,878	$ 2,401,548	$ 2,660,961	$ 2,936,270

STAFFING

Director	1	1	1	1
Eligibility Worker	5	5	5	6
Social Worker	5	5	5	7
Office/Clerical	3	3	3	3
TOTAL	14	14	14	17

PERFORMANCE MEASURES

VIEW (Va Incentive for Employment, Not Welfare) percent employed (yearly avg)	50%	79%	50%	>50%
Timeliness of application processing for Expedited Food Stamp Applications	97%	91%	97%	97%
APS/Adult Service Cases	200	161	230	250
Foster Care Cases	9	8	6	6
Family Services Cases	95	70	110	110
Number of Homeless Intervention Cases	415	347	405	>360
Number of Williamsburg residents served by the Pathways to Independence Grant	N/A	N/A	115	>180
Number of youths participating in the Youth Program	58	70	74	>120
Youth Achievement Program Participants	35	25	35	35

PUBLIC UTILITIES

DAN CLAYTON,
DIRECTOR OF PUBLIC WORKS / PUBLIC UTILITIES

MISSION : ***To provide a safe, efficient, and cost-effective waterworks and sewage conveyance system throughout the City.***

COST CENTERS

ADMINISTRATION | **WATER TREATMENT** | **WATER & SEWER SYSTEM**

EXPENDITURES AND STAFFING

	FY 2018		FY 2019		FY 2020		FY 2021	
	Actual	FTE	Actual	FTE	Budget	FTE	Adpoted	FTE
*Administration	$ 1,881,735	4	$ 2,023,624	4	$ 2,195,892	4	$ 2,278,008	4
Water Treatment	1,162,200	11	1,130,876	11	1,370,161	11	1,270,807	11
Water/Sewer Systems	3,531,728	11	3,174,900	11	3,607,613	11	3,412,194	11
TOTAL	$ 6,571,858	26	$ 6,459,749	26	$ 7,468,354	26	$ 7,216,678	26

* Administration includes Newport News water agreement charges and debt service costs

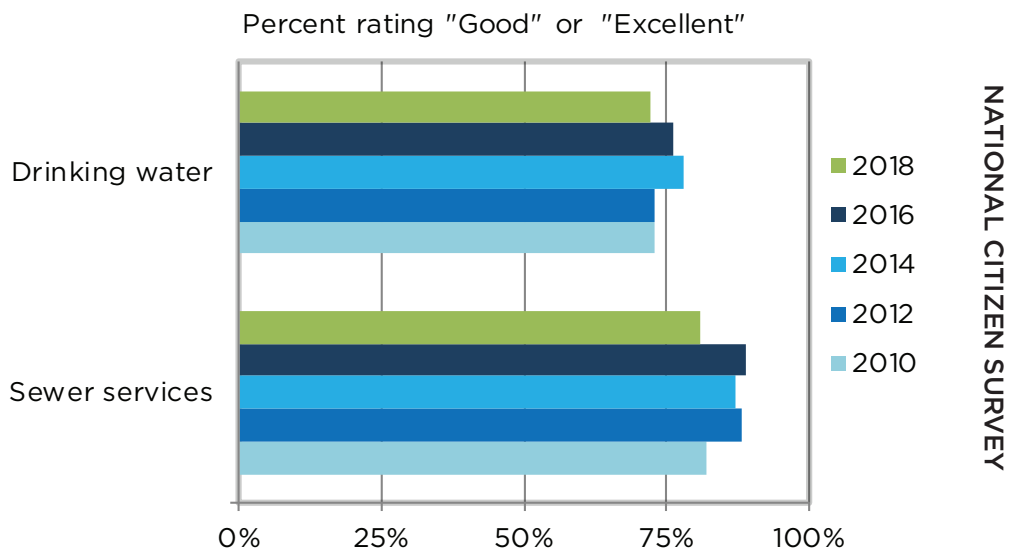
* Target figures are State mandated and tracked by Va Dept of Social Services

DESIRED OUTCOMES

Receive improving National Citizen Survey ratings for Water & Sewer services "Higher" than the national benchmark.

OBSERVED RESULTS

72% of 2018 survey responses rated the City's drinking water "good" or "excellent", with both "similar" to the national benchmark.

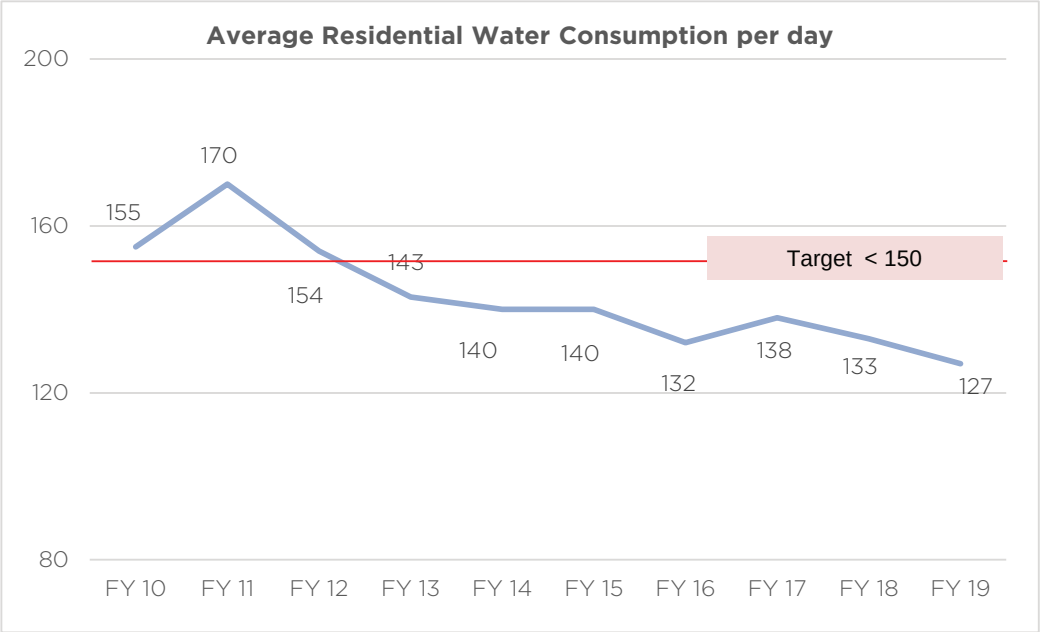


DESIRED OUTCOMES

Continue water conservation measures to target water consumption under 150 gallons per residential connection per month.

OBSERVED RESULTS

Water consumption remains below 150 gallons per month per residential connection.

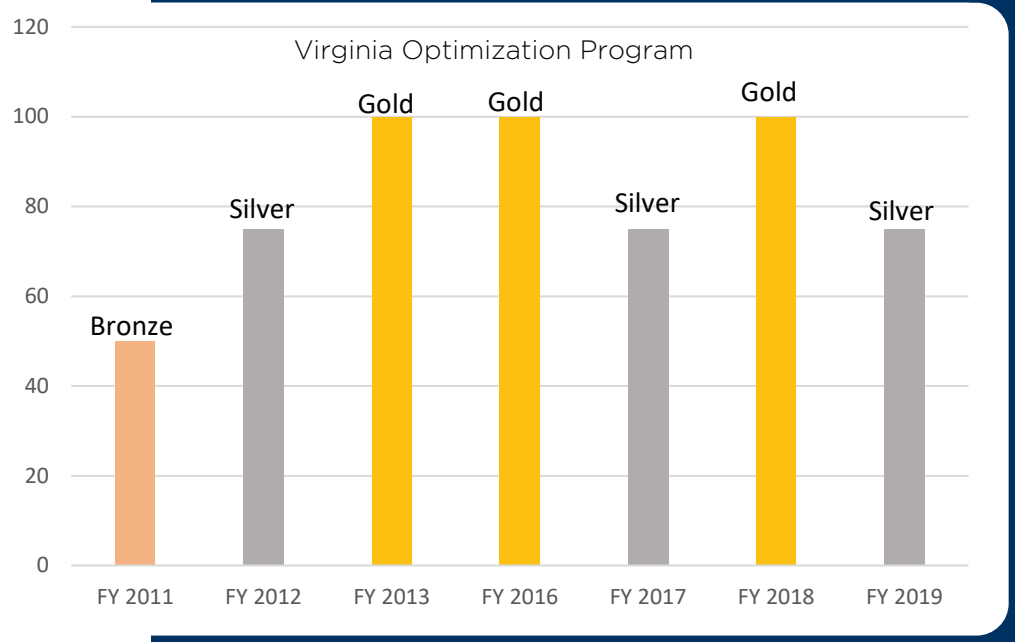


DESIRED OUTCOMES

To provide water with a quality that exceeds minimum regulatory standards (i.e. as perfect as possible) and to operate water plant in an exemplary manner (within the provisions of the Virginia Optimization Program (VOP) of the Virginia Department of Health).

OBSERVED RESULTS

VOP establishes state-wide optimization and a mechanism for monitoring and tracking goal attainment, The program's criteria is currently focused on enhanced particulate removal at surface water treatment plants with gravity flow, granular media filters.

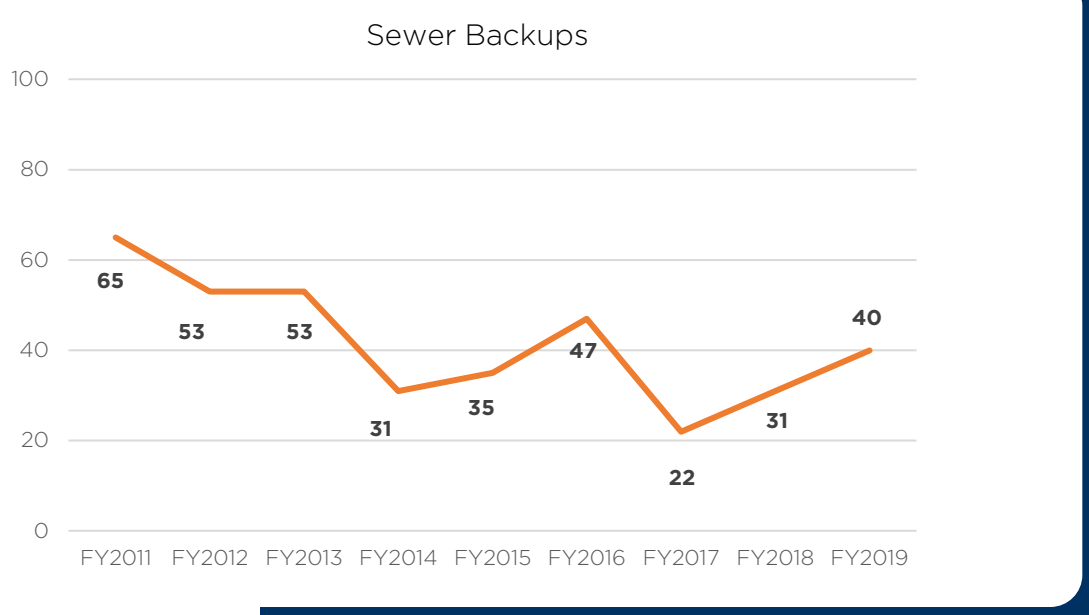


DESIRED OUTCOMES

Minimize sewer backups using preventive maintenance schedule.

OBSERVED RESULTS

Preventive maintenance at key locations around the city have decreased the number of backups since FY 2010 - Average annual reduction since FY 2010 is 5.5%.



PUBLIC UTILITIES COST CENTERS:

ADMINISTRATION

EXPENDITURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Personnel	$ 321,338	$ 306,389	$ 434,802	$ 368,548
Operating	41,337	30,986	104,790	67,160
Capital Outlay	1,519,060	1,686,249	1,656,300	1,842,300
TOTAL	$ 1,881,735	$ 2,023,624	$ 2,195,892	$ 2,278,008

STAFFING

Director of Public Utilities	1	1	1	1
Project Engineer	1	1	1	1
Civil Engineer	1	1	1	1
Administrative Secretary	1	1	1	1
TOTAL	4	4	4	4

PERFORMANCE MEASURES

# of residential connections	3,759	3,724	3,760	3,780
Average gals of water consumed per residential connection per day	133	127	135	<150
Average water bill per residential connection (quarterly)	$72.61	$72.24	$73.92	<$80.00
Availability fees collected	$908,000	$581,000	$300,000	$300,000

WATER TREATMENT

EXPENDITURES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Adopted
Personnel	$ 719,671	$ 657,937	$ 813,708	$ 705,672
Operating	434,590	459,383	533,453	545,135
Capital Outlay	7,939	13,556	23,000	20,000
TOTAL	$ 1,162,200	$ 1,130,876	$ 1,370,161	$ 1,270,807

STAFFING

Superintendent	1	1	1	1
Chief Operator	1	1	1	1
Senior Operator	3	3	3	3
Operators	6	6	6	6
TOTAL	11	11	11	11

WATER TREATMENT (CONT)

PERFORMANCE MEASURES

Total gallons of water consumed (in thousands)	917,892	913,480	900,000	>950,000
Rainfall for year in inches	43.4	45.0	45.0	40 - 45
Meet Federal & State drinking water regulations	✓	✓	✓	✓
Ave. daily water consumed (1,000's gal)	2,515	2,503	2,466	<3,000
Reservoir level (lowest level)	-2.0	-2.0	+5.0	≥0.0"

WATER & SEWER SYSTEMS

EXPENDITURES

	FY 2018 Actual	**FY 2019** Actual	**FY 2020** Budget	**FY 2021** Adopted
Personnel	$ 689,482	$ 667,190	$ 822,496	$ 828,561
Operating	2,836,015	2,499,055	2,746,117	2,550,633
Capital Outlay	6,231	8,655	39,000	33,000
TOTAL	$ 3,531,728	$ 3,174,900	$ 3,607,613	$ 3,412,194

STAFFING

Superintendent	1	1	1	1
Supervisor	1	1	1	1
Municipal Service Workers	9	9	9	9
TOTAL	11	11	11	11

PERFORMANCE MEASURES

# of water leaks repaired	39	20	19	40
MISS UTILITY tickets serviced	3,756	4,496	4,496	4,400
# sewer backups	31	40	35	<60

PERFORMANCE METRICS

williamsburgva.gov

FY 2021 BUDGET SUMMARIES

CITY OF WILLIAMSBURG
1699
VIRGINIA'S COLONIAL CAPITAL

INTRODUCTION

The Summary Section provides an overview of all budgeted funds for the upcoming year. These include the General Fund, Captial Improvment Fund (funded by sales tax, grants, and bonds), Tourism Fund, Utility Fund (which also includes capital improvements), Public Assistance Fund, and the Quarterpath Community Development Authority Fund.

Revenues and expenditures/expenses are categorized by type, in accordance with recommended standard formats of the Government Finance Officers Association, enabling consistency and comparability between all forms of local government.

ALL FUNDS - FISCAL YEAR 2021

REVENUES	Adopted FY 2021	Estimated FY 2020	Actual FY 2019
General Property Taxes	$ (13,116,788)	$ (13,722,294)	$ (13,089,822)
Other Local Taxes	(18,218,950)	(17,041,147)	(19,684,136)
Licenses and Permits	(234,225)	(359,549)	(302,819)
Fines	(282,000)	(273,000)	(249,211)
Use of Money & Property	(962,622)	(1,313,696)	(1,257,941)
Charges for Services	(7,827,370)	(7,711,274)	(9,584,558)
Miscellaneous	(3,314,628)	(3,820,810)	(2,022,925)
Intergovernmental	(7,863,788)	(7,284,254)	(6,673,611)
Transfers From Fund Bal./Net Pos.	(5,779,570)	(7,873,048)	
Other Financing Sources	-	-	(16,885,766)
TOTAL REVENUES	$ (57,599,941)	$ (59,399,072)	$ (69,750,790)

EXPENDITURES/EXPENSES			
General Gove't Administration	$ 5,739,937	$ 5,332,524	$ 4,054,405
Judicial Administration	530,000	471,000	422,688
Public Safety	11,927,599	11,389,708	11,542,510
Public Works	6,403,743	11,116,981	4,785,321
Public Utilities	7,356,009	7,330,000	8,041,331
Health and Welfare	4,776,779	4,340,594	2,865,062
Education	10,953,917	10,381,311	10,936,896
Parks, Rec., and Cultural	2,940,035	2,613,300	2,853,295
Community Development	1,798,065	1,767,540	6,027,508
Tourism Development Fund	3,304,320	2,912,188	-
Debt Service	1,869,538	1,743,926	5,028,253
Total Before Transfers	57,599,941	$ 59,399,072	56,557,269
Trans. To Fund Bal./Net Pos.	-	-	13,193,521
TOTAL EXPENDITURE/EXPENSE & TRANSFERS	$ 57,599,941	$ 59,399,072	$ 69,750,790

BY FUNDS - FISCAL YEAR 2021

REVENUES	General Fund	Sales Tax Capital Im-provements	Tourism Fund	Utility Fund*	Public Assistance Fund	Quarterpath CDA**	Grand Total
General Property Taxes	$(13,116,788)	$-	$-	$-	$-	$-	$(13,116,788)
Other Local Taxes	(11,021,100)	(4,500,000)	(2,697,850)	-	-	-	(18,218,950)
Licenses and Permits	(234,225)	-	-	-	-	-	(234,225)
Fines	(282,000)	-	-	-	-	-	(282,000)
Use of Money & Property	(692,622)	(200,000)	-	(70,000)	-	-	(962,622)
Charges for Services	(453,470)		-	(7,373,900)	-	-	(7,827,370)
Miscellaneous	(2,453,400)		-	-	(260,000)	(601,228)	(3,314,628)
Intergovernmental	(3,335,031)	(1,852,487)	-	-	(2,676,270)	-	(7,863,788)
Transfer from F.B./Net Pos.***	(3,263,964)	(2,447,828)	-	(67,778)	-	-	(5,779,570)
Transfer from General Fund		-	(2,205,000)	-			(2,205,000)
Transfer from Tourism Fund	(1,598,530)	-	-	-	-	-	(1,598,530)
Transfer from Sales Tax Fund	(2,150,992)	-	-	-	-	-	(2,150,992)
TOTAL REVENUES	$(38,602,122)	$(9,000,315)	$(4,902,850)	$(7,511,678)	$(2,936,270)	$(601,228)	$(63,554,463)

EXPENDITURES/ EXPENSES

General Gove't Admin.	$5,474,177	$265,760	$-	$-	$-	$-	$5,739,937
Judicial Administration	490,000	40,000	-	-	-	-	530,000
Public Safety	11,296,599	631,000	-	-	-	-	11,927,599
Public Works	3,610,518	2,793,225	-	-	-	-	6,403,743
Public Utilities			-	7,356,009	-	-	7,356,009
Health and Welfare	1,840,509		-	-	2,936,270	-	4,776,779
Education	10,208,848	745,069	-	-	-	-	10,953,917
Parks, Rec., and Cultural	2,400,635	539,400	-	-	-	-	2,940,035
Community Development	1,075,837	121,000	-	-	-	601,228	1,798,065
Tourism Development Fund			3,304,320	-	-	-	3,304,320
Debt Service	-	1,713,869	-	155,669	-	-	1,869,538
Total Before Transfers	$36,397,122	$6,849,323	$3,304,320	$7,511,678	$2,936,270	$601,228	$57,599,941
Transfer to Tourism Fund	$2,205,000	$-	$-	$-	$-	$-	$2,205,000
Transfer to General Fund	-	2,150,992	1,598,530	-	-	-	3,749,522
Trans. To (From) F.B./N. Pos.***	-	-	-	-	-	-	-
TOTAL EXPENDITURE & TRANSFERS	$38,602,122	$9,000,315	$4,902,850	$7,511,678	$2,936,270	$601,228	$63,554,463

*Includes Utility Fund Captial Projects
**Quarterpath CDA is a fiduciary fund for collectiona and remittance of special assessments each year.
*** Fund Balance/Net Position

Transfers are not netted on this presentation for transparency. Reconciliation to All Funds Statement:

Total By Funds Statement	$ 63,554,463
Less transfers between Funds	5,954,522
Total All Funds Statement	$ 57,599,941

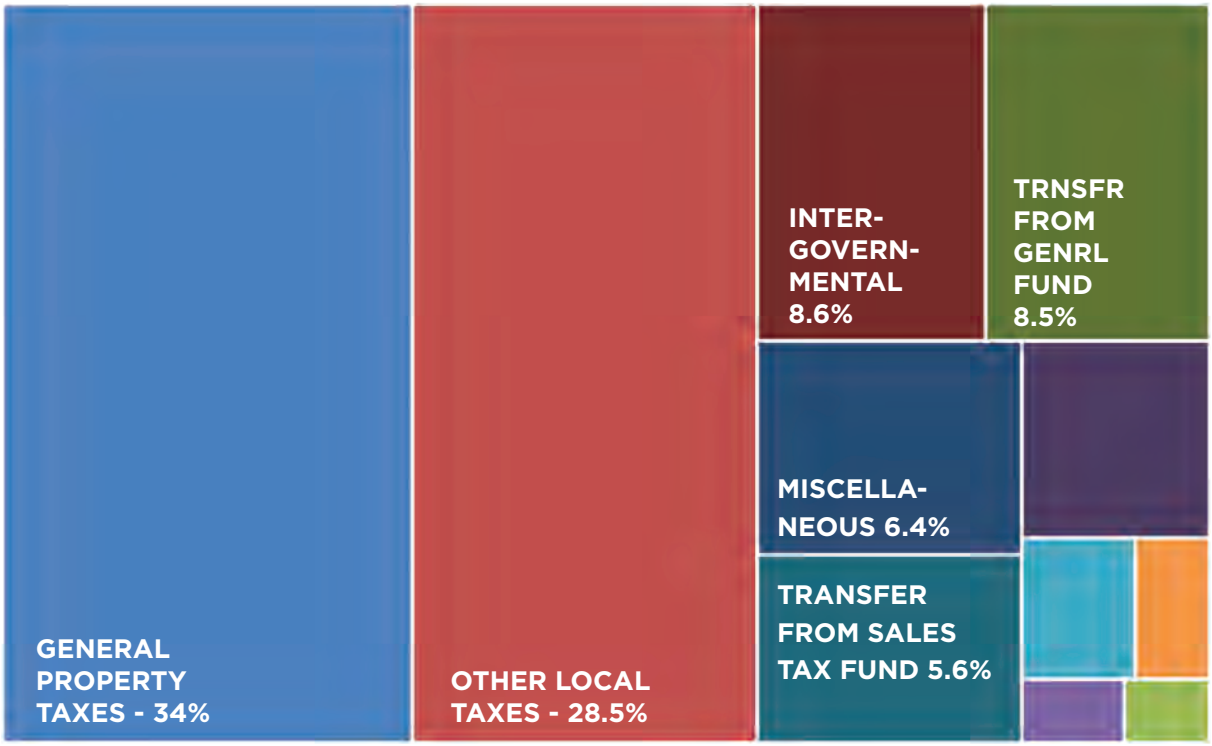
GENERAL FUND - FISCAL YEAR 2021

REVENUES	Adopted FY 2021	Estimated FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
General Property Taxes	$ (13,116,788)	$ (13,72,294)	$ (15,072,800)	$ (14,560,705)	$ (13,914,987)
Other Local Taxes	(11,021,100)	(11,195,536)	(14,403,085)	(14,756,099)	(15,583,169)
Licenses and Permits	(234,225)	(359,549)	(223,890)	(282,660)	(302,819)
Fines	(282,000)	(273,000)	(280,000)	(277,729)	(249,211)
Use of Money & Property	(692,622)	(699,556)	(714,779)	(699,926)	(721,718)
Charges for Services	(453,470)	(340,630)	(439,790)	(433,572)	(447,142)
Miscellaneous	(2,453,400)	(999,400)	(2,245,370)	(2,316,485)	(2,067,743)
Intergovernmental	(3,335,031)	(4,883,292)	(3,880,904)	(3,832,287)	(3,623,982)
Transfer from General Fund Reserves	(3,263,964)	(196,470)	-	-	-
Transfer from Tourism Fund	(1,598,530)	(2,178,861)	-	-	-
Transfer from Sales Tax Fund	(2,150,992)	(1,828,530)	-	-	-
TOTAL	$ (38,602,122)	$ (36,677,119)	$ (37,260,618)	$ (37,159,461)	$ (36,910,771)

EXPENDITURES

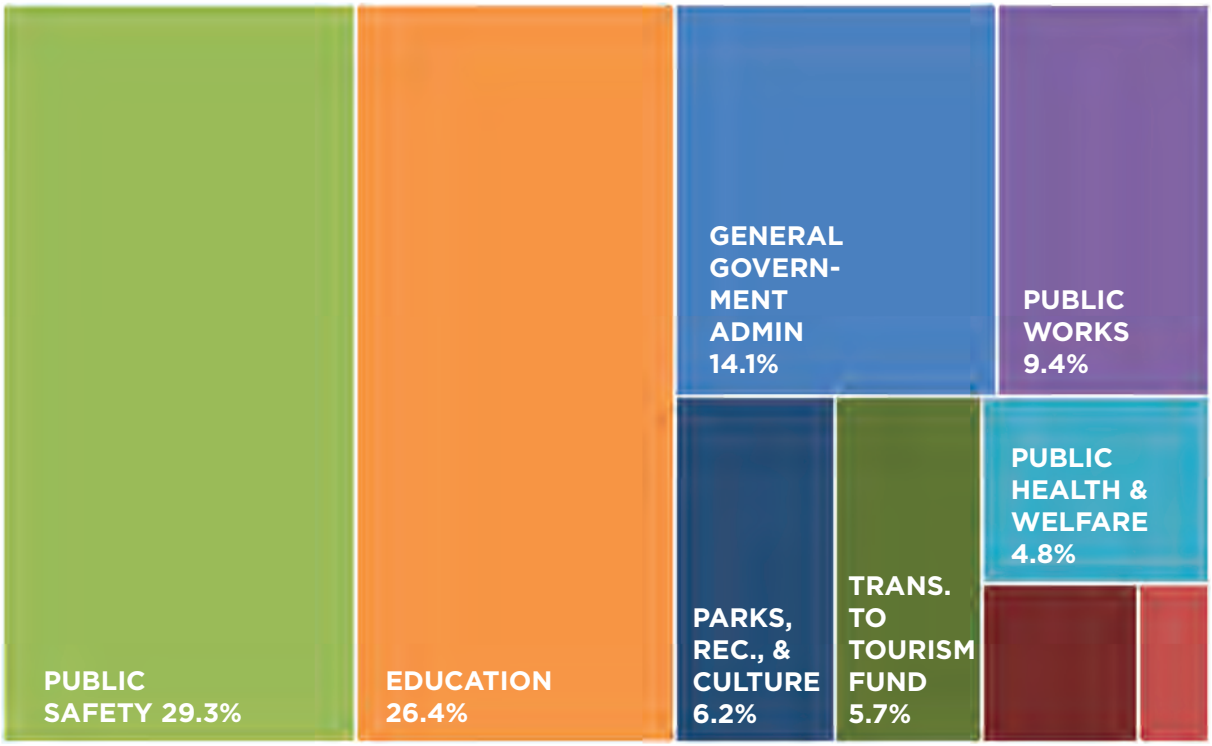
General Government Administration	$ 5,474,177	$ 4,647,514	$ 4,955,970	$ 4,327,101	$ 4,102,807
Judicial Administration	490,000	471,000	471,000	434,188	422,688
Public Safety	11,296,599	11,015,479	10,848,557	11,055,456	10,558,922
Public Works	3,610,518	3,572,775	3,601,985	3,491,614	3,291,997
Health & Welfare	1,840,509	1,679,633	1,679,633	1,539,311	1,537,210
Education	10,208,848	9,681,311	10,040,252	9,605,544	8,962,075
Parks, Recreation, & Culture	2,400,635	2,339,254	2,343,182	2,034,088	2,180,202
Community Development	1,075,837	1,065,153	1,061,749	1,196,864	4,309,258
Total Before Fund Transfers	$ 36,397,122	$ 34,472,119	$ 35,002,328	$ 33,684,166	$ 35,365,159
Transfer to Tourism Fund	$ 2,205,000	$ 2,205,000	$ 2,205,000	$ 2,205,000	$ -
Transfer to Reserves	-	-	53,290	1,270,295	1,545,612
TOTAL	$ 38,602,122	$ 36,677,119	$ 37,260,618	$ 37,159,461	$ 36,910,771

REVENUES



TRANSFER FROM TOURISM FUND 4.1% | USE OF MONEY & PROPERTY 1.8%
CHARGES FROM SERVICES 1.2% | FINES 0.7% | LICENSES & PERMITS 0.6%

EXPENDITURES

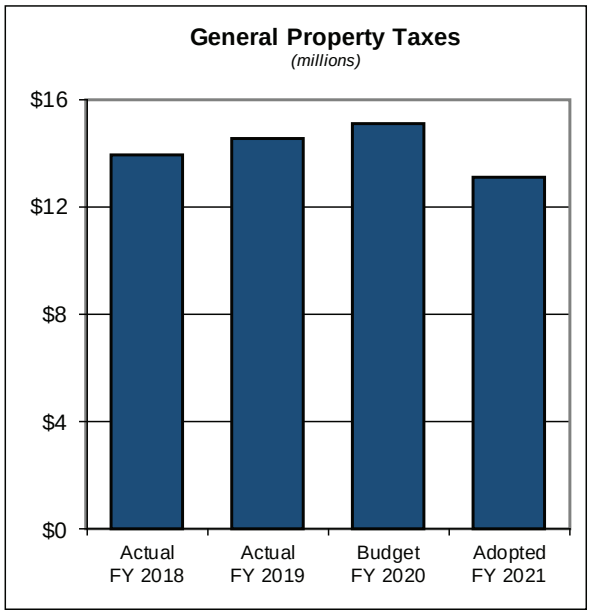


COMMUNITY DEVELOPMENT 2.8% | JUDICIAL ADMINISTRATION 1.3%

GENERAL FUND REVENUE HIGHLIGHTS

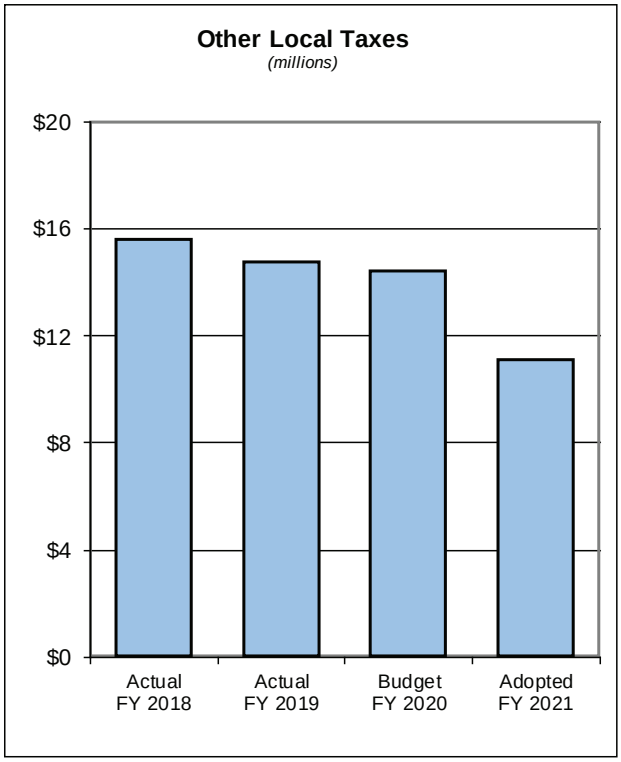
GENERAL PROPERTY TAXES

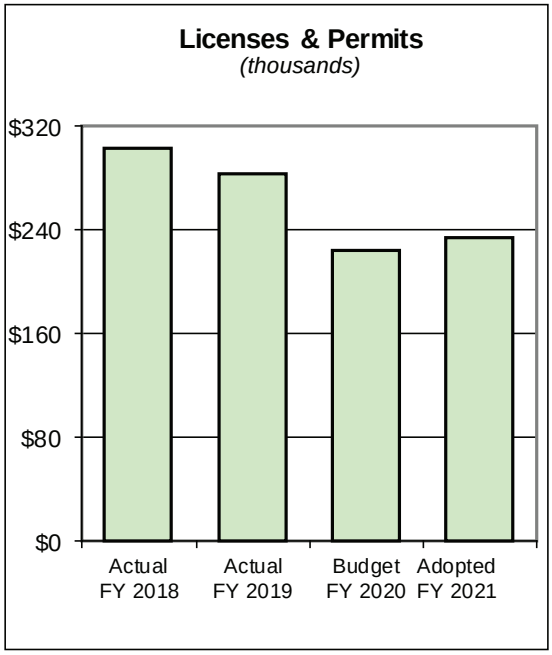
All real estate, public service, personal, and business property taxes, including penalties and interest, are included. On average, real estate property reassessments for FY21 are expected to increase approximately 3%; Due to the economic impact of COVID-19, the FY21 Budget reduces Real Estate Tax collections by 10%, Personal Property Tax collections by 25%, and Business Personal Property Tax by 50%. Revenue from penalty and interest is not budgeted for FY21.



OTHER LOCAL TAXES

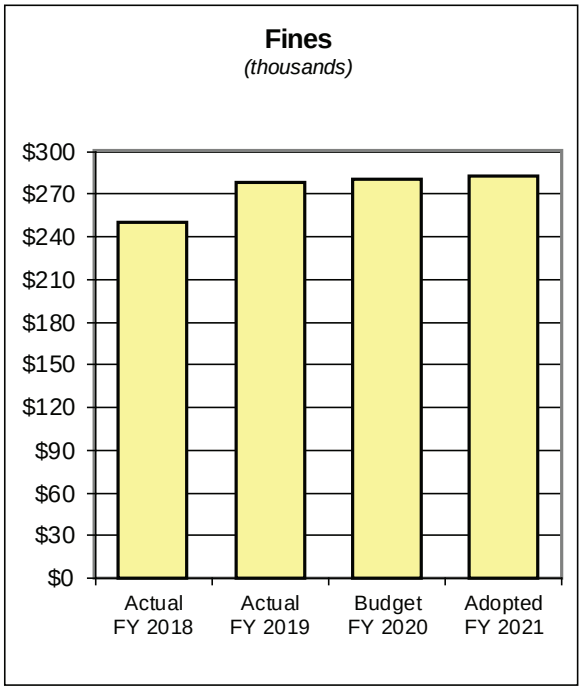
This category consists of consumer utility taxes, communication sales taxes, business and franchise, bank stock, recordation, cigarette, room, and meal taxes. Utility taxes are based on residential and commercial usage. Overall, other local tax receipts are estimated to decrease by 24% due to the economic impact of restrictions related to COVID-19. BPOL is 57% of pre-COVID-19 anticipated revenue. Lodging tax was reduced by 29% of the prior year's revenue, and Meals tax was reduced by 20% of the prior year's revenue. Both the Lodging and Meals tax revenue reductions were based on a graduated scale, with the early months of the fiscal year reduced at a higher percentage than the later months, anticipating greater recovery of businesses as the year progresses.





LICENSES AND PERMITS

Licenses and permits consist of citywide on-street parking, building, electrical, plumbing, mechanical, sign, and various inspection fees. This category of revenues fluctuates based on various development projects occurring in the City during a particular fiscal year. Receipts were $ 282K in FY19 and are expected to increase to $ 360K in FY20, with FY21 budgeted at $ 234K based on anticipated projects in the City and a series of fee increases. Re-inspection fees will increase from $ 35 to $ 100, the rental inspection fee increases from $ 50 to $ 75, and work performed without a permit fees increase from $ 35 to $ 100.



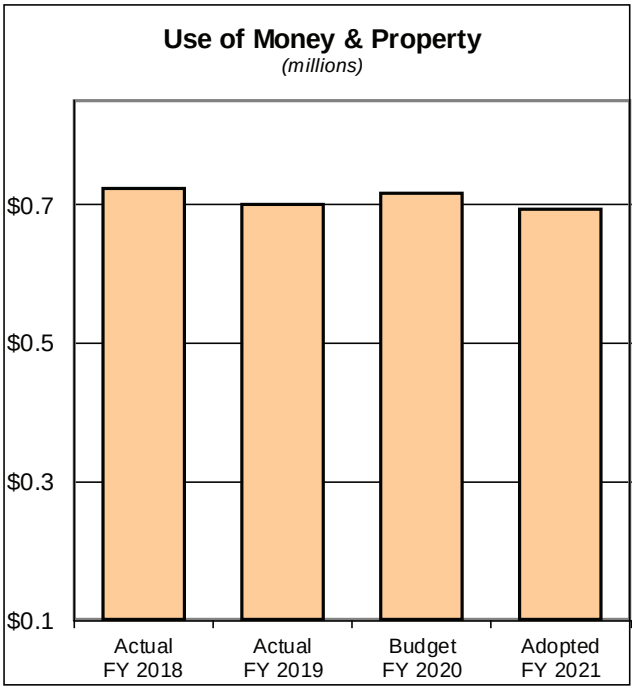
FINES

Court fines, parking citations, and code violations make up this revenue classification. Court fines are collected by the Clerk of Circuit Court and remitted to the City monthly. Receipts during FY19 were $ 165K, an increase of about 15% from FY18 levels. Collections are expected to be under the budget of $ 150K for FY20 due to COVID-19 but are anticipated to return to normal levels during FY21 and is budgeted at $ 145. Parking fines are for violations in on-street parking areas throughout the City. Parking fines are anticipated to come in under the FY20 Budget of $ 137K by about 5.4% because of staffing shortages. Revenues are expected to return to normal levels during FY 2021.

USE OF MONEY AND PROPERTY

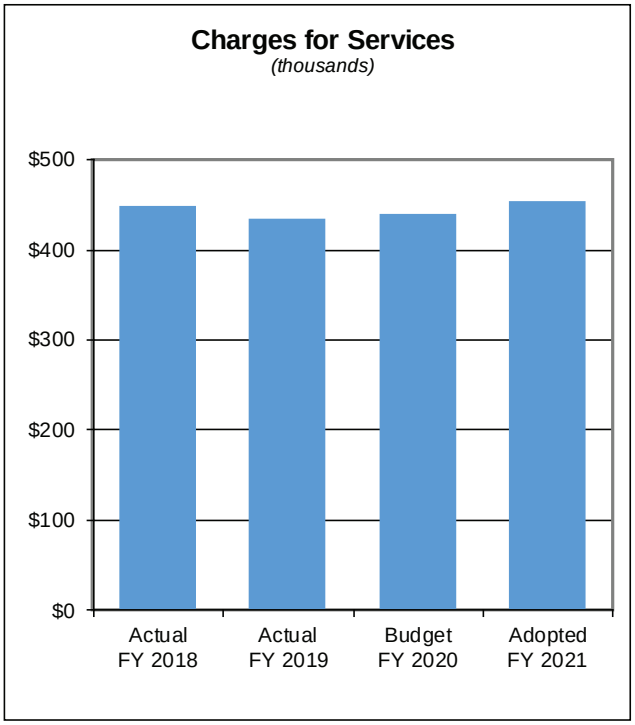
Income from rentals of city-owned buildings, such as the Train Station, Stryker Building, the Community Building, and parking fees from the Prince George Parking Garage, are included here. Parking fees generated from the Prince George Parking Garage are anticipated to be $ 320,000 in FY21, a 7% increase over the anticipated FY20 revenue, and a return to FY18 levels.

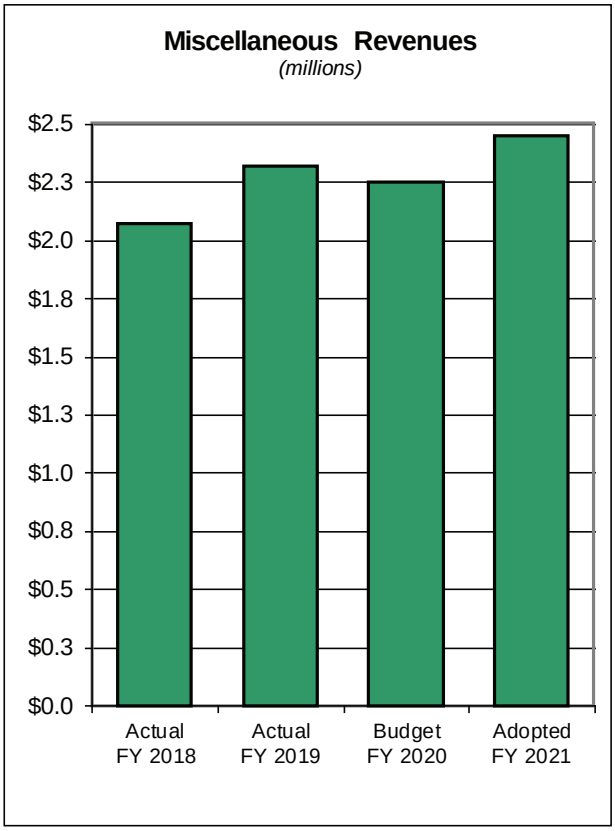
In FY13, the City took over the responsibility of the Williamsburg Redevelopment & Housing Authority's Triangle Building. Full occupancy of the building is not anticipated for the remainder of FY20 or in FY21, with rental income decreasing from the FY20 budget of $ 142,128 to $ 91,774 in FY21.



CHARGES FOR SERVICES

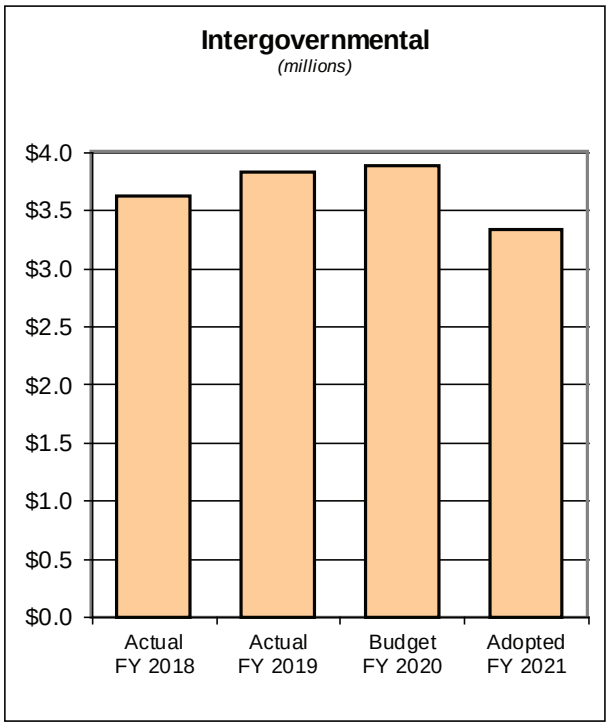
Charges represent fees for various activities within the City, such as all recreation fees and program revenues, cemetery plots, and grave openings. Revenues are expected to be $ 453,470 for FY21, a 3% increase compared to FY20. The majority of the increase is due to athletic activities





MISCELLANEOUS

This category is comprised of various sources, such as payments in lieu of taxes, Arts Commission reimbursement from James City County and the State, and EMS recovery fees. Overall, this category's revenues increased by 9%, or $ 199K. The majority of the increase is due to a 20% increase in overhead charges received from the Utility Fund. The overhead charges are based on services received from the following Departments: City Manager, Human Resources, Finance, City Shop, Information Technology, Engineering, and Landscaping. The overhead fees are budgeted at $ 1M for FY21. EMS recovery fee increased over the past two years and is budgeted at $ 650,000 in FY 2021. The City continues to receive a contribution of $ 120,000 from William & Mary University to help defray costs of providing emergency services to the campus and a grant from the Williamsburg Community Health Foundation to help cover the cost of the Human Services' Child Health Initiative.



INTERGOVERNMENTAL

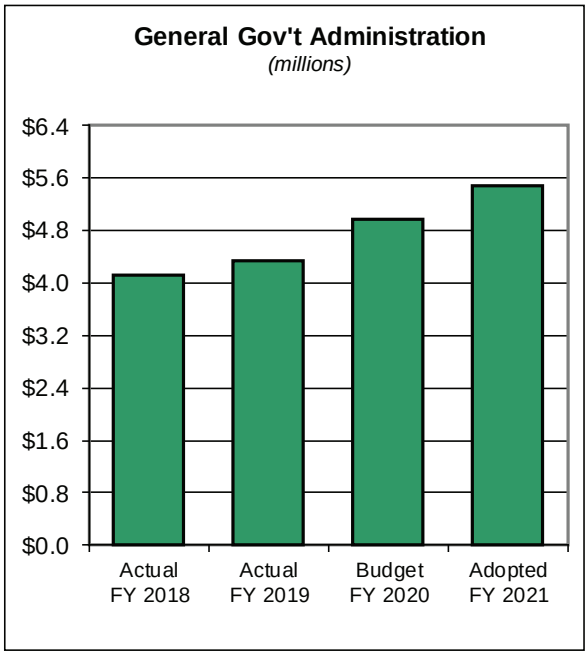
These funds include State reimbursements for expenses incurred for Constitutional Officers, sales taxes designated for education, 599 law enforcement funds, VDOT street maintenance payments, and various other taxes returned to the City. Overall, this category of revenues is expected to decrease by 14.1% compared to last year, or $ 546K. The majority of this decrease, or $ 505K, stems from sales tax designated for education, which is anticipated to decrease by 38% due to the impact of COVID-19 on the economy. In addition, localities will no longer receive a portion of the Grantor's Tax from the State. Grantor's Tax was budgeted at $ 60K in FY20. VDOT street maintenance payments are expected to increase slightly, about 1%, over the FY 20 budget.

GENERAL FUND EXPENDITURE HIGHLIGHTS

GENERAL GOVERNMENT ADMINISTRATION

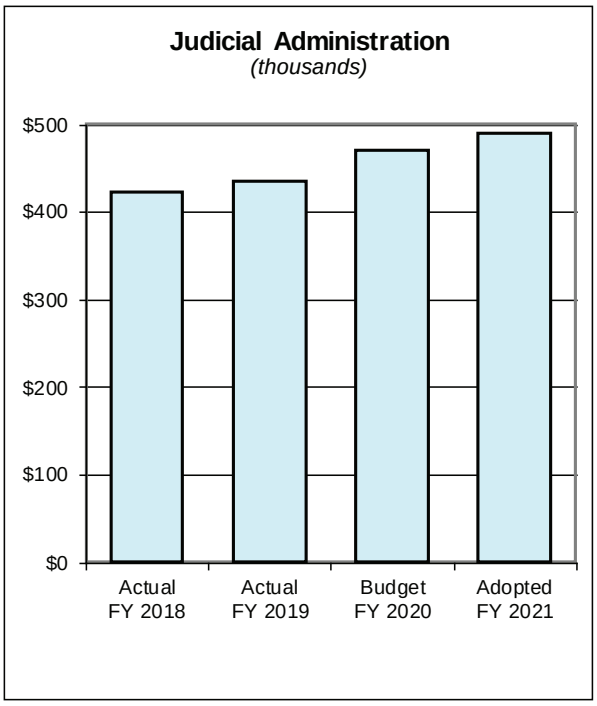
This category includes City Council, Clerk of Council/Communications, City Manager, Human Resources, City Attorney, Commissioner of the Revenue, City Assessor, Treasurer, Finance, Vehicle Repair Shop, Electoral Board, Registrar, and Information Technology. Expenditures are estimated to increase by 10.5%, or 518K compared to the current year. The increase is primarily due to three items:

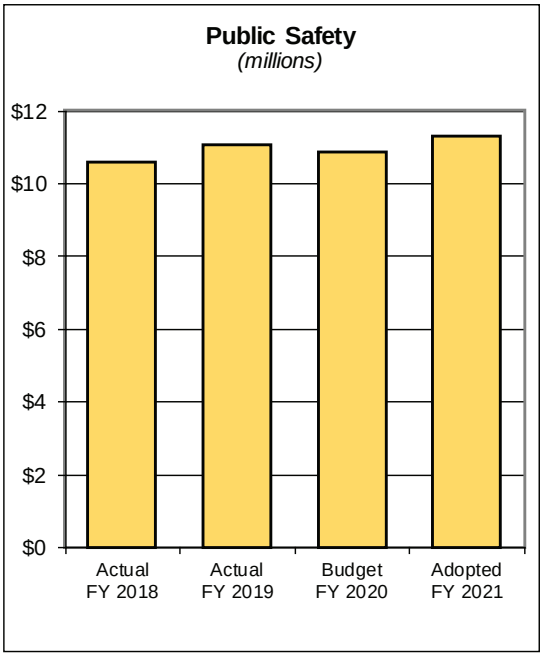
- centralizing general liability insurance increased cost in this category by $ 405K (78% of the increase)
- a proposed new position in the Finance Department increased the budget $ 60K (12% of the increase), and
- an increase in the Virginia Retirement System's employer contribution rate increased the budget by $ 47K (9% of the increase).



JUDICIAL ADMINISTRATION

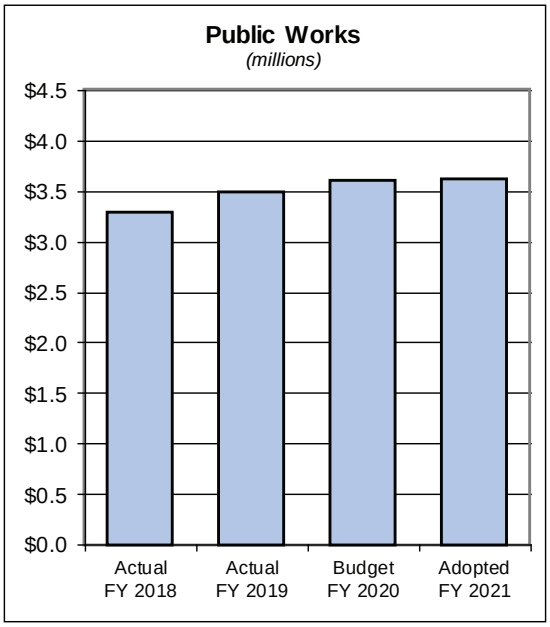
Judicial functions are performed by the Circuit Court, General District Court, Juvenile and Domestic Relations Court, Clerk of the Circuit Court, Commonwealth Attorney, 9th District Court Service Unit, and Magistrate. Judicial functions have been performed in the jointly operated Williamsburg-James City County Courthouse since FY01. An expanded explanation is included in the "Notes on Funding Relationships" section of the budget guide. Costs are shared with James City County on a population basis each year. Funding of $ 490,000 is anticipated for FY21.





PUBLIC SAFETY

Departments included in this classification are Police, Parking Garage, consolidated E-911 Dispatch, Fire, Group Home Commission, Colonial Commission Corrections, Animal Control, City's share of the cost for participation in VA Peninsula Regional Jail Authority, and Codes Compliance. Public Safety costs increased for FY21 by $ 448K, or 4.1%, compared to the FY 20 adopted budget. The majority of the increase is due to additional personal. The Police Department was authorized two additional officers and the Fire Department one additional firefighter in February 2020. The FY21 Budget also includes four firefighters funded 75% through a grant for the fiscal year. The Codes Compliance Department proposes adding a property management position

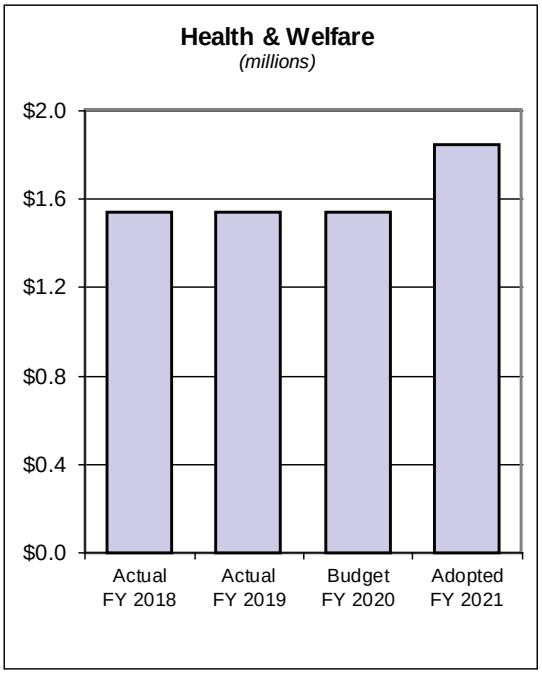


PUBLIC WORKS

The City Shop, Engineering, Streets, Stormwater Operations, Refuse Collection, Building and Facility Maintenance, Landscaping, and Cemetery make up the Public Works section of the operating budget. Overall, costs for FY21 remain level compared to FY20.

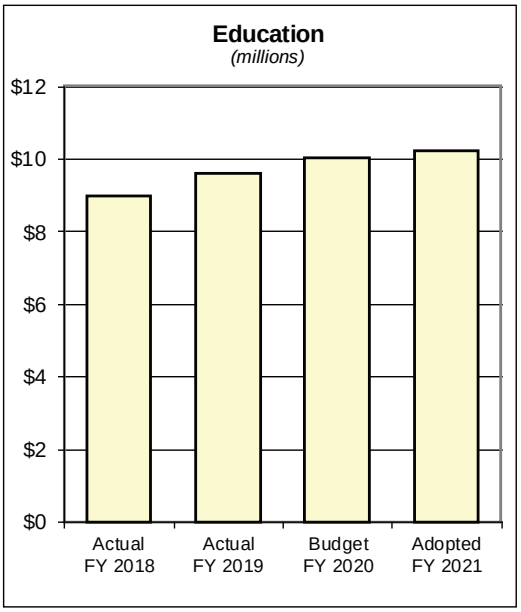
HEALTH AND WELFARE

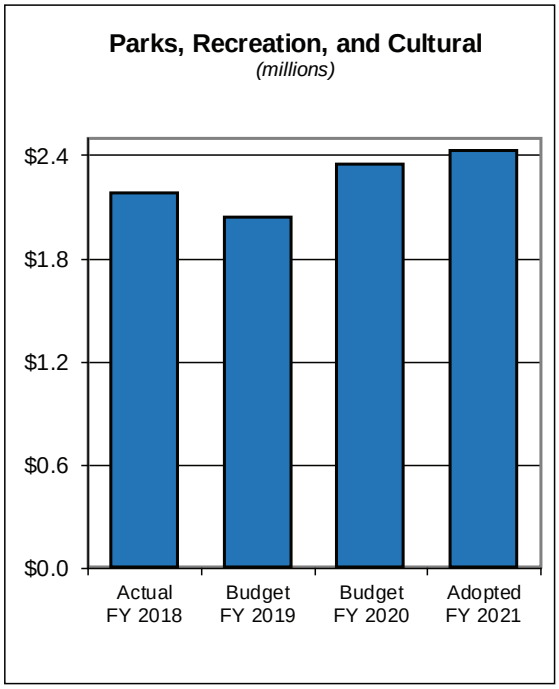
This category consists of the City's contribution to the local Health Department, Colonial Behavioral Health (CBH), Olde Town Health Clinic, and the subsidy to the Public Assistance Fund and Public Assistance Transportation. Peninsula Health Center, Olde Town Medical Center, and Colonial Behavioral Health provides health services for the community. The contributions to the Health Department for FY 21 increased 1.7%, while contributions to CBH and Olde Towne Medical remained level with the previous year. The City's budgeted subsidy of $ 1.1M to the Public Assistance Fund increased $ 159K compared to last year. $ 91K of the increase was for Children Services Act programs, and $ 69K was for general relief. The increase in general relief includes the City's share of benefits for converting a contract service coordinator to a full-time position and the addition of one eligibility worker and one social worker. The City continues to receive a grant of $ 260K from the Williamsburg Community Health Foundation for the Child Health Initiative, a grant program administered by the Human Services Department



EDUCATION

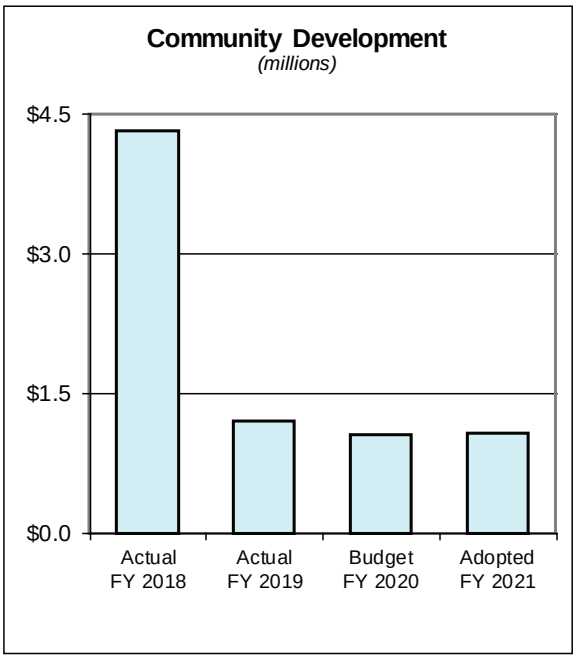
The City, along with James City County, jointly fund the Williamsburg-James City County Public School system. FY21 is the fourth year of the FY18-FY22 School contract. The City's contribution of school operating costs for FY21 is anticipated to be $ 10.2 Million, an increase of 1.7%, based on the joint School contract with James City County. Capital costs are budgeted in the Sales Tax Fund for the City's portion of school projects next year.





PARKS, RECREATION AND CULTURE

Recreation administration, playgrounds, parks, library, and grants provided to organizations upon recommendation of the Williamsburg Area Arts Commission are included in this category. The City's contribution to the Williamsburg Regional Library operated jointly with James City County is proposed at $ 904,244, which is level funded compared to last year. Arts Commission contributions are funded at $ 159,000 for FY21. As a funding partner, James City County reimburses the City half the program costs. A $ 9,000 State Challenge Grant is anticipated in FY21. Overall, this category of expenditures increased 2.5% for FY21 compared to the previous year.



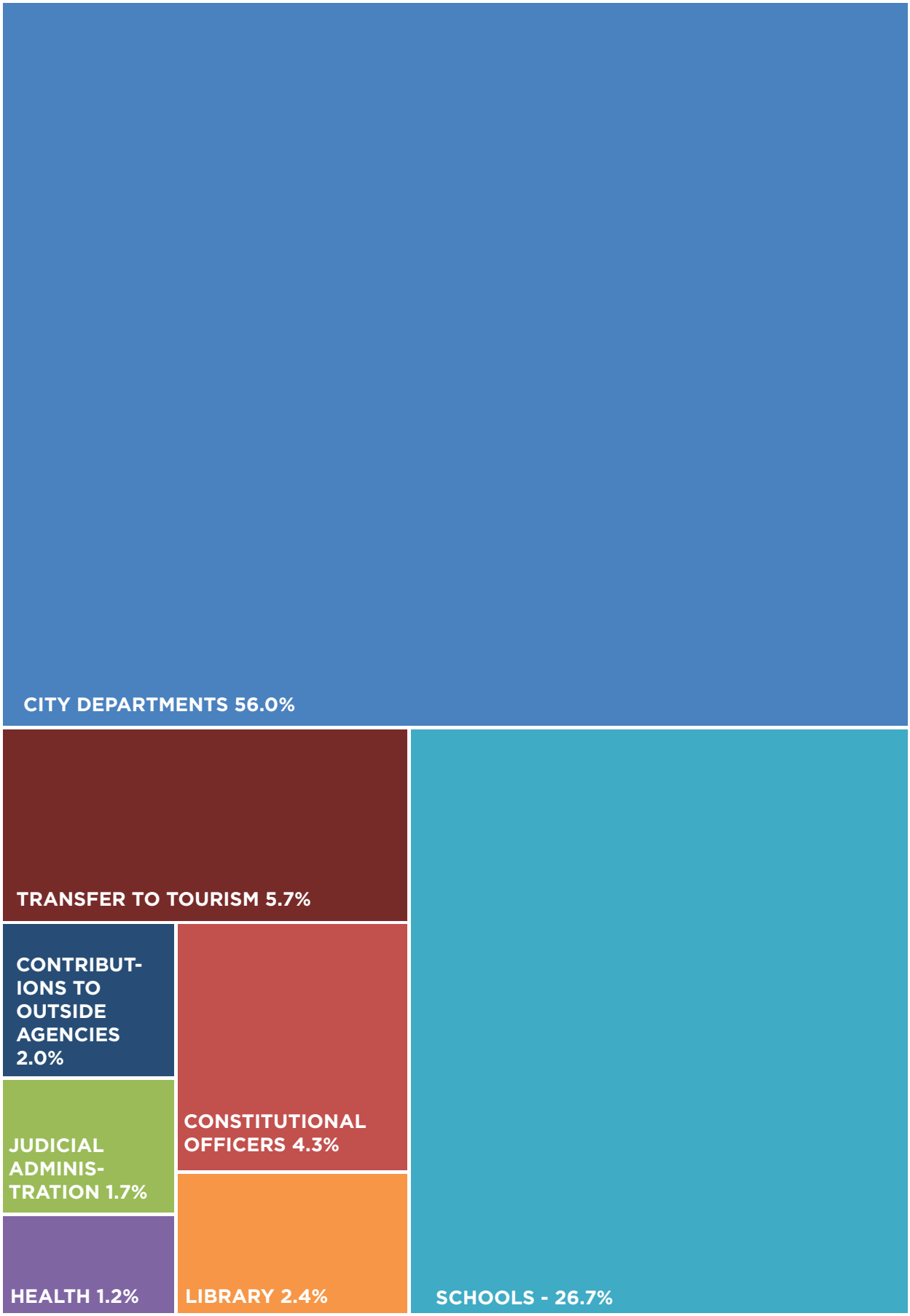
COMMUNITY DEVELOPMENT

This includes The Planning Department and contributions to various human service and community & economic development agencies within the City. This category's budget for FY21 increased 1.3% compared to FY20. The decrease in funding from FY18 is the result of the creation of the Tourism Fund as of July 1, 2018. The majority of grants for tourism-focused agencies is now funded from the Tourism Fund. The Tourism Fund Policy can be found in the Budget Guide.

GENERAL FUND
MAJOR FUNDING CATEGORIES

	PURPOSE	Adopted FY 2021	Budgeted FY 2020	Acutal FY 2019	Actual FY 2018
I	CITY DEPARTMENTS	$ 21,692,148	$ 20,550,618	$ 19,710,592	$ 18,839,038
II	CONSTITUTIONAL OFFICERS	1,673,842	1,609,854	1,677,830	1,634,406
III	JUDICIAL ADMINISTRATION	662,066	661,821	610,562	593,293
IV	HEALTH	480,004	478,156	450,337	448,266
V	SCHOOLS	10,208,848	10,040,252	9,605,544	8,962,075
VI	LIBRARY	904,244	904,244	871,852	859,699
VII	CONTRIBUTIONS TO OUTSIDE AGENCIES	775,970	757,384	757,449	4,028,383
VIII	TRANSFER TO TOURISM	2,205,000	2,205,000	2,205,000	-
	Transfer to Fund Balance	-	53,290	1,270,295	1,545,612
	TOTAL	$ 38,602,122	$ 37,260,619	$ 37,159,461	$ 36,910,771

This table summarizes the funding history and adopted FY 2021 budget for the City's eight major funding categories. Debt Service is included in the Capital Improvement Program budget.


CITY DEPARTMENTS 56.0%
TRANSFER TO TOURISM 5.7%
CONTRIBUT-IONS TO OUTSIDE AGENCIES 2.0%
CONSTITUTIONAL OFFICERS 4.3%
JUDICIAL ADMINIS-TRATION 1.7%
HEALTH 1.2%
LIBRARY 2.4%
SCHOOLS - 26.7%

GENERAL FUND
SUMMARY OF EXPENDITURES

SECTION I - CITY DEPARTMENTS
56.0%

1101 CITY COUNCIL

	Adopted FY 2021	Estimated FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
Personnel	$ 41,338	$ 41,338	$ 41,338	$ 41,338	$ 41,338
Operating	123,124	88,271	141,131	97,942	87,188
Capital Outlay	-	-	-	-	-
TOTAL	$ 164,462	$ 129,609	$ 182,469	$ 139,279	$ 128,526

1102 CLERK OF COUNCIL / COMMUNICATIONS

Personnel	$ -	$ 105,160	$ 156,115	$ 154,774	$ 113,782
Operating	11,750	5,383	8,160	9,845	5,225
Capital Outlay	-	-	200	-	-
TOTAL	$ 11,750	$ 110,542	$ 164,475	$ 164,620	$ 119,007

1201 CITY MANAGER

Personnel	$ 525,638	$ 306,870	$ 451,416	$ 348,250	$ 485,356
Operating	84,266	42,301	39,161	29,812	45,392
Capital Outlay	5,000	1,106	800	-	-
TOTAL	$ 614,904	$ 350,277	$ 491,377	$ 378,063	$ 530,748

1202 NON-DEPARTMENTAL

	$ 1,132,637	$ 678,533	$ 812,031	$ 403,578	289,395

1203 ECONOMIC DEVELOPMENT

	Adopted FY 2021	Estimated FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
Personnel	$ 237,397	$ 218,815	$ 222,938	$ 236,387	$ 222,321
Operating	101,782	88,636	105,370	101,652	108,046
Capital Outlay	-	-	-	-	-
TOTAL	$ 339,179	$ 307,451	$ 328,308	$ 338,039	$ 330,367

1204 CITY ATTORNEY

Personnel	$ 219,973	$ 228,620	$ 214,003	$ 223,463	$ 219,849
Operating	65,850	63,949	66,285	64,532	65,787
Capital Outlay	3,500	-	-	-	-
TOTAL	$ 289,323	$ 292,569	$ 280,288	$ 287,995	$ 285,637

1205 HUMAN RESOURCES

Personnel	$ 105,102	$ 103,830	$ 100,452	$ 101,211	$ 95,265
Operating	23,050	11,770	14,400	10,112	9,068
Capital Outlay	-	-	-	-	-
TOTAL	$ 128,152	$ 115,600	$ 114,852	$ 111,323	$ 104,333

1210 CITY ASSESSOR

Personnel	$ 233,810	$ 232,468	$ 223,249	$ 222,577	$ 186,683
Operating	28,654	22,758	21,891	17,733	9,319
Capital Outlay	-	-	-	-	-
TOTAL	$ 262,464	$ 255,226	$ 245,140	$ 240,310	$ 196,002

1214 DEPARTMENT OF FINANCE

Personnel	$ 880,251	$ 815,386	$ 786,434	$ 782,616	$ 795,767
Operating	59,695	54,863	49,461	42,705	43,103
Capital Outlay	-	-	-	2,586	-
TOTAL	$ 939,946	$ 870,248	$ 835,895	$ 827,907	$ 838,869

SECTION I - CITY DEPARTMENTS CONT.

1221 CITY SHOP

	Adopted FY 2021	Estimated FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
Personnel	$ 182,440	$ 162,801	$ 213,222	$ 219,921	$ 177,275
Operating	64,100	43,980	42,878	49,798	52,897
Capital Outlay	3,000	3,000	3,000	2,141	3,909
TOTAL	$ 249,540	$ 209,781	$ 259,100	$ 271,859	$ 234,081

3101 POLICE

Personnel	$ 4,027,679	$ 4,025,949	$ 3,870,024	$ 3,882,838	$ 3,698,580
Operating	564,830	469,760	516,475	612,686	473,180
Capital Outlay	6,000	4,770	5,000	4,436	2,847
TOTAL	$ 4,598,509	$ 4,500,479	$ 4,391,499	$ 4,499,960	$ 4,174,607

3102 POLICE - E911

Personnel	$ -	$ -	$ -	$ -	$ -
Operating	586,935	583,204	583,204	573,000	561,108
Capital Outlay	-	-	-	-	-
TOTAL	$ 586,935	$ 583,204	$ 583,204	$ 573,000	$ 561,108

3103 PARKING GARAGE

Personnel	$ 156,538	$ 52,707	$ 87,102	$ 88,452	$ 87,883
Operating	38,360	31,396	30,110	40,710	45,928
Capital Outlay	-	-	-	-	-
TOTAL	$ 194,898	$ 84,104	$ 117,212	$ 129,162	$ 133,811

3201 FIRE

Personnel	$ 3,819,405	$ 3,758,547	$ 3,674,511	$ 3,776,352	$ 3,597,145
Operating	388,540	399,116	396,767	335,244	354,137
Capital Outlay	23,000	53,000	53,000	41,598	30,115
TOTAL	$ 4,230,945	$ 4,210,663	$ 4,124,278	$ 4,153,194	$ 3,981,397

3401 CODES COMPLIANCE

	Adopted FY 2021	Estimated FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
Personnel	$ 446,011	$ 390,106	$ 378,249	$ 377,152	$ 337,318
Operating	35,150	35,663	42,856	34,191	29,313
Capital Outlay	-	-	-	-	-
TOTAL	$ 481,161	$ 425,769	$ 421,105	$ 411,343	$ 366,631

3501 ANIMAL CONTROL

Personnel	$ -	$ -	$ -	$ -	$ -
Operating	18,900	18,900	18,900	18,900	18,900
Capital Outlay	-	-	-	-	-
TOTAL	$ 18,900	$ 18,900	$ 18,900	$ 18,900	$ 18,900

4101 ENGINEERING

Personnel	$ 250,181	$ 252,196	$ 261,546	$ 252,048	$ 258,166
Operating	21,350	22,600	26,238	19,899	19,092
Capital Outlay	-	-	-	-	-
TOTAL	$ 271,531	$ 274,796	$ 287,784	$ 271,947	$ 277,258

4102 STREETS

Personnel	$ 526,838	$ 537,544	$ 511,544	$ 472,762	$ 451,761
Operating	369,280	433,404	430,361	495,669	452,115
Capital Outlay	11,500	11,500	11,500	14,999	12,291
TOTAL	$ 907,618	$ 982,448	$ 953,405	$ 983,430	$ 916,166

4103 STORMWATER OPERATIONS

Personnel	$ 195,976	$ 159,190	$ 189,838	$ 194,042	$ 187,693
Operating	22,100	22,200	22,200	16,717	26,769
Capital Outlay	10,000	10,000	10,000	13,237	7,209
TOTAL	$ 228,076	$ 191,390	$ 222,038	$ 223,996	$ 221,671

SECTION I - CITY DEPARTMENTS CONT.

4203 SOLID WASTE COLLECTION

	Adopted FY 2021	Estimated FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	685,100	671,650	671,650	497,730	480,576
Capital Outlay	-	-	-	-	-
TOTAL	$ 685,100	$ 671,650	$ 671,650	$ 497,730	$ 480,576

4307 BUILDINGS - FACILITIES MAINTENANCE

Personnel	$ 171,121	$ 180,036	$ 173,347	$ 171,081	$ 163,489
Operating	316,538	309,669	308,730	346,334	317,628
Capital Outlay	5,500	16,000	16,000	6,859	4,946
TOTAL	$ 493,159	$ 505,706	$ 498,077	$ 524,274	$ 486,062

4308 INFORMATION TECHNOLOGY

Personnel	$ 489,786	$ 478,094	$ 460,540	$ 461,328	$ 394,554
Operating	440,917	432,312	432,280	390,352	402,827
Capital Outlay	-	-	-	-	-
TOTAL	$ 930,703	$ 910,406	$ 892,820	$ 851,681	$ 797,381

4309 LANDSCAPING

Personnel	$ 447,576	$ 446,357	$ 421,481	$ 425,356	$ 399,013
Operating	245,800	207,979	208,361	214,181	204,826
Capital Outlay	5,500	5,000	5,000	4,651	456
TOTAL	$ 698,876	$ 659,335	$ 634,842	$ 644,188	$ 604,295

5302 - 5305 PUBLIC ASSISTANCE

Personnel	$ -	$ -	$ -	$ -	$ -
Operating	1,360,505	1,201,477	1,201,477	1,088,974	1,088,944
Capital Outlay	-	-	-	-	-
TOTAL	$ 1,360,505	$ 1,201,477	$ 1,201,477	$ 1,088,974	$ 1,088,944

7101-7104 RECREATION

	Adopted FY 2021	Estimated FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
Personnel	$ 932,692	$ 832,490	$ 831,515	$ 765,926	$ 790,146
Operating	373,699	409,520	414,423	370,592	343,258
Capital Outlay	31,000	34,000	34,000	25,717	39,904
TOTAL	$ 1,337,391	$ 1,276,010	$ 1,279,938	$ 1,162,236	$ 1,173,308

7108 CEMETERY

Personnel	$ 69,598	$ 69,163	$ 66,774	$ 66,140	$ 65,488
Operating	6,020	7,507	7,315	6,951	6,100
Capital Outlay	1,000	1,000	1,000	1,100	300
TOTAL	$ 76,618	$ 77,670	$ 75,089	$ 74,190	$ 71,888

8101 PLANNING

Personnel	$ 421,667	$ 424,580	$ 421,176	$ 397,055	$ 375,392
Operating	36,700	41,689	41,689	42,360	52,489
Capital Outlay	500	500	500	-	190
TOTAL	$ 458,867	$ 466,769	$ 463,365	$ 439,415	$ 428,070

TOTAL CITY DEPARTMENTS

	Adopted FY 2021	Estimated FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
Personnel	$ 14,381,016	$ 13,822,247	$ 13,756,814	$ 13,661,068	$ 13,144,264
Operating	7,205,632	6,398,490	6,653,804	5,932,200	5,592,608
Capital Outlay	$ 105,500	$ 139,876	$ 140,000	$ 117,324	$ 102,166
TOTAL	$ 21,692,148	$ 20,360,613	$ 20,550,618	$ 19,710,592	$ 18,839,038

SECTION II - CONSTITUTIONAL OFFICERS 4.3%

1209 COMMISSIONER OF REVENUE

	Adopted FY 2021	Estimated FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
Personnel	$ 350,574	$ 343,870	$ 318,824	$ 306,171	$ 213,981
Operating	19,600	18,793	16,700	25,636	19,045
Capital Outlay	1,500	376	-	3,564	-
TOTAL	$ 371,674	$ 363,039	$ 335,524	$ 335,370	$ 233,026

1102 TREASURER

Personnel	$ 68,168	$ 70,075	$ 72,536	$ 65,933	$ 65,584
Operating	5,025	3,515	3,675	3,165	4,135
Capital Outlay	-	-	-	-	-
TOTAL	$ 73,193	$ 73,590	$ 76,211	$ 69,099	$ 69,719

1301 ELECTORAL BOARD

Personnel	$ 19,857	$ 23,150	$ 21,524	$ 12,209	$ 20,239
Operating	23,030	12,493	14,109	9,212	8,858
Capital Outlay	-	-	-	-	-
TOTAL	$ 42,887	$ 35,643	$ 35,633	$ 21,421	$ 29,097

1302 REGISTRAR

Personnel	$ 147,133	$ 143,138	$ 147,427	$ 148,384	$ 139,265
Operating	25,470	11,042	12,920	10,033	11,437
Capital Outlay	300	600	600	-	-
TOTAL	$ 172,903	$ 154,780	$ 160,947	$ 158,417	$ 150,702

3301 **REGIONAL JAIL**	Adopted **FY 2021**	Estimated **FY 2020**	Budgeted **FY 2020**	Actual **FY 2019**	Actual **FY 2018**
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	1,013,185	1,001,539	1,001,539	1,093,524	1,151,863
Capital Outlay	-	-	-	-	-
TOTAL	$ 1,013,185	$ 1,001,539	$ 1,001,539	$ 1,093,524	$ 1,151,863

TOTAL CONSTITUTIONAL OFFICERS	Adopted **FY 2021**	Estimated **FY 2020**	Budgeted **FY 2020**	Actual **FY 2019**	Actual **FY 2018**
Personnel	$ 585,732	$ 580,233	$ 560,311	$ 532,697	$ 439,068
Operating	1,086,310	1,047,382	1,048,943	1,141,570	1,195,337
Capital Outlay	1,800	976	600	3,564	-
TOTAL	$ 1,673,842	$ 1,628,591	$ 1,609,854	$ 1,677,830	$ 1,634,406

SECTION III - JUDICIAL ADMINISTRATION 1.7%

2100 JOINT COURTHOUSE

	Adopted FY 2021	Estimated FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	490,000	471,000	471,000	434,188	422,688
Capital Outlay	-	-	-	-	-
TOTAL	$ 490,000	$ 471,000	$ 471,000	$ 434,188	$ 422,688

3303 MIDDLE PENINSULA JUVENILE DETENTION COMMISSION

Personnel	$ -	$ -	$ -	$ -	$ -
Operating	42,645	53,620	53,620	55,472	73,696
Capital Outlay	-	-	-	-	-
TOTAL	$ 42,645	$ 53,620	$ 53,620	$ 55,472	$ 73,696

3304 GROUP HOME COMMISSION

Personnel	$ -	$ -	$ -	$ -	$ -
Operating	104,847	112,627	112,627	100,732	84,494
Capital Outlay	-	-	-	-	-
TOTAL	$ 104,847	$ 112,627	$ 112,627	$ 100,732	$ 84,494

3305 COLONIAL COMMUNITY CORRECTIONS

Personnel	$ -	$ -	$ -	$ -	$ -
Operating	24,574	24,574	24,574	20,170	12,415
Capital Outlay	-	-	-	-	-
TOTAL	$ 24,574	$ 24,574	$ 24,574	$ 20,170	$ 12,415

TOTAL JUDICIAL ADMINISTRATION	Adopted FY 2021	Estimated FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	661,821	614,607	614,607	593,293	508,386
Capital Outlay	-	-	-	-	-
TOTAL	$ 661,821	$ 614,607	$ 614,607	$ 593,293	$ 508,386

SECTION IV - HEALTH 1.2%

5101 HEALTH AGENCIES	Adopted FY 2021	Estimated FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
Peninsula Health District	$ 111,493	$ 109,645	$ 109,645	$ 105,826	$ 104,755
Olde Towne Medical Center	109,511	109,511	109,511	89,511	88,511
Colonial Behavioral Health	259,000	259,000	259,000	255,000	255,000
TOTAL	$ 480,004	$ 478,156	$ 478,156	$ 450,337	$ 448,266

SECTION V - SCHOOLS 26.7%

6101 SCHOOL BOARD	Adopted FY 2021	Estimated FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
Personnel	$ 17,439	$ 16,150	$ 17,439	$ 16,793	$ 15,233
TOTAL	$ 17,439	$ 16,150	$ 17,439	$ 16,793	$ 15,233

6103 JOINT SCHOOL OPERATIONS					
Operating	$ 10,191,409	$ 9,665,161	$ 10,022,813	$ 9,588,751	$ 8,946,842

TOTAL SCHOOLS	Adopted FY 2021	Estimated FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
	$ 10,208,848	$ 9,681,311	$ 10,040,252	$ 9,605,544	$ 8,962,075

SECTION VI - LIBRARY 2.4%

7302 REGIONAL LIBRARY	Adopted FY 2021	Estimated FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
Operating	$ 904,244	$ 904, 244	$ 904, 244	$ 871,852	$ 859,699
TOTAL	$ 904,244	$ 904, 244	$ 904, 244	$ 871,852	$ 859,699

SECTION VII - CONTRIBUTIONS TO OUTSIDE AGENCIES 2.0%

	Adopted **FY 2021**	Estimated **FY 2020**	Budgeted **FY 2020**	Actual **FY 2019**	Actual **FY 2018**
Outside Agencies	$ 616,970	$ 598,384	$ 598,383.73	$ 598,477	$ 3,881,188
Arts Commission	159,000	159,000	159,000	158,972	147,195
TOTAL	$ 775,970	$ 757,384	$ 757,384	$ 757,449	$ 4,028,383

SECTION VIII - TOURISM FUND 5.7%

	Adopted **FY 2021**	Estimated **FY 2020**	Budgeted **FY 2020**	Actual **FY 2019**	Actual **FY 2018**
Transfer to Tourism Fund	$ 2,205,000	$ 2,205,000	$ 2,205,000	$ 2,205,000	$ -
Transfer to Budget Stabilization	-	-	53,290	-	-

GENERAL FUND SUMMARY

BY MAJOR PROGRAMS		Adopted FY 2021	Estimated FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
City Departments	56.1%	$ 21,692,148	$ 20,360,613	$ 20,550,618	$ 19,710,592	$ 18,839,038
Constitutional Officers	4.34%	1,673,842	1,628,591	1,609,854	1,677,830	1,634,406
Judicial	1.72%	662,066	661,821	661,821	610,562	593,293
Health	1.24%	480,004	478,156	478,156	450,337	448,266
Schools	26.45%	10,208,848	9,681,311	10,040,252	9,605,544	8,962,075
Library	2.34%	904,244	904,244	904,244	871,852	859,699
Contr. -Outside Agencies	2.01%	775,970	757,384	757,384	757,449	4,028,383
Transfer to Tourism	5.71%	2,205,000	2,205,000	2,205,000	2,205,000	-
Transfer to Fund Balance		-	-	53,290	1,270,295	1,545,612
	TOTAL	$ 38,602,122	$ 36,677,119	$ 37,260,618	$ 37,159,461	$ 36,910,771

BY MAJOR FUNCTION	Adopted FY 2021	Estimated FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
Personnel	$ 14,984,187	$ 14,418,629	$ 14,334,564	$ 14,210,558	$ 13,598,565
Operating	23,510,635	22,117,638	22,732,165	21,557,721	21,664,428
Capital Outlay	107,300	140,852	140,600	120,887	102,166
Transfer to Fund Balance	-	-	53,290	1,270,295	1,545,612
TOTAL	$ 38,602,122	$ 36,677,119	$ 37,260,618	$ 37,159,461	$ 36,910,771

CONTRIBUTIONS TO OUTSIDE AGENCIES

HUMAN SERVICES	Adopted FY 2021	Requested FY 2021	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY21/20
3e Restoration	$ -	$ -	$ -	$ 1,000	$ -	N/A
ARC of Greater Williamsburg	1,500	2,500	1,500	1,500	1,500	0.0%
Avalon	19,000	20,000	19,000	19,000	19,000	0.0%
Child Development Resources	5,000	5,000	5,000	5,000	5,000	0.0%
Colonial C.A.S.A	6,000	6,000	6,000	6,000	6,000	0.0%
Community Action Agency	21,102	24,380	21,102	21,102	21,102	0.0%
Community Svcs. Agency	7,500	8,500	7,500	7,500	7,500	0.0%
Hospice of Williamsburg	7,500	10,000	7,500	7,000	7,000	0.0%
House of Mercy	2,000	5,000	1,000	-	-	100.0%
Literacy for Life	1,000	5,000	1,000	1,000	1,000	0.0%
Peninsula Agency on Aging	12,278	31,897	12,278	11,573	11,022	0.0%
Penins. Comm. on Homelessness	2,759	2,759	2,759	2,759	2,759	0.0%
Williamsburg Faith in Action	5,000	7,500	5,000	5,000	5,000	0.0%
Housing Partnership	2,500	2,500	-	-	-	N/A
SUBTOTAL	$ 93,139	$ 131,036	$ 89,639	$ 88,434	$ 86,883	3.9%

HEALTH AGENCIES	Adopted FY 2021	Requested FY 2021	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY21/20
Local Health Department	$ 111,493	$ 111,493	$ 109,645	$ 105,826	$ 104,755	1.69%
Olde Towne Health Clinic	109,511	109,511	109,511	89,511	88,511	0.00%
Colonial Behavioral Health	259,000	259,000	259,000	255,000	255,000	0.00%
SUBTOTAL	$ 480,004	$ 480,004	$ 478,156	$ 450,337	$ 448,266	0.39%

COMMUNITY & ECONOMIC DEVELOPMENT AGENCIES

	Adopted **FY 2021**	Requested **FY 2021**	Budgeted **FY 2020**	Actual **FY 2019**	Actual **FY 2018**	%Change **FY21/20**
Chamber of Commerce	$ -	$ -	$ -	$ -	$ 800,000	N/A
Colonial Soil & Water Conserva.	5,500	5,500	5,500	5,500	3,500	0.0%
Colonial Williamsburg Foundation*	-	-	-	-	1,300,000	N/A
Farmers Market	3,800	3,800	3,800	3,800	3,800	0.0%
Federal Facilities Alliance	7,592	7,592	7,702	7,715	7,430	-1.4%
Hampton Roads Planning District	30,252	30,252	29,591	12,652	11,888	2.2%
Heritage Humane Society	25,000	50,000	-	25,000	19,667	N/A
Kingsmill Golf Tournament*	-	-	-	-	15,000	N/A
Peninsula Council Work. Dev.	5,947	5,947	5,947	5,947	5,947	0.0%
Reg. Econ. Dev. Initiatives	14,424	14,424	14,658	14,658	14,117	-1.6%
TNCC-Historic Triangle Campus	2,463	2,463	2,463	2,677	2,600	0.0%
TNCC-Site Improvements	16,026	16,026	16,026	9,036	7,632	0.0%
TNCC-Workforce Dev. Center	10,500	10,500	10,500	10,500	10,500	0.0%
Virginia Cooperative Extension	5,602	7,486	5,602	5,602	5,541	0.0%
BikeWalk Williamsburg	2,000	2,000	-	-		
Virginia First Cities	-	-	12,811	12,811	-	-100.0%
WMSBG Area Destination MKTG**	-	-	-	-	1,123,558	N/A
Williamsburg Hotel/Motel Assoc.*	-	-	-	-	10,000	N/A
Williamsburg Land Conservatory	5,000	5,000	5,000	5,000	5,000	0.00%
SUBTOTAL	$ 134,106	$ 160,990	$ 119,600	$ 120,898	$ 3,346,180	12.13%

CULTURAL

	Adopted FY 2021	Requested FY 2021	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	%Change FY21/20
Arts Commission	$ 159,000	$ 159,000	$ 159,000	$ 158,972	$ 147,195	0.0%
Culturefix*	-	-	-	-	6,650	N/A
VA Arts Festival*	-	-	-	-	55,000	N/A
VA Symph.-Lake Matoaka Concert	9,250	9,250	8,670	8,670	6,000	N/A
SUBTOTAL	$ 168,250	$ 168,250	$ 167,670	$ 167,642	$ 214,845	0.3%

TRANSPORTATION

	Adopted FY 2021	Requested FY 2021	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	%Change FY21/20
High Speed Rail Coalition	$ 4,500	$ 4,500	$ 4,500	$ 4,500	$ 4,500	0.0%
N.N./WMSB. Int. Airport	-	-	-	-	-	
Williamsburg Area Transport	375,975	375,975	375,975	375,975	375,975	0.0%
SUBTOTAL	$ 380,475	$ 380,475	$ 380,475	$ 380,475	$ 380,475	0.0%

TOTAL CONTRIBUTIONS TO OUTSIDE AGENCIES

	Adopted FY 2021	Requested FY 2021	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	%Change FY21/20
TOTAL	$ 1,255,974	$ 1,320,755	$ 1,210,373	$ 1,251,367	$ 4,468,702	3.8%

* Maintenance of effort funding, FY 2020 funding in Tourism Fund

** Eligible to apply for funding through the Tourism Fund grant process.

*** No longer in existence. Section §58.1-603.2 of the Code of Virginia establishes the Tourism Council of the Greater Williamsburg Chamber and Tourism Alliance. For more information please refer to the Tourism Fund.

Trash

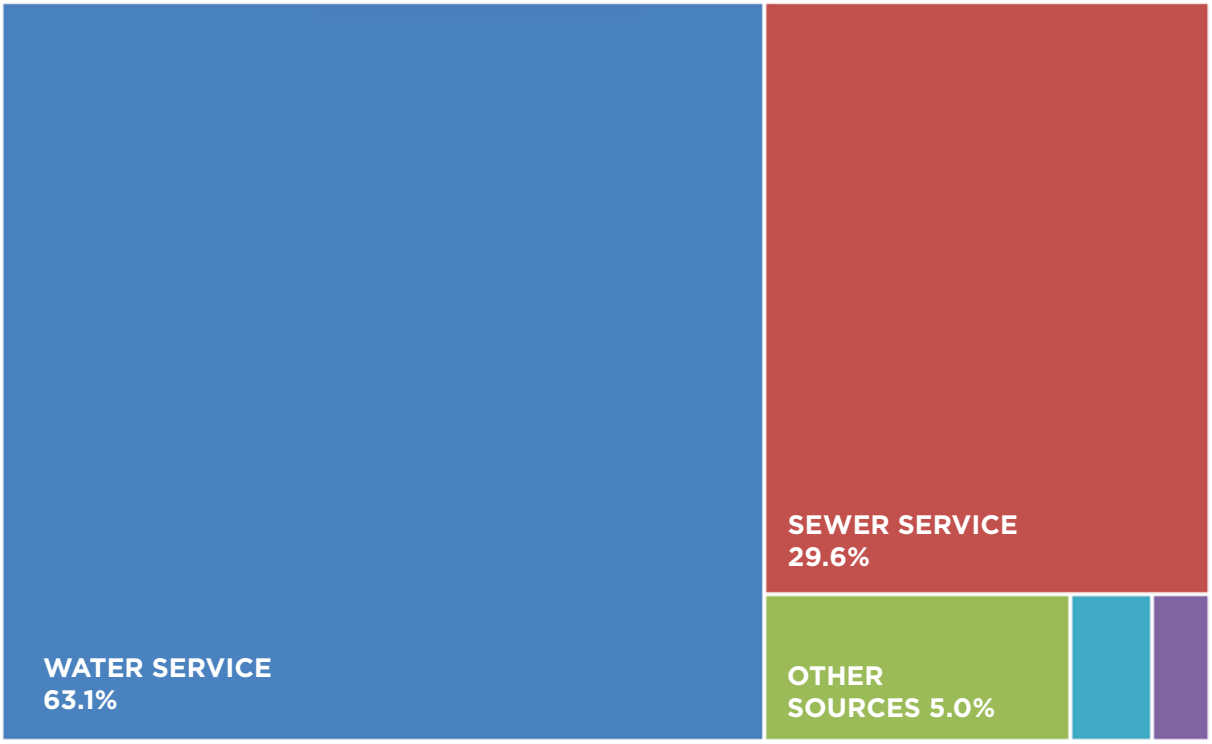
UTILITY FUND - FISCAL YEAR 2021

REVENUES	Adopted FY 2021	Estimated FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
Water Service	$ (4,700,000)	$ (4,700,000)	$ (4,623,000)	$ (4,702,919)	$ (4,687,485)
Sewer Service	(2,200,000)	(2,200,000)	(2,400,000)	(2,063,225)	(2,402,770)
Other Sources	(373,900)	(370,644)	(370,644)	(560,932)	(403,851)
Interest Earnings	(70,000)	(93,600)	(93,600)	(94,973)	(57,365)
Water & Sewer Availability	(100,000)	(100,000)	(300,000)	(581,000)	(908,000)
Transfer from Fund Balance	(67,778)	(49,417)	(411,110)	-	-
TOTAL	$ (7,511,678)	$ (7,513,661)	$ (8,198,354)	$ (8,003,049)	$ (8,459,471)

EXPENDITURES

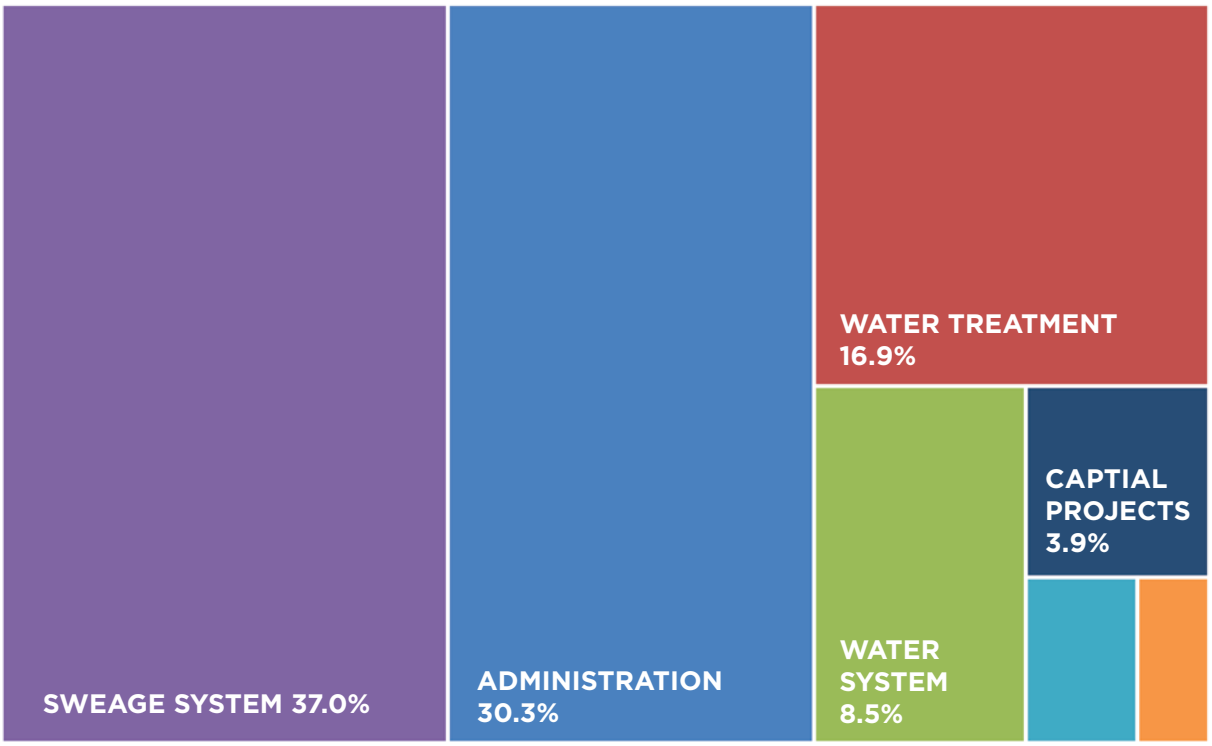
Administration	$ 2,278,008	$ 2,055,791	$ 2,195,892	$ 2,023,624	$ 1,881,735
Water Treatment	1,270,807	1,245,393	1,370,161	1,130,876	1,162,200
Water System	635,005	581,590	617,779	537,840	532,978
Sewage System	2,777,189	2,717,226	2,989,834	2,637,060	2,998,750
Debt Service	155,669	183,661	194,688	130,349	(3,805)
Supplemental Water	100,000	-	100,000	-	-
Capital Projects	295,000	730,000	730,000	51,299	641,774
Total Expenses before transfers	$ 7,511,678	$ 7,513,661	$ 8,198,354	$ 6,511,047	$ 7,213,632
Transfers to Fund Balance	-	-	-	1,492,002	1,245,839
TOTAL	$ 7,511,678	$ 7,513,661	$ 8,198,354	$ 8,003,049	$ 8,459,471

REVENUES



WATER & SEWER AVAILABILITY 1.3% | INTEREST EARNINGS 1.0%

EXPENDITURES

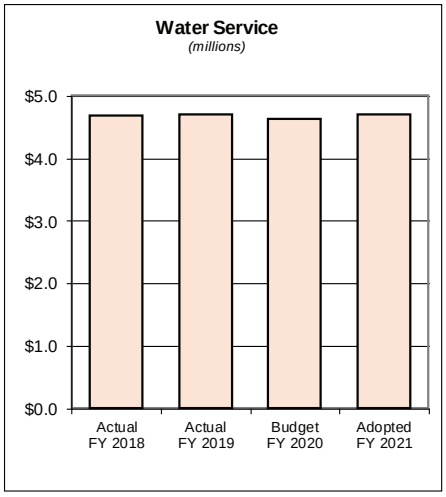


DEBIT SERVICE 2.1% | SUPPLEMENTAL WATER 1.3%

UTILITY FUND REVENUE HIGHLIGHTS

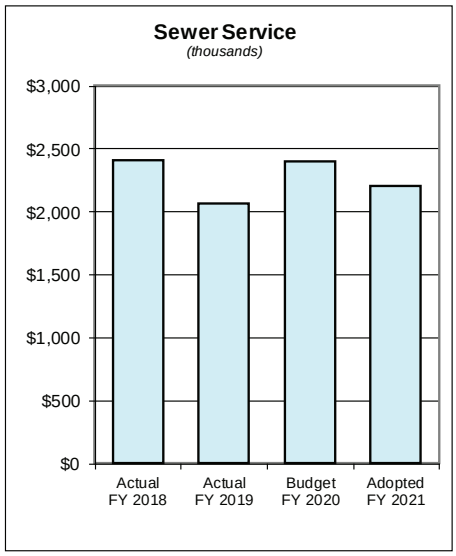
WATER SERVICE

Water Service - The Public Utilities department operates a water distribution system throughout the City. Commercial customers are billed monthly. Residential accounts are split into three sections of the City; each billed quarterly during alternate months to provide constant cash flow for this Enterprise Fund. An analysis of the water rates is included in the appendix. Rates increased several years in the past but have remained steady for the past four years.



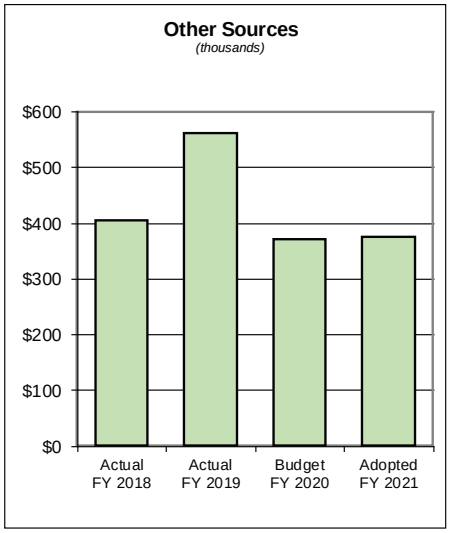
SEWER SERVICE

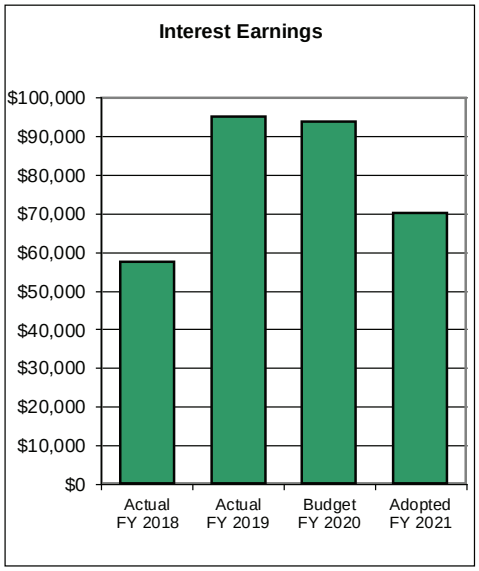
Sewer lines are maintained by the City, with 15 pump stations collecting and transmitting sewage to the Hampton Roads Sanitation District for treatment. Sewer charges are billed together with water, and both are based on consumption. Sewer charges are collected and paid to HRSD on a contractual basis. HRSD sets the sewer rate for sewer treatment annually for all jurisdictions in the region. These rates have steadily increased to cover environmental regulations. Although rates have increased, revenues are anticipated to decrease in FY 2021 due to decreased consumption. Revenues from sewer service are budgeted with a $ 200K decrease compare to FY 2020.



OTHER SOURCES

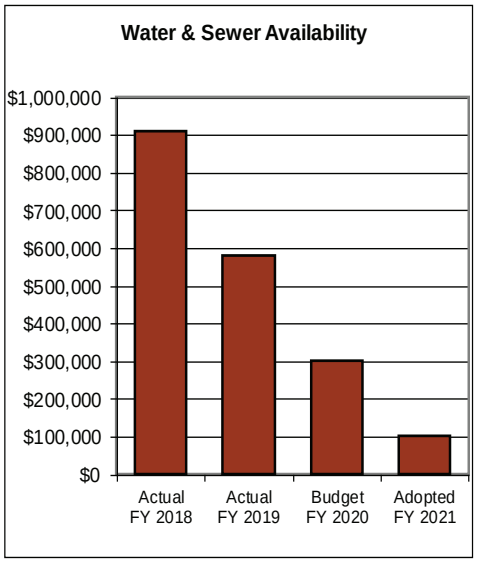
These revenues consist of penalties, water and sewer connection fees, water tank antenna contracts, and other miscellaneous items. The amount of revenue provided by these sources is difficult to estimate from year to year. A contract for the sale of timber at Waller Mill in FY 2019 resulted in revenue of $ 161K. Timber sales are not anticipated for FY 2020 or FY 2021 and revenue anticipated from other sources remains level at $ 45K.





INTEREST EARNINGS

Interest earnings in this fund, like any city fund, are a product of idle resources invested under the City's stringent investment policy, and current interest rates. The City invests in the State's Local Government Investment Pool (LGIP), and in Insured Cash Sweep Accounts (ICS) at local banks. Interest rates increased slightly in FY 2019 and the early part of FY 2020. In recent months, the interest rate has decreased. As of February 2020, the current annual yield for the LGIP is 1.71 and 1.81% for the ICS accounts, compared to 2.42% and 2.67%, respectively, on June 30, 2019.



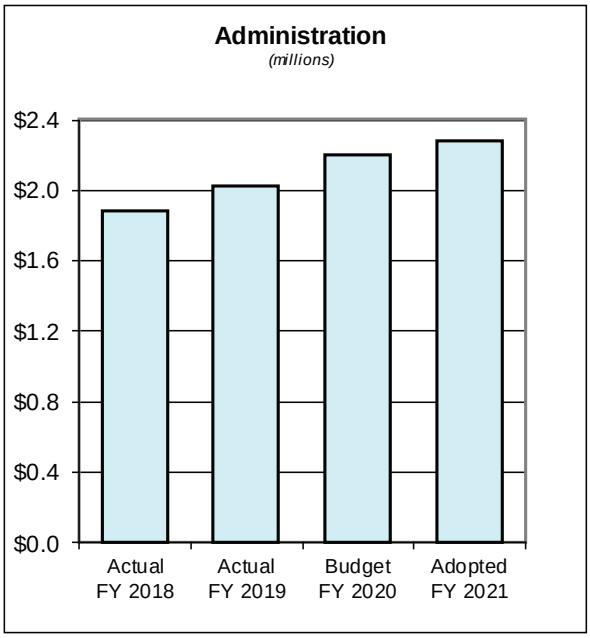
WATER & SEWER AVAILABILITY

Availability fees are charges for a home or business to have access to existing water and sewer lines. Water and sewer connection charges, as discussed previously, are additional charges based on the cost of constructing connections to a home or business. Availability fees increase as development takes place, and are challenging to estimate each year. Increases in building activity are proportional to availability fee revenue. The budget estimate for FY 2021 is $ 100,000.

UTILITY FUND EXPENSE HIGHLIGHTS

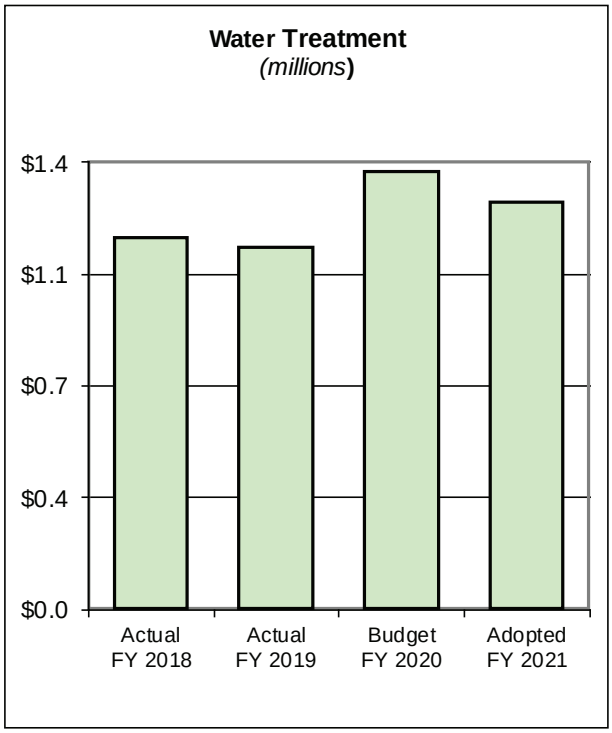
ADMINISTRATION

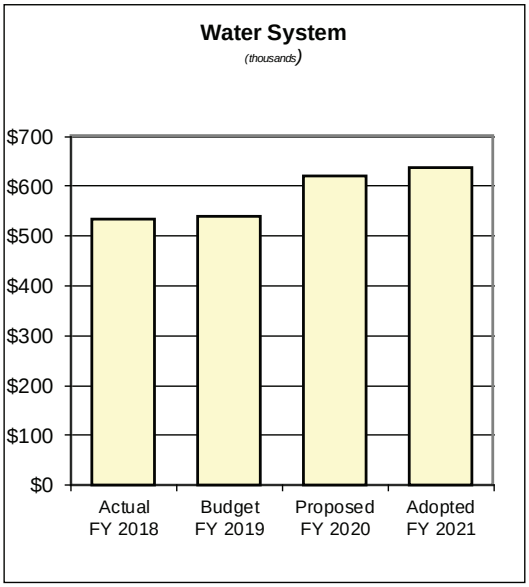
Administration expenses account for 29% of the total utility fund. Three full-time persons make up the administrative staff of the utility department. Depreciation expenses are expected to be level for the next fiscal year based on last year's actual amounts. Overhead is reimbursed to the General Fund for all administrative functions performed by the City Manager's office, Engineering, and the Shop on a set percentage basis, as well as the Finance Department for billing, collection, and accounting activities and Information Technology for computer systems and the use of staffing resources. Depreciation (a non-cash expense) of the City's intangible water rights purchased from Newport News in 2009 is on an estimate 25-year period.



WATER TREATMENT

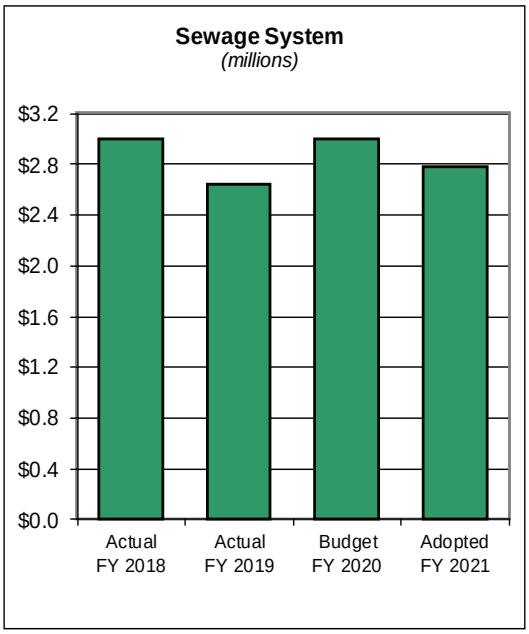
The City owns and operates its water treatment plant located at the Waller Mill Reservoir, in adjacent York County. The plant produces an average of 3.3 million gallons of water daily and continues to provide safe drinking water to over 4,300 accounts. FY 2021, expenses for the water treatment plant are estimated to decrease by about 7% compared to FY 2020. Capital expenses required by the water treatment plant are provided for in the Utility Fund Capital Improvement Program.





WATER SYSTEM

Water system personnel are responsible for managing the water distribution system, which consists of 60 miles of lines and four water tanks throughout the City. Expenses for FY 2021 are expected to increase by 2.8% from the last fiscal year due to merit increases for personnel, which were offset by a reduction in various operating costs.

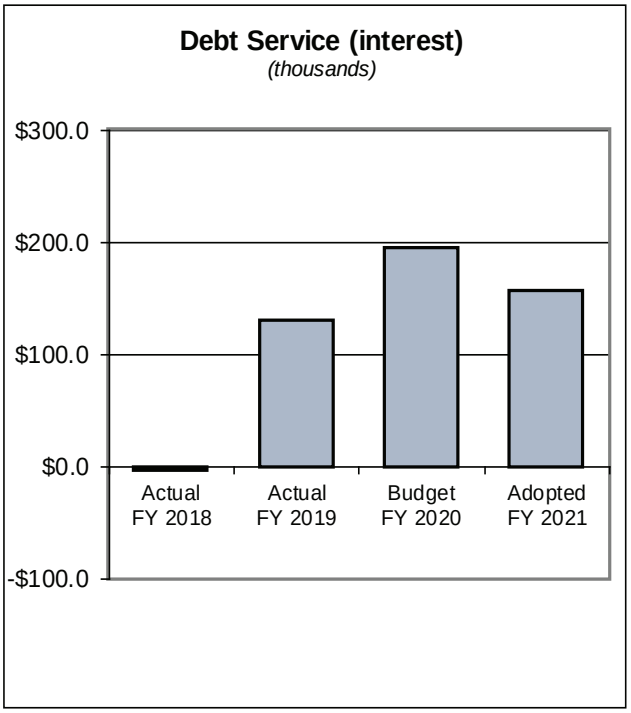


SEWAGE SYSTEM

The sewer system includes approximately 50 miles of sewer collection and transmission lines, and 15 pump stations within the City. The sewer system collects and pumps raw sewage to the Hampton Roads Sanitation District (HRSD) for treatment on a contractual basis. Overall, expenses for FY 2021 are expected to decrease by 7.1%, the majority of which is due to lower consumption of sewer that impact fees that are collected and remitted to HRSD. The $ 200K reduction in expenses for the sewage system mirrors the $ 200K reduction discussed under Sewer Service revenues that are remitted to HRSD. Because this expense represents payment to HRSD for revenues collected on their behalf, there is no impact to the Utility Fund's operating income.

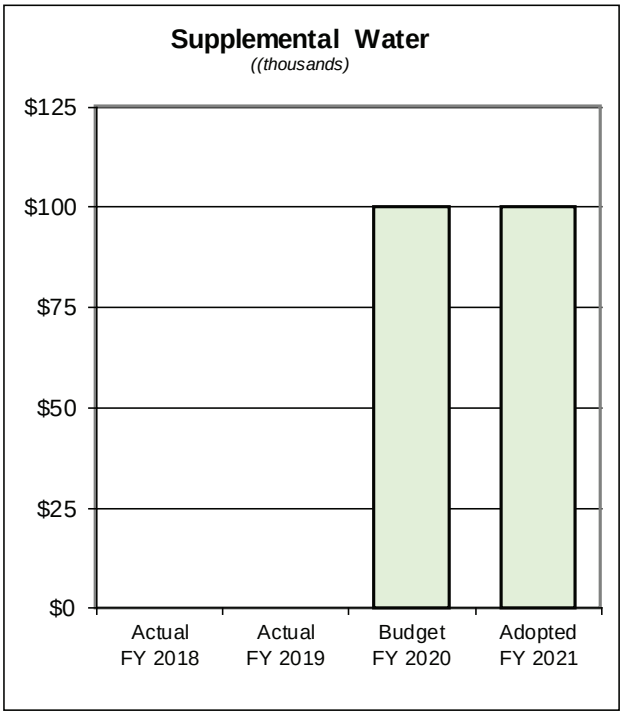
DEBT SERVICE

The remaining debt from the 1997 borrowing for Filter Plant renovations was repaid two years early in 2010 to save interest costs. The City borrowed $ 10 Million in a bank-qualified loan and refinanced this debt in October 2010 to take advantage of historically low long-term interest rates. Part of the refunded 2010 debt was refinanced again in FY 2018 to take advantage of lower interest rates. The remaining 2010 debt will be paid in full by the end of FY 2027. The City maintained its strong bond ratings from Standard & Poor's (AAA) and Moody's (Aa1) as part of this refinancing. Principal payments on bonds are treated as fund liabilities and not budgeted as expenses in this fund but are included in the water rate analysis each year.



SUPPLEMENTAL WATER

The City pays for supplemental water if & when the reservoir's water levels are low, especially during drought conditions. Charges for water, if needed and pumped to the City, are based on usage. No water has been purchased since 2003. The FY 2021 budget includes $ 100,000, which is level with funding in the FY 2020 budget, in the event the City would need to purchase water.



PUBLIC ASSISTANCE FUND
FISCAL YEAR 2020

REVENUES	Adopted FY 2021	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
State	$ (862,165)	$ (707,057)	$ (620,216)	$ (510,082)
Federal	(717,100)	(755,827)	(730,379)	(748,006)
Miscellaneous	(260,000)	(260,000)	(260,000)	(260,000)
City - General Fund	(1,097,005)	(938,077)	(791,045)	(831,912)
Reserves	-	-	92	(36,385)
TOTAL	(2,936,270)	$ (2,660,961)	$ (2,401,548)	$ (2,386,385)

EXPENDITURES

Health and Welfare	$ 2,936,270	$ 2,660,961	$ 2,401,458	$ 2,378,385
TOTAL	$ 2,936,270	$ 2,660,961	$ 2,401,458	$ 2,378,385

TOURISM FUND - FISCAL YEAR 2020

REVENUES	Adopted FY 2021	Estimated FY 2020	Budgeted FY 2020	Actual FY 2019
Transfer in from General Fund	$ (2,205,000)	$ (2,205,000)	$ (2,205,000)	$ (2,205,000)
Local Taxes	(2,697,850)	(2,325,611)	(3,056,000)	(3,092,355)
Transfer from Reserves	-	(560,438)	-	-
TOTAL	$ (4,902,850)	$ (5,091,049)	$ (5,261,000)	$ (5,297,355)

EXPENDITURES

Administration	$ 245,095	$ 97,500	$ 316,100	$ 38,516
Tourism Marketing	1,168,225	1,154,688	1,343,000	1,339,685
Tourism Grant Program	1,891,000	1,650,000	3,601,900	1,680,000
Grant Awards	-	10,000	-	-
TOTAL	$ 3,304,320	$ 2,912,188	$ 5,261,000	$ 3,058,201

Transfer to General Fund	$ 1,598,530	$ 1,178,861	$ -	$ -
Transfer to EDA COVID-19 Grants		$ 1,000,000		
Transfer to Reserves	-	-	-	2,239,154
EXPENDITURES & TRANSFERS	$ 4,902,850	$ 5,091,049	$ 5,261,000	$ 5,297,355

QUARTERPATH COMMUNITY DEVELOPMENT AUTHORITY FUND

The Quarterpath Community Development Authority (QCDA) was created in July 2006 to assist in financing public improvements for the property within the geographic boundaries of the Quarterpath Community Development Authority District. The property is located in the City at the intersection of US Routes 60 and 199 about two miles west of Rt. 199 interchange with Interstate 64. The District consists of approximately 222 acres proposed to be developed as a mixed-use project. The improvements include the design, planning, coordination, and construction related to the following:

- Battery Boulevard (East-West Access);
- Commonwealth Avenue;
- Sidewalks, bike trails, and public amenities;
- Water and sewer utilities; and
- Wastewater management

The improvements are all provided to meet the needs of the property in the District that result from the proposed development of the property, providing necessary road enhancements, public amenities, and water, sewer, and stormwater management facilities that did not previously exist. The QCDA issued $ 15 Million in Special Assessment Revenue Bonds in November 2011 to finance the acquisition, construction, and equipping of the project. The bond proceeds cover all expenses for constructing improvements, issuance costs, bank fees, and capitalized interest.

A Special Assessment Agreement between the City, Riverside Healthcare Association, Inc., and the QCDA was signed in November 2011. This agreement describes the levy and collection of special assessments on real property within the CDA District to pay the debt service on the $ 15 million bonds. Special assessments are allocated to parcels within the District on a basis that reasonably reflects the benefit each parcel receives from the public improvements. The Board of the QCDA requests the City to collect Annual Installments of the special assessments within the CDA District in an amount to be determined in accordance with the Rate and Method sufficient to pay the CDA Obligations payable in the applicable Assessment Year.

The Special Assessment Agreement provides that an amount equal to the annual installment be included in the City's budget for each fiscal year any Bonds are outstanding. The QCDA Fund will account for the special assessment activity each year. FY 2021 is the seventh year special assessments will be collected by the City for the QCDA.

BUDGET SUMMARY – QCDA FUND

FY 2021 PROPOSED BUDGET

EXPENDITURES

Operating	$ 601,228
TOTAL EXPENDITURES	$ 601,228

REVENUES

Recovered Costs	$ 601,228
TOTAL REVENUES	$ 601,228

SCHEDULE OF BUDGETED REVENUES, EXPENDITURES, & CHANGES IN FUND BALANCES - GOVERNMENTAL FUNDS

	GENERAL FUND	SALES TAX FUND (CAPITAL IMPROVMENT FUND)	TOURISM FUND	PUBLIC ASSISTANCE FUND	TOTAL
Fund Balance June 30, 2019 [audited]	$ 14,308,440	$ 29,713,248	$ 2,239,154	$ 572,503	$ 46,833,345
Estimated Operating Revenues - Fiscal 2020	$ 32,473,257	6,029,752	4,530,611	2,660,961	45,694,581
Transfer from Tourism Fund - Fiscal 2020	2,178,861				2,178,861
Transfer from Sales Tax Fund - Fiscal 2020	1,828,530				1,828,530
Estimated Total Revenues - General Fund	$ 36,480,648				$ 36,480,648
Estimated Expenditures - Fiscal 2020	(36,677,119)	(13,061,562)	(5,091,049)	(2,660,961)	(57,490,691)
Estimated Revenues Receivable - FY2020		4,231,517			4,231,517
Estimated Encumbrances Capital Improvements	-	(18,467,823)	-	-	(18,467,823)
ESTIMATED FUND BALANCE JUNE 30, 2020	$ 14,111,969	$ 8,445,132	$ 1,678,716	$ 572,503	$ 24,808,320

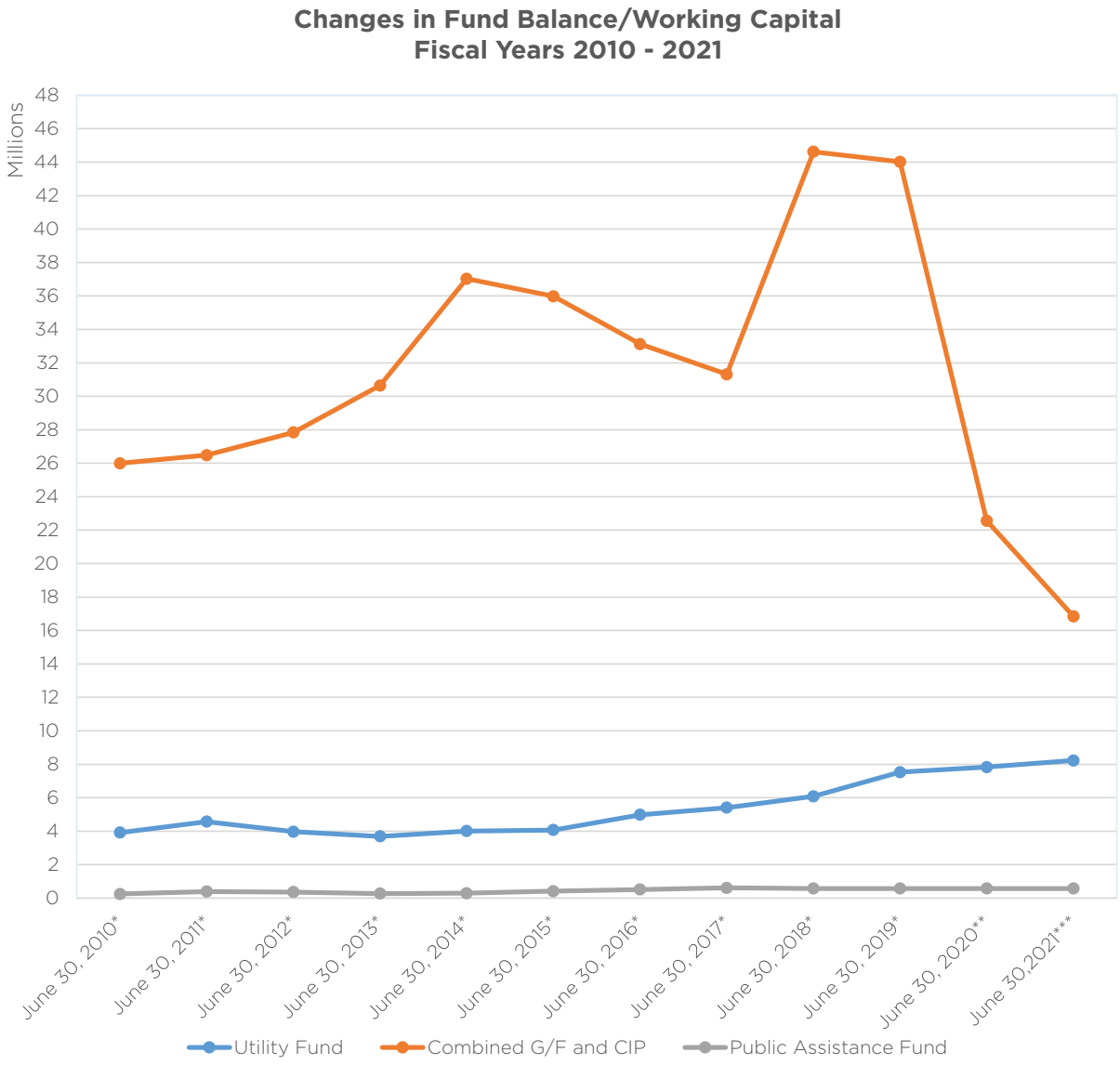
ESTIMATED REVENUES FISCAL YEAR 2021

General Property Taxes	$ 13,116,788	$ -	$ -	$ -	$ 13,116,788
Other Local Taxes	11,021,100	4,500,000	2,697,850	-	18,218,950
Licenses and Permits	234,225	-	-	-	234,225
Fines and Forfeitures	282,000	-	-	-	282,000
Revenue from Use of Money & Property	692,622	200,000	-	-	892,622
Charges for Services	453,470	-	-	-	453,470
Miscellaneous	2,453,400	-	-	-	2,453,400
Courthouse (contingency)	-	40,000	-	-	40,000
Intergovernmental	3,335,031	1,812,487	2,205,000	2,936,270	10,288,788
Operating Revenues	$ 31,588,636	$ 6,552,487	$ 4,902,850	$ 2,936,270	$ 45,980,243
Transfer From Tourism Fund	1,598,530	-	-	-	1,598,530
Transfer From Sales Tax Fund	2,150,992	-	-	-	2,150,992
TOTAL REVENUES	$ 35,338,158	$ 6,552,487	$ 4,902,850	$ 2,936,270	$ 49,729,765

	GENERAL FUND	SALES TAX FUND (CAPITAL IMPROVMENT FUND)	TOURISM FUND	PUBLIC ASSISTANCE FUND	TOTAL
ESTIMATED EXPENDITURES FISCAL YEAR 2021					
General Government Administration	$ (5,474,176)	$ (265,760)	$ (245,095)	$ -	$ (5,985,031)
Judicial Administration	(490,000)	-	-	-	(490,000)
Public Safety	(11,296,599)	(631,000)	-	-	(11,927,599)
Public Works	(3,610,518)	(2,793,225)	-	-	(6,403,743)
Health and Welfare	(1,840,509)	-	-	(2,936,270)	(4,776,779)
Education	(10,208,848)	(745,069)	-	-	(10,953,917)
Parks, Recreation, and Cultural	(2,400,635)	(539,400)	(3,059,225)	-	(5,999,260)
Community Development	(1,075,837)	(121,000)	-	-	(1,196,837)
Courthouse (contingency)	-	(40,000)	-	-	(40,000)
Debt Service	-	(1,713,869)	(1,598,530)	-	(3,312,399)
Transfer to General Fund	-	(2,150,992)	-	-	(2,150,992)
Transfer to Tourism Fund	(2,205,000)	-	-	-	(2,205,000)
TOTAL EXPENDITURES	$ (38,602,122)	$ (9,000,315)	$ (4,902,850)	$ (2,936,270)	$ (55,441,557)

ESTIMATED FUND BALANCES JUNE 30, 2021					
	$ 10,848,005	$ 5,997,304	$ 1,678,716	$ 572,503	$ 19,096,528

Total Fund Balance - General Fund - % of FY 2021 Operating Revenues	34.3%
General Fund Reserve Policy (% of operating revenues)	35.0%
Estimated Unassigned Fund Balance - General Fund - % of FY 2021 Operating Revenues	34.3%



In FY19, the City separated the General Fund and the CIP Fund. The Chart above shows them combined for comparability. Below are the fund balance for each:

	June 30, 2018 (Actual)	June 30, 2019 (Actual)	June 30, 2020 (Estimated)	June 30,2021 (Budgeted)
CIP	$31,583,710	$29,713,248	$8,445,132	$5,997,304
General Fund	$13,038,144	$14,308,440	$1,411,969	$10,848,005

SCHEDULE OF BUDGETED REVENUES, EXPENSES, & CHANGES IN UTILITY FUND WORKING CAPTIAL

Working Capital-June 30, 2019 [audited]***	$ 7,530,058
Estimated Revenues - Fiscal 2020	7,464,244
Estimated Expenses - Fiscal 2020	(7,513,661)
Sub-total Estimated Working Capital - June 30, 2020	$ 7,480,641
Less Debt Service Principal Payments	(480,535)
Add Depreciation Expense (non-cash item)	830,000
Estimated Working Capital June 30, 2020	$ 7,830,106
Estimated Revenues - Fiscal 2021	
Revenue from Use of Money & Property	$ 70,000
Charges for Services	7,373,900
Total Revenues	$ 7,443,900
Estimated Expenses - Fiscal 2021	
Public Utilities - Operations	$ (7,216,678)
Capital Projects	(295,000)
Total Expenditures/Expenses	$ (7,511,678)
Subtotal Working Capital June 30, 2021	$ 7,762,328
Less Debt Service Principal Payments	(362,700)
Add Depreciation Expense (non-cash item)	830,000
Estimated Working Capital - June 30, 2021	$ 8,229,628

REVENUE & EXPENSE TRENDS 2010-2019

2010 Projects included emergency restoration work on Merrimac Trail to stabilize the roadway at the cost of $.6 Million, $2.7 Million for work completed by June 2010 on the Municipal Building renovation and addition, and school projects costs, including two new schools, for $1.5 Million. Fund Balance decreased slightly from $26.4 Million to $26.0 Million, with a reserve ratio of 59.2% of revenues for the year.

2011 The Municipal building project was substantially completed, along with school projects, and street resurfacing. The operating budget experienced a $2.3 Million surplus, and Fund Balance remained at $26.5 Million, with the reserve ratio at 70.8%.

2012 New ballfield lighting was installed at Quarterpath Park. The Fire Department ordered a new ladder truck in the amount of $1.1 Million. School projects, street resurfacing, and final payments for the Municipal building project were made. City purchased the Lord Paget Hotel for $714K for future economic development purposes. The operating budget experienced a $1.3 Million surplus, and Unassigned Fund Balance remained at $25.3 Million, with the reserve ratio at 77%.

2013 A new medic unit for the Fire Department was purchased for $218K. School projects & street resurfacing totaled $916K. General Fund operating surplus was $1.3 million. Total Fund Balance of the General Fund was $30.6 Million, with the unassigned fund balance at $11.4 Million. Assigned Fund Balance was $18 Million, including $4.2 Million of prior year carryover for capital projects. Unassigned and Assigned Fund Balance, not including carryover funds, was $25.2 Million, with the reserve ratio remaining at 77%.

2014 Underground wiring on Page Street was completed at a cost of $1.0 Million. Sidewalk construction projects totaled $473K. City borrowed $5 Million for construction of Stryker Center, with remaining funds of $4.82 Million included in restricted fund balance at year-end, for completion of the project scheduled December 2015. Total unassigned fund balance of $11.7 Million, along with $19.3 Million assigned for future capital projects.

2015 Stryker Center construction costs of $3 Million, street resurfacing costing $339K, and two motel properties on Capitol Landing Road were purchased for $1.45 Million. York Street sidewalk and roadway improvements from Page Street to Quarterpath Road were made at the cost of $750K. Unassigned fund balance was $12 Million, with $20.3 Million assigned for future capital projects.

2016 Stryker Center construction completed, totaling $3 Million in FY 2016. York Street roadway & sidewalks constructed for $747K. Annual street resurfacing costs were $2 Million, including Richmond Road, aided by VDOT grant funds. Unassigned fund balance was $12.4 Million, with $18.8 Million assigned for future capital projects.

2017 The City issued $13 Million in bonds for Fire and Police Station renovations. Annual street resurfacing costs were $1 Million, and underground wiring totaled $757.3K. The ERP System replacement totaled $273.6K. Unassigned fund balance was $12.6 Million, with $15.5 Million assigned for future capital projects.

2018 Effective July 1, 2018, the General Assembly added section 58.1-603 to the Virginia Code (Code) increasing the sales tax in the Historic Triangle (City of Williamsburg, James City County, and York County) by 1% and creating the Historic Triangle Marketing Fund to be managed and administered by the Tourism Council of the Greater Williamsburg Chamber and Tourism Alliance. The Historic Triangle Marketing Fund's sole purposes are marketing, advertising, and promoting the Historic Triangle area as an overnight tourism destination.

One-half of the revenue from the increased sales tax and the $2/night room tax will fund the Historic Triangle Marketing Fund, while the other half will remain with the locality imposing the tax. The City of Williamsburg has dedicated its share of these taxes to local tourism by establishing a Tourism Fund. For more information regarding the City's Tourism Fund, refer to page 6 of the Budget Message, pages 5 and 44 of the Budget Summaries section, and to the Tourism Fund Policy in the Budget Guide.

2019 The Ironbound Road Project Phase 1 was substantially completed during FY19. This phase included the relocation of Longhill Road and the redesign of the Longhill Road interchange and was coordinated with the opening of the new James Blair Middle School. $2,227,800 was expended during FY19, and $557,550 carried forward to FY20 for completion of Phase 1.

Underground wiring was completed on Second Street at a cost of $1,068,657.

Design work started on the Monticello Aveneu Multiuse Trail project. This 4,200 foot long lighted facility will run from the entrance to the William and Mary School of Education to Ironbound Road. The project is expected to cost $1,250,000, and completion is anticipated in FY20.

Prince George Parking Garage was updated with new parking software and garage hardware and tracking system, allowing gateless entry and exit. $165,780 was expended in FY19, and $97,200 carried forward to FY20 for additional improvements.

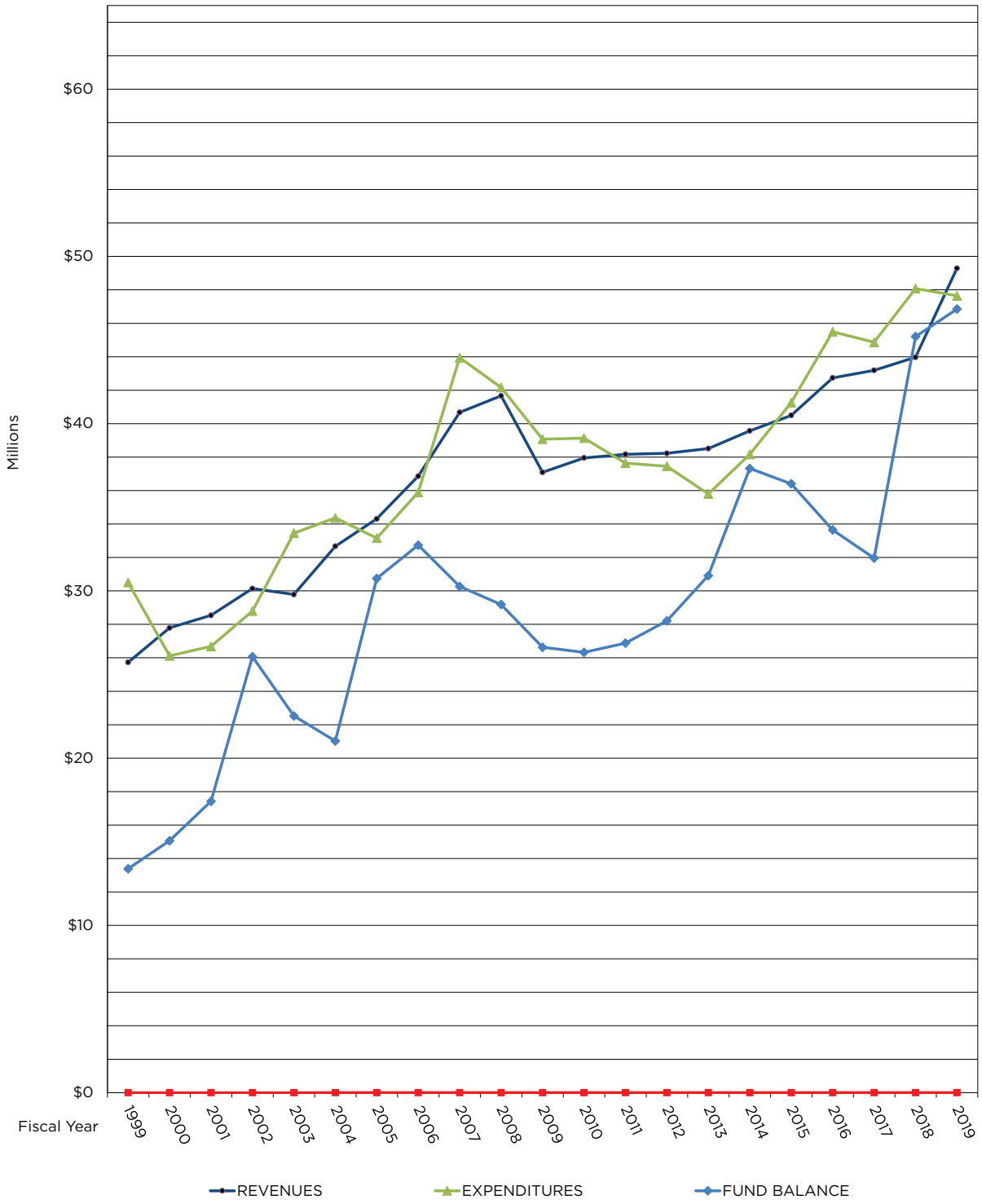
A total of $7,913,834 was expended on capital projects during FY19, including $1,797,680 for the City's share of School capital improvements.

As of June 30, 2019, the Capital Improvement Fund had a fund balance of $29.7M, with $13.5 restricted in bond funds (new Fire Station and Police Station renovations) and $13.2M assigned for future capital projects.

GOVERNMENTAL FUNDS - ACTUAL REVENUE/EXPENDITURE HISTORIC TRENDS

* Governmental Funds include General, Capital Improvement Fund, and Special Revenue Funds

Source: City of Williamsburg Comprehensive Annual Financial Reports



GENERAL FUND OPERATING BUDGET REVENUES FISCAL YEAR 2021

PROPERTY TAXES (0110)		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
CURRENT R.E. TAXES	40101	($ 10,892,088)	($ 10,186,108)	($ 11,487,500)	($ 11,029,569)	($ 10,446,929)	-5.18%
DELINQUENT R.E. TAXES	40102	0	(93,610)	(130,000)	(104,951)	(142,148)	-100.00%
CURRENT-PUB SVC-REAL PROP TAX	40201	(335,000)	(333,900)	(330,000)	(328,116)	(312,286)	1.52%
CURRENT-PUB SVC-PERS PROP TAX	40203	(700)	(679)	(700)	(680)	(688)	0.00%
CURRENT-PERS PROPERTY TAXES	40301	(1,162,500)	(1,492,197)	(1,520,000)	(1,517,880)	(1,499,344)	-23.52%
DELINQ- PERS. PROPERY TAXES	40302	0	(30,865)	(35,000)	(37,320)	(35,498)	-100.00%
CURRENT BUS. PERS. PROP TAXES	40401	(722,500)	(1,420,070)	(1,445,000)	(1,400,611)	(1,339,288)	-50.00%
DELINQ- BUS. PERS. PROP TAXES	40402	0	(76,269)	(8,000)	(7,198)	(2,799)	-100.00%
PENALTIES-ALL PROPERTY TAXES	40601	0	(42,711)	(50,000)	(54,059)	(60,369)	-100.00%
NON-FILE FEES-CURRENT YEAR PP	40601A	(4,000)	(8,234)	(4,000)	(6,833)	(125)	0.00%
INTEREST-ALL PROPERTY TAXES	40602	0	(14,269)	(25,000)	(18,179)	(23,920)	-100.00%
PENALTIES-ROOM AND MEAL TAX	40603	0	(12,944)	(25,000)	(20,880)	(29,271)	-100.00%
INTEREST-ROOM AND MEAL TAX	40604	0	(1,385)	(3,400)	(4,248)	(3,346)	-100.00%
PENALTIES-BUSINESS LICENSES	40605	0	(7,853)	(8,000)	(28,871)	(17,068)	-100.00%
INTEREST-BUSINESS LICENSES	40606	0	(1,200)	(1,200)	(1,310)	(1,909)	-100.00%
TOTAL PROPERTY TAXES		($ 13,116,788)	($ 13,722,294)	($ 15,072,800)	($ 14,560,705)	($ 13,914,987)	-12.98%

LOCAL TAXES (0120)							
VA POWER	41201	($ 207,000)	($ 206,957)	($ 207,000)	($ 206,625)	($ 207,991)	0.00%
COMMUNICATION TAX	41202A	(600,000)	(600,000)	(615,300)	(609,697)	(657,210)	-2.49%
VIRGINIA NATURAL GAS	41203	(86,000)	(110,000)	(84,000)	(87,607)	(84,772)	2.38%
CONTRACTING	41301	(210,000)	(394,596)	(332,200)	(442,193)	(309,242)	-36.79%
RETAIL SALES	41302	(535,500)	(809,733)	(906,400)	(898,647)	(843,473)	-40.92%
PROFESSIONAL	41303	(260,000)	(302,024)	(387,200)	(410,139)	(361,644)	-32.85%
REPAIRS & PERSONAL BUSINESS	41304	(320,000)	(468,805)	(563,200)	(578,149)	(524,444)	-43.18%
WHOLESALE	41305	(1,200)	(1,542)	(11,000)	(1,289)	(11,185)	-89.09%

LOCAL TAXES CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
CABLE TV-PEG FEES	41401	(21,600)	(22,500)	(22,435)	(21,650)	(22,324)	-3.72%
GAS & ELECTRIC	41402	(63,000)	(64,000)	(64,000)	(62,556)	(63,786)	-1.56%
TELEPHONE	41403	(32,000)	(33,450)	(33,450)	(32,854)	(33,632)	-4.33%
OTHER	41404	(3,600)	(2,900)	(2,900)	(3,600)	(3,200)	24.14%
BANK STOCK TAXES	41600	(300,000)	(374,800)	(340,000)	(415,100)	(355,989)	-11.76%
RECORDATION TAXES	41701	(150,000)	(240,000)	(230,000)	(228,641)	(392,423)	-34.78%
CIGARETTE TAX	41800	(140,000)	(151,000)	(140,000)	(140,211)	(167,638)	0.00%
HOTEL AND MOTEL TAXES	42000	(2,360,000)	(2,285,920)	(3,300,000)	(3,308,661)	(3,358,649)	-28.48%
$ 2 LODGING TAX	42050	0	0	0	0	(1,123,558)	N/A
RESTAURANT AND FOOD TAXES	42100	(5,731,200)	(5,127,311)	(7,164,000)	(7,308,479)	(7,062,010)	-20.00%
TOTAL LOCAL TAXES		($ 11,021,100)	($ 11,195,536)	($ 14,403,085)	($ 14,756,099)	($ 15,583,169)	-23.48%

PERMITS (0130)

ANIMAL LICENSES (DOG)	43100	($ 2,800)	($ 2,744)	($ 2,225)	($ 2,744)	($ 3,395)	25.84%
RENTAL INSPECTION FEES	43302	(7,000)	(4,800)	(4,000)	(4,750)	(2,250)	75.00%
ON STREET PARKING PERMITS	43303	(6,500)	(6,800)	(6,500)	(6,645)	(6,500)	0.00%
LAND USE APPLICATION FEES	43304	(2,000)	(4,200)	(1,200)	(5,218)	(5,244)	66.67%
TRANSFER FEES	43305	(325)	(1,000)	(1,100)	(329)	(1,243)	-70.45%
ZONING ADVERTISING FEES	43306	(2,000)	0	(2,000)	(6,300)	(3,300)	0.00%
ZONING & SUBDIVISION PERMITS	43307	(500)	(5,830)	(500)	(600)	(4,110)	0.00%
BUILDING PERMITS	43308	(66,000)	(168,355)	(75,000)	(65,955)	(128,180)	-12.00%
BUILDING INSPECTION FEES	43309	(8,100)	(1,500)	(1,500)	(2,615)	(200)	440.00%
ELECTRICAL PERMITS	43310	(30,000)	(51,332)	(30,000)	(37,907)	(25,241)	0.00%
ELECTRICAL INSPECTION FEES	43311	(400)	(100)	(100)	(40)	(80)	300.00%
PLUMBING PERMITS	43312	(25,000)	(30,000)	(25,000)	(37,157)	(24,276)	0.00%
PLUMBING INSPECTION FEES	43313	(400)	(330)	(100)	(400)	0	300.00%
MECHANICAL PERMITS	43314	(25,000)	(27,569)	(25,000)	(26,492)	(25,791)	0.00%
MECHANICAL INSPECTION PERMITS	43314A	(400)	(100)	(100)	(40)	0	300.00%
SPECIAL USE PERMITS	43317	(850)	(850)	0	0	0	N/A
SIGN PERMITS & INSPECTION FEES	43319	(3,500)	(3,700)	(3,500)	(3,515)	(4,245)	0.00%
RIGHT OF WAY PERMITS	43320	(1,000)	(3,000)	(1,000)	(2,140)	(2,860)	0.00%

PERMITS CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
ELEVATOR PERMITS	43322	(10,000)	(12,500)	(10,000)	(13,020)	(10,509)	0.00%
OCCUPANCY PERMITS	43323	(1,300)	(2,500)	(1,200)	(1,416)	(1,072)	8.33%
SWATER,EROS,SEDIM CONTROL PRM	43324	(15,000)	(13,000)	(13,000)	(21,840)	(16,649)	15.38%
SOLICITOR PERMITS-BINGO,RAFFLE	43327	(250)	0	(240)	(390)	(270)	4.17%
TAXI DRIVER	43331	(400)	(400)	(525)	(400)	(525)	-23.81%
FIRE PREVENTION	43333	(200)	(300)	(200)	(300)	(300)	0.00%
FIRE PROTECTION	43335	(10,000)	(6,000)	(6,000)	(16,470)	(9,361)	66.67%
REZONING	43336	(1,000)	(1,000)	(1,000)	(1,700)	(2,284)	0.00%
PRECIOUS METAL PERMIT	43338	(200)	(200)	(200)	0	(200)	0.00%
TOUR GUIDES	43340	(1,000)	(700)	(3,100)	(1,775)	(5,100)	-67.74%
SITE PLAN REVIEW FEES	43349	(6,000)	(4,000)	(4,000)	(15,382)	(12,946)	50.00%
BUILDING PLAN REVIEW FEES	43350	0	(739)	0	0	0	N/A
GAS PERMITS	43405	(7,000)	(6,000)	(5,500)	(7,122)	(6,650)	27.27%
GAS INSPECTION FEES	43406	(100)	0	(100)	0	(40)	0.00%
TOTAL PERMITS		($ 234,225)	($ 359,549)	($ 223,890)	($ 282,660)	($ 302,819)	4.62%

FINES (0140)

COURT FINES AND FORFEITURES	45101	($ 145,000)	($ 143,000)	($ 143,000)	($ 165,431)	($ 144,499)	1.40%
PARKING FINES	45102	(137,000)	(130,000)	(137,000)	(112,298)	(104,712)	0.00%
TOTAL FINES		($ 282,000)	($ 273,000)	($ 280,000)	($ 277,729)	($ 249,211)	0.71%

USE OF MONEY AND PROPERTY (0150)

RENT - GENERAL PROPERTY	47201	($ 7,200)	($ 7,200)	($ 7,200)	($ 7,200)	($ 7,000)	0.00%
RENT- LONGHILL PROPERTY	47201A	(9,456)	(9,456)	(9,456)	(9,344)	(9,018)	0.00%
RENT- CITY SQUARE - LOTS 1,2,3	47201B	(36,254)	(35,198)	(35,198)	(34,362)	(33,361)	3.00%
RENT - COMMUNITY BLDG.	47202	(50,000)	(39,635)	(50,000)	(52,625)	(54,475)	0.00%
RENT- MUNICIPAL CENTER	47203	(15,600)	(11,700)	(15,600)	(15,600)	(15,600)	0.00%
RENT - PARKING FEES PGPG	47204	(320,000)	(297,259)	(300,000)	(262,541)	(317,960)	6.67%
SALE OF SURPLUS EQUIPMENT	47205	(25,000)	(29,440)	(25,000)	(36,307)	(26,778)	0.00%
RENT - TRAIN STATION	47207	(106,978)	(112,518)	(112,518)	(133,432)	(131,942)	-4.92%
COMMISSIONS-TRAIN STATION	47207A	(2,600)	(1,582)	(2,600)	(2,347)	(2,642)	0.00%

USE OF MONEY & PROPERTY CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
RENT - STRYKER BLDG	47208	(1,680)	(4,200)	(1,680)	0	(1,260)	0.00%
STRYKER BLDG ROOM RENTALS	47208A	(3,280)	(2,600)	(2,600)	(1,982)	(2,626)	26.15%
RENT-210A STRAWBERRY PLAINS	47213	(10,800)	(3,641)	(10,800)	(10,800)	(10,818)	0.00%
RENT - 743 SCOTLAND STREET	47214	(12,000)	(3,000)	0	0	0	N/A
RENT-TRIANGLE BLDG	47215	(91,774)	(142,128)	(142,128)	(133,385)	(108,238)	-35.43%
TOTAL USE OF MONEY & PROPERTY		($ 692,622)	($ 699,556)	($ 714,779)	($ 699,926)	($ 721,718)	-3.10%

CHARGES FOR SERVICES (0160 - 0161)

SHERIFFS FEES	48103	($ 1,370)	($ 1,370)	($ 1,370)	($ 1,366)	($ 1,366)	0.00%
COMMONWEALTHS ATTORNEY FEES	48201	(500)	(400)	(320)	(672)	(337)	56.25%
TENNIS FEES	400302	(20,000)	(8,151)	(20,000)	(21,488)	(20,155)	0.00%
WALLER MILL PARK RENTALS	400303	(79,000)	(50,666)	(79,000)	(79,623)	(84,710)	0.00%
WALLER MILL PARK ENTRANCE FEES	400304	(53,500)	(33,410)	(53,500)	(49,785)	(52,724)	0.00%
VENDING MACHINES	400305	(400)	(367)	(400)	(407)	(485)	0.00%
CLASSES	400306	(18,000)	(18,132)	(17,500)	(19,451)	(17,445)	2.86%
ATHLETICS	400307	(158,000)	(110,229)	(150,000)	(141,862)	(147,526)	5.33%
MISCELLANEOUS	400308	(44,000)	(40,000)	(40,000)	(47,631)	(39,865)	10.00%
WALLER MILL DOG PARK FEES	400309	(8,000)	(7,245)	(7,000)	(8,956)	(7,539)	14.29%
WALLER MILL PARK PROGRAMS	400310	(8,000)	(4,399)	(8,000)	(10,276)	(8,020)	0.00%
WALLER MILL PARK RETAIL SALES	400311	(14,000)	(7,111)	(14,000)	(12,741)	(13,024)	0.00%
SALE OF MAPS,SURVEYS, ETC	400601	(800)	(200)	(800)	(665)	(921)	0.00%
SALE OF PUBLICATIONS	400602	(400)	0	(400)	(800)	(800)	0.00%
SALE OF CEMETERY LOTS	400603	(20,000)	(30,250)	(20,000)	(16,350)	(21,550)	0.00%
GRAVE OPENINGS	400604	(24,000)	(25,200)	(24,000)	(19,100)	(27,350)	0.00%
GRAVE STONE FOUNDATIONS	400605	(3,500)	(3,500)	(3,500)	(2,400)	(3,325)	0.00%
TOTAL CHARGES FOR SERVICES		($ 453,470)	($ 340,630)	($ 439,790)	($ 433,572)	($ 447,142)	3.11%

MISCELLANEOUS (0189)

PMTS IN LIEU OF TAXES,LOC,ENTI	410902	($ 125,000)	($ 131,000)	($ 123,000)	($ 131,105)	($ 124,610)	1.63%
EMS RECOVERY FEES	410905	(650,000)	(660,000)	(625,000)	(649,103)	(615,312)	4.00%
EMERGENCY SVCS AGREEMENT	410910	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)	0.00%

MISCELLANEOUS		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
OTHER	410916	(38,000)	(50,000)	(38,000)	(96,458)	(52,545)	0.00%
ROYALTIES	410919	(100)	(105)	(100)	(108)	0	0.00%
COLLECTION ADM FEES	410920	(4,000)	(4,200)	(4,200)	(3,236)	(4,007)	-4.76%
FISCAL AGENT FEES	410921	(24,000)	(26,095)	(23,770)	(24,098)	(23,752)	0.97%
PORT ANNE MTCE FEES	410925	(8,000)	(8,000)	(8,000)	(7,959)	(7,601)	0.00%
TOTAL MISCELLANEOUS		($ 969,100)	($ 999,400)	($ 942,070)	($ 1,032,067)	($ 947,826)	2.87%

NON-CATEGORICAL AID (0220)

TAX ON DEEDS (GRANTORS TAX)	420106	$ 0	($ 60,000)	($ 60,000)	($ 56,132)	($ 104,466)	-100.00%
ROLLING STOCK TAXES	420107	(11,000)	(10,500)	(10,000)	(10,949)	(13,181)	10.00%
RENTAL CAR TAXES	420108	(37,000)	(37,000)	(37,000)	(35,045)	(40,134)	0.00%
TOTAL NON-CATEGORICAL AID		($ 48,000)	($ 107,500)	($ 107,000)	($ 102,126)	($ 157,781)	-55.14%

SHARED COST (0230)

COMMISSIONER OF REVENUE	430300	($ 75,800)	($ 75,800)	($ 75,800)	($ 75,458)	($ 75,701)	0.00%
TREASURER	430400	(18,400)	(18,400)	(18,400)	(18,347)	(18,299)	0.00%
REGISTRAR/ELECTORAL BOARD	430600	(37,000)	(37,500)	(37,000)	(37,500)	(37,399)	0.00%
TOTAL SHARED COST		($ 131,200)	($ 131,700)	($ 131,200)	($ 131,304)	($ 131,398)	0.00%

CATEGORICAL AID (0240)

STATE SALES TAX	440201	($ 842,301)	($ 990,030)	($ 1,347,682)	($ 1,287,212)	($ 1,096,059)	-37.50%
599 FUNDS	440401	(400,000)	(415,176)	(399,592)	(399,592)	(385,332)	0.10%
EMERGENCY SERVICES GRANTS-CD	440402	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	0.00%
STREET & SIDEWALKS	440406	(1,877,530)	(1,877,532)	(1,859,430)	(1,859,430)	(1,799,468)	0.97%
FIRE PROGRAMS	440407	0	0	0	0	(1,695)	N/A
ASSET FORFEITURE PROCEEDS	440410	0	0	0	0	(800)	N/A
LITTER PREVENTION & RECYCLING	440411	(6,000)	(4,883)	(6,000)	(6,202)	(7,038)	0.00%
FEDERAL POLICE/FIRE GRANTS	440413	0	(18,671)	0	(16,420)	(14,410)	N/A
TOTAL CATEGORICAL AID		($ 3,155,831)	($ 3,336,292)	($ 3,642,704)	($ 3,598,857)	($ 3,334,802)	-13.37%

OTHER CATEGORICAL AID (0410)		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
ENTERPRISE FUND-OVERHEAD	450500	($ 1,012,000)	($ 840,000)	($ 840,000)	($ 847,893)	($ 687,925)	20.48%
ARTS COMMISSION	450600	(84,000)	(79,500)	(75,000)	(79,500)	(74,500)	12.00%
WHF GRANT	450750	(260,000)	(260,000)	(260,000)	(260,000)	(260,000)	0.00%
OVERTIME/POLICE SERVICES	450800	(78,300)	(78,300)	(78,300)	(53,325)	(44,820)	0.00%
OVERTIME/FIRE SERVICES	450900	(50,000)	(50,000)	(50,000)	(43,700)	(52,671)	0.00%
TOTAL OTHER CATEGORICAL AID		($ 1,484,300)	($ 1,307,800)	($ 1,303,300)	($ 1,284,418)	($ 1,119,917)	13.89%

SUBTOTAL BEFORE TRANSFERS	($ 31,588,636)	($ 32,473,258)	($ 37,260,618)	($ 37,159,461)	($ 36,910,771)	3.60%

TRANSFERS						
Transfer from reserves	($ 3,263,964)	-	-	-	-	-
Transfer from Tourism Fund	(1,598,530)	-	-	-	-	-
Transfer from Sales Tax Fund	(2,150,992)	-	-	-	-	-
TOTAL TRANSFERS	($ 7,013,486)	-	-	-	-	-

TOTAL REVENUE	**($ 38,602,122)**	**($ 32,473,258)**	**($ 37,260,618)**	**($ 37,159,461)**	**($ 36,910,771)**	**3.60%**

GENERAL FUND OPERATING BUDGET EXPENDITURES FISCAL YEAR 2021

CITY COUNCIL (1101)		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
SALARIES & WAGES	51001	$ 38,400	$ 38,400	$ 38,400	$ 38,400	$ 38,400	0.00%
FICA	52001	2,938	2,938	2,938	2,938	2,938	0.00%
PROFESSIONAL SERVICE- AUDIT	53002	61,850	60,500	60,500	58,550	54,950	2.23%
PRINTING / NEWSLETTER	53006	0	200	500	363	192	-100.00%
ADVERTISING	53007	0	1,655	3,000	3,960	1,936	-100.00%
SPECIAL EVENTS	53008A	21,000	534	21,000	8,859	1,803	0.00%
POSTAGE	55201	0	25	500	19	0	-100.00%
PUBLIC OFFICIAL LIABILITY	55307	0	5,237	4,942	4,845	5,565	-100.00%
OFFICE SUPPLIES	55401	0	700	1,000	662	168	-100.00%
OTHER OPERATING SUPPLIES	55413	2,000	2,254	0	1,743	1,127	N/A
TRAVEL -MILEAGE	55501	400	200	400	130	0	0.00%
TRAVEL -CONVENTION & EDUCATION	55504	3,000	241	3,000	908	3,148	0.00%
DUES & ASSOCIATION MEMBERSHIPS	55801	22,874	9,489	9,489	8,542	8,299	141.06%
MAYORS CONTINGENCY	55869	2,000	7,236	2,000	947	100	0.00%
CITIZEN SURVEY	55893	10,000	0	9,800	8,415	9,900	2.04%
PROMOTIONAL CITY VIDEO	55895	0	0	25,000	0	0	-100.00%
TOTAL CITY COUNCIL		$ 164,462	$ 129,609	$ 182,469	$ 139,279	$ 128,526	-9.87%

CLERK OF COUNCIL (0120)							
SALARIES & WAGES	51001	$ 0	$ 81,200	$ 110,364	$ 109,113	$ 91,363	-100.00%
PART-TIME SALARIES	51003	0	0	0	0	1,658	#DIV/0!
FICA	52001	0	6,215	8,443	8,014	7,111	-100.00%
RETIREMENT [VRS]	52002	0	11,500	15,058	15,522	10,532	-100.00%
HOSPITALIZATION	52005	0	5,152	20,794	20,670	2,153	-100.00%
GROUP INSURANCE	52006	0	1,065	1,432	1,432	946	-100.00%
WORKERS COMPENSATION	52010	0	28	24	23	20	-100.00%

CLERK OF COUNCIL CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
TRAINING	52016	1,500	0	1,500	0	0	0.00%
ORDINANCES	53006	5,000	5,000	5,000	9,638	4,938	0.00%
OFFICE SUPPLIES	55401	0	15	0	53	0	N/A
OTHER OPERATING SUPPLIES	55413	0	13	0	9	286	N/A
TRAVEL -CONVENTION & EDUCATION	55504	5,000	0	1,265	0	0	295.26%
DUES & ASSOCIATION MEMBERSHIPS	55801	250	355	195	145	0	28.21%
PUBLICATION RESOURCES	55894	0	0	200	0	0	-100.00%
FURNITURE & FIXTURES	57002	0	0	200	0	0	-100.00%
TOTAL CLERK OF COUNCIL		$ 11,750	$ 110,542	$ 164,475	$ 164,620	$ 119,007	-92.86%

CITY MANAGER (1201)

SALARIES & WAGES	51001	$ 394,555	$ 228,250	$ 327,426	$ 269,697	$ 351,990	20.50%
PART-TIME SALARIES	51003	0	4,000	7,500	2,880	9,645	-100.00%
FICA	52001	30,185	17,770	25,048	19,286	26,411	20.51%
RETIREMENT [VRS]	52002	60,641	31,900	44,673	29,721	46,005	35.74%
HOSPITALIZATION	52005	27,790	14,200	34,843	17,188	35,550	-20.24%
GROUP INSURANCE	52006	5,267	3,000	4,247	2,778	4,102	24.02%
WORKERS COMPENSATION	52010	0	550	479	470	391	-100.00%
CAR ALLOWANCE	52011	7,200	7,200	7,200	6,231	11,262	0.00%
FLU VACCINE	53001	0	0	0	0	2,220	N/A
PROFESSIONAL SERVICES	53002	40,000	10,119	3,000	0	2,280	1233.33%
PRINTING	53006	800	800	800	1,318	458	0.00%
ADVERTISING	53007	10,216	0	0	0	50	N/A
POSTAGE	55201	400	350	350	461	347	14.29%
TELECOMMUNICATION	55203	7,850	7,000	7,000	6,405	7,839	12.14%
MOTOR VEHICLE INSURANCE	55305	0	757	625	613	575	-100.00%
PUBLIC OFFICIAL LIABILITY	55307	0	3,928	3,706	3,633	4,174	-100.00%
GENERAL LIABILITY	55308	0	102	100	97	102	-100.00%
OFFICE SUPPLIES	55401	0	2,000	2,000	2,213	1,521	-100.00%
VEHICLE POWERED EQUIPMENT-SUPP	55408	0	0	0	19	0	N/A
GAS & OIL	554083	0	480	480	455	483	-100.00%

CITY MANAGER CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
BOOKS & SUBSCRIPTIONS	55411	0	600	600	846	553	-100.00%
OTHER OPERATING SUPPLIES	55413	8,000	6,079	3,500	4,479	4,743	128.57%
TRAVEL -MILEAGE	55501	0	0	0	0	96	N/A
TRAVEL -CONVENTION & EDUCATION	55504	10,000	3,087	10,000	4,407	13,017	0.00%
DUES & ASSOCIATION MEMBERSHIPS	55801	7,000	7,000	7,000	4,868	6,934	0.00%
FURNITURE & FIXTURES	57002	5,000	1,106	800	0	0	525.00%
TOTAL CITY MANAGER		$ 614,904	$ 350,277	$ 491,377	$ 378,063	$ 530,748	25.14%

NONDEPARTMENTAL (1202)

WORKERS COMPENSATION	52010	$ 283,300	$ 0	$ 0	$ 0	$ 0	N/A
BOILER INSURANCE	55301	2,020	0	0	0	0	N/A
FIRE INSURANCE	55302	43,700	0	0	0	0	N/A
MOTOR VEHICLE INSURANCE	55305	46,000	0	0	0	0	N/A
SURETY BONDS	55306	1,400	0	0	0	0	N/A
PUBLIC OFFICIAL LIABILITY	55307	25,500	0	0	0	0	N/A
GENERAL LIABILITY	55308	22,300	0	0	0	0	N/A
CONTINGENCY	55869	131,480	100,000	100,000	51,296	97,532	31.48%
CREDIT CARD FEES	55872	45,000	38,600	38,600	46,215	37,839	16.58%
LIVING WAGE INCREASE	55873	25,000	0	0	0	0	N/A
PERSONNEL CONTINGENCY	55873B	245,017	160,000	317,136	0	0	-22.74%
LINE OF DUTY ACT	55874	55,855	56,638	60,000	56,814	43,829	-6.91%
ECONOMIC DEVELOP. CONTINGENCY	55875	110,000	110,000	110,000	110,000	110,000	0.00%
CONTRIBUTION EDA TAX INCENTIVE	55876	86,065	186,295	186,295	139,253	0	-53.80%
PERFORMANCE MEASUREMENT	55891	0	0	0	0	195	N/A
PROMOTIONAL CITY VIDEO	55895	10,000	27,000	0	0	0	N/A
TOTAL NONDEPARTMENTAL		$ 1,132,637	$ 678,533	$ 812,031	$ 403,578	$ 289,395	39.48%

ECONOMIC DEVELOPMENT (1203)

		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
SALARIES	51001	$ 179,800	$ 165,000	$ 175,305	$ 175,249	$ 170,968	2.56%
SALARIES-PART TIME	51003	0	0	0	6,555	2,160	N/A
FICA	52001	13,755	12,630	13,411	13,692	13,148	2.57%
RETIREMENT-VRS	52002	27,549	24,840	23,918	24,320	24,707	15.18%
HOSPITALIZATION	52005	13,900	14,180	8,030	14,291	9,067	73.10%
GROUP INSURANCE	52006	2,393	2,165	2,274	2,280	2,270	5.23%
TRAINING	52016	600	0	0	0	0	N/A
PROFESSIONAL SERVICES	53002	12,000	12,000	17,500	9,016	6,281	-31.43%
ADVERTISING	53007	2,000	2,000	2,000	0	0	0.00%
MARKETING	53008B	0	0	0	8,807	12,188	N/A
EXISTING BUSINESS PROGRAMS	53009A	5,000	3,000	5,000	2,931	3,929	0.00%
TELECOMMUNICATION	55203	2,000	2,000	2,000	2,668	2,615	0.00%
OFFICE SUPPLIES	55401	0	1,000	1,000	1,507	894	-100.00%
OTHER OPERATING SUPPLIES	55413	6,500	8,000	10,000	5,947	1,878	-35.00%
TRAVEL -MILEAGE	55501	250	50	250	40	666	0.00%
TRAVEL-BUSINESS RECRUITMENT	55502	5,000	1,851	5,000	3,565	4,404	0.00%
TRAVEL -CONVENTION & EDUCATION	55504	8,900	3,550	3,500	12,518	9,206	154.29%
DUES & ASSOCIATION MEMBERSHIPS	55801	4,120	4,120	4,120	3,255	4,995	0.00%
TOTAL ECONOMIC DEVELOPMENT		$ 283,767	$ 256,386	$ 273,308	$ 286,641	$ 269,377	3.83%

CITY ATTORNEY (1204)

SALARIES	51001	$ 142,424	$ 142,380	$ 139,631	$ 139,685	$ 137,117	2.00%
PART-TIME SALARIES	51003	21,124	30,000	20,714	29,749	28,130	1.98%
FICA	52001	12,511	13,190	12,266	12,276	12,011	2.00%
RETIREMENT (VRS)	52002	21,759	20,240	18,677	19,059	19,494	16.50%
HOSPITALIZATION	52005	20,265	20,670	20,670	20,670	21,089	-1.96%
GROUP INSURANCE	52006	1,890	1,865	1,829	1,812	1,813	3.34%
WORKERS COMPENSATION	52010	0	275	216	212	195	-100.00%
TRAINING	52016	0	425	200	0	46	-100.00%
CITY ATTORNEY-RETAINER	53002	50,000	50,000	50,000	50,028	50,004	0.00%
MAINTENANCE-OFFICE EQUIPMENT	530043	2,100	1,100	1,100	1,065	1,064	90.91%

CITY MANAGER CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
OTHER LEGAL FEES	53005B	1,500	1,300	1,300	1,077	453	15.38%
PRINTING	53006	500	500	500	332	308	0.00%
POSTAGE	55201	300	300	300	78	323	0.00%
TELECOMMUNICATION	55203	500	500	500	129	876	0.00%
PROFESSIONAL LIABILITY	55308	0	2,135	2,135	2,887	2,133	-100.00%
OFFICE SUPPLIES	55401	0	1,000	1,000	791	721	-100.00%
BOOKS & SUBSCRIPTIONS	55411	4,200	4,200	4,200	4,143	4,086	0.00%
OTHER OPERATING SUPPLIES	55413	1,500	200	0	395	419	N/A
TRAVEL -MILEAGE	55501	600	65	600	460	723	0.00%
TRAVEL -CONVENTION & EDUCATION	55504	2,750	524	2,750	1,274	4,032	0.00%
DUES & ASSOCIATION MEMBERSHIPS	55801	1,900	1,700	1,700	1,872	600	11.76%
FURNITURE & FIXTURES	57002	3,500	0	0	0	0	N/A
TOTAL CITY ATTORNEY		$ 289,323	$ 292,569	$ 280,288	$ 287,995	$ 285,637	3.22%

HUMAN RESOURCES
(1205)

SALARIES	51001	$ 68,276	$ 67,450	$ 65,000	$ 65,701	$ 60,741	5.04%
FICA	52001	5,224	5,160	4,973	4,668	4,314	5.05%
RETIREMENT (VRS)	52002	10,431	9,665	8,957	9,320	8,311	16.46%
HOSPITALIZATION	52005	20,265	20,670	20,670	20,670	21,089	-1.96%
GROUP INSURANCE	52006	906	885	852	852	810	6.40%
TRAINING	52016	5,500	1,500	1,500	1,314	0	266.67%
DUES & ASSOCIATION MEMBERSHIPS	55801	700	0	700	0	0	0.00%
QUEST	55880	3,000	1,200	1,200	0	1,598	150.00%
SELF PROGRAM	55885	850	0	0	0	0	N/A
EMPLOYEE OMBUDSMAN	55894	8,000	6,000	6,000	6,000	6,000	33.33%
HEALTH & WELLNESS PROGRAM	55896	5,000	3,070	5,000	2,798	1,470	0.00%
TOTAL HUMAN RESOURCES		$ 128,152	$ 115,600	$ 114,852	$ 111,323	$ 104,333	11.58%

TRIANGLE BUILDING MANAGEMENT (1206)

		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
TRASH REMOVAL	53003	$ 4,000	$ 4,000	$ 4,000	$ 3,867	$ 1,172	0.00%
MAINTENANCE-BLDG	530042	25,000	23,470	23,470	25,193	27,324	6.52%
SERVICE CONTRACTS	53005	0	0	0	0	2,685	N/A
ADVERTISING	53007	1,000	0	1,000	445	0	0.00%
EXTERMINATING CONTRACT	53033	1,000	0	1,000	0	670	0.00%
ELECTRICITY	55101	9,000	8,500	10,600	7,663	9,890	-15.09%
WATER/SEWER	55103	4,000	4,000	4,000	3,580	4,393	0.00%
POSTAGE	55201	0	0	0	0	0	N/A
INSURANCE	55301A	1,430	1,595	1,430	1,402	1,410	0.00%
LANDSCAPING	55403A	500	500	500	0	0	0.00%
REPAIR & MTCE SUPPLIES	55407	600	600	600	440	3,317	0.00%
OTHER OPERATING SUPPLIES	55413	0	0	0	174	1,897	N/A
REAL ESTATE TAXES	55651	8,882	8,400	8,400	8,633	8,231	5.74%
TOTAL TRIANGLE BUILDING MANGEMENT		$ 55,412	$ 51,065	$ 55,000	$ 51,398	$ 60,990	0.75%

COMMISSIONER OF THE REVENUE (1209)

SALARIES & WAGES	51001	$ 226,960	$ 227,665	$ 214,400	$ 211,124	$ 151,733	5.86%
FICA	52001	17,365	17,420	16,402	15,022	11,102	5.87%
RETIREMENT [VRS]	52002	34,769	31,100	29,396	28,890	21,405	18.28%
HOSPITALIZATION	52005	68,460	64,700	55,831	48,399	27,724	22.62%
GROUP INSURANCE	52006	3,020	2,985	2,795	2,737	2,018	8.05%
TRAINING	52016	4,000	3,000	3,000	1,205	50	33.33%
PROFESSIONAL SERVICES	53002	0	0	0	5,000	1,280	N/A
MAINTENANCE, OFFICE EQUIPMENT	530043	0	0	0	0	146	N/A
PRINTING	53006	2,500	3,511	2,500	3,479	2,110	0.00%
POSTAGE	55201	3,000	3,000	3,000	4,288	4,955	0.00%
TELECOMMUNICATION	55203	3,900	3,900	3,900	4,610	4,169	0.00%
OFFICE SUPPLIES	55401	0	954	600	937	2,288	-100.00%
BOOKS & SUBSCRIPTIONS	55411	400	400	400	295	562	0.00%
OTHER OPERATING SUPPLIES	55413	2,000	1,075	400	1,124	861	400.00%
TRAVEL -MILEAGE	55501	300	324	300	253	85	0.00%

COMMISSIONER OF THE REVENUE CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
TRAVEL -CONVENTION & EDUCATION	55504	3,000	2,205	2,200	4,016	2,179	36.36%
DUES & ASSOCIATION MEMBERSHIPS	55801	500	425	400	430	360	25.00%
FURNITURE & FIXTURES	57002	1,500	376	0	2,450	0	N/A
ADP EQUIPMENT	57007	0	0	0	1,113	0	N/A
TOTAL COMISSIONER OF THE REVENUE		$ 371,674	$ 363,039	$ 335,524	$ 335,370	$ 233,026	10.77%

CITY ASSESSOR (1210)

SALARIES & WAGES	51001	$ 160,535	$ 160,500	$ 158,498	$ 158,754	$ 128,989	1.29%
FICA	52001	12,281	12,280	12,125	11,669	9,597	1.29%
RETIREMENT [VRS]	52002	24,699	22,050	21,625	19,598	18,449	14.22%
HOSPITALIZATION	52005	34,150	34,845	28,346	30,106	27,444	20.48%
GROUP INSURANCE	52006	2,145	2,105	2,056	1,863	1,716	4.33%
WORKERS COMPENSATION	52010	0	688	599	587	489	-100.00%
TRAINING	52016	1,450	0	0	30	0	N/A
PROFESSIONAL SERVICES	53002	12,384	7,845	7,845	2,740	334	57.86%
PRINTING	53006	600	516	250	619	300	140.00%
ADVERTISING	53007	100	100	100	128	0	0.00%
POSTAGE	55201	3,000	1,450	1,450	2,874	1,440	106.90%
TELECOMMUNICATION	55203	5,220	3,120	3,120	3,120	2,398	67.31%
MOTOR VEHICLE INSURANCE	55305	0	502	420	408	384	-100.00%
PUBLIC OFFICIAL LIABILITY	55307	0	3,928	3,706	3,633	4,174	-100.00%
OFFICE SUPPLIES	55401	0	500	500	701	96	-100.00%
CAR & TRUCK SUPPLIES	554081	0	0	0	554	18	N/A
OTHER OPERATING SUPPLIES	55413	750	320	320	1,386	176	134.38%
TRAVEL -CONVENTION & EDUCATION	55504	4,500	3,897	3,600	989	0	25.00%
DUES & ASSOCIATION MEMBERSHIPS	55801	650	580	580	550	0	12.07%
TOTAL CITY ASSESSOR		$ 262,464	$ 255,226	$ 245,140	$ 240,310	$ 196,002	7.07%

TREASURER (1213)		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
SALARIES & WAGES	51001	$ 41,800	$ 41,790	$ 40,576	$ 37,283	$ 36,134	3.02%
PARTTIME SALARIES	51003	2,000	1,800	2,000	1,518	1,903	0.00%
FICA	52001	3,445	3,335	3,104	2,463	2,440	10.99%
RETIREMENT [VRS]	52002	6,398	5,700	5,536	5,088	5,139	15.57%
HOSPITALIZATION	52005	13,970	16,900	20,794	19,098	19,490	-32.82%
GROUP INSURANCE	52006	555	550	526	484	478	5.46%
MAINTENANCE, OFFICE EQUIPMENT	530043	700	0	0	0	0	N/A
POSTAGE	55201	250	250	250	243	240	0.00%
TELECOMMUNICATION	55203	2,910	2,400	2,400	2,440	3,450	21.25%
OFFICE SUPPLIES	55401	0	500	500	258	35	-100.00%
OTHER OPERATING SUPPLIES	55413	500	0	0	0	0	N/A
TRAVEL -CONVENTION & EDUCATION	55504	300	0	300	0	185	0.00%
DUES & ASSOCIATION MEMBERSHIPS	55801	365	365	225	225	225	62.22%
TOTAL TREASURER		$ 73,193	$ 73,590	$ 76,211	$ 69,099	$ 69,719	-3.96%

FINANCE (1214)

		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
SALARIES & WAGES	51001	$637,701	$589,900	$572,210	$568,101	$579,340	11.45%
FICA	52001	48,785	45,120	43,774	42,221	40,642	11.45%
RETIREMENT [VRS]	52002	97,884	81,700	78,070	77,146	77,940	25.38%
HOSPITALIZATION	52005	87,380	89,835	84,000	86,994	89,873	4.02%
GROUP INSURANCE	52006	8,501	7,730	7,422	7,215	7,190	14.54%
WORKERS COMPENSATION	52010	0	1,101	958	939	782	-100.00%
EDUCATION ASSISTANCE	52013	5,250	4,320	4,320	2,862	1,588	21.53%
TRAINING	52016	3,000	0	0	149	375	N/A
PROFESSIONAL SERVICES	53002	6,300	7,275	1,200	884	1,468	425.00%
MAINTENANCE, OFFICE EQUIPMENT	530043	200	200	200	0	132	0.00%
MAINTENANCE, SERVICE CONTRACTS	53005	0	0	0	0	339	N/A
PRINTING	53006	10,000	9,100	9,100	9,335	9,086	9.89%
ADVERTISING	53007	650	650	650	0	765	0.00%
POSTAGE	55201	9,000	9,000	9,000	7,334	7,979	0.00%
TELECOMMUNICATION	55203	9,030	8,700	8,700	8,881	9,680	3.79%
MOTOR VEHICLE INSURANCE	55305	0	502	420	408	384	-100.00%
SURETY BONDS	55306	0	681	650	638	660	-100.00%
PUBLIC OFFICIAL LIABILITY	55307	0	786	741	727	835	-100.00%
GENERAL LIABILITY	55308	0	408	395	387	409	-100.00%
OFFICE SUPPLIES	55401	0	1,925	1,925	1,555	2,306	-100.00%
CAR & TRUCK SUPPLIES	554081	130	211	0	0	0	N/A
GAS & OIL	554083	550	396	250	632	242	120.00%
BOOKS & SUBSCRIPTIONS	55411	160	200	200	0	0	-20.00%
OTHER OPERATING SUPPLIES	55413	3,825	1,900	1,900	2,031	1,847	101.32%
TRAVEL -MILEAGE	55501	0	0	0	73	116	N/A
TRAVEL -CONVENTION & EDUCATION	55504	10,000	6,934	8,135	5,421	3,677	22.93%
DUES & ASSOCIATION MEMBERSHIPS	55801	1,600	1,675	1,675	1,389	1,215	-4.48%
FURNITURE & FIXTURES	57002	0	0	0	1,480	0	N/A
ADP EQUIPMENT	57007	0	0	0	1,107	0	N/A
TOTAL FINANCE		$939,946	$870,248	$835,895	$827,907	$838,869	12.45%

CITY SHOP (1221)		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
SALARIES & WAGES	51001	$ 146,070	$ 130,000	$ 171,315	$ 178,725	$ 141,871	-14.74%
SALARIES & WAGES OVERTIME	51002	750	750	750	631	503	0.00%
FICA	52001	11,240	10,000	13,166	13,773	10,937	-14.63%
RETIREMENT [VRS]	52002	22,432	17,600	23,374	22,321	20,136	-4.03%
GROUP INSURANCE	52006	1,948	1,700	2,222	2,122	1,873	-12.33%
WORKERS COMPENSATION	52010	0	2,751	2,395	2,348	1,955	-100.00%
TRAINING	52016	500	500	500	0	0	0.00%
REPAIR & MAINTENANCE	53004	1,800	1,800	1,800	1,728	0	0.00%
MAINTENANCE, BUILDINGS	530042	4,000	4,000	4,000	3,988	12,144	0.00%
MAINTENANCE, POWERED EQUIPMENT	530044	0	0	0	0	1,064	N/A
MAINTENANCE, SERVICE CONTRACTS	53005	4,000	2,000	2,000	4,106	2,111	100.00%
ADVERTISING	53007	0	0	0	500	0	N/A
LAUNDRY & DRY CLEANING	53008	6,800	5,700	5,700	7,380	6,220	19.30%
ELECTRICITY	55101	9,575	9,550	10,075	9,510	9,327	-4.96%
HEATING	55102	5,820	5,820	5,820	6,468	5,447	0.00%
TELECOMMUNICATION	55203	1,775	1,775	800	813	937	121.88%
RADIO	55204	250	250	250	426	135	0.00%
BOILER INSURANCE	55301	0	160	155	152	122	-100.00%
FIRE INSURANCE	55302	0	2,563	2,428	2,380	2,260	-100.00%
MOTOR VEHICLE INSURANCE	55305	0	502	420	408	384	-100.00%
GENERAL LIABILITY	55308	0	204	200	193	205	-100.00%
OFFICE SUPPLIES	55401	0	51	0	130	0	N/A
LAUNDRY, HOUSEKEEPING, JANITOR	55405	130	130	130	0	117	0.00%
REPAIR & MAINTENANCE SUPPLIES	55407	150	150	150	46	141	0.00%
VEHICLE POWERED EQUIPMENT-SUPP	55408	0	0	0	136	0	N/A
CAR & TRUCK SUPPLIES	554081	4,000	4,000	4,000	4,759	8,505	0.00%
TIRES	554082	21,000	400	400	609	0	5150.00%
GAS & OIL	554083	2,500	2,500	2,500	3,210	2,212	0.00%
POWERED EQUIPMENT AND SUPPLIES	554084	0	0	0	132	0	N/A
UNIFORMS & APPAREL	55410	800	800	800	1,016	626	0.00%

CITY SHOP CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
OTHER OPERATING SUPPLIES	55413	1,000	1,125	750	1,707	941	33.33%
MOTOR VEHICLES & EQUIPMENT	57005	3,000	3,000	3,000	2,141	3,909	0.00%
TOTAL CITY SHOP		$ 249,540	$ 209,781	$ 259,100	$ 271,859	$ 234,081	-3.69%

ELECTORAL BOARD (1213)

SALARIES & WAGES	51001	$ 6,446	$ 6,920	$ 6,446	$ 6,446	$ 6,435	0.00%
SALARIES-PART TIME	51003	12,000	14,585	14,585	0	0	-17.72%
FICA	52001	1,411	1,645	493	493	492	186.21%
PROFESSIONAL SERVICES	53002	0	0	0	5,270	13,311	N/A
MAINTENANCE, VOTING MACHINE	530043	13,000	0	0	3,881	4,905	N/A
PRINTING	53006	4,000	9,029	9,029	0	0	-55.70%
ADVERTISING	53007	500	0	0	0	0	N/A
POSTAGE	55201	350	0	0	423	175	N/A
OFFICE SUPPLIES	55401	0	0	0	498	221	N/A
FOOD SUPPLIES, FOOD SERV SUPP	55402	1,450	1,700	1,700	377	912	-14.71%
BOOKS & SUBSCRIPTIONS	55411	0	0	0	180	0	N/A
OTHER OPERATING SUPPLIES	55413	250	0	0	0	0	N/A
TRAVEL -MILEAGE	55501	300	200	200	320	324	50.00%
TRAVEL -CONVENTION & EDUCATION	55504	3,000	1,384	3,000	3,365	2,141	0.00%
DUES & ASSOCIATION MEMBERSHIPS	55801	180	180	180	170	180	0.00%
TOTAL ELECTORAL BOARD		$ 42,887	$ 35,643	$ 35,633	$ 21,421	$ 29,097	20.36%

REGISTRAR (1302)

SALARIES & WAGES	51001	$ 85,260	$ 89,690	$ 101,290	$ 105,693	$ 98,815	-15.83%
PARTTIME SALARIES	51003	12,000	5,000	9,000	2,038	2,905	33.33%
FICA	52001	7,445	7,245	7,749	8,044	7,638	-3.92%
RETIREMENT [VRS]	52002	13,155	11,750	13,872	13,724	14,115	-5.17%
HOSPITALIZATION	52005	28,130	28,250	14,173	17,557	14,460	98.48%
GROUP INSURANCE	52006	1,143	1,175	1,319	1,305	1,313	-13.34%
WORKERS COMPENSATION	52010	0	28	24	23	20	-100.00%
PRINTING	53006	2,000	1,300	1,300	371	1,206	53.85%

REGISTRAR CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
ADVERTISING	53007	1,100	600	600	0	266	83.33%
POSTAGE	55201	9,000	3,500	3,500	1,771	3,398	157.14%
TELECOMMUNICATION	55203	3,120	3,120	3,120	3,120	2,398	0.00%
OFFICE SUPPLIES	55401	0	600	600	720	480	-100.00%
BOOKS & SUBSCRIPTIONS	55411	250	0	0	490	153	N/A
OTHER SUPPLIES	55413	3,000	600	600	671	775	400.00%
TRAVEL -MILEAGE	55501	200	5	200	0	526	0.00%
TRAVEL -CONVENTION & EDUCATION	55504	6,275	1,068	2,750	2,890	2,065	128.18%
DUES & ASSOCIATION MEMBERSHIPS	55801	525	250	250	0	170	110.00%
LEASE/RENT OF BUILDINGS	58002	300	600	600	0	0	-50.00%
TOTAL REGISTRAR		$ 172,903	$ 154,780	$ 160,947	$ 158,417	$ 150,702	7.43%

J/A COURTHOUSE (2100)

	55899	$ 490,000	$ 471,000	$ 471,000	$ 434,188	$ 422,688	4.03%

POLICE (3101)

SALARIES & WAGES	51001	$ 2,560,138	$ 2,477,900	$ 2,383,178	$ 2,440,405	$ 2,300,711	7.43%
OVERTIME	51002	160,000	180,000	55,000	194,237	58,973	190.91%
PART-TIME WAGES	51003	14,615	75,100	80,000	67,030	62,523	-81.73%
DISCRETIONARY LEAVE	51006	55,000	70,000	55,000	61,058	69,511	0.00%
OVERTIME & TRAFFIC CONTROL	51008	0	0	105,000	0	62,881	-100.00%
COMPENSATION-OFF DUTY POLICE	51009	78,300	78,300	78,300	70,230	78,578	0.00%
FICA	52001	214,900	214,430	182,313	209,959	194,211	17.87%
RETIREMENT [VRS]	52002	387,568	340,000	325,560	329,633	329,846	19.05%
HOSPITALIZATION	52005	508,500	485,700	503,239	415,077	446,199	1.05%
GROUP INSURANCE	52006	33,658	32,500	30,950	30,671	30,806	8.75%
WORKERS COMPENSATION	52010	0	66,019	57,484	56,357	46,911	-100.00%
CLOTHING ALLOWANCE	52012	6,000	6,000	6,000	2,625	1,073	0.00%
EDUCATION ASSISTANCE	52013	9,000	0	8,000	5,558	16,358	12.50%
TRAINING	52016	55,000	50,000	50,000	25,705	30,629	10.00%
PROFESSIONAL HEALTH SERVICES	53001	25,000	25,000	25,000	18,952	29,289	0.00%

POLICE CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
PROFESSIONAL SERVICES	53002	6,500	6,500	6,500	8,314	6,555	0.00%
PROFESSIONAL SERVICES OTHER	53003	0	0	0	105	120	N/A
REPAIR & MAINTENANCE	53004	0	0	0	0	16	N/A
MAINTENANCE, CARS & TRUCKS	530041	16,000	16,000	16,000	15,451	14,885	0.00%
MAINTENANCE, BUILDINGS	530042	3,000	4,000	4,000	4,475	7,425	-25.00%
MAINTENANCE, OFFICE EQUIPMENT	530043	500	500	500	0	495	0.00%
ABANDONED VEHICLES	53004V	300	300	300	0	495	0.00%
MAINTENANCE, SERVICE CONTRACTS	53005	150,000	51,852	100,000	135,947	87,241	50.00%
ADVERTISING	53007	2,500	2,500	2,500	2,010	3,982	0.00%
EXTERMINATING CONTRACT	53033	400	125	125	325	0	220.00%
DETECTIVE FUNDS	53099	8,000	8,000	8,000	7,456	6,152	0.00%
ELECTRICITY	55101	20,000	14,600	14,600	17,381	14,095	36.99%
HEATING	55102	2,330	2,330	2,330	2,154	2,319	0.00%
POSTAGE	55201	2,500	2,500	2,500	3,145	3,080	0.00%
TELECOMMUNICATION	55203	48,500	42,000	42,000	41,666	45,168	15.48%
RADIO	55204	35,000	41,052	41,052	39,675	37,500	-14.74%
EMERGENCY 911	55205	0	0	0	0	12	N/A
BOILER INSURANCE	55301	0	155	155	152	122	-100.00%
FIRE INSURANCE	55302	0	4,249	4,249	4,165	3,955	-100.00%
MOTOR VEHICLE INSURANCE	55305	0	10,551	8,750	8,576	8,054	-100.00%
SURETY BONDS	55306	0	681	650	638	660	-100.00%
PUBLIC OFFICIAL LIABILITY	55307	0	524	494	484	557	-100.00%
GENERAL LIABILITY	55308	0	13,326	13,070	12,810	12,044	-100.00%
OFFICE SUPPLIES	55401	0	10,000	10,000	14,184	13,326	-100.00%
LAUNDRY, HOUSEKEEPING, JANITOR	55405	500	500	500	598	177	0.00%
REPAIR & MAINTENANCE SUPPLIES	55407	500	500	500	345	17	0.00%
CAR & TRUCK SUPPLIES	554081	8,000	8,000	8,000	10,962	4,937	0.00%
TIRES	554082	0	5,000	5,000	6,068	4,848	-100.00%
GAS & OIL	554083	55,000	48,000	48,000	53,726	49,864	14.58%
POLICE SUPPLIES	55409	45,000	40,000	40,000	74,928	33,607	12.50%
UNIFORMS & APPAREL	55410	30,000	30,000	30,000	55,419	16,570	0.00%

POLICE CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
BOOKS & SUBSCRIPTIONS	55411	1,000	370	1,000	0	739	0.00%
OTHER OPERATING SUPPLIES	55413	20,000	6,000	6,000	12,663	11,425	233.33%
AMMUNITION	55416	12,000	10,147	10,000	9,588	6,183	20.00%
FORENSICS	55418	2,000	3,000	3,000	2,089	1,479	-33.33%
TRAVEL -MILEAGE	55501	0	0	0	110	0	N/A
TRAVEL -CONVENTION & EDUCATION	55504	10,000	6,774	9,000	15,472	9,827	11.11%
TRAVEL-EXTRADITION OF PRISONER	55504A	1,000	3,000	1,500	2,723	8	-33.33%
DUES & ASSOCIATION MEMBERSHIPS	55801	4,300	1,725	1,200	4,227	5,325	258.33%
FURNITURE & FIXTURES	57002	3,000	1,770	2,000	1,603	1,816	50.00%
MOTOR VEHICLES & EQUIPMENT	57005	3,000	3,000	3,000	2,832	921	0.00%
RENTAL OF EQUIPMENT	58001	0	0	0	0	110	N/A
TOTAL POLICE		$ 4,598,509	$ 4,500,479	$ 4,391,499	$ 4,499,960	$ 4,174,607	4.71%

YORK CONTRACT (3102)

	53002	$586,935	$583,204	$583,204	$573,000	$561,108	0.64%

PARKING GARAGE (3103)

SALARIES	51001	$ 75,750	$ 25,800	$ 38,674	$ 38,313	$ 37,074	95.87%
OVERTIME	51002	0	1,500	1,500	1,632	1,432	-100.00%
PART-TIME WAGES	51003	42,160	16,432	16,432	16,944	17,567	156.57%
FICA	52001	12,080	3,200	2,960	3,803	3,766	308.11%
VRS	52002	11,573	1,300	5,277	5,525	5,545	119.31%
HOSPITALIZATION	52005	13,970	3,035	20,794	20,794	21,222	-32.82%
GROUP INSURANCE	52006	1,005	340	507	502	496	98.22%
WORKERS COMPENSATION	52010	0	1,100	958	939	782	-100.00%
ARMORED TRANSPORT	53002	0	0	0	0	1,182	N/A
MAINTENANCE-GARAGE EQUIPMENT	53005D	2,000	0	0	8,689	13,732	N/A
LAUNDRY & DRY CLEANING	53008	2,360	0	0	0	0	N/A
ELECTRICITY	55101	22,200	20,150	20,150	22,118	23,135	10.17%
TELEPHONE	55203	1,800	1,800	800	1,691	1,393	125.00%
PROPERTY INSURANCE	55302	0	5,446	5,160	5,058	4,802	-100.00%
SUPPLIES	55407	10,000	4,000	4,000	3,154	1,684	150.00%
TOTAL PARKING GARAGE		$ 194,898	$ 84,104	$ 117,212	$ 129,162	$ 133,811	66.28%

FIRE (3201)		Adopted **FY 2021**	Projected **FY 2020**	Budgeted **FY 2020**	Actual **FY 2019**	Actual **FY 2018**	% Change **FY2021/ 2020**
SALARIES & WAGES	51001	$ 2,443,202	$ 2,346,700	$ 2,248,740	$ 2,372,237	$ 2,246,290	8.65%
SALARIES AND WAGES OVERTIME	51002	106,000	90,000	106,000	88,873	90,200	0.00%
DISCRETIONARY LEAVE	51006	72,000	85,000	72,000	71,535	67,320	0.00%
SPECIAL EVENTS	51009	50,000	50,000	50,000	37,990	39,492	0.00%
FICA	52001	200,522	192,910	188,935	186,472	177,841	6.13%
RETIREMENT [VRS]	52002	355,249	311,320	307,256	315,425	319,914	15.62%
HOSPITALIZATION	52005	549,580	544,000	568,054	569,273	547,997	-3.25%
GROUP INSURANCE	52006	30,852	34,300	29,209	29,995	29,742	5.62%
WORKERS COMPENSATION	52010	0	92,317	92,317	90,506	74,802	-100.00%
EDUCATION ASSISTANCE	52013	12,000	12,000	12,000	14,046	3,547	0.00%
TRAINING	52016	29,000	29,000	29,000	18,330	18,571	0.00%
PROFESSIONAL HEALTH SERVICES	53001	23,000	18,000	18,000	10,342	10,733	27.78%
PROFESSIONAL SERVICES	53002	34,000	32,400	32,400	33,296	32,018	4.94%
MAINTENANCE, CARS & TRUCKS	530041	26,000	22,000	22,000	25,745	16,974	18.18%
MAINTENANCE, BUILDINGS	530042	15,000	15,000	15,000	15,025	18,489	0.00%
MAINTENANCE, POWERED EQUIPMENT	530044	1,500	1,500	1,500	730	1,463	0.00%
MAINTENANCE, SERVICE CONTRACTS	53005	39,500	29,500	29,500	28,155	26,848	33.90%
ADVERTISING	53007	0	0	0	763	272	N/A
EXTERMINATING CONTRACT	53033	1,200	1,200	1,200	760	450	0.00%
ELECTRICITY	55101	21,000	24,180	24,180	20,120	19,652	-13.15%
HEATING	55102	5,240	5,240	5,240	3,942	4,397	0.00%
POSTAGE	55201	800	800	800	666	534	0.00%
TELECOMMUNICATION	55203	24,000	24,000	24,000	20,812	22,659	0.00%
RADIO	55204	52,000	55,000	55,000	33,276	50,024	-5.45%
BOILER INSURANCE	55301	0	155	155	152	122	-100.00%
FIRE INSURANCE	55302	0	3,844	3,642	3,570	3,390	-100.00%
MOTOR VEHICLE INSURANCE	55305	0	13,565	11,250	11,026	10,355	-100.00%
PUBLIC OFFICIAL LIABILITY	55307	0	494	494	484	0	-100.00%
GENERAL LIABILITY	55308	0	611	600	580	614	-100.00%
OFFICE SUPPLIES	55401	0	2,000	2,000	1,868	1,706	-100.00%
FOOD SUPPLIES, FOOD SERV SUPP	55402	1,000	1,000	1,000	1,144	1,148	0.00%
LAUNDRY, HOUSEKEEPING, JANITOR	55405	5,000	5,000	5,000	5,012	4,760	0.00%

FIRE CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
REPAIR & MAINTENANCE	55407	3,500	3,500	3,500	1,798	1,009	0.00%
CAR & TRUCK SUPPLIES	554081	15,000	12,500	12,500	17,725	13,870	20.00%
TIRES	554082	0	9,000	9,000	1,630	10,485	-100.00%
GAS & OIL	554083	36,000	36,000	36,000	35,756	37,333	0.00%
UNIFORMS & APPAREL	55410	18,000	18,000	18,000	17,060	15,186	0.00%
BOOKS & SUBSCRIPTIONS	55411	300	300	300	126	209	0.00%
OTHER OPERATING SUPPLIES	55413	8,500	7,122	6,506	6,579	6,858	30.65%
FIRE PREVENTION	55415	7,000	7,000	7,000	6,611	6,542	0.00%
EMS SUPPLIES	55419	20,000	20,000	20,000	10,892	15,971	0.00%
TRAVEL -CONVENTION & EDUCATION	55504	1,000	204	1,000	361	470	0.00%
DUES & ASSOCIATION MEMBERSHIPS	55801	1,000	1,000	1,000	906	1,024	0.00%
MACHINERY & EQUIPMENT	57001	15,000	15,000	15,000	10,449	10,677	0.00%
FURNITURE & FIXTURES	57002	1,000	1,000	1,000	580	1,027	0.00%
COMMUNICATIONS EQUIPMENT	57003	7,000	7,000	7,000	4,344	3,540	0.00%
EQUIPMENT-VA POWER FUNDS	57006A	0	30,000	30,000	26,226	14,871	-100.00%
TOTAL FIRE		$ 4,230,945	$ 4,210,663	$ 4,124,278	$ 4,153,194	$ 3,981,397	2.59%

REGIONAL JAIL (3301)

53009	$ 1,013,185	$ 1,001,539	$ 1,001,539	$ 1,093,524	$ 1,151,863	1.16%

JUVENILE DETENTION (3303)

53009B	$ 42,645	$ 53,620	$ 53,620	$ 55,472	$ 73,696	-20.47%

GROUP HOME COMMISSION (3304)

53009C	$ 104,847	$ 112,627	$ 112,627	$ 100,732	$ 84,494	-6.91%

COLONIAL COMM CORRECTIONS (3305)

53009D	$ 24,574	$ 24,574	$ 24,574	$ 20,170	$ 12,415	0.00%

CODES COMPLIANCE
(3401)

		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
SALARIES & WAGES	51001	$ 329,765	$ 284,720	$ 275,556	$ 275,326	$ 241,093	19.67%
FICA	52001	25,230	21,800	21,080	20,621	18,004	19.69%
RETIREMENT [VRS]	52002	50,624	39,000	37,705	37,397	33,607	34.26%
HOSPITALIZATION	52005	35,995	36,730	36,730	36,731	38,556	-2.00%
GROUP INSURANCE	52006	4,397	3,730	3,585	3,555	3,127	22.65%
WORKERS COMPENSATION	52010	0	4,126	3,593	3,522	2,932	-100.00%
TRAINING	52016	4,500	4,500	4,500	1,193	2,090	0.00%
PROFESSIONAL SERVICES	53002	500	1,065	0	0	58	N/A
REPAIR & MAINTENANCE	53004	300	300	300	0	25	0.00%
MAINTENANCE, CARS & TRUCKS	530041	500	1,000	1,000	22	2,881	-50.00%
MAINTENANCE, OFFICE EQUIPMENT	530043	100	100	100	0	70	0.00%
PRINTING	53006	500	500	500	446	476	0.00%
ADVERTISING	53007	200	0	200	0	126	0.00%
PUBLIC EDUCATION	53008C	600	600	600	165	0	0.00%
POSTAGE	55201	800	400	800	385	761	0.00%
TELECOMMUNICATION	55203	7,500	7,500	7,500	6,107	6,314	0.00%
MOTOR VEHICLE INSURANCE	55305	0	2,010	1,700	1,634	1,534	-100.00%
PUBLIC OFFICIAL LIABILITY	55307	0	3,928	3,706	3,633	4,174	-100.00%
GENERAL LIABILITY	55308	0	306	300	290	307	-100.00%
OFFICE SUPPLIES	55401	0	1,300	1,300	1,150	784	-100.00%
VEHICLE POWERED EQUIPMENT-SUPP	55408	0	0	0	66	0	N/A
CAR & TRUCK SUPPLIES	554081	1,000	1,000	1,000	635	643	0.00%
TIRES	554082	0	0	500	0	0	-100.00%
GAS & OIL	554083	2,500	2,500	2,500	2,499	2,352	0.00%
UNIFORMS & APPAREL	55410	1,000	1,000	1,000	1,026	946	0.00%
BOOKS & SUBSCRIPTIONS	55411	1,500	1,500	3,000	4,334	2,100	-50.00%
OTHER OPERATING SUPPLIES	55413	3,300	2,000	2,000	1,431	577	65.00%
BOOKS FOR RESALE	55414	0	0	0	0	125	N/A
ENFORCEMENT ACTION	55415B	5,000	2,000	5,000	3,854	358	0.00%
TRAVEL -MILEAGE	55501	0	0	0	169	129	N/A
TRAVEL -CONVENTION & EDUCATION	55504	5,000	1,805	5,000	4,663	2,189	0.00%
DUES & ASSOCIATION MEMBERSHIPS	55801	350	350	350	490	295	0.00%
TOTAL CODES COMPLIANCE		$ 481,161	$ 425,769	$ 421,105	$ 411,343	$ 366,631	14.26%

ANIMAL CONTROL (3501)		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
	53009	$ 18,900	$ 18,900	$ 18,900	$ 18,900	$ 18,900	0.00%

ENGINEERING (4101)

SALARIES & WAGES	51001	$ 185,037	$ 185,525	$ 176,622	$ 176,784	$ 173,398	4.76%
FICA	52001	14,155	14,200	13,512	13,031	12,649	4.76%
RETIREMENT [VRS]	52002	28,269	25,245	24,098	24,121	24,715	17.31%
HOSPITALIZATION	52005	20,265	20,670	41,430	32,297	42,178	-51.09%
GROUP INSURANCE	52006	2,455	2,430	2,291	2,293	2,294	7.16%
WORKERS COMPENSATION	52010	0	4,126	3,593	3,522	2,932	-100.00%
TRAINING	52016	200	200	200	230	0	0.00%
PROFESSIONAL SERVICES	53002	8,000	10,500	10,500	6,700	7,530	-23.81%
MAINTENANCE, CARS & TRUCKS	530041	600	600	600	1,059	430	0.00%
ADVERTISING	53007	1,000	500	3,000	548	148	-66.67%
POSTAGE	55201	0	0	200	0	0	-100.00%
TELECOMMUNICATION	55203	5,000	4,000	4,000	4,925	4,570	25.00%
PUBLIC OFFICIAL LIABILITY	55307	0	1,047	988	969	1,113	-100.00%
GENERAL LIABILITY	55308	0	204	200	193	205	-100.00%
OFFICE SUPPLIES	55401	0	950	950	589	141	-100.00%
VEHICLE POWERED EQUIPMENT-SUPP	55408	0	0	0	19	0	N/A
CAR & TRUCK SUPPLIES	554081	1,000	1,000	1,000	1,349	1,131	0.00%
GAS & OIL	554083	1,600	1,600	1,600	1,547	1,289	0.00%
UNIFORMS & APPAREL	55410	800	800	800	643	796	0.00%
BOOKS & SUBSCRIPTIONS	55411	150	150	150	0	107	0.00%
OTHER OPERATING SUPPLIES	55413	1,950	1,000	1,000	1,098	729	95.00%
DUES & ASSOCIATION MEMBERSHIPS	55801	250	0	250	0	105	0.00%
TOTAL ENGINEERING		$ 271,531	$ 274,796	$ 287,784	$ 271,947	$ 277,258	-5.65%

STREETS (4102)

SALARIES & WAGES	51001	$ 327,370	$ 319,335	$ 332,292	$ 283,585	$ 276,063	-1.48%
SALARIES & WAGES OVERTIME	51002	4,000	3,000	4,000	2,644	3,407	0.00%
FICA	52001	25,350	24,660	21,978	20,245	20,045	15.34%
RETIREMENT [VRS]	52002	50,428	44,500	38,966	39,507	39,824	29.42%

STREETS CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
HOSPITALIZATION	52005	115,310	111,150	83,859	96,853	86,913	37.50%
GROUP INSURANCE	52006	4,380	4,185	3,704	3,708	3,683	18.25%
WORKERS COMPENSATION	52010	0	30,714	26,745	26,220	21,826	-100.00%
TRAINING	52016	500	500	500	60	75	0.00%
MAINTENANCE, CARS & TRUCKS	530041	5,500	5,000	5,000	5,830	8,980	10.00%
MAINTENANCE, BUILDINGS	530042	0	0	0	862	490	N/A
MAINTENANCE, SIGNS & ST MRKNGS	530045	2,000	2,000	2,000	2,565	593	0.00%
MAINTENANCE, TRAFFIC CONTROL	530046	5,000	5,000	5,000	7,006	3,570	0.00%
MAINTENANCE, SERVICE CONTRACTS	53005	0	60,500	60,500	105,033	101,932	-100.00%
ADVERTISING	53007	500	500	500	500	0	0.00%
LAUNDRY & DRY CLEANING	53008	3,000	2,500	2,500	3,331	2,681	20.00%
ELECTRICITY	55101	230,000	220,000	220,000	247,327	219,430	4.55%
TELECOMMUNICATION	55203	3,720	3,720	3,720	3,954	2,998	0.00%
RADIO	55204	960	960	960	1,256	405	0.00%
FIRE INSURANCE	55302	0	1,281	1,214	1,190	1,130	-100.00%
MOTOR VEHICLE INSURANCE	55305	0	10,048	8,330	8,168	7,670	-100.00%
PUBLIC OFFICIAL LIABILITY	55307	0	262	247	242	278	-100.00%
GENERAL LIABILITY	55308	0	815	790	773	819	-100.00%
OFFICE SUPPLIES	55401	0	200	200	157	71	-100.00%
REPAIR & MAINTENANCE SUPPLIES	55407	9,000	9,948	8,000	8,461	6,624	12.50%
CAR & TRUCK SUPPLIES	554081	25,000	28,000	28,000	18,919	11,605	-10.71%
TIRES	554082	0	3,000	3,000	1,176	3,230	-100.00%
GAS & OIL	554083	20,500	18,000	18,000	19,946	20,477	13.89%
POWERED EQUIPMENT AND SUPPLIES	554084	1,500	2,000	2,000	466	822	-25.00%
SIGNS & ST MARKINGS SUPPLIES	554085	8,500	8,000	8,000	9,058	7,609	6.25%
UNIFORMS & APPAREL	55410	3,500	3,269	4,000	2,955	2,785	-12.50%
OTHER OPERATING SUPPLIES	55413	49,200	47,000	47,000	46,432	47,513	4.68%
TRAVEL -MILEAGE	55501	0	0	0	0	18	N/A
TRAVEL -CONVENTION & EDUCATION	55504	600	600	600	0	0	0.00%
DUES & ASSOCIATION MEMBERSHIPS	55801	300	300	300	0	210	0.00%
MACHINERY & EQUIPMENT	57001	5,000	5,000	5,000	3,357	3,760	0.00%

STREETS CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
PEDESTRIAN IMPROVEMENTS	57008	6,000	6,000	6,000	10,855	8,531	0.00%
LEASE/RENT OF EQUIPMENT	58001	500	500	500	787	0	0.00%
TOTAL STREETS		$ 907,618	$ 982,448	$ 953,405	$ 983,430	$ 916,064	-4.80%

STORMWATER MANAGEMENT (4103)

SALARIES	51001	$ 127,590	$ 97,980	$ 123,755	$ 124,332	$ 120,429	3.10%
SALARIES - OVERTIME	51002	3,000	3,000	3,000	2,204	3,627	0.00%
FICA	52001	9,990	7,725	9,700	9,013	8,935	2.99%
RETIREMENT [VRS]	52002	19,544	13,400	16,930	17,187	17,555	15.44%
HOSPITALIZATION	52005	34,155	35,800	34,843	39,695	35,550	-1.97%
GROUP LIFE INSURANCE	52006	1,697	1,285	1,610	1,611	1,599	5.40%
SERVICE CONTRACTS	53005	5,000	5,000	5,000	4,541	6,861	0.00%
GAS & OIL	554083	100	200	200	47	40	-50.00%
OTHER OPERATING SUPPLIES	55413	17,000	17,000	17,000	12,129	19,868	0.00%
DRAINAGE MTCE	57010	10,000	10,000	10,000	13,237	7,209	0.00%
TOTAL STORMWATER MANAGEMENT		$ 228,076	$ 191,390	$ 222,038	$ 223,996	$ 221,671	2.72%

SOLID WASTE COLLECTION (4203)

PURCH SVCS-JCSA-BULK WASTE	53009	$ 3,500	$ 3,500	$ 3,500	$ 3,497	$ 3,452	0.00%
GARBAGE COLLECTION	53031	400,000	390,000	390,000	373,726	360,748	2.56%
RECYCLING PROGRAM	53032	223,200	220,000	220,000	62,447	60,236	1.45%
HOUSEHOLD CHEMICALS	53033A	20,000	20,000	20,000	19,074	19,401	0.00%
COMPUTER RECYCLING	53034	2,400	2,400	2,400	2,379	2,246	0.00%
GARBAGE DISPOSAL	53035	25,000	25,000	25,000	25,857	23,993	0.00%
ADMINISTRATION FEE - VPSA	55899A	11,000	10,750	10,750	10,750	10,500	2.33%
TOTAL SOLID WASTE COLLECTION		$ 685,100	$ 671,650	$ 671,650	$ 497,730	$ 480,576	2.00%

BUILDING FACILITIES & MAINTAENANCE (4307)

		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
SALARIES & WAGES	51001	$ 115,344	$ 120,900	$ 115,897	$ 114,187	$ 107,930	-0.48%
SALARIES-OVERTIME	51002	7,000	6,500	6,500	6,716	6,330	7.69%
FICA	52001	9,360	9,750	9,370	8,929	8,440	-0.11%
RETIREMENT [VRS]	52002	17,622	16,500	15,813	15,576	15,341	11.44%
HOSPITALIZATION	52005	20,265	20,670	20,670	20,670	21,089	-1.96%
GROUP INSURANCE	52006	1,530	1,590	1,504	1,481	1,427	1.73%
WORKERS COMPENSATION	52010	0	4,126	3,593	3,522	2,932	-100.00%
TRAINING	52016	1,000	1,000	1,000	289	514	0.00%
MAINTENANCE, BUILDINGS	530042	56,818	45,000	45,000	73,135	56,531	26.26%
MAINTENANCE-POWERED EQUIPMENT	530044	1,000	1,000	1,000	329	712	0.00%
SERVICE CONTRACTS	53005	128,800	130,000	130,000	133,240	131,308	-0.92%
LAUNDRY & DRY CLEANING	53008	2,900	2,900	2,900	2,722	3,178	0.00%
EXTERMINATING CONTRACT	53033	4,200	2,000	2,000	614	0	110.00%
ELECTRICITY	55101	99,000	87,650	87,650	95,934	87,963	12.95%
GAS-COMMUNITY CENTER	55102	6,990	6,990	6,990	8,724	9,822	0.00%
TELECOMMUNICATION	55203	3,430	3,430	3,430	3,890	3,032	0.00%
BOILER INSURANCE	55301	0	1,319	1,240	1,257	1,301	-100.00%
FIRE INSURANCE	55302	0	12,815	12,140	11,901	11,299	-100.00%
PUBLIC OFFICIAL LIABILITY	55307	0	250	250	242	0	-100.00%
GENERAL LIABILITY	55308	0	1,630	1,580	1,546	1,638	-100.00%
OFFICE SUPPLIES	55401	0	335	300	338	259	-100.00%
FOOD/COFFEE	55402	2,500	2,500	2,500	1,806	2,451	0.00%
LAUNDRY, HOUSEKEEPING, JANITOR	55405	2,000	2,000	2,000	3,037	1,699	0.00%
REPAIR & MAINTENANCE SUPPLIES	55407	2,000	3,000	3,000	1,467	126	-33.33%
CAR & TRUCK SUPPLIES	554081	200	200	200	16	487	0.00%
TIRES	554082	0	400	400	0	0	-100.00%
GAS & OIL	554083	700	700	700	1,013	857	0.00%
UNIFORMS & APPAREL	55410	500	600	500	562	481	0.00%
OTHER OPERATING SUPPLIES	55413	4,300	3,750	3,750	4,272	3,972	14.67%
TRAVEL -CONVENTION & EDUCATION	55504	200	200	200	0	0	0.00%

BUILDING FACILITIES & MAINTENANCE CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
MACHINERY & EQUIPMENT	57001	1,000	1,000	1,000	1,394	890	0.00%
FURNITURE & FIXTURES	57002	500	500	500	0	340	0.00%
BUILDING	57010	4,000	14,500	14,500	5,465	3,716	-72.41%
TOTAL BUILDING FACILITIES & MAINTENANCE		$ 493,159	$ 505,706	$ 498,077	$ 524,274	$ 486,062	-0.99%

INFORMATION TECHNOLOGY (4308)

SALARIES	51001	$ 371,285	$ 359,810	$ 345,628	$ 347,139	$ 296,950	7.42%
FICA	52001	28,405	27,525	26,441	25,578	21,920	7.43%
RETIREMENT [VRS]	52002	57,015	49,640	47,352	47,700	42,267	20.41%
HOSPITALIZATION	52005	28,130	28,700	28,700	28,700	29,282	-1.99%
GROUP INSURANCE	52006	4,951	4,502	4,502	4,504	3,931	9.97%
WORKERS COMPENSATION	52010	0	417	417	409	205	-100.00%
EDUCATION ASSISTANCE	52013	0	7,500	7,500	7,298	0	-100.00%
TRAINING	52016	2,500	2,500	2,500	3,950	1,500	0.00%
MAINTENANCE-PHONES	530047	2,000	2,000	2,000	2,019	2,500	0.00%
HARDWARE MAINTENANCE	530048	44,450	37,950	37,950	39,750	35,500	17.13%
MAINTENANCE-SOFTWARE	530049	233,217	226,030	226,030	177,250	158,300	3.18%
MAINTENANCE-COMPUTERS	53004D	55,000	54,750	54,750	50,357	51,101	0.46%
MAINTENANCE-VIDEO EQUIPMENT	53004E	12,000	10,000	10,000	9,502	10,159	20.00%
MAINTENANCE-MAPPING SYSTEM	53004F	10,500	10,500	10,500	21,533	55,819	0.00%
MAINTENANCE-PRINTERS	53004H	5,000	5,000	5,000	4,506	4,109	0.00%
MTCE-COPIERS	53005C	12,500	11,000	11,000	11,353	12,279	13.64%
PURCHASED SERVICES-JCC	53009	8,500	8,500	8,500	8,475	8,475	0.00%
TELECOMMUNICATIONS	55203	50,000	59,000	59,000	57,309	60,437	-15.25%
PUBLIC OFFICIAL LIABILITY	55307	0	250	250	242	0	-100.00%
GENERAL LIABILITY	55308	0	1,082	1,050	1,029	0	-100.00%
OFFICE SUPPLIES	55401	0	500	500	719	500	-100.00%
OTHER OPERATING SUPPLIES	55413	750	250	250	74	301	200.00%
TRAVEL-MILEAGE	55501	0	0	0	0	0	N/A

INFORMATION TECHNOLOGY CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
TRAVEL-CONFERENCES	55504	4,000	2,500	2,500	2,243	1,351	60.00%
DUES & MEMBERSHIPS	55801	500	500	500	40	495	0.00%
TOTAL INFORMATION TECHNOLOGY		$ 930,703	$ 910,406	$ 892,820	$ 851,681	$ 797,381	4.24%

LANDSCAPING (4309)

SALARIES & WAGES	51001	$ 265,850	$ 263,030	$ 255,045	$ 255,426	$ 245,798	4.24%
SALARIES & WAGES OVERTIME	51002	1,500	1,750	1,750	2,636	1,253	-14.29%
PART-TIME SALARIES	51003	18,000	20,800	20,800	14,160	8,736	-13.46%
FICA	52001	21,835	21,850	21,395	19,310	18,233	2.06%
RETIREMENT [VRS]	52002	40,904	36,250	37,914	35,489	34,100	7.89%
HOSPITALIZATION	52005	94,935	93,600	76,182	90,304	78,564	24.62%
GROUP INSURANCE	52006	3,552	3,450	3,605	3,335	2,979	-1.47%
WORKERS COMPENSATION	52010	0	5,502	4,790	4,696	3,909	-100.00%
EDUCATION ASSISTANCE	52013	1,000	125	0	0	5,440	N/A
TRAINING	52016	500	500	500	135	486	0.00%
PROFESSIONAL SERVICES	53002	168,000	128,000	128,000	125,696	123,973	31.25%
EOC - RECOVERY	53002A	0	0	0	3,345	0	N/A
MAINTENANCE, CARS & TRUCKS	530041	1,000	1,000	1,000	2,951	1,685	0.00%
MAINTENANCE, POWERED EQUIPMENT	530044	700	700	700	-351	351	0.00%
LAUNDRY & DRY CLEANING	53008	2,800	2,800	2,800	2,744	2,288	0.00%
POSTAGE	55201	0	0	0	0	63	N/A
TELECOMMUNICATION	55203	2,000	2,000	2,000	2,189	2,518	0.00%
FIRE INSURANCE	55302	0	1,214	1,214	1,190	1,130	-100.00%
MOTOR VEHICLE INSURANCE	55305	0	1,700	1,700	1,634	1,534	-100.00%
PUBLIC OFFICIAL LIABILITY	55307	0	247	247	242	278	-100.00%
GENERAL LIABILITY	55308	0	300	300	290	307	-100.00%
OFFICE SUPPLIES	55401	0	200	200	127	90	-100.00%
AGRICULTURAL SUPPLIES	55403	27,500	26,000	26,000	29,428	23,302	5.77%
VEHICLE POWERED EQUIPMENT-SUPP	55408	0	0	0	817	0	N/A
CAR & TRUCK SUPPLIES	554081	4,000	4,000	4,000	6,729	7,086	0.00%
TIRES	554082	0	1,500	1,500	1,430	1,382	-100.00%

LANDSCAPING CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
GAS & OIL	554083	8,500	8,000	8,000	8,764	8,571	6.25%
POWERED EQUIPMENT & SUPPLIES	554084	4,500	4,500	4,500	5,122	4,206	0.00%
UNIFORMS & APPAREL	55410	3,500	3,000	3,000	1,635	2,202	16.67%
BOOKS & SUBSCRIPTIONS	55411	0	100	100	68	220	-100.00%
OTHER OPERATING SUPPLIES	55413	16,700	16,500	16,500	14,167	15,918	1.21%
LITTER CONTROL	55415A	5,500	5,500	5,500	5,524	6,578	0.00%
TRAVEL -CONVENTION & EDUCATION	55504	500	118	500	75	558	0.00%
DUES & ASSOCIATION MEMBERSHIPS	55801	100	100	100	230	100	0.00%
MOTOR VEHICLES & EQUIPMENT	57005	4,500	4,000	4,000	6,011	0	12.50%
LEASE/RENT OF EQUIPMENT	58001	1,000	1,000	1,000	-1,360	456	0.00%
TOTAL LANDSCAPING		$ 698,876	$ 659,335	$ 634,842	$ 644,188	$ 604,295	10.09%

PAYMENT TO LOCAL HEALTH DEPARTMENT (5101)

	55601	$ 111,493	$ 109,645	$ 109,645	$ 105,826	$ 104,755	1.69%

PAYMENT TO OLD TOWN HEALTH CLINIC (5101)

	55602	$ 109,511	$ 109,511	$ 109,511	$ 89,511	$ 88,511	0.00%

COLONIAL BEHAVIORAL HEALTH (5205)

	55602A	$ 259,000	$ 259,000	$ 259,000	$ 255,000	$ 255,000	0.00%

PUBLIC ASSISTANCE (5302)

MOTOR VEHICLE INSURANCE	55305	$ 805	$ 2,000	$ 2,000	$ 0	$ 0	-59.75%
GENERAL RELIEF-LOCAL CONT	55701	735,664	666,602	666,602	610,000	610,000	10.36%
COMPREHENSIVE SERVICES ACT	55703	227,650	136,590	136,590	99,842	99,842	66.67%
YOUTH & SENIOR INITIATIVE	55705	5,000	5,000	5,000	30,000	30,000	0.00%
COMPREHENSIVE SVC ACT-ADMIN	55706	7,886	7,885	7,885	5,691	5,691	0.01%
AT-RISK PREVENTION	55707	30,000	30,000	30,000	15,000	15,000	0.00%
SUMMER YOUTH PROGRAM	55708	35,000	35,000	35,000	35,000	35,000	0.00%
WHF GRANT	55709	260,000	260,000	260,000	260,000	260,000	0.00%
HOMELESSNESS PREVENTION	55710	55,000	55,000	55,000	30,000	30,000	0.00%
TOTAL PUBLIC ASSISTANCE		$ 1,357,005	$ 1,198,077	$ 1,198,077	$ 1,085,533	$ 1,085,533	13.27%

PUBLIC ASSISTANCE - TRANSPORT (5305)

		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
MAINTENANCE, CARS & TRUCKS	530041	$ 150	$ 200	$ 200	$ 65	$ 0	-25.00%
CAR & TRUCK SUPPLIES	554081	150	300	300	220	63	-50.00%
TIRES	554082	200	400	400	124	546	-50.00%
GAS & OIL	554083	3,000	2,500	2,500	3,032	2,802	20.00%
TOTAL PUBLIC ASSISTANCE - TRANSPORT		$ 3,500	$ 3,400	$ 3,400	$ 3,441	$ 3,411	2.94%

SCHOOL BOARD (6010)

SALARIES & WAGES	51001	$ 16,200	$ 15,000	$ 16,200	$ 15,600	$ 14,150	0.00%
FICA	52001	1,239	1,150	1,239	1,193	1,083	0.00%
TOTAL SCHOOL BOARD		$ 17,439	$ 16,150	$ 17,439	$ 16,793	$ 15,233	0.00%

SCHOOL OPERATIONS (6103)

SCHOOLS	56001	$ 9,062,079	$ 8,675,131	$ 8,675,131	$ 8,318,484	$ 7,804,125	4.46%
SALES TAX FOR EDUCATION	56002A	842,301	990,030	1,347,682	1,270,267	1,142,717	-37.50%
SCHOOLS' ALLOCATION OF CARES ACT		287,029	0	0	0	0	0.00%
TOTAL SCHOOL OPERATIONS		$ 10,191,409	$ 9,665,161	$ 10,022,813	$ 9,588,751	$ 8,946,842	1.68%

RECREATION ADMINISTRATION (7101)

SALARIES & WAGES	51001	$ 180,160	$ 164,250	$ 176,192	$ 160,221	$ 131,234	2.25%
PART-TIME SALARIES	51003	78,000	70,000	70,000	77,123	71,139	11.43%
FICA	52001	19,760	17,920	13,479	17,694	15,400	46.60%
RETIREMENT [VRS]	52002	27,620	22,730	24,060	21,207	18,790	14.80%
HOSPITALIZATION	52005	28,130	28,700	8,030	29,131	8,193	250.31%
GROUP INSURANCE	52006	2,399	2,150	2,287	1,998	1,728	4.90%
WORKERS COMPENSATION	52010	0	2,751	2,165	2,122	1,955	-100.00%
CLOTHING ALLOWANCE	52012	0	0	0	0	56	N/A
TRAINING	52016	1,000	1,000	1,000	890	931	0.00%
PROFESSIONAL HEALTH SERVICES	53001	300	300	300	338	0	0.00%
PROFESSIONAL SERVICES	53002	0	0	0	0	30	N/A
REPAIR & MAINTENANCE	53004	0	0	0	498	0	N/A
MAINTENANCE, CARS & TRUCKS	530041	400	400	400	0	19	0.00%
MAINTENANCE, BUILDINGS	530042	10,000	15,000	15,000	9,462	7,837	-33.33%

RECREATION ADMINISTRATION CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
MAINTENANCE, OFFICE EQUIPMENT	530043	100	100	100	83	63	0.00%
MAINTENANCE, POWERED EQUIPMENT	530044	1,000	1,000	1,000	1,053	898	0.00%
MAINTENANCE, SERVICE CONTRACTS	53005	47,100	47,100	47,100	43,678	46,949	0.00%
ADVERTISING	53007	1,000	1,000	1,000	786	800	0.00%
LAUNDRY & DRY CLEANING	53008	0	0	0	107	0	N/A
EXTERMINATING CONTRACT	53033	3,940	1,300	1,300	1,280	1,232	203.08%
ELECTRICITY	55101	36,200	33,250	33,250	38,142	34,650	8.87%
HEATING	55102	3,000	5,820	5,820	2,745	4,116	-48.45%
POSTAGE	55201	100	200	200	30	0	-50.00%
TELECOMMUNICATION	55203	3,134	3,700	3,700	3,086	3,359	-15.30%
FIRE INSURANCE	55302	0	6,407	6,070	5,951	5,650	-100.00%
PUBLIC OFFICIAL LIABILITY	55307	0	262	247	242	278	-100.00%
GENERAL LIABILITY	55308	0	306	300	290	307	-100.00%
OFFICE SUPPLIES	55401	0	1,100	1,100	1,013	952	-100.00%
LAUNDRY, HOUSEKEEPING, JANITOR	55405	3,000	3,000	3,000	3,055	2,567	0.00%
VEHICLE POWERED EQUIPMENT-SUPP	55408	100	100	100	13	24	0.00%
GAS & OIL	554083	0	0	0	446	0	N/A
BOOKS & SUBSCRIPTIONS	55411	100	100	100	7	0	0.00%
OTHER OPERATING SUPPLIES	55413	2,600	2,000	2,000	1,750	1,514	30.00%
TRAVEL -MILEAGE	55501	50	0	50	0	0	0.00%
TRAVEL -CONVENTION & EDUCATION	55504	2,000	21	2,000	919	2,618	0.00%
DUES & ASSOCIATION MEMBERSHIPS	55801	800	800	800	610	517	0.00%
TOTAL RECREATION ADMINISTRATION		$ 451,993	$ 432,767	$ 422,150	$ 425,971	$ 363,804	7.07%

RECREATION PARKS (7101)		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
SALARIES & WAGES	51001	$ 110,000	$ 69,300	$ 84,063	$ 46,291	$ 60,415	30.85%
PART-TIME SALARIES	51003	130,000	125,000	125,000	127,869	138,380	4.00%
FICA	52001	18,360	14,864	6,431	13,013	14,882	185.49%
RETIREMENT [VRS]	52002	16,973	9,550	11,470	5,687	8,414	47.98%
HOSPITALIZATION	52005	8,135	5,550	8,030	7,902	9,670	1.31%
GROUP INSURANCE	52006	1,474	1,091	1,091	519	779	35.11%
WORKERS COMPENSATION	52010	0	5,502	4,330	4,245	3,909	-100.00%
PROFESSIONAL SERVICES	53002	0	0	0	709	0	N/A
REPAIR & MAINTENANCE	53004	0	0	0	0	27	N/A
MAINTENANCE, BUILDINGS	530042	1,800	1,800	1,800	2,517	991	0.00%
MAINTENANCE, EQUIPMENT	530044	2,000	2,500	2,500	1,624	934	-20.00%
MAINTENANCE, SERVICE CONTRACTS	53005	9,700	9,700	9,700	8,630	9,326	0.00%
PRINTING	53006	1,000	1,000	1,000	973	1,000	0.00%
ADVERTISING	53007	500	500	500	361	478	0.00%
ELECTRICITY	55101	3,900	4,230	4,230	3,801	3,771	-7.80%
TELECOMMUNICATION	55203	3,555	3,925	3,925	3,616	4,186	-9.43%
FIRE INSURANCE	55302	0	1,821	1,821	1,785	1,695	-100.00%
PUBLIC OFFICIAL LIABILITY	55307	0	247	247	242	278	-100.00%
GENERAL LIABILITY	55308	0	200	200	193	205	-100.00%
OFFICE SUPPLIES	55401	0	800	800	786	700	-100.00%
AGRICULTURAL SUPPLIES	55403	7,000	6,000	6,000	10,020	5,889	16.67%
MEDICAL SUPPLIES	55404	100	100	100	85	45	0.00%
LAUNDRY, HOUSEKEEPING, JANITOR	55405	2,000	2,000	2,000	1,743	1,418	0.00%
REPAIR & MAINTENANCE SUPPLIES	55407	1,500	2,000	2,000	1,018	1,738	-25.00%
VEHICLE POWERED EQUIPMENT-SUPP	55408	250	250	250	34	151	0.00%
CAR & TRUCK SUPPLIES	554081	0	0	0	406	372	N/A
GAS & OIL	554083	0	0	0	0	1	N/A
EQUIPMENT SUPPLIES	554084	600	600	600	217	884	0.00%
UNIFORMS & APPAREL	55410	1,500	218	1,500	1,369	747	0.00%
BOOKS & SUBSCRIPTIONS	55411	0	50	50	0	0	-100.00%
OTHER OPERATING SUPPLIES	55413	4,800	4,000	4,000	3,910	2,628	20.00%

RECREATION PARKS CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
MERCHANDISE FOR RESALE	55414	8,000	3,861	8,200	7,228	7,521	-2.44%
NRPA - TAKE ME FISHING PROGRAM	55416A	0	0	0	0	477	N/A
DUES & ASSOCIATION MEMBERSHIPS	55801	300	140	300	160	93	0.00%
MACHINERY & EQUIPMENT	57001	500	1,000	1,000	427	353	-50.00%
MOTOR VEHICLES & EQUIPMENT	57005	6,000	6,000	6,000	5,800	4,454	0.00%
LEASE/RENT OF EQUIPMENT	58001	3,000	3,500	3,500	1,745	2,806	-14.29%
TOTAL RECREATION PARKS		$ 342,947	$ 287,299	$ 302,638	$ 264,922	$ 289,617	13.32%

RECREATION PROGRAMS (7104)

SALARIES & WAGES	51001	$ 199,830	$ 191,335	$ 188,939	$ 162,566	$ 172,326	5.76%
SALARIES & WAGES OVERTIME	51002	0	0	0	316	384	N/A
PART-TIME SALARIES	51003	25,000	25,000	25,000	24,227	49,482	0.00%
FICA	52001	17,205	16,550	14,454	17,601	20,237	19.03%
RETIREMENT [VRS]	52002	30,718	29,000	25,778	22,850	25,661	19.16%
HOSPITALIZATION	52005	36,260	37,000	44,760	27,604	40,539	-18.99%
GROUP INSURANCE	52006	2,668	2,500	2,451	2,106	2,495	8.85%
WORKERS COMPENSATION	52010	0	11,691	9,200	9,020	8,307	-100.00%
PROFESSIONAL SERVICES	53002	145,000	160,000	160,000	134,316	119,985	-9.38%
REPAIR & MAINTENANCE	53004	200	200	200	186	186	0.00%
MAINTENANCE, CARS & TRUCKS	530041	200	300	300	218	16	-33.33%
MAINTENANCE, BUILDINGS	530042	6,000	8,000	8,000	4,721	5,878	-25.00%
MAINTENANCE, OFFICE EQUIPMENT	530043	250	250	250	206	88	0.00%
MAINTENANCE, POWERED EQUIPMENT	530044	500	500	500	415	226	0.00%
MAINTENANCE, SERVICE CONTRACTS	53005	6,000	2,000	2,000	2,594	1,895	200.00%
PRINTING	53006	500	500	500	463	277	0.00%
ADVERTISING	53007	800	800	800	340	686	0.00%
LAUNDRY & DRY CLEANING	53008	300	300	300	111	102	0.00%
ELECTRICITY	55101	12,900	12,600	12,600	12,867	10,740	2.38%
POSTAGE	55201	100	100	100	34	90	0.00%
TELECOMMUNICATION	55203	4,370	4,000	4,000	3,801	4,300	9.25%
BOILER INSURANCE	55301	0	200	200	190	152	-100.00%

RECREATION PROGRAMS CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
FIRE INSURANCE	55302	0	1,922	1,821	1,785	1,695	-100.00%
MOTOR VEHICLE INSURANCE	55305	0	1,507	1,250	1,225	1,151	-100.00%
PUBLIC OFFICIAL LIABILITY	55307	0	262	247	242	278	-100.00%
GENERAL LIABILITY	55308	0	204	200	193	205	-100.00%
OFFICE SUPPLIES	55401	0	650	650	549	546	-100.00%
LAUNDRY, HOUSEKEEPING, JANITOR	55405	2,500	2,500	2,500	2,098	1,825	0.00%
REPAIR & MAINTENANCE SUPPLIES	55407	500	500	500	727	181	0.00%
VEHICLE POWERED EQUIPMENT-SUPP	55408	250	250	250	49	217	0.00%
CAR & TRUCK SUPPLIES	554081	250	850	850	800	858	-70.59%
TIRES	554082	0	600	600	0	0	-100.00%
GAS & OIL	554083	3,700	3,500	3,500	3,630	3,773	5.71%
EQUIPMENT SUPPLIES	554084	300	300	300	284	136	0.00%
UNIFORMS & APPAREL	55410	1,200	1,000	1,200	977	706	0.00%
BOOKS & SUBSCRIPTIONS	55411	50	50	50	0	0	0.00%
EDUCATIONAL & RECREATIONAL SUP	55412	9,000	9,000	9,000	7,867	5,607	0.00%
OTHER OPERATING SUPPLIES	55413	12,000	6,000	6,000	6,126	4,958	100.00%
MERCHANDISE FOR RESALE	55414	0	0	0	0	37	N/A
TRAVEL -MILEAGE	55501	0	0	0	0	1,245	N/A
TRAVEL -CONVENTION & EDUCATION	55504	2,000	123	2,000	0	0	0.00%
DUES & ASSOCIATION MEMBERSHIPS	55801	400	400	400	290	125	0.00%
MACH & EQUIP (PARK & REC DEV)	57001	13,000	13,000	13,000	11,484	27,341	0.00%
MOTOR VEHICLES & EQUIPMENT	57005	500	500	500	500	249	0.00%
LEASE/RENT OF EQUIPMENT	58001	8,000	10,000	10,000	5,763	4,702	-20.00%
TOTAL RECREATION PROGRAMS		$ 542,451	$ 555,944	$ 555,150	$ 471,342	$ 519,887	-2.29%

CEMETERY (7108)

SALARIES & WAGES	51001	$ 43,269	$ 43,270	$ 41,406	$ 41,442	$ 40,208	4.50%
SALARIES & WAGES OVERTIME	51002	1,800	1,800	1,800	1,304	1,603	0.00%
FICA	52001	3,450	3,450	3,207	3,029	2,973	7.58%
RETIREMENT [VRS]	52002	6,610	5,900	5,650	5,655	5,712	16.99%

CEMETERY CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
HOSPITALIZATION	52005	13,895	14,173	14,173	14,173	14,460	-1.96%
GROUP INSURANCE	52006	574	570	538	538	531	6.69%
WORKERS COMPENSATION	52010	0	1,375	1,198	1,174	977	-100.00%
MAINTENANCE, EQUIPMENT	530044	400	400	400	43	0	0.00%
LAUNDRY & DRY CLEANING	53008	400	400	400	476	203	0.00%
ELECTRICITY	55101	600	550	550	591	612	9.09%
TELECOMMUNICATION	55203	2,000	1,800	1,800	2,404	2,309	11.11%
PUBLIC OFFICIAL LIABILITY	55307	0	262	247	242	278	-100.00%
VEHICLE POWERED EQUIPMENT-SUPP	55408	0	0	0	0	141	N/A
TIRES	554082	0	100	100	393	87	-100.00%
GAS & OIL	554083	120	120	120	70	41	0.00%
EQUIPMENT SUPPLIES	554084	500	500	500	53	88	0.00%
OTHER OPERATING SUPPLIES	55413	2,000	2,000	2,000	1,504	1,363	0.00%
REPURCHASE OF CEMETERY LOTS	57006	1,000	1,000	1,000	1,100	300	0.00%
TOTAL CEMETERY		$ 76,618	$ 77,670	$ 75,089	$ 74,190	$ 71,888	2.04%

REGIONAL LIBRARY (7302)

	56002	$ 904,244	$ 904,244	$ 904,244	$ 871,852	$ 859,699	0.00%

PLANNING (8101)

SALARIES & WAGES	51001	$ 295,175	$ 303,680	$ 288,089	$ 289,498	$ 269,403	2.46%
PART-TIME SALARIES	51003	0	900	10,000	4,547	0	-100.00%
FICA	52001	22,585	23,300	22,804	21,785	19,989	-0.96%
RETIREMENT [VRS]	52002	45,362	40,700	39,409	40,624	38,176	15.11%
HOSPITALIZATION	52005	54,605	52,000	57,127	36,830	44,315	-4.41%
GROUP INSURANCE	52006	3,940	4,000	3,747	3,772	3,508	5.15%
WORKERS COMPENSATION	52010	0	958	958	939	782	-100.00%
TRAINING	52016	4,000	5,000	5,000	4,403	837	-20.00%
COMPREHENSIVE PLAN	53001A	0	0	0	384	0	N/A
PROFESSIONAL SERVICES	53002	0	0	0	1,125	8,731	N/A
REPAIR & MAINTENANCE	53004	100	100	100	0	0	0.00%

PLANNING CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
MAINTENANCE, CARS & TRUCKS	530041	500	750	750	282	16	-33.33%
PRINTING	53006	2,000	2,500	2,500	1,908	1,904	-20.00%
ADVERTISING	53007	7,000	5,000	5,000	6,995	8,830	40.00%
POSTAGE	55201	1,200	1,200	1,200	1,130	1,078	0.00%
TELECOMMUNICATION	55203	7,000	6,200	6,200	6,924	8,138	12.90%
MOTOR VEHICLE INSURANCE	55305	0	625	625	613	575	-100.00%
PUBLIC OFFICIAL LIABILITY	55307	0	3,706	3,706	3,633	4,174	-100.00%
GENERAL LIABILITY	55308	0	200	200	193	205	-100.00%
OFFICE SUPPLIES	55401	0	2,500	2,500	2,542	1,067	-100.00%
VEHICLE POWERED EQUIPMENT-SUPP	55408	0	0	0	19	53	N/A
CAR & TRUCK SUPPLIES	554081	500	0	0	0	0	N/A
TIRES	554082	0	150	150	0	0	-100.00%
GAS & OIL	554083	300	400	400	275	198	-25.00%
BOOKS & SUBSCRIPTIONS	55411	300	300	300	103	625	0.00%
OTHER OPERATING SUPPLIES	55413	5,000	2,500	2,500	2,121	1,433	100.00%
TRAVEL -MILEAGE	55501	300	400	400	378	0	-25.00%
TRAVEL -CONVENTION & EDUCATION	55504	6,000	6,000	6,000	3,673	5,536	0.00%
AWARD PROGRAMS	55505	0	700	700	0	2,653	-100.00%
NEIGHBORHOOD ENHANCEMENT PROGR	55507	0	0	0	3,169	4,188	N/A
DUES & ASSOCIATION MEMBERSHIPS	55801	2,500	2,500	2,500	1,550	1,466	0.00%
MACHINERY & EQUIPMENT	57001	500	500	500	0	190	0.00%
TOTAL PLANNING		$ 458,867	$ 466,769	$ 463,365	$ 439,415	$ 428,070	-0.97%

OUTSIDE AGENCIES (8102)

PEN. COMM. ON HOMELESSNESS	61010	$ 2,759	$ 2,759	$ 2,759	$ 2,759	$ 2,759	0.00%
CHILD DEV. RESOURCES	61025	5,000	5,000	5,000	5,000	5,000	0.00%
COMMUNITY ACTION AGENCY	61035	21,102	21,102	21,102	21,102	21,102	0.00%
LITERACY FOR LIFE	61040	1,000	1,000	1,000	1,000	1,000	0.00%
PENINSULA AGENCY ON AGING	61045	12,278	12,278	12,278	11,573	11,022	0.00%
COMMUNITY SERVICES COALITION	61055	7,500	7,500	7,500	7,500	7,500	0.00%
HOSPICE OF WILLIAMSBURG	61060	7,500	7,500	7,500	7,000	7,000	0.00%

OUTSIDE AGENCIES CONT.

		Adopted **FY 2021**	Projected **FY 2020**	Budgeted **FY 2020**	Actual **FY 2019**	Actual **FY 2018**	% Change **FY2021/ 2020**
AVALON	61065	19,000	19,000	19,000	19,000	19,000	0.00%
ARC OF GREATER WMSBG HUMAN SRV	61070	1,500	1,500	1,500	1,500	1,500	0.00%
COLONIAL CASA	61075	6,000	6,000	6,000	6,000	6,000	0.00%
3E RESTORATION	61110	0	0	0	1,000	0	N/A
HOUSE OF MERCY	61115	2,000	1,000	1,000	0	0	100.00%
HOUSING PARTNERSHIP	61120	2,500	0	0	0	0	N/A
TNCC-SITE IMPROVEMENTS	62010	16,026	16,026	16,026	9,036	7,632	0.00%
WMSBG HOTEL/MOTEL ASSOCIATION	62015	0	0	0	0	10,000	N/A
KINGSMILL GOLF TOURNAMENT	62020	0	0	0	0	15,000	N/A
TNCC-HISTORIC TRIANGLE CAMPUS	62035	2,463	2,463	2,463	2,677	2,600	0.01%
TNCC-Workforce Dev. Ctr.	62045	10,500	10,500	10,500	10,500	10,500	0.00%
WMSBG AREA DESTINATION MKTG	62055	0	0	0	0	1,123,558	N/A
HAMPTON RDS PLANNING DISTRICT	62060	30,252	29,591	29,591	12,652	11,888	2.23%
CHAMBER OF COMMERCE	62065	0	0	0	0	800,000	N/A
COLONIAL WMSBG FOUNDATION	62070	0	0	0	0	1,300,000	N/A
PENINSULA COUNCIL WORK. DEV.	62075	5,947	5,947	5,947	5,947	5,947	0.00%
HERITAGE HUMANE SOCIETY	62085	25,000	0	0	25,000	19,667	N/A
FARMERS MARKET	62095	3,800	3,800	3,800	3,800	3,800	0.00%
WMSBG LAND CONSERVANCY	62100	5,000	5,000	5,000	5,000	5,000	0.00%
VIRGINIA COOPERATIVE EXTENSION	62140	5,602	5,602	5,602	5,602	5,541	0.00%
VIRGINIA FIRST CITIES	62145	0	12,811	12,811	12,811	0	-100.00%
BIKEWALK WILLIAMSBURG	62150	2,000	0	0	0	0	N/A
WILLIAMSBURG MUSIC CLUB	63010	3,300	3,100	3,100	3,000	2,500	6.45%
VA SYMPHONY-MATOAKA CONCERT	63015	9,250	8,670	8,670	8,670	6,000	6.69%
VA ARTS FESTIVAL	63020	0	0	0	0	55,000	N/A
WMSBG SYMPHONY ORCHESTRA	63030	15,800	16,000	16,000	16,000	16,000	-1.25%
VIRGINIA SYMPHONY	63035	11,300	10,900	10,900	9,000	8,000	3.67%
WMSBG WOMENS CHORUS INC.	63040	2,300	2,500	2,500	2,400	2,000	-8.00%
TIDEWATER CLASSIC GUITAR	63045	1,500	1,300	1,300	1,900	1,500	15.38%
WILLIAMSBURG CHORAL GUILD	63055	5,500	5,400	5,400	5,500	5,000	1.85%
MAGIC OF HARMONY SHOW CHORUS	63065	0	0	0	475	250	N/A

OUTSIDE AGENCIES CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
VIRGINIA OPERA	63070	10,300	10,100	10,100	9,575	8,200	1.98%
WILLIAMSBURG YOUTH ORCHESTRA	63075	5,000	5,000	5,000	5,000	4,100	0.00%
WILLIAMSBURG PLAYERS	63080	10,400	11,000	11,000	11,000	10,000	-5.45%
VA REPERTORY THEATRE	63085	1,500	1,500	1,500	1,725	1,600	0.00%
YOUNG AUDIENCES	63090	3,900	4,000	4,000	5,000	4,600	-2.50%
INSTITUTE FOR DANCE	63100	2,300	2,000	2,000	1,500	2,700	15.00%
WMSBG CONTEMPORARY ART CENTER	63115	11,300	11,000	11,000	11,500	11,400	2.73%
CHESAPEAKE BAY WIND ENSEMBLE	63120	500	500	500	500	500	0.00%
AN OCCASION FOR THE ARTS	63125	10,100	11,500	11,500	13,000	11,700	-12.17%
WHRO-TV	63130	3,000	2,900	2,900	3,000	2,600	3.45%
CULTURAL ALLIANCE	63135	0	0	0	0	700	N/A
ARTS COMMISSION-ADM EXPENSES	63145	2,000	1,000	1,000	672	518	100.00%
CULTUREFIX	63150	0	0	0	0	6,650	N/A
FIRST NIGHT OF WILLIAMSBURG	63155	0	0	0	0	3,927	N/A
PANGLOSSIAN PRODUCTIONS	63160	3,800	4,800	4,800	4,200	3,500	-20.83%
STAGELIGHTS	63165	2,500	2,300	2,300	2,000	2,400	8.70%
CELEBRATE YORKTOWN	63170	0	2,200	2,200	2,200	2,200	-100.00%
GLOBAL FILM FESTIVAL WAAC	63175	7,200	9,500	9,500	8,600	8,600	-24.21%
WILLIAMSBURG BOOK FESTIVAL	63180	1,500	1,300	1,300	1,300	1,000	15.38%
COMM ALLIANCE FOR PERF ARTS	63185	0	0	0	950	0	N/A
OPERA IN WILLIAMSBURG	63190	15,900	14,100	14,100	13,500	10,500	12.77%
WJC FINE ARTS PROGRAM	63195	0	9,000	9,000	0	0	-100.00%
VIRGINIA ARTS FESTIVAL	63200	8,300	0	0	8,750	7,500	N/A
JAMESTOWN-YORKTOWN FN	63205	2,700	0	0	0	0	N/A
OPEN DOOR CONCERTS	63206	500	0	0	0	0	N/A
FLUTE FRENZY	63220	2,600	2,600	2,600	3,000	3,000	0.00%
VIRGINIA STAGE COMPANY	63225	600	600	600	0	0	0.00%
ACCORDION RENAISSANCE	63230	1,000	800	800	1,100	1,400	25.00%
ART AT THE RIVER	63240	1,900	2,200	2,200	2,450	1,700	-13.64%
AURA CURIATLAS PHYS THEATRE	63245	2,500	2,400	2,400	2,250	2,000	4.17%
WMSBG YOUTH HARP SOCIETY	63265	1,500	0	0	0	0	N/A

OUTSIDE AGENCIES CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018	% Change FY2021/ 2020
VA REGIONAL BALLET	63270	6,500	7,500	7,500	7,000	5,600	-13.33%
YORKTOWN ART FOUNDATION	63290	0	0	0	925	0	N/A
HIGH SPEED RAIL COALITION	64010	4,500	4,500	4,500	4,500	4,500	0.00%
WILLIAMSBURG AREA TRANSPORT	64015	375,975	375,975	375,975	375,975	375,975	0.00%
WMSBG FAITH IN ACTION	61020	5,000	5,000	5,000	5,000	5,000	0.00%
COLONIAL SOIL & WATER CONSERVA	62025	5,500	5,500	5,500	5,500	3,500	0.00%
FEDERAL FACILITIES ALLIANCE	62120	7,592	7,702	7,702	7,715	7,430	-1.43%
REG. ECON DEV INITIATIVES	62130	14,424	14,658	14,658	14,658	14,117	-1.60%
TOTAL OUTSIDE AGENCIES		$ 775,970	$ 757,384	$ 757,384	$ 757,449	$ 4,028,383	2.45%

TRANSFERS							
TRANSFER TO TOURISM FUND	59992	$ 2,205,000	$ 2,205,000	$ 2,205,000	$ 2,205,000	$ 0	0.00%
TRANSFER BUDGET STABILIZATION	59993	0	0	53,290	0	0	-100.00%
TRANSFER TO GENERAL FUND RESERVES		0	0	0	1,270,295	1,545,612	N/A
TOTAL TRANSFERS		$ 2,205,000	$ 2,205,000	$ 2,258,290	$ 3,475,295	$ 1,545,612	-2.36%

TOTAL EXPENDITURES	**$ 38,602,122**	**$ 36,677,119**	**$ 37,260,618**	**$ 37,159,461**	**$ 36,910,771**	**3.60%**

TOURISM FUND FISCAL YEAR 2021

	Adopted **FY 2021**	Projected **FY 2020**	Budgeted **FY 2020**	Actual **FY 2019**
TRANSFER IN FROM GENERAL FUND	$(2,205,000)	$(2,205,000)	$(2,205,000)	$(2,205,000)
$ 2 LODGING TAX	(736,450)	(709,374)	(1,086,000)	(1,079,370)
LOCAL 1% SALES TAX	(1,961,400)	(1,616,237)	(1,970,000)	(2,012,985)
TRANSFER FROM RESERVES	-	(560,438)	-	-
TOTAL REVENUES	$(4,902,850)	$(5,091,049)	$(5,261,000)	$(5,297,355)

TOURISM FUND EXPENDITURES FISCAL YEAR 2021

ADMINISTRATION (3900)		Adopted **FY 2021**	Projected **FY 2020**	Budgeted **FY 2020**	Actual **FY 2019**
SALARIES & WAGES	51001	$ 62,500	$ 50,545	$ 45,450	$ 21,311
FICA	52001	4,790	3,580	3,477	1,436
RETIREMENT-VRS	52002	8,615	6,985	6,201	2,664
HOSPITALIZATION	52005	20,265	16,000	20,794	3,425
GROUP LIFE INSURANCE	52006	820	630	590	241
TRAINING	52016	2,000	300	2,500	573
PROFESSIONAL SERVICES	53002	120,000	11,950	100,000	2,545
MAINTENANCE, OFFICE EQUIPMENT	530043	500	1,025	1,500	3,058
PRINTING	53006	-	-	1,000	104
POSTAGE	55201	-	-	1,000	-
TELECOMMUNICATION	55203	2,000	600	2,000	1,016
OFFICE SUPPLIES	55401	-	1,060	1,000	305
BOOKS & SUBSCRIPTIONS	55411	6,000	100	500	110
OTHER OPERATING SUPPLIES	55413	2,000	3,125	2,500	734
TRAVEL -MILEAGE	55501	750	-	1,000	21
TRAVEL -CONVENTION & EDUCATION	55504	10,000	600	2,000	639
DUES & ASSOCIATION MEMBERSHIPS	55801	3,300	1,000	1,000	335

ADMINISTRATION CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019
CONTINGENCY	55869	1,555	-	123,588	-
TOTAL ADMINISTRATION		$ 245,095	$ 97,500	$ 316,100	$ 38,516

TOURISM MARKETING (3910)

MAINT EFFORT - CHAMBER/TOURISM	62065	$ 800,000	$ 800,000	$ 800,000	$ 800,000
HISTORIC TRIANGLE MARKETING	67030	368,225	354,688	543,000	539,685
TOTAL TOURISM MARKETING		$ 1,168,225	$ 1,154,688	$ 1,343,000	$ 1,339,685

TOURISM GRANT PROGRAM (3920)

HOTEL/MOTEL ASSOCIATION	62015	$ 11,000	$ 10,000	$ 10,000	$ 10,000
KINGSMILL CHAMPIONSHIP	62020	15,000	15,000	15,000	15,000
COLONIAL WMSBG FOUNDATION	62070	1,300,000	1,300,000	1,300,000	1,300,000
WILLIAMSBURG LIVE	63020	80,000	80,000	80,000	55,000
AN OCCASION FOR THE ARTS	63125	20,000	20,000	20,000	25,000
CULTUREFIX	63150	290,000	75,000	75,000	75,000
GLOBAL FILM FESTIVAL CITY OSA	63176	25,000	-	-	-
TOURISM CONTINGENCY - GRANTS	67010	150,000	150,000	150,000	50,000
DOWNTOWN VIBRANCY IMPLEMENTATI	67020	-	-	-	150,000
TOURISM DEVELOPMENT GRANT PRG	67040	-	-	1,951,900	-
TOTAL TOURISM GRANT PORGRAM		$ 1,891,000	$ 1,650,000	$ 3,601,900	$ 1,680,000

TOURISM GRANT AWARDS

CITY SQUARE PLAZA FURNITURE	$ -	$ 10,000	$ -	$ -

TOTAL EXPENDITURES	$ 3,304,320	$ 2,912,188	$ 5,261,000	$ 3,058,201

TRANSFER TO GENERAL FUND	$ 1,598,530	$ 1,178,861	$ -	$ -
TRANSFER TO EDA - COVID-19 GRANTS		$ 1,000,000		
TRANSFER TO RESERVES	-	-	-	2,239,154

TOTAL EXPENDITURES & TRANSFERS	$ 4,902,850	$ 5,091,049	$ 5,261,000	$ 5,297,355

UTILITY FUND REVENUES
FISCAL YEAR 2021

		Adopted **FY 2021**	Projected **FY 2020**	Budgeted **FY 2020**	Actual **FY 2019**	Actual **FY 2018**
WATER SERVICE	41101	($ 4,700,000)	($ 4,700,000)	($ 4,623,000)	($ 4,702,919)	($ 4,687,484)
SEWER SERVICE	41101A	(2,200,000)	(2,200,000)	(2,400,000)	(2,063,225)	(2,402,769)
WATER CONNECTIONS	41102	(2,500)	(3,000)	(3,000)	(3,200)	(2,000)
HRSD TAP FEES	411021	(80,000)	(80,000)	(80,000)	(142,095)	(151,375)
SEWER CONNECTIONS	41102A	(3,000)	(3,000)	(3,000)	(5,600)	(4,000)
PENALTY - WATER & SEWER	41103	(21,400)	(21,400)	(21,400)	(20,293)	(20,810)
OTHER SOURCES	41110	(45,000)	(45,000)	(45,000)	(171,500)	(7,421)
ENTERPRISE-INTEREST EARNINGS	41111	(70,000)	(93,600)	(93,600)	(94,972)	(57,365)
WATER TOWER USAGE	41118	(222,000)	(218,244)	(218,244)	(218,244)	(218,244)
WATER & SEWER AVAILABILITY	41120	(100,000)	(100,000)	(300,000)	(581,000)	(908,000)
XFER-RETAINED EARN FOR OPERAT	41122	(67,778)	(49,417)	(411,110)	0	0
TOTAL REVENUES		($ 7,511,678)	($ 7,513,661)	($ 8,198,354)	($ 8,003,049)	($ 8,459,471)

UTILITY FUND EXPENDITURES FISCAL YEAR 2021

UTILITY ADMINISTRATION (1900)		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
SALARIES & WAGES REGULAR	51001	$271,900	$273,120	$329,928	$267,209	$261,052
FICA	52001	20,800	18,620	25,240	18,980	18,644
RETIREMENT [VRS]	52002	41,960	36,720	45,103	(5,303)	9,910
HOSPITALIZATION	52005	30,243	21,740	30,243	23,375	30,845
GROUP INSURANCE	52006	3,645	4,288	4,288	2,128	887
WORKERS COMPENSATION	52010	3,705	4,126	3,593	3,522	2,932
CAR ALLOWANCE	52011	-	-	-	-	6,369
CONTINGENCY PAY PLAN	52014	29,000	-	65,840	-	-
PROFESSIONAL SERVICE-OTHER	53002	13,000	13,000	15,000	10,050	11,295
PRINTING & BINDING	53006	500	500	500	1,433	311
ADVERTISING	53007	500	500	500	922	-
POSTAGE	55201	6,500	3,020	6,500	4,413	7,032
TELECOMMUNICATION	55203	4,000	3,100	3,100	4,211	4,533
RADIO	55204	500	500	500	841	270
FIRE	55302	673	607	607	595	565
MOTOR VEHICLE	55305	1,582	1,250	1,250	1,225	1,151
OFFICE SUPPLIES	55401	2,400	1,900	2,600	2,242	1,553
OTHER OPERATING SUPPLIES	55413	2,000	2,000	2,000	1,272	2,007
TRAVEL(MILEAGE)	55501	-	-	-	-	13
TRAVEL(CONVENTION & EDUCATION)	55504	2,500	200	2,500	125	3,208
DUES & SUBSCRIPTIONS	555801	300	300	300	130	95
FURNITURE & FIXTURES	57002	300	300	300	-	-
MOTOR VEHICLES & EQUIPMENT	57005	-	-	1,000	732	-
OVERHEAD CHARGES INACTIVE	57008	1,012,000	840,000	840,000	847,893	687,925
DEPRECIATION EXPENSE-INACTIVE	57009	830,000	830,000	815,000	837,624	831,135
TOTAL UTILITY ADMINISTRATION		$2,278,008	$2,055,791	$2,195,892	$2,023,620	$1,881,733

FILTER PLANT (1910)

		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
SALARIES & WAGES REGULAR	51001	$439,700	$431,340	$561,590	$456,900	$503,734
SALARIES & WAGES OVERTIME	51002	-	12,500	5,000	4,360	11,370
PART-TIME WAGES	51003	54,000	52,830	-	53,031	27,527
DISCRETIONARY LEAVE	51006	-	7,000	7,000	13,548	11,148
FICA	52001	37,770	36,000	42,962	35,869	38,901
RETIREMENT [VRS]	52002	67,845	56,125	76,929	(9,655)	17,101
HOSPITALIZATION	52005	100,457	91,545	112,913	100,376	108,368
GROUP INSURANCE	52006	5,900	7,314	7,314	3,508	1,522
WORKERS COMPENSATION	52010	14,620	15,817	13,772	13,502	11,239
TRAINING	52016	5,000	5,000	5,000	6,123	5,796
PROFESSIONAL SERVICE-OTHER	53002	26,000	28,000	28,000	22,024	29,978
REPAIR & MAINTENANCE	53004	7,000	7,000	7,000	2,758	6,970
MAINTENANCE, CARS & TRUCKS	530041	1,000	1,000	1,000	1,315	-
MAINTENANCE, BUILDING	530042	4,000	4,000	4,000	3,624	135
MAINTENANCE, POWERED EQUIPMENT	530044	7,000	7,000	7,000	9,262	10,439
MAINTENANCE, SERVICE CONTRACTS	53005	3,200	2,000	3,200	1,937	3,209
ADVERTISING	53007	-	-	-	401	-
ELECTRICITY	55101	125,000	112,000	112,000	126,733	100,785
POSTAGE	55201	1,200	300	1,200	1,001	1,385
TELECOMMUNICATION	55203	2,000	1,780	1,780	1,811	2,125
RADIO	55204	-	-	250	-	-
BOILER	55301	420	390	390	380	305
FIRE	55302	5,382	5,126	4,856	4,761	4,520
MOTOR VEHICLES	55305	527	420	420	408	384
GENERAL LIABILITY	55308	5,136	4,735	4,735	4,639	4,913
OFFICE SUPPLIES	55401	1,300	1,200	1,700	621	1,274
MEDICAL & LAB SUPPLIES	55404	6,500	6,200	6,200	9,453	6,328
LAUNDRY,HOUSEKEEPING, JANITOR	55405	1,800	2,000	2,000	1,216	1,954
REPAIR & MAINTENANCE SUPPLIES	55407	22,000	22,000	22,000	25,464	20,558
VEHICLE POWERED EQUIPMENT	55408	-	-	-	56	-
CAR AND TRUCK SUPPLIES	554081	600	600	600	1,912	363

FILTER PLANT CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
TIRES	554082	200	200	200	289	-
GAS AND OIL	554083	2,000	2,000	2,000	1,719	1,628
POWERED EQUIPMENT SUPPLIES	554084	500	-	1,000	-	52
GENERATOR FUEL	554086	2,000	-	2,000	3,241	-
UNIFORMS & WEARING APPAREL	55410	3,000	2,800	2,800	3,836	2,797
BOOKS & SUBSCRIPTIONS	55411	-	200	400	-	-
OTHER OPERATING SUPPLIES	55413	225,000	225,000	225,000	175,247	145,498
TRAVEL(MILEAGE)	55501	-	-	-	74	117
TRAVEL(CONVENTION & EDUCATION)	55504	750	-	750	11	1,636
TAXES	55651	72,000	72,000	72,000	35,564	70,201
DUES & ASSOCIATION MEMBERSHIPS	55801	-	200	200	-	-
FURNITURE & FIXTURES	57002	2,000	5,000	5,000	2,005	37
MOTOR VEHICLES & EQUIPMENT	57005	8,000	8,000	8,000	6,120	44
ADP EQUIPMENT	57007	10,000	8,771	10,000	5,431	7,858
TOTAL FILTER PLANT		$1,270,807	$1,245,393	$1,370,161	$1,130,876	$1,162,200

WATER SYSTEM (1920)

SALARIES & WAGES REGULAR	51001	$246,910	$235,999	$235,999	$227,744	$228,704
SALARIES & WAGES OVERTIME	51002	9,000	9,000	9,000	9,436	8,217
PART-TIME SALARIES	51003	-	2,000	2,000	-	-
FICA	52001	19,579	18,055	18,055	16,327	16,783
RETIREMENT [VRS]	52002	38,098	32,293	32,293	(4,669)	7,733
HOSPITALIZATION	52005	103,349	87,880	103,349	94,441	101,170
GROUP INSURANCE	52006	3,310	3,070	3,070	1,863	628
WORKERS COMPENSATION	52010	9,879	11,003	8,659	8,489	7,819
TRAINING	52016	900	600	900	60	-
PROFESSIONAL SERVICE OTHER	53002	13,500	13,000	13,000	13,009	11,363
MAINTENANCE, CARS AND TRUCKS	530041	3,500	2,000	4,000	2,672	1,060
MAINTENANCE, POWERED EQUIPMENT	530044	-	-	500	77	-
MAINTENANCE, WATER METERS	530045	5,500	5,000	5,000	3,183	6,397
MAINTENANCE, SERVICE CONTRACTS	53005	500	500	500	788	300
LAUNDRY & DRY CLEANING	53008	4,000	4,000	4,000	3,707	3,125

WATER SYSTEM CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
STATE WATERWORKS ASSESSMENT	53010	13,000	13,000	13,000	12,682	12,682
POSTAGE	55201	5,500	2,700	2,700	5,053	2,647
TELECOMMUNICATION	55203	4,000	4,500	4,500	3,695	4,898
RADIO	55204	600	600	600	841	270
BOILER	55301	420	390	390	380	305
FIRE	55302	8,071	7,687	7,284	7,141	6,780
MOTOR VEHICLES	55305	4,748	4,521	3,750	3,675	3,452
GENERAL LIABILITY	55308	5,241	4,992	4,830	4,735	5,015
OFFICE SUPPLIES	55401	600	300	800	235	824
LAUNDRY, HOUSEKEEPING,JANITOR	55405	500	300	500	1	705
REPAIR & MAINTENANCE SUPPLIES	55407	1,000	-	1,000	848	1,795
CAR AND TRUCK SUPPLIES	554081	8,000	8,000	8,000	10,464	5,039
TIRES	554082	1,200	1,500	1,500	-	758
GAS AND OIL	554083	13,000	12,000	14,000	12,216	11,141
POWERED EQUIPMENT SUPPLIES	554084	1,000	1,000	1,000	-	862
UNIFORMS & WEARING APPAREL	55410	4,000	4,000	4,000	2,465	2,043
OTHER OPERATING SUPPLIES	55413	62,000	60,000	60,000	57,360	64,562
WATER METERS	55417	26,000	25,500	25,500	32,277	13,540
TRAVEL(CONVENTION & EDUCATION)	55504	600	600	600	-	52
MACHINERY & EQUIPMENT	57001	7,000	3,000	10,000	2,951	-
MOTOR VEHICLES & EQUIPMENT	57005	7,000	2,000	10,000	2,671	-
ADP EQUIPMENT	57007	500	-	500	337	-
LEASE/RENT EQUIP	58001	3,000	600	3,000	685	2,311
TOTAL WATER SYSTEM		$635,005	$581,590	$617,779	$537,840	$532,978

SEWER SYSTEM (1940)

SALARIES & WAGES REGULAR	51001	247,700	222,940	269,392	206,783	207,200
SALARIES & WAGES OVERTIME	51002	12,000	12,000	12,000	12,246	11,549
FICA	52001	19,395	15,900	20,609	14,732	16,446
RETIREMENT [VRS]	52002	37,260	31,136	36,952	(3,929)	7,391
HOSPITALIZATION	52005	88,720	88,633	76,264	90,519	82,862
GROUP INSURANCE	52006	3,240	3,513	3,513	1,697	799
WORKERS COMPENSATION	52010	-	359	359	352	293

SEWER SYSTEM CONT.		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
TRAINING	52016	300	-	-	-	-
PROFESSIONAL SERVICE-OTHER	53002	12,500	12,000	14,000	11,558	10,448
MAINTENANCE, CARS AND TRUCKS	530041	500	500	500	58	-
MAINTENANCE, BUILDINGS	530042	3,000	4,000	4,000	978	-
MAINTENANCE, POWERED EQUIPMENT	530044	8,000	10,000	10,000	-	747
LAUNDRY & DRY CLEANING	53008	500	700	700	593	248
HRSD SEWAGE	53032	2,200,000	2,200,000	2,400,000	2,188,019	2,562,574
ELECTRICITY	55101	34,000	34,000	34,000	36,721	36,472
HEATING	55102	1,700	1,700	1,700	1,790	1,683
POSTAGE	55201	-	-	-	-	61
TELECOMMUNICATION	55203	20,659	17,000	17,000	17,735	22,846
RADIO	55204	600	600	600	2,407	270
BOILER	55301	420	390	390	380	305
FIRE	55302	2,355	2,125	2,125	2,083	1,977
GENERAL LIABILITY	55308	5,240	4,830	4,830	4,735	5,015
OFFICE SUPPLIES	55401	300	300	300	-	-
LAUNDRY, HOUSEKEEPING, JANITOR	55405	200	200	200	-	117
REPAIR & MAINTENANCE SUPPLIES	55407	20,000	20,000	20,000	19,342	6,617
CAR AND TRUCK SUPPLIES	554081	3,000	3,000	3,000	2,113	2,903
TIRES	554082	800	800	800	-	253
GAS AND OIL	554083	4,000	3,800	3,800	3,217	3,297
EQUIPMENT SUPPLIES	554084	1,600	1,600	1,600	-	-
GENERATOR FUEL	554086	1,000	1,000	1,000	-	-
UNIFORMS & WEARING APPAREL	55410	1,400	1,400	1,400	688	766
OTHER OPERATING SUPPLIES	55413	31,000	20,000	33,000	19,983	11,690
TRAVEL(CONVENTION & EDUCATION)	55504	300	300	300	250	-
FURNITURE & FIXTURES	57001	-	-	-	-	2,224
COMMUNICATIONS EQUIPMENT	57003	-	-	-	-	1,600
MOTOR VEHICLES & EQUIPMENT	57005	14,000	1,000	14,000	900	-
ADP EQUIPMENT	57007	500	500	500	-	-
LEASE/RENT EQUIP	58001	1,000	1,000	1,000	1,111	96
TOTAL SEWER SYSTEM		$2,777,189	$2,717,226	$2,989,834	$2,637,060	$2,998,750

UTILITY DEBT SERVICE (1970)

		Adopted FY 2021	Projected FY 2020	Budgeted FY 2020	Actual FY 2019	Actual FY 2018
INTEREST PAYMENTS	55839	$155,669	$183,661	$194,688	$130,349	$(50,627)
COST OF BOND ISSUANCE	55840	-	-	-	-	46,821
TOTAL UTILITY DEBT SERVICE		$155,669	$183,661	$194,688	$130,349	$(3,805)

UTILITY PURCHASED SERVICES (1985)

NNWW - PURCHASE OF WATER	53015	$ 100,000	$ 0	$ 100,000	$ 0	$ 0
T0TAL UTILITY PURCHASED SERVICES		$ 100,000	$ 0	$ 100,000	$ 0	$ 0

CAPTIAL IMPROVEMENTS (1990)

VEHICLES	577001	$ 0	$ 130,000	$ 130,000	$ 0	$ 0
WATERSHED PROTECTION/QUALITY	577017	$ 0	$ 0	$ 0	$ 0	$ 0
WATER TREATMENT IMPROVEMENTS	577018	$ 50,000	$ 0	$ 0	$ 8,240	$ 27,556
WALLER MILL DAM IMPROVEMENTS	577019	$ 50,000	$ 50,000	$ 50,000	$ 3,800	$ 0
WATER SYSTEM IMPROVEMENTS	577020	$ 0	$ 475,000	$ 475,000	$ 0	$ 536,819
WATER/SEWER -CONTINGENCY	577021	$ 75,000	$ 75,000	$ 75,000	$ 24,990	$ 72,364
WATER TANK PAINTING	577022	$ 0	$ 0	$ 0	$ 0	$ 0
WATER TANK ROOF REPLACEMENT	577023	$ 0	$ 0	$ 0	$ 0	$ 0
PUMP STAT-RELIABILITY UPGRADE	577024	$ 45,000	$ 0	$ 0	$ 0	$ 698.79
SEWER SYSTEM REHAB-SSO	577030	$ 75,000	$ 0	$ 0	$ 14,268	$ 4,335
TOTAL CAPTIAL IMPROVEMENTS		$ 295,000	$ 730,000	$ 730,000	$ 51,298	$ 641,774

TOTAL EXPENDITURES	$ 7,511,678	$ 7,513,661	$ 8,198,354	$ 6,511,047	$ 7,213,632

STAFFING LEVELS FISCAL YEAR 2021

CITY MANAGER'S OFFICE	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
City Manager	1	1	1	1	1	1	1
Assistant City Manager	1	1	1	1	1	1	0
Economic Development Director	1	1	1	1	1	1	1
Economic Development Specialist	1	1	1	1	1	1	1
Tourism Development Specialist (TDF)	0	0	0	0	1	1	1
Human Resources Specialist	1	1	1	1	1	1	1
Executive Assistant/Clerk of Council	0	0	0	0	0	0	1
Executive Assistant	1	1	1	1	1	1	0
Clerk of Council	1	1	1	1	1	1	0
Managerial Analyst	0	0	0	0	0	0	1
Administrative Aide	0.5	0.5	0.5	0	0	0	1
Communications Specialist	1	1	1	1	1	1	1
SUBTOTAL	8.5	8.5	8.5	8	9	9	9

CITY ATTORNEY

City Attorney	1	1	1	1	1	1	1
Legal Secretary	0.5	0.5	0.5	0.5	0.5	0.5	0.5
SUBTOTAL	1.5	1.5	1.5	1.5	1.5	1.5	1.5

COMISSIONER OF REVENUE

Commissioner	1	1	1	1	1	1	1
Clerk	2	2	2	2	2	2	2
Business Auditor	0	0	0	0	1	1	1
SUBTOTAL	3	3	3	3	4	4	4

TREASURER

Deputy Treasurer	1	1	1	1	1	1	1

REGISTRAR

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Registrar	1	1	1	1	1	1	1
Clerk	0.5	1	1	1	1	1	1
SUBTOTAL	1.5	2	2	2	2	2	2

ASSESSOR'S OFFICE

City Assessor	1	1	1	1	1	1	1
Assessment Technician	1	1	1	1	1	1	1
SUBTOTAL	2	2	2	2	2	2	2

DEPARTMENT OF FINANCE

Director of Finance	1	1	1	1	1	1	1
Deputy Director of Finance	1	1	1	1	1	1	1
Financial Specialist/Technician	4	4	5	5	5	5	5
Utility Account Specialist	1	1	1	1	1	1	1
Accountant 1	1	1	1	1	1	1	2
SUBTOTAL	8	8	9	9	9	9	10

INFORMATION TECHNOLOGY

I T Director	1	1	1	1	1	1	1
Systems Analyst	1	1	1	1	1	1	1
Network Administrator	1	1	1	1	1	1	1
GIS Analyst	0	0	0	0	1	1	1
SUBTOTAL	3	3	3	3	4	4	4

POLICE DEPARTMENT

Police Chief	1	1	1	1	1	1	1
Deputy Police Chief	1	1	1	1	1	1	1
Police Major	3	3	3	3	3	3	3
Police Lieutenant	5	5	5	5	5	5	5
Police Sergeant	4	4	4	4	4	4	4
Police Officer	22	23	23	24	27	27	29
Administrative Secretary	2	2	2	2	2	2	2

POLICE DEPARTMENT CONT.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Parking Enforcement Officer	1	1	1	1	1	1	1
Parking Garage Supervisor	1	1	1	1	1	1	1
SUBTOTAL	40	41	41	42	45	45	47

FIRE DEPARTMENT

Fire Chief	1	1	1	1	1	1	1
Deputy Fire Chief	1	1	1	1	1	1	1
Battalion Chief	3	3	3	3	3	3	3
EMS Captain	1	1	1	1	1	1	1
Fire Protection Captain	1	1	1	1	1	1	1
Lieutenant	3	3	3	3	3	3	3
Technical Assistant	1	1	1	1	1	1	1
Fire Inspector	3	3	3	3	3	3	3
Firefighter / EMT	22	22	25	25	26	26	31
Secretary-Senior	1	1	1	1	1	1	1
SUBTOTAL	37	37	40	40	41	41	46

PLANNING DEPARTMENT

Director	1	1	1	1	1	1	1
Zoning Administrator	1	1	1	1	1	1	1
Planner	1	1	1	1	1	1	1
Secretary	1	1	1	1	1	1	1
SUBTOTAL	4	4	4	4	4	4	4

CODES COMPLIANCE

Codes Compliance Administrator	1	1	1	1	1	1	1
Codes Compliance Officer	1	1	1	1	1	1	1
Combination Inspector	2	2	2	2	2	2	2
Property Manager	0	0	0	0	0	0	1
Secretary	1	1	1	1	1	1	1
SUBTOTAL	5	5	5	5	5	5	6

ENGINEERING

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Engineer	1	1	1	1	1	1	1
Public Works Inspector	1	1	1	1	1	1	1
SUBTOTAL	2	2	2	2	2	2	2

STREET DEPARTMENT

Street Superintendent	1	1	1	1	1	1	1
Street Supervisor	1	1	1	1	1	1	1
Administrative Secretary	1	1	1	1	1	1	1
Municipal Service Workers	6	6	6	6	6	7	7
SUBTOTAL	9	9	9	9	9	10	10

LANDSCAPE

Landscape Superintendent	1	1	1	1	1	1	1
Municipal Service Workers	5	5	5	5	5.5	5.5	5.5
Cemetery Caretaker	1	1	1	1	1	1	1
SUBTOTAL	7	7	7	7	7.5	7.5	7.5

SHOP

Shop Superintendent	1	1	1	1	1	1	1
Mechanics	2	2	2	2	2	2	2
SUBTOTAL	3	3	3	3	3	3	3

RECREATION DEPARTMENT

Director	1	1	1	1	1	1	1
Deputy Director	1	1	1	1	1	1	1
Maintenance Superintendent	1	1	1	1	1	1	1
Parks & Recreation Specialist	2	2	2	2	2	2	2
Facilities/Grounds Manager	0	0	0	0	0	0	0
Maintenance Worker	1	1	1	1	1	1	1
Senior Secretary	1	1	1	1	1	1	1
Park Manager/Waller Mill Park	1	1	1	1	1	1	1
Program Coordinator	0	0	0	0	0	0	0

RECREATION DEPARTMENT CONT.	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Office Assistant/Receptionist	0.5	0.5	0.5	0.5	0.5	0.5	0.5
SUBTOTAL	8.5	8.5	8.5	8.5	8.5	8.5	8.5

PUBLIC UTILITIES

Public Utilities Director	1	1	1	1	1	1	1
Project Engineer	1	1	1	1	1	1	1
Civil Engineer	1	1	1	1	1	1	1
Administrative Secretary	1	1	1	1	1	1	1
Superintendent - Filter Plant	1	1	1	1	1	1	1
Water Plant - Chief Operator	1	1	1	1	1	1	1
Senior Operator	1	1	1	1	1	1	1
Water Plant Operator I	1	1	1	1	1	1	1
Water Plant Operator II	4	4	4	4	4	4	4
Water Plant Operator III	1	1	1	1	1	1	1
Water Plant Operator IV	2	2	2	2	2	2	2
Water & Sewer Superintendent	1	1	1	1	1	1	1
Water & Sewer Supervisor	1	1	1	1	1	1	1
Facilities Supervisor	1	1	1	1	1	1	1
Municipal Service Workers	8	8	8	8	8	8	8
SUBTOTAL	26	26	26	26	26	26	26

BUILDINGS & FACILITIES MAINTENANCE

Facilities Manager	1	1	1	1	1	1	1
Municipal Service Worker	1	1	1	1	1	1	1
SUBTOTAL	2	2	2	2	2	2	2

HUMAN SERVICES DEPARTMENT

Director	1	1	1	1	1	1	1
Eligibility Worker	5	5	5	5	5	5	6
Social Worker	5	5	5	5	5	5	7
Office/Clerical	3	3	3	3	3	3	3
SUBTOTAL	14	14	14	14	14	14	17

PUBLIC HOUSING	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Administrative/Account Specialist	1	1	1	1	1	1	1
Public Housing Administrator	1	1	1	1	1	1	1
Public Housing Manager	1	1	1	1	1	1	1
Maintenance Mechanic	2	2	2	2	2	2	2
SUBTOTAL	5	5	5	5	5	5	5

TOTAL CITY EMPLOYEES	191.0	192.5	196.5	197.0	204.5	205.5	217.5

BUDGET SUMMARIES

williamsburgva.gov

FY 2021 CAPITAL IMPROVEMENT PROJECTS

CITY OF WILLIAMSBURG
1699
VIRGINIA'S COLONIAL CAPITAL

INTRODUCTION

The Capital Improvements Projects of the City of Williamsburg are administered through two funds, the Capital Improvement Fund (funded by sales tax, grants, and bonds) for general government improvements, and the Utility Fund for water and sewer projects.

The City projects five-year capital improvement projects, with the first year funded and the remaining four years shown for planning purposes. At the end of the year the funding for any uncompleted project is encumbered as necessary and presumed to be finished in the next fiscal year.

Revenues of the Capital Improvement Fund are derived from the 1% Sales Tax that is collected and distributed monthly by the state. All taxable purchases in the Hampton Roads area of Virginia are charged at the rate of 6%, one percent of which is returned to localities by law. It has been the policy of the City Council for over 25 years to use this revenue to fund general capital projects in the City.

To stabilize operations for comparison each year, interest earnings of the General Fund are accounted for in the Sales Tax Fund. In the past the operating budgets experienced drastic swings in these revenues caused by extreme changes in interest rates. Also the City's annual paving program is accounted for as a capital expenditure to minimize the skewing effect on operations over time.

Revenues of the Utility Fund are used to fund capital improvements, as well as operating costs, for the water and sewer systems.

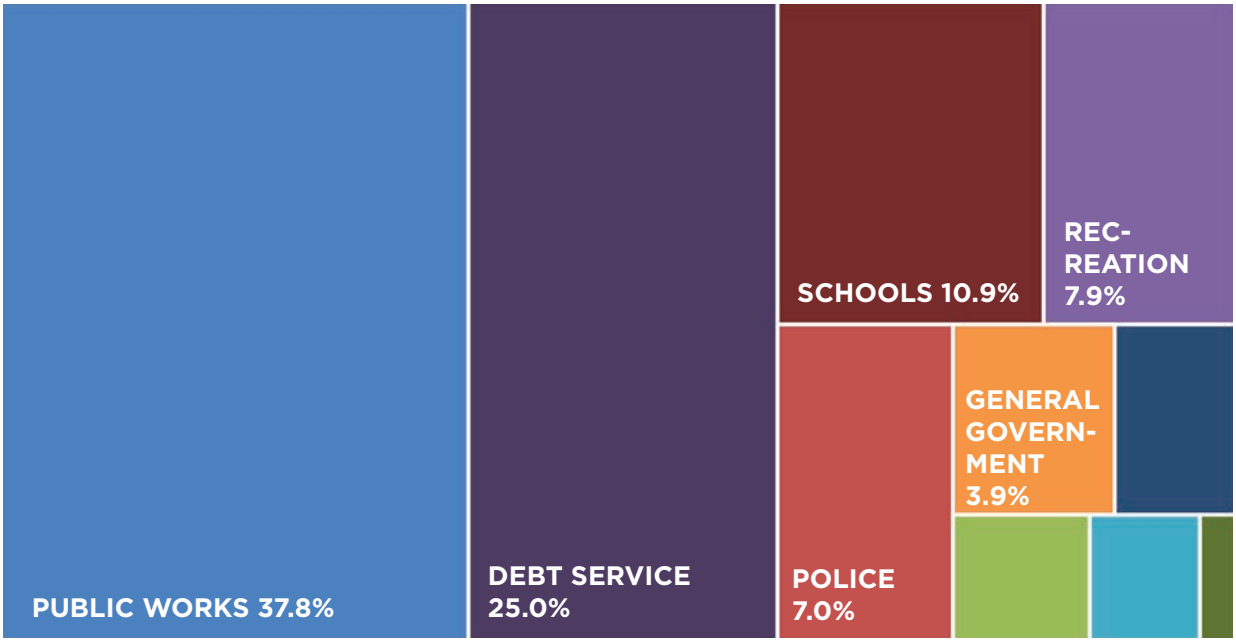
Capital project detail sheets include a reference to one or more of the specific City Council's Goals, Initiatives and Outcomes for the 2019 and 2020 Biennium (GIOs).

Espresso Pastries Smoothies Breakfast Lunch
AROMAS
Fine Coffees & Teas AROMAS Cafe & Bakeshop
SACALIS BUILDING
433

GENERAL GOVERNMENT CAPITAL IMPROVEMENT PROJECTS FY 2020

REVENUES	Adopted **FY 2021**	Estimated **FY 2020**	Actual **FY 2019**
1% Sales Tax	$ (4,500,000)	$ (3,520,000)	$ (4,828,777)
Interest Earnings	(200,000)	(555,465)	(808,414)
Grants	(1,812,487)	(1,954,299)	(1,503,199)
Miscellaneous			(493,284)
Transfer - Courthouse Mtce	(40,000)		
Transfer to (from) reserves	(2,447,828)	(7,031,798)	(1,870,462)
TOTAL REVENUES	$ (9,000,315)	$ (13,061,562)	$ (9,504,136)

EXPENDITURES	Adopted FY 2021	Estimated FY 2020	Actual FY 2019
Public Works	$ 2,593,225	$ 7,614,206	$ 3,658,442
Police	481,000	420,956	274,984
Fire	150,000	364,541	-
Recreation	539,400	314,046	495,708
Community/Econ Dev	121,000	125,276	76,846
General Government	265,760	133,742	1,401,287
Contingency	200,000	-	208,886
Schools	745,069	700,000	1,797,681
Courthouse	40,000	-	-
Debt Service	1,713,869	1,560,265	1,590,302
Transfer to General Fund	2,150,992	1,828,530	-
TOTAL EXPENDITURES	$ 9,000,315	$ 13,061,562	$ 9,504,136



CONTINGENCY 2.9%
FIRE 2.2%
COMMUNITY / ECONOMIC DEVELOPMENT 1.8%
COURTHOUSE 0.6%

GENERAL FUND
CAPITAL IMPROVEMENT PROGRAM
PROJECT INFORMATION DETAIL - FY 2021-2025

CAPITAL REVENUES	Estimated Through FY 2020	Carryover from FY 2020	Adopted Budget FY 2021	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM – FOR PLANNING PURPOSES FY 2022	FY 2023	FY 2024	FY 2025	FIVE YEAR TOTAL
State 1% Sales Tax	$ 3,520,000	$ -	$ 4,500,000	$ 4,590,000	$ 4,681,800	$ 4,869,072	$ 4,966,453	**$ 23,607,325**
Interest Earnings	555,453	-	200,000	160,000	170,000	170,000	200,000	**900,000**
Courthouse Maintenance Fund - Transfer	-	-	40,000	-	-	-	-	**40,000**
VDOT - Excess Urban Allocation (Capitol Landing Road Redesign)	-	1,988,871	-	-	-	-	-	**-**
VDOT - Revenue Sharing (Capitol Landing Road Redesign)	-	1,340,796	-		-	-	-	**-**
VDOT - Revenue Sharing (Repaving Program)	-	-	475,000	475,000	-	-	-	**950,000**
VDOT - Smart Scale (Cap. Landing Rd. / Bypass Rd. Intersection)	-	-	-	700,000	1,444,760	-	-	**2,144,760**
VDOT - Grant (Monticello Avenue Multi-Use Path)	846,791	-	-	-	-	-	-	**-**
VDOT - Smart Scale (Ironbound Road P2)	-	-	-	-	310,100	1,612,600	-	**1,922,700**
VDOT - Smart Scale (Ironbound Road P3)	-	-	-	-	451,600	-	1,117,100	**1,568,700**
VDOT - Smart Scale (Lafayette Street Reconstruction)	-	-	-	-	-	300,000	600,000	**900,000**
VDOT - Smart Scale (Traffic Signals)						190,200	104,300	**294,500**
State of Good Repair Repaving - Repaving Program	999,870	-	1,000,000	-	-	-	-	**1,000,000**
Transportation Alternatives (Francis Street Sidewalk/Trail)	1,158	207,092	-	-	-	-	-	**-**
State Stormwater Local Assistance Fund - Capitol Landing Road	-	-	267,487					**267,487**
State Stormwater Local Assistance Fund - Walnut Hills	-	-	-	-	-	-	211,300	**211,300**
State Stormwater Local Assistance Fund - Route 143				175,000	-	-	-	**175,000**
William & Mary (Monticello Avenue Multi-Use Path)	30,242	94,758	-	-	-	-	-	**-**
VDOT - Federal Funding - (HSIP - Flashing Yellow Arrow)	-	-	-	97,940	145,060	-	-	**243,000**

CAPITAL REVENUES CONT.	Estimated Through FY 2020	Carryover from FY 2020	Adpoted Budget FY 2021	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM — FOR PLANNING PURPOSES: FY 2022	FY 2023	FY 2024	FY 2025	FIVE YEAR TOTAL
Brownfield Grant		600,000						
Comm. of VA - Aid to Localities Grant (Fire Equipment)	51,238	-	50,000	50,000	50,000	50,000	50,000	**250,000**
Comm. of VA - Four for Life Grant (EMS Training & Equipment)	25,000	-	20,000	20,000	20,000	20,000	20,000	**100,000**
Bond Proceeds (Police Station, Library, and Parking Garage)	-		-	4,338,190	8,047,500	13,590,000	-	**25,975,690**
Transfer from Utility Fund (Capitol Landing Road Redesign)	-	-	-	300,000	-	-	-	300,000
TOTAL REVENUES	6,029,752	4,231,517	6,552,487	10,906,130	15,320,820	20,801,872	7,269,153	60,850,462

PUBLIC WORKS EXPENDITURES	Estimated Through FY 2020	Carryover from FY 2020	Adpoted Budget FY 2021	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM — FOR PLANNING PURPOSES FY 2022	FY 2023	FY 2024	FY 2025	FIVE YEAR TOTAL
Street Construction								
Repaving Program	$ 1,474,870	$ -	$ 1,975,000	$ 975,000	$ 525,000	$ 525,000	$ 550,000	**$ 4,550,000**
Historic Area Streets	50,000	100,000	300,000	300,000	300,000	300,000	300,000	**1,500,000**
Ironbound Road Improvements (Phase I, II, & III)	337,553	-	-	-	761,700	1,612,600	1,117,100	**3,491,400**
Capitol Landing Road & Bypass Road Intersection	-	-	-	700,000	1,444,760	-	-	**2,144,760**
Traffic Signals	35,000	-	-	97,940	145,060	190,000	104,300	**537,300**
Bridge Inspections	245,000	-	-	20,000	350,000	20,000	-	**390,000**
Corridor Enhancement & Underground Wiring								
Capitol Landing Road Redesign		3,477,300	-	1,300,000	1,382,700	-	-	**2,682,700**
Monticello Avenue Redesign	3,908,852	-		-	-	-	-	**-**
Pedestrian & Bicycle Improvements								
Sidewalk Construction - Francis Street Sidewalk/Trail	2,000	296,250	-	-	-	-	-	**-**
Monticello Avenue Multi-Use Trail	1,440,931	-	-	-	-	-	-	**-**
Strawberry Plains & John Tyler Multi-Use Trail	-	-	30,000	-	-	-	-	**30,000**
Lafayette Street Reconstruction	-	-	-	-	-	300,000	600,000	**900,000**
Newport Avenue Sidewalks	-	-	-	75,000	-	-	-	**75,000**
Sidewalk to the Oaks	-	-	-	105,875	105,875	105,875	105,875	**423,500**
Stormwater Management								
Stormwater Infrastructure Improvements	50,000	-	-	-	-	-	-	**-**
Capitol Landing Road Outfall Stream Restoration	-	411,750	123,225	-	-	-	-	**123,225**
Walnut Hills Outfall Stream Restoration	-	-	-	-	-	-	422,600	**422,600**
Route 143 Embankment & Outfall Erosion Repair	-	-	-	350,000	-	-	-	**350,000**
TOTAL PUBLIC WORKS EXPENDITURES	$ 7,544,206	$ 4,285,300	$ 2,428,225	$ 3,923,815	$ 5,015,095	$ 3,053,475	$ 3,199,875	$ 17,620,485

PARKS, RECREATION & CULTURE EXPENDITURES	Estimated Through FY 2020	Carryover from FY 2020	Adpoted Budget FY 2021	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM — FOR PLANNING PURPOSES: FY 2022	FY 2023	FY 2024	FY 2025	FIVE YEAR TOTAL
Facilities								
Kiwanis Park	$ 86,428	$ -	$ 236,000	$ 180,000	$ -	$ -	$ -	**$ 416,000**
Quarterpath Park	102,618	60,000	150,000	-	450,000	-	-	**600,000**
Waller Mill Park	85,000	--	141,400	-	300,000	-	-	**441,400**
TOTAL PARKS, RECREATION & CULTURE EXPENDITURES	**$ 274,046**	**$ 60,000**	**$ 527,400**	**$ 180,000**	**$ 750,000**	**-**	**-**	**$ 1,457,400**

PUBLIC SAFETY EXPENDITURES	Estimated Through FY 2020	Carryover from FY 2020	Adpoted Budget FY 2021	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM — FOR PLANNING PURPOSES FY 2022	FY 2023	FY 2024	FY 2025	FIVE YEAR TOTAL
Facilities								
Fire Station Renovation	$ 1,721	$ 8,226,860	$ -	$ 2,750,000	$ -	$ -	$ -	**$ 2,750,000**
Police Station Renovation	690	3,599,310	-	738,190	6,537,500	250,000	-	**7,525,690**
E-911 Regional Center Expansion	45,000	-	45,000	45,000	45,000	45,000	45,000	**225,000**
Regional RMS	-	-	90,000	-	-	-	-	**90,000**
Equipment								
Firefighting Equipment	34,862	129,398	50,000	50,000	50,000	50,000	50,000	**250,000**
EMS Equipment 4 for Life Grant	12,000	53,565	20,000	20,000	20,000	20,000	20,000	**100,000**
Mobile Data Terminals - Fire Department	-	-	-	44,000	44,000	44,000	10,000	**142,000**
Ballistic Vest - Fire Department	-	-	-	40,000	-	-	-	**40,000**
Law Enforcement Equipment - Body Worn/In Car Cameras/ Tasers	51,315	-	65,000	99,900	99,900	99,900	99,900	**464,600**
Law Enforcement Equipment - Mobile Data Terminal	81,000	-	-	21,000	-	-	21,000	**42,000**
Law Enforcement Equipment - Portable Radio Upgrades	51,250	-	89,000	84,550	-	-	-	**173,550**
Law Enforcement Equipment - In Car Camera System	37,200	-	-	-	-	-	-	**-**
Law Enforcement - Range Repairs and Upgrades	-	-	-	75,000	-	-	75,000	**150,000**
Law Enforcement - Equipment	51,008	-		-	-	-	-	**-**
New Parking Garage	-	-	-	400,000	3,600,000	-	-	**4,000,000**
Parking Study Implementation	8,183	3,767	-	-	-	-	-	**-**
TOTAL PUBLIC SAFETY EXPENDITURES	$ 374,229	$12,012,900	$ 359,000	$ 4,367,640	$10,396,400	$ 508,900	$ 320,900	$ 15,952,840

COMMUNITY & ECONOMIC DEVELOPMENT EXPENDITURES	Estimated Through FY 2020	Carryover from FY 2020	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM Adpoted Budget FY 2021	FOR PLANNING PURPOSES FY 2022	FY 2023	FY 2024	FY 2025	FIVE YEAR TOTAL
Planning								
Comprehensive Plan Update	$ 5,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Economic Development								
Economic Development Strategic Plan Update	32,323		-	-	-	-	-	-
Demolish DMV Building 942 Capitol Landing Road (on hold)	-	-	-	-	-	-	-	-
Demolish 1800 Richmond Road	-	$230,000	-	-	-	-	-	-
Brownfield Hazardous	-	360,000	-	-	-	-	-	-
Brownfield Petroleum	-	240,000	-	-	-	-	-	-
Redevelopment & Housing								
Exterior Lighting at Blayton	-	-	46,000	-	-	-	-	46,000
City Housing Renovation	57,953	-	35,000	-	-	-	-	35,000
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT EXPENDITURES	$ 95,276	$ 830,000	$ 81,000	$ -	$ -	$ -	$ -	$ 81,000

GENERAL GOVERNMENT EXPENDITURES	Estimated Through FY 2020	Carryover from FY 2020	Adpoted Budget FY 2021	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM — FOR PLANNING PURPOSES FY 2022	FY 2023	FY 2024	FY 2025	FIVE YEAR TOTAL
Facilities & Land								
Human Services Front Window Update and Replace Cubicles	$	$ 60,000	$ -	$ -	$ -	$ -	$ -	**$ -**
Facility Painting	13,201	-	-	-	-	-	-	**-**
Prince George Parking Garage LED Lighting	-	-	-	75,000	-	-	-	**75,000**
Community Building & Municipal Building - HVAC controls	-	-	13,500	-	-	-	-	**13,500**
Lafayette Street Fence Replacement	-	-	-	20,000	-	-	-	**20,000**
Technology								
Broadband Assessment and Development	-	-	55,000	115,000	-	-	-	**170,000**
Website Replacement	-	-	62,000	-	-	-	-	**62,000**
Enterprise Resource Planning (ERP) System Replacement	35,751	100,000	-	-	-	-	-	**-**
CAMA System Replacement	-	12,000	-	-	-	-	-	**-**
Microsoft Office 365 Program Upgrade	29,790	-	31,500	31,500	31,500	31,500	31,500	**157,500**
A/V System Upgrades	-	-	-	78,000	-	-	-	**78,000**
PC Replacement Program	30,000	-	30,000	30,000	30,000	30,000	30,000	**150,000**
Voter Registration and Elections								
Voting Equipment	-	-	38,760	-	-	-	-	**38,760**
Vehicles								
Vehicle Replacement Plan	576,268		524,000	595,000	308,000	130,000	195,000	**1,752,000**
TOTAL GENERAL GOVERNMENT EXPENDITURES	**$ 685,010**	**$ 172,000**	**$ 754,760**	**$ 944,500**	**$ 369,500**	**$ 191,500**	**$ 256,500**	**$ 2,516,760**

AGENCIES & INTER-JURISDICTIONAL EXPENDITURES	Estimated Through FY 2020	Carryover from FY 2020	Adpoted Budget FY 2021	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM — FOR PLANNING PURPOSES FY 2022	FY 2023	FY 2024	FY 2025	FIVE YEAR TOTAL
Facilities								
Williamsburg Regional Library Renovations	$ -	$ -	$ -	$ -	$ 1,510,000	$ 13,590,000	$ 50,000	**$ 15,150,000**
Williamsburg Regional Library Mechanical Systems	-	-	-	-	-	-	-	**-**
Courthouse Maintenance Projects	-	-	40,000	-	-	-	-	**40,000**
TOTAL PUBLIC WORKS EXPENDITURES	**$ -**	**$ -**	**$ 40,000**	**$ -**	**$ 1,510,000**	**$ 13,590,000**	**$ 50,000**	**$ 15,190,000**

CONTINGENCY & DEBT SERVICE EXPENDITURES	Estimated Through FY 2020	Carryover from FY 2020	Adpoted Budget FY 2021	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM — FOR PLANNING PURPOSES FY 2022	FY 2023	FY 2024	FY 2025	FIVE YEAR TOTAL
Contingency								
Capital Project Contingency	$ -	$ -	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	**$ 1,000,000**
Outstanding Bonded Debt								
Principal Payments	870,225	-	862,300	1,905,162	1,981,419	2,063,895	2,144,638	**8,957,414**
Interest Payments	690,040	-	851,569	1,411,489	1,335,059	1,255,282	1,172,065	**6,025,464**
TOTAL PUBLIC SAFETY EXPENDITURES	**$ 1,560,265**	**$ -**	**$ 1,913,869**	**$ 3,516,651**	**$ 3,516,478**	**$ 3,519,177**	**$ 3,516,703**	**$ 15,982,878**

TOTAL CAPITAL EXPENDITURES	Estimated Through FY 2020	Carryover from FY 2020	Adpoted Budget FY 2021	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM — FOR PLANNING PURPOSES FY 2022	FY 2023	FY 2024	FY 2025	FIVE YEAR TOTAL
	$ 10,533,032	$ 17,360,200	**$ 6,104,254**	**$ 12,932,606**	**$ 21,557,473**	**$ 20,863,052**	**$ 7,343,978**	**$ 68,801,363**

FIVE YEAR CAPITAL IMPROVEMENT PROGRAM	Estimated Through FY 2020	Carryover from FY 2020	Adpoted Budget FY 2021	CITY FIVE YEAR CAPITAL IMPROVEMENT PROGRAM — FOR PLANNING PURPOSES FY 2022	FY 2023	FY 2024	FY 2025	FIVE YEAR TOTAL
Beginning Fund Balance (General & Sales Tax Funds)	$ 29,713,248	$-	$-	$	$-	$-	$-	
Add Revenues, Grants, and Bond Proceeds	-	10,261,269	6,552,487	10,906,130	15,320,820	20,801,872	7,269,153	
Carryforward Revenues	-	-	-	-	-	-	-	
Less CIP Projects & Debt Service Expended	-	(27,893,232)	(6,104,254)	(12,932,606)	(21,557,473)	(20,863,052)	(7,343,978)	
Estimated Operating Fund Surplus (Deficit) each year	-	-	448,233	(2,026,476)	(6,236,653)	(61,180)	(74,825)	
ESTIMATED FUND BALANCE JUNE 30 - BEFORE SCHOOL CIP		12,081,285	12,529,518	10,503,042	4,266,389	4,205,209	4,130,384	
Nonspendable		3,085,024	3,085,024	3,085,024	3,085,024	3,085,024	3,085,024	
Restricted - Bond		2,912,280	2,912,280	162,280	162,280	162,280	162,280	
Restricted - Grants		-	-	-	-	-	-	
Assigned		-	-	-	-	-	-	
Available for future projects		6,083,981	6,532,214	7,255,738	1,019,085	957,905	883,080	

SCHOOL CAPITAL IMPROVEMENT PROGRAM CONTRIBUTION FY 2019-2023

	Estimated Thru FY 2020	Carryover from FY 2020	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM					
			Adpoted Budget FY 2021	FOR PLANNING PURPOSES				FIVE YEAR TOTAL
				FY 2022	FY 2023	FY 2024	FY 2025	
Carryover Funds	700,000	1,107,623						
School Requested:			12,019,357	12,019,357	31,417,849	20,969,062	16,514,472	**92,940,097**
Final Revised CIP			-	7,935,000	7,518,000	37,624,000	14,551,000	
Contribution to Education Cost Stabilization			745,069					
City's Share of Revised CIP (9.6%)			-	761,760	721,728	3,611,904	1,396,896	**6,492,288**
Estimated Total Fund Balance at June 30		10,273,622	9,976,826	7,188,590	230,209	(3,442,875)	(4,914,596)	
NonSpendable		3,085,024	3,085,024	3,085,024	3,085,024	3,085,024	3,085,024	
Restricted - Bond		2,912,280	2,912,280	162,280	162,280	162,280	162,280	
Restricted - Grants								
Assigned								
Available for future projects		4,276,358	3,979,522	3,941,286	(3,017,095)	(6,690,179)	(8,161,900)	

CAPITAL PROJECTS | PUBLIC WORKS

REPAVING PROGRAM | PUBLIC WORKS

Goals, Initiatives, Outcomes - #1 Character of the City and #3 Transportation

Introduced 2020

The City applied for FY21 "State of Good Repair (SGR)" funds for repaving several major corridors at a cost of $1,000,000. This funding is 100% federal dollars intended for primary roads only (with state route numbers). For other streets not qualifying for SGR funding, the City budgets in the CIP for repaving of those roads as needed. The City has also applied for VDOT Revenue Sharing funding in the amount of $475,000 per year in FY21 and FY22. Revenue Sharing is a 50-50 state-aid program requiring a match of local funds. Streets are selected based on an annual street survey conducted by the department. Approximately $500,000 is budgeted annually such that all streets are repaved on a rotating basis every 10-20 years dependent on traffic volumes and general condition.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 1,975,000	$ 975,000	$ 525,000	$ 525,000	$ 550,000
Total Cost	$ 1,975,000	$ 975,000	$ 525,000	$ 525,000	$ 550,000

FUNDING SOURCES:

SGR	$ 1,000,000	$ 0	$ 0	$ 0	$ 0
Revenue Sharing	475,000	475,000			
Sales Tax	500,000	500,000	525,000	525,000	550,000
Total Funding	$ 1,975,000	$ 975,000	$ 525,000	$ 525,000	$ 550,000

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: The completion of the work will not have a direct fiscal impact beyond the cost of completion. Repaving reduces long-term fiscal impacts as preventative maintenance reduces more considerable reactive maintenance expenses.

HISTORIC STREET PAVING | PUBLIC WORKS

Goals, Initiatives, Outcomes - #3 Transportation

Introduced 2020

In 2018, Colonial Williamsburg requested a modification of the Historic Area Streets agreement whereby the City would again maintain all the pavements within the Historic Area starting in July 2019. It has been many years since the pavements were last resurfaced, and wear from weather and heavy use combined with various repairs have culminated in a surface that does not fit with the surrounding area and atmosphere that visitors have come to expect.

This will be a multi-year project focusing at first on those streets in the Historic Area that are in most need of refurbishment. The new surface will be selected to best blend with the historic nature of the street by using brown stone but will also focus on long-term durability, accessibility, and affordability.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000
Total Cost	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000

FUNDING SOURCES:

Carryover Funding	$ 100,000	$ 0	$ 0	$ 0	$ 0
Sales Tax	300,000	300,000	300,000	300,000	300,000
Total Funding	$ 400,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: There is no direct fiscal impact beyond the initial capital outlay. Resurfacing reduces long-term fiscal impacts because preventative maintenance reduces larger reactive maintenance and repair expenses.

IRONBOUND ROAD IMPROVEMENTS (PHASES II & III) | PUBLIC WORKS

Goals, Initiatives, Outcomes - #3 Transportation

Introduced 2017

Ironbound Road Improvements is divided into 3 phases. Phase I includes the redesign of the Longhill Road intersection and the relocation of Longhill Road. This project was completed in FY19.

Phases II & III of the Ironbound Road project will be completed concurrently due to available funding. The combined project includes the redesign and widening from Middle Street to Depue Drive. The planned improvement includes a roadway with three (3) lanes, pedestrian/bicycle improvements, streetlights, underground wiring, and creating dual left turn lanes at the Richmond Road intersection. The project also includes coordination of the traffic signals at Richmond Road, Longhill Road, and Treyburn Drive. This project will be completely funded through the VDOT federal-aid Smart Scale program for a total cost of $5,235,100 in FY23-FY26.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 0	$ 0	$ 761,700	$ 1,612,600	$ 1,117,100
Total Cost	$ 0	$ 0	$ 761,700	$ 1,612,600	$ 1,117,100

FUNDING SOURCES:

Smart Scale (Phase II)	$ 0	$ 0	$ 310,100	$ 1,612,600	$ 1,117,100
Smart Scale (Phase III)	0	0	451,600	0	0
Total Funding	$ 0	$ 0	$ 761,700	$ 1,162,600	$ 1,117,100

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: The fiscal impact from these projects will be negligible. Despite adding pavement and additional lanes, increased maintenance and revenue will be minimal.

CAPITOL LANDING ROAD & BYPASS ROAD INTERSECTION | PUBLIC WORKS

Goals, Initiatives, Outcomes - #3 Transportation

Introduced 2018

Capital Landing Road is being reconstructed as part of an effort to encourage redevelopment along this gateway corridor. The project includes two (2) anchor intersections. The Capitol Landing and Bypass Roads intersection is the southern terminus of the redevelopment project. The redesign includes a standard, signalized, 90-degree "T" intersection, which will create a focal point and a new development pad along the southwestern edge of the intersection. The City was awarded Smart Scale funds from VDOT, which will provide 100% of the required funding for this project in FY22-23: $700,000 FY22; $1,444,760 FY23.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 0	$700,000	$ 1,444,760	$ 0	$ 0
Total Cost	$ 0	$700,000	$ 1,444,760	$ 0	$ 0

FUNDING SOURCES:

Smart Scale	$ 0	$700,000	$ 1,444,760	$ 0	$ 0
Total Funding	$ 0	$700,000	$ 1,444,760	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost			$ 562	$ 562	$ 562
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 562	$ 562	$ 562

Fiscal Impact Summary: The ongoing fiscal impact from this project is solely due to the operation of a new traffic signal once constructed. Despite adding pavement and additional lanes, increased maintenance will be de minimis. The potential for additional revenue exists if a new development pad results post construction.

TRAFFIC SIGNALS | PUBLIC WORKS

Goals, Initiatives, Outcomes - #3 Transportation

Introduced 2020

In FY19, the City was granted federal Highway Safety Improvement Program (HSIP) funds to install "flashing yellow arrow" (FYA) indications for 12 of the 17 traffic signals in the City. The remaining five signals are unsuitable for the FYA signals. The flashing yellow arrows provide for a more intuitive left turning motion than the currently used "yield on green ball" indicators, and many studies have shown that a safer roadway system results from their use. The cost for the FYA project is $243,000 will be 100% federal HSIP dollars awarded in FY22 and FY23. The City also applied for and was awarded Smart Scale funding in FY24 and FY25 for Pedestrian Improvements and Signal Optimization for two corridors: Richmond Road and Lafayette Street. This funding is 100% federal dollars and will install or upgrade pedestrian signals on a limited basis and provide for synchronization of the traffic signals for improved progression during peak and off-peak hours.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 0	$ 97,940	$ 145,060	$ 190,200	$ 104,300
Total Cost	$ 0	$ 97,940	$ 145,060	$ 190,200	$ 104,300

FUNDING SOURCES:

HSIP	$ 0	$ 97,940	$ 145,060	$ 0	$ 0
Smart Scale (Phase III)	0			$ 190,200	$ 104,300
Total Funding	$ 0	$ 97,940	$ 145,060	$ 190,200	$ 104,300

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: There is no direct fiscal impact beyond the initial capital outlay since no new signals are proposed. Improvements in traffic operations result in reduced travel time delays and energy savings for the users of the transportation network.

BRIDGE INSPECTION & MAINTENANCE | PUBLIC WORKS

Goals, Initiatives, Outcomes - #3 Transportation

Introduced 2020

This project includes federally required biennial inspections in even numbered fiscal years ($20,000 each) and resultant maintenance for five (5) bridges and one large box culvert. They are located along Page Street, Capitol Landing Road, Merrimac Trail, Bypass Road, Quarterpath Road, and South Henry Street. In addition to the biennial inspections, replacement of the Page Street bridge bearings are scheduled for FY23 at a cost of $350,000.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 0	$20,000	$ 350,000	$ 20,000	$ 0
Total Cost	$ 0	$20,000	$ 350,000	$ 20,000	$ 0

FUNDING SOURCES:

Sales Tax	$ 0	$20,000	$ 350,000	$ 20,000	$ 0
Total Funding	$ 0	$20,000	$ 350,000	$ 20,000	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: The completion of the work will not have a direct fiscal impact beyond the cost of completion due to improved reliability and reduced maintenance costs.

CAPITOL LANDING ROAD REDESIGN | PUBLIC WORKS

Goals, Initiatives, Outcomes - #3 Transportation

Introduced 2020

Using the "complete streets" design standard, Capitol Landing Road between Merrimac Trail and Bypass Road will be redesigned to include accommodations for vehicles, mass transit, bicycles, and pedestrians. This project includes paving, restriping to reduce lanes, bike lanes, sidewalks, street lights, and underground wiring with a total budget of $6,160,000. $1,988,874 is from excess funds from previous VDOT federal-aid projects and up to $1,340,793 is the state-aid portion from the VDOT Revenue Sharing program. $300,000 will be transferred from the utility fund in FY22 to pay for water main upgrades. The remainder is budgeted from FY19 and FY20 carry over monies to cover the required matches and because the city is responsible for 100% of the cost of underground wiring. The project is currently under contract for the design phase with construction anticipated to commence in FY22-FY23.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Carryover Approp.	$ 3,477,300	$ 0	$ 0	$ 0	$ 0
Sales Tax	0	1,300,000	1,382,700	0	0
Total Cost	$ 3,477,300	$ 1,300,000	$ 1,382,700	$ 0	$ 0

FUNDING SOURCES:

Carryover Funding - Grant	$ 3,329,667	$ 0	$ 0	$ 0	$ 0
Carryover Sales Tax	147,633	0	0	0	0
Sales Tax	0	1,000,000	1,382,700	0	0
Utility Fund Transfer	0	300	0	0	0
Total Funding	$ 3,477,300	$ 1,300,000	$ 1,382,700	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: The fiscal impact from this project will be positive. Despite adding wider sidewalks and additional features, increased maintenance will be minimal. The additional revenue created by new business development and expansion of existing businesses will be strong..

STRAWBERRY PLAINS MULTI-USE TRAIL | PUBLIC WORKS

Goals, Initiatives, Outcomes - #3 Transportation

Introduced 2019

The Planning Commission has encouraged the construction of a 1.5 mile± multi-use path connecting John Tyler Lane and the Strawberry Plains residential area. Additionally, the GIO's call for the consideration of a multi-use trail along Strawberry Plains Road that would connect to the proposed Monticello Avenue multi-use trail. A rough estimate for the trail would be in the $2 million+ range. The planned expense of $30,000 in FY22 will fund a study of the proposed project to help identify the best route, provide construction estimates, and determine a funding strategy.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 30,000	$ 0	$ 0	$ 0	$ 0
Total Cost	$ 30,000	$ 0	$ 0	$ 0	$ 0

FUNDING SOURCES:

Sales Tax	$ 30,000	$ 0	$ 0	$ 0	$ 0
Total Funding	$ 30,000	$ 0	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: Beyond the costs of the study, this project's long-term fiscal impact is unknown at this time. The study will determine fiscal risk.

LAFAYETTE STREET RECONSTRUCTION | PUBLIC WORKS

Goals, Initiatives, Outcomes - #3 Transportation

Introduced 2020

This project will widen the roadway between south of Wythe Avenue to north of Bacon Avenue to provide wider travel lanes (from 9 ft to 11 ft) and meet standards for a minor arterial roadway. It will also maintain on-street parking on the east side of street; widen the sidewalk on the west side from the north project limit to Wythe Avenue, and add a shared-use path for bicycle accommodation on the east side for the entire length to connect to the Municipal Center entrance. The project will also include underground wiring for the corridor and the installation of new streetlights. The Arts District sidewalk project from prior year capital improvements is combined with this project for a total project budget of $6,145,000 through FY26.

The City applied for and was awarded $4,329,000 in federal-aid funding through the VDOT Smart Scale program beginning in FY24. The remaining funds will be from local funds to pay for underground wiring and utility betterments. Costs in FY24-FY25 are to begin design and utility relocations.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 0	$ 0	$ 0	$ 300,000	$ 600,000
Total Cost	$ 0	$ 0	$ 0	$ 300,000	$ 600,000

FUNDING SOURCES:

Smart Scale	$ 0	$ 0	$ 0	$ 300,000	$ 600,000
Total Funding	$ 0	$ 0	$ 0	$ 300,000	$ 600,000

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: The fiscal impact from this project will be negligible. Despite adding pavement, sidewalks, and streetlights, increased maintenance and revenue will be minimal.

NEWPORT AVENUE SIDEWALKS | PUBLIC WORKS

Goals, Initiatives, Outcomes - #3 Transportation

Introduced 2020

This project will install a sidewalk along one side of Newport Avenue between Griffin Avenue and South Boundary Street. The sidewalk will not only provide for a neighborhood requested pedestrian improvement but will also provide a deterrent to cut-thru vehicular traffic by narrowing the street and slowing speeds. $75,000 is programmed for FY22 to saw cut the existing pavement, install new curb and gutter & entrances, and construct the new sidewalk.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 0	$ 75,000	$ 0	$ 0	$ 0
Total Cost	$ 0	$ 75,000	$ 0	$ 0	$ 0

FUNDING SOURCES:

Sales Tax	$ 0	$ 75,000	$ 0	$ 0	$ 0
Total Funding	$ 0	$ 75,000	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: The fiscal impact from this project will be negligible. Despite adding sidewalks, increased maintenance and revenue will be minimal.

SIDEWALK TO THE OAKS | PUBLIC WORKS

Goals, Initiatives, Outcomes - #3 Transportation

Introduced 2020

The oaks sidewalk extension runs about 2,200 feet, from College Landing Parks along South Henry Street to the entrance to the Oaks subdivision. The sidewalk will provide pedestrian access from the Oaks subdivision into the downtown area of the City.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 0	$ 105,675	$ 105,675	$ 105,675	$ 105,675
Total Cost	$ 0	$ 105,675	$ 105,675	$ 105,675	$ 105,675

FUNDING SOURCES:

Sales Tax	$ 50,000	$ 93,375	$ 93,375	$ 93,375	$ 93,375
Total Funding	$ 50,000	$ 93,375	$ 93,375	$ 93,375	$ 93,375

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: Fiscal Impact of the project are still being analyzed and are expected to be available with the FY22 budget update.

CAPITOL LANDING ROAD OUTFALL STREAM RESTORATION | PUBLIC WORKS

Goals, Initiatives, Outcomes - #7 Environmental Sustainability

Introduced 2020

The City applied for a grant for FY21 from the Virginia Stormwater Local Assistance Fund (SLAF) administered by DEQ for stream bank stabilization and restoration of an existing roadway drainage outfall north of the Brandywyne development. The existing downstream channel has eroded and will be restored using guidance for water quality improvements for nutrient and sediment reduction to be included in the City's Chesapeake Bay TMDL Action Plan.

Should the SLAF funding not be granted, the City has also applied to VDOT for FY21 Revenue Sharing funds. The total cost of $534,975 is a 50% State, 50% city distribution under either funding scenario

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Carryover Appropriations	$ 411,750	$ 0	$ 0	$ 0	$ 0
FY21 Appropriations	123,255				
Total Cost	$ 534,975	$ 0	$ 0	$ 0	$ 0

FUNDING SOURCES:

SLAF or Revenue Sharing	$ 267,487	$ 0	$ 0	$ 0	$ 0
Sales Tax	267,488				
Total Funding	$ 534,975	$ 0	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: Beyond the costs of construction, this project will not have a fiscal impact. The additional maintenance costs will likely be negligible.

WALNUT HILLS OUTFALL STREAM RESTORATION | PUBLIC WORKS

Goals, Initiatives, Outcomes - #7 Environmental Sustainability

Introduced 2020

The City intends to apply for a grant for FY25 from the Virginia Stormwater Local Assistance Fund (SLAF) administered by DEQ for stream bank stabilization and restoration of an existing channel in the Berkeley Hills and Walnut Hills subdivisions adjacent to Walnut Hills Baptist Church. The existing channel will be restored using guidance for water quality improvements for nutrient and sediment reduction to be included in the City's Chesapeake Bay TMDL Action Plan.

The total cost of $422,600 is a 50% State, 50% City distribution

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 0	$ 0	$ 0	$ 0	$ 422,600
Total Cost	$ 0	$ 0	$ 0	$ 0	$ 422,600

FUNDING SOURCES:

SLAF	$ 0	$ 0	$ 0	$ 0	$ 211,300
Sales Tax	0	0	0	0	211,300
Total Funding	$ 0	$ 0	$ 0	$ 0	$ 422,600

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: Beyond the costs of construction, this project will not have a fiscal impact. The additional maintenance costs will likely be negligible.

ROUTE 143 EMBANKMENT & OUTFALL EROSION REPAIR | PUBLIC WORKS

Goals, Initiatives, Outcomes - #7 Environmental Sustainability

Introduced 2021

he roadway embankment at the corporate limit with York County on Merrimac Trail is eroding from a storm drainage inlet outfall. The project will extend and repair the storm sewer and discharge it lower on the slope to the existing stream channel while dissipating the energy. The embankment will then be regraded to a uniform slope and permanently stabilized with vegetative cover. An estimated $350,000 is included in FY22 for this repair.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 0	$ 350,000	$ 0	$ 0	$ 0
Total Cost	$ 0	$ 350,000	$ 0	$ 0	$ 0

FUNDING SOURCES:

SLAF	$ 0	$ 175,000	$ 0	$ 0	$ 0
Sales Tax	0	$ 175,000	0	0	0
Total Funding	$ 0	$ 350,000	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: Beyond the costs of construction, this project will not have a fiscal impact. The additional maintenance costs will likely be negligible.

CAPITAL PROJECTS
PARKS, RECREATION, & CULTURE

KIWANIS PARK IMPROVEMENTS | PARKS, RECREATION, & CULTURE

Goals, Initiatives, Outcomes - #6 Recreation & Culture

Introduced 2020

Conversion of softball fields from a sand base system to a soil base system to improve safety and drainage ($75,000). Additionally, the infield irrigation system on fields #2 and #3 will be upgraded from a manual system to an automatic system ($25,000), and shade structures will be added to bleacher seating ($120,000). Also in FY21, the bathroom doors will be upgraded to remote access control ($16,000). In FY22 replace the basketball court and add an additional court with amenities with an accessible path ($180,000).

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 236,000	$ 180,000	$ 0	$ 0	$ 0
Total Cost	$ 236,000	$ 180,000	$ 0	$ 0	$ 0

FUNDING SOURCES:

Sales Tax	$ 236,000	$ 180,000	$ 0	$ 0	$ 0
Total Funding	$ 236,000	$ 180,000	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost	($ 1,165)	($ 1,165)	($ 1,165)	($ 1,165)	($ 1,165)
Debt Service					
Net Impact	($ 1,165)	($ 1,165)	($ 1,165)	($ 1,165)	($ 1,165)

Fiscal Impact Summary: There will be a minimal fiscal impact due to the increased maintenance and operation of the bathrooms (annual cost of remote system $1,440). Discontinuing the use of portable toilets at Kiwanis Park will be a savings of $2,565 annually.

QUARTERPATH REC CENTER & PARK IMPROVEMENTS | PARKS, RECREATION, & CULTURE

Goals, Initiatives, Outcomes - #6 Recreation & Culture

Introduced 2020

If NO expansion: FY21 ($120,000) installation of accessible pathways and shelter amenity replacement and add outdoor computer controlled lights at the sand volleyball courts ($30,000) Additional improvements include FY22 repaving the parking lot (TBD) and FY23 replacement of the playground and shelter ($450,000).

IF Expansion: The above projects will no longer need to be considered.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 150,000	TBD	$ 450,000	$ 0	$ 0
Total Cost	$ 150,000	TBD	$ 450,000	$ 0	$ 0

FUNDING SOURCES:

Sales Tax	$ 150,000		$ 450,000	$ 0	$ 0
Total Funding	$ 150,000		$ 450,000	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: There will be a minimal fiscal impact due to the operation of additional outdoor lighting at the sand volleyball courts.

WALLER MILL PARK IMPROVEMENTS | PARKS, RECREATION, & CULTURE

Goals, Initiatives, Outcomes - #6 Recreation & Culture

Introduced 2020

Renovate shelter #3 for accessibility and amenity upgrade and playground replacement. Also, replace the outdoor rotting columns of the park office building. Additionally, in FY21 installation of an outdoor lightning tracking alert system that will also be utilized at Kiwanis Park and Quarterpath Park ($13,400). Additional park improvements include FY22 demolition and replacement of old bathroom building to include storage and improved accessible pathway ($TBD), and in FY23, replace and relocate main playground.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 141,400	TBD	$ 300,000	$ 0	$ 0
Total Cost	$ 141,400	TBD	$ 300,000	$ 0	$ 0

FUNDING SOURCES:

Sales Tax	$ 141,400		$ 300,000	$ 0	$ 0
Total Funding	$ 141,400		$ 300,000	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost	$ 4,200	$ 4,200	$ 4,200	$ 4,200	$ 4,200
Debt Service					
Net Impact	$ 4,200	$ 4,200	$ 4,200	$ 4,200	$ 4,200

Fiscal Impact Summary: There will be a minimal fiscal impact due to the cost of the lightning tracking station operation ($4,200 annual), and the added cost of bathroom maintenance and utility/operation.

CAPITAL PROJECTS | PUBLIC SAFETY

FIRE STATION RENOVATION AND CONSTRUCTION OF FIRE STATION 2 | PUBLIC SAFETY

Goals, Initiatives, Outcomes - #4 Public Safety

Introduced 2017

The Fire Station, constructed in 1978, has planned maintenance costs that are prohibitive given the life of the structure and the capability of the existing station to meet the needs of the department. In March 2019, City Council approved the construction of a new fire station on Capitol Landing Road. Carryover funds from FY19 and FY20 of $8,228,581 are available to help fund this project, in addition to remaining bond funds of $2,750,000, for a total of $10,978,581. This CIP funding may support the renovation of Station 1 (440 N. Boundary Street) and the construction of Station 2 currently planned at 912 Capitol Landing Road. Currently, project scope and programming is scheduled for the second half of FY20 with the award of a PPEA design-build.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 0	$ 2,750,000	$ 0	$ 0	$ 0
Total Cost	$ 0	$ 2,750,000	$ 0	$ 0	$ 0

FUNDING SOURCES:

Carryover Funds - ST	$ 728,581	$ 0	$ 0	$ 0	$ 0
Carryover Funds - Bond	7,500,000	0	0	0	0
Bonds	0	2,750,000	0	0	0
Total Funding	$ 8,228,581	$ 2,750,000	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

POLICE STATION RENOVATION | PUBLIC SAFETY

Introduced 2018

The Williamsburg Police Department was constructed in 1977 and the building now needs significant renovations. These renovations include fixing a failing roof, repairing structural decay, and the construction of needed safety improvements. A study of need and current facility capability was conducted and recommendations for improvement were approved. Construction is planned for FY21 at an estimated cost of $3,600,000. This project involves ongoing discussions with City leadership.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 0	$ 738,190	$ 6,537,500	$ 250,000	$ 0
Total Cost	$ 0	$ 738,190	$ 6,537,500	$ 250,000	$ 0

FUNDING SOURCES:

Carryover Funds	$ 349,310	$ 0	$ 0	$ 0	$ 0
Bond Funds	$ 3,250,000	$ 0	$ 0	$ 0	$ 0
Other	$ 0	$ 738,190	$ 6,537,500	$ 250,000	$ 0
Total Funding	$ 3,599,310	$ 738,190	$ 6,537,500	$ 250,000	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: The completion of the work will have an impact on the operating budget due to the improved efficiencies. At this time the direct impact cannot be specified until the design phase is completed.

LAW ENFORCEMENT, E-911 REGIONAL CENTER EXPANSION | PUBLIC SAFETY

Goals, Initiatives, Outcomes - #4 Public Safety

Introduced 2009

The City Council approved the consolidation of the public safety answering point (PSAP) with York County in February of 2009. This decision required an expansion of the dispatch center in York County. The City's share of renovation costs an annual debt service of $45,000 in each FY of the CIP. The City's estimated savings due to the consolidation equal about $200,000 in staffing cost annually.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 45,000	$ 45,000	$ 45,000	$ 45,000	$ 45,000
Total Cost	$ 45,000	$ 45,000	$ 45,000	$ 45,000	$ 45,000

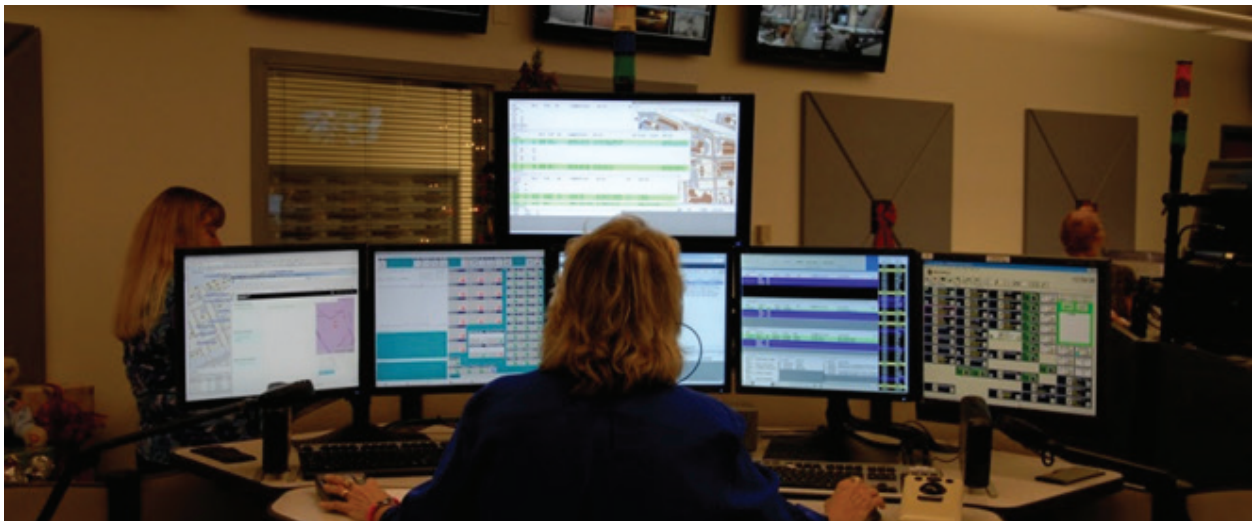
FUNDING SOURCES:

Sales Tax	$ 45,000	$ 45,000	$ 45,000	$ 45,000	$ 45,000
Total Funding	$ 45,000	$ 45,000	$ 45,000	$ 45,000	$ 45,000

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost	($ 200,000)	($ 200,000)	($ 200,000)	($ 200,000)	($ 200,000)
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	($ 155,000)	($ 155,000)	($ 155,000)	($ 155,000)	($ 155,000)

Fiscal Impact Summary: Staffing costs to operate an independent Dispatch Center would be about $200,000 annually. Consoladating wth the center with YorkCounty saves the City $155,000 per year.



REGIONAL RECORDS MANAGEMENT SYSTEM | PUBLIC SAFETY

Introduced 2021

The current Records Management System utilized by the Williamsburg Police Department has been sold to a company that will no longer support the public service portion of the software. Entering into a regional Records Management System with York County utilizing the Motorola Records Management System will allow for seamless transfer of information from the current CAD and records management system, the ability to share criminal justice information with the York County Sheriff's Department and a reduction in costs for the Williamsburg Police Department.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$90,000	$ 0	$ 0	$ 0	$ 0
Total Cost	$90,000	$ 0	$ 0	$ 0	$ 0

FUNDING SOURCES:

Sales Tax	$90,00 0	$ 0	$ 0	$ 0	$ 0
Total Funding	$90,00 0	$ 0	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost	$0	$ 17,000	$ 37,000	$ 37,000	$ 37,000
Operating (Savings) Cost					
Debt Service					
Net Impact	$0	$ 17,000	$ 37,000	$ 37,000	$ 37,000

Fiscal Impact Summary: Williamsburg's share of the project cost is $90,000, with an annual systems administration personnel cost of $17,000 beginning in FY22 and an annual maintenance cost of $20,000 beginning in FY23.

AID TO LOCALITY (ATL) FUNDING | PUBLIC SAFETY

This project consists of Aid-to-Localities funding and includes future funding estimated at $50,000 in each year for the next four years. State code mandates specific use of these funds, with annual reporting to the Virginia Department of Fire Programs. While it is difficult to forecast specific fire equipment needs, some examples of the type of equipment purchased with this funding includes personal protective equipment, hose, firefighting tools, and fire suppression foam.

During FY21, this project will include the purchase, replacement and maintenance of Personal Protective Equipment (PPE). This allows the department to maintain two complete sets of PPE for all firefighters, reducing impacts associated with wearing contaminated PPE.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
State Grant	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000
Total Cost	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000

FUNDING SOURCES:

Carryover Funding	$ 160,829	$ 0	$ 0	$ 0	$ 0
Aid to Locality (ATL) Grant	50,000	50,000	50,000	50,000	50,000
Total Funding	$ 210,829	$ 50,000	$ 50,000	$ 50,000	$ 50,000

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: The availability of grant funds for fire equipment reduces expenditures in the Fire Department operating budget each year, as these are essential to operations.

4 FOR LIFE GRANT | PUBLIC SAFETY

Use of this funding is limited to providing EMS training and purchasing EMS equipment, and is reported annually To the Virginia Office of Emergency Medical Services. This funding is primarily used to support EMT-Paramedic training, Advanced Cardiac Life Support training and to replace EMS equipment and supplies used on a daily basis. This project will include $20,000 in FY21 funding.

The majority of the funding in FY21 will be utilized to enhance training opportunities for Advanced Life Support providers and equipment. The anticipated expense in each future FY accommodates annual paramedic training and daily EMS supplies.

COST ESTIMATE:

	FY 2021	FY 2022
State Grant	$ 20,000	$ 20,000
Total Cost	$ 20,000	$ 20,000

FUNDING SOURCES:

Carryover Funds	$ 65,565	$ 0	$ 0	$ 0	$ 0
State Grant	20,000	20,000	20,000	20,000	20,000
Total Funding	$ 85,565	$ 20,000	$ 20,000	$ 20,000	$ 20,000

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: The availability of grant funds for EMS equipment and training reduces expenditures in the Fire Department operating budget each year, as these are essential to operations.

MOBILE DATA TERMINALS (MDT) | PUBLIC SAFETY

Goals, Initiatives, Outcomes - #4 Public Safety

Introduced 2019

The Mobile Data Terminals project is designed to place a ruggedized computer in fire/EMS vehicles to improve response capabilities for the Fire Department. The mobile data terminals, or commonly called MDTs, will allow information exchange in real-time from the dispatcher to the personnel operating in the field. This allows for more accurate information to be provided to responding units from the 911 Center. The MDTs will also allow for access to mapping systems, utilization of stored files for building plans, and Pre-Incident Surveys by responding units. Currently, the majority of all information exchanged over the radio and other additional files are difficult to retrieve due to outdated equipment, which limits the amount of information that is available to responding units. In addition to the cost of the MDTs, there will be a $40.00/per month/per air card for the wireless connection for each MDT. A five-year replacement plan will also need to be developed and managed to ensure the proper replacement cycle of MDTs.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 0	$ 44,000	$ 44,000	$ 44,000	$ 10,000
Total Cost	$ 0	$ 44,000	$ 44,000	$ 44,000	$ 10,000

FUNDING SOURCES:

Operating Revenue	$ 0	$ 44,000	$ 44,000	$ 44,000	$ 10,000
Total Funding	$ 0	$ 44,000	$ 44,000	$ 44,000	$ 10,000

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: Access to real-time data will enhance decision-making resulting in improved scene safety, management of incidents, while contributing to the goal of a safer community.

BALLISTIC VESTS | PUBLIC SAFETY

Goals, Initiatives, Outcomes - #4 Public Safety

Introduced 2020

The deployment of ballistic vests for the protection of public safety personnel in environments that have the potential to be unsafe or hostile have been emerging as best practices for fire and EMS departments. This equipment is necessary to ensure the safety of personnel when responding to an active threat incident where placing themselves in a dangerous environment is imperative to the survivability victims. In addition, this equipment would help bring the department in compliance with NFPA 3000, Standards for Active Shooter/Hostile Events. To ensure our personnel has access to appropriate personal protective equipment such as ballistic vests and governing policies, guidelines, and training that incorporate their use in our daily operations has become a critical component to the safety and well-being of public safety personnel as they perform their daily role responsibilities and service to the public. In addition to the initial procurement of ballistic vests, a reliable replacement plan every ten years must be developed and managed to ensure the manufacturer's recommendation of proper replacement.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
State Grant	$ 40,000	$ 0	$ 0	$ 0	$ 0
Total Cost	$ 40,000	$ 0	$ 0	$ 0	$ 0

FUNDING SOURCES:

Sales Tax	$ 40,000	$ 0	$ 0	$ 0	$ 0
Total Funding	$ 40,000	$ 0	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: While difficult to articulate a fiscal impact, the provision of ballistic vests for personnel is a critical safety net to ensure the most appropriate protective equipment is available when personnel are operating at dangerous or potential dangerous or hostile environments.

LAW ENFORCEMENT EQUIPMENT BODY CAMERAS/IN CAR CAMERA SYSTEM, TASERS PUBLIC SAFETY

Goals, Initiatives, Outcomes - #4 Public Safety

Introduced 2020

The Williamsburg Police Department currently utilizes the Axon Body Camera and Taser system. These two systems are under one contract that has approximately one fiscal year left on the contract. The new contract will incorporate the Axon In-Car Camera system into the Axon Body-Camera, Taser CIP contract process, thereby having all equipment under one contract with one annual cost, maintenance, and upgrade package.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 65,000	$ 99,900	$ 99,900	$ 99,900	$ 99,900
Total Cost	$ 65,000	$ 99,900	$ 99,900	$ 99,900	$ 99,900

FUNDING SOURCES:

Operating Revenue	$ 65,000	$ 99,900	$ 99,900	$ 99,900	$ 99,900
Total Funding	$ 65,000	$ 99,900	$ 99,900	$ 99,900	$ 99,900

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost	$ 22,000	$ 22,400	$ 22,889	$ 23,347	$ 23,814
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 22,000	$ 22,400	$ 22,889	$ 23,347	$ 23,814

Fiscal Impact Summary: The use of non-lethal devices and response cameras may reduce legal liability for the department. The Commonwealth Attorney's office needs additional staff to file, store, and review data recorded by the cameras. The City will incur its share of the cost to support two additional paralegals in the Commonwealth Attorney's office. The City's share of cost for FY 21 will $22,000. A two percent increase in salary cost is assumed for each successive year.

LAW ENFORCEMENT EQUIPMENT, MOBILE DATA TERMINAL REPLACEMENT

PUBLIC SAFETY

Goals, Initiatives, Outcomes - #4 Public Safety

Introduced 2021

The mobile data terminals of the Williamsburg Police Department have recently been replaced as they were at the end of their lifecycle and failing. To ensure continued continuity of the MDT program, the MDT's are on a current recycling cycle of six (6) years. The costs of each unit is $7,000 and includes the hardware, software and installation. Maintenance costs are $25 per month per unit, beginning after the one-year warranty expires.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 0	$ 21,000	$ 0	$ 0	$ 21,000
Total Cost	$ 0	$ 21,000	$ 0	$ 0	$ 21,000

FUNDING SOURCES:

Sales Tax	$ 0	$ 21,000	$ 0	$ 0	$ 21,000
Total Funding	$ 0	$ 21,000	$ 0	$ 0	$ 21,000

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost			$ 900	$ 900	$ 900
Debt Service					
Net Impact	$0	$0	$ 900	$ 900	$ 900

Fiscal Impact Summary: The annual maintenance costs associated with this project are $25 per month per unit, beginning after the one-year warranty expires.

LAW ENFORCEMENT EQUIPMENT, PORTABLE RADIO UPGRADES | PUBLIC SAFETY

Goals, Initiatives, Outcomes - #4 Public Safety

Introduced 2020

The Williamsburg Police Department's purchased the 800 MHz radios that are currently in use through Homeland Security Grants in 2005. They have reached the end of their life with parts not being available. New radios would provide officers with state of the art radios to be utilized in conjunction with the 800 MHz radio system. It is recommended to replace all portable radios utilizing a replacement program beginning in the FY21 Capital Improvement Program with twenty-five (20) radios being replaced in FY 21 and twenty-five (19) radios being replaced in FY22.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 89,000	$ 84,550	$ 0	$ 0	$ 0
Total Cost	$ 89,000	$ 84,550	$ 0	$ 0	$ 0

FUNDING SOURCES:

Sales Tax	$ 89,000	$ 84,550	$ 0	$ 0	$ 0
Total Funding	$ 89,000	$ 84,550	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$0	$0	$0	$0	$0

Fiscal Impact Summary: The annual contract costs associated with this project should not be any higher than the current contract costs.

EQUIPMENT, RANGE REPAIRS AND UPGRADES | PUBLIC SAFETY

Goals, Initiatives, Outcomes - #4 Public Safety

Introduced 2021

The Williamsburg Police Department's firing range is in need of refurbishment to adequately address concerns of safety, liability, and efficiency. These concerns are due to 18+ years of projectile build-up and the use of common, mixed-grade impact berm media (clay, dirt, gravel and sand) which has resulted in a situation where ricochet is a higher possibility and growing with each visit. Included in the estimates are upgrades to the range that will allow for the firing of lead ammunition during future range usage.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 0	$ 75,000	$ 0	$ 0	$ 75,000
Total Cost	$ 0	$ 75,000	$ 0	$ 0	$ 75,000

FUNDING SOURCES:

Sales Tax	$ 0	$ 75,000	$ 0	$ 0	$ 75,000
Total Funding	$ 0	$ 75,000	$ 0	$ 0	$ 75,000

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: There are no annual contract costs associated with this repair and upgrade program and maintenance costs, if any, should be minimum as the project is projected to be completed every five years, eliminating any annual costs.

NEW PARKING GARAGE | PUBLIC SAFETY

Introduced 2021

New Downtown Parking Garage. This garage will support new apartments and first-class office space. Planning is currently underway, but not yet fully developed.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 0	$ 400,000	$ 0	$ 0	$ 0
Total Cost	$ 0	$ 400,000	$ 0	$ 0	$ 0

FUNDING SOURCES:

Sales Tax	$ 0	$ 400,000	$ 0	$ 0	$ 0
Total Funding	$ 0	$ 400,000	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: The fiscal impact analysis is currently underway. The proposed project is still under development.

CAPITAL PROJECTS | COMMUNITY & ECONOMIC DEVELOPMENT

EXTERIOR LIGHTING | COMMUNITY & ECONOMIC DEVELOPMENT

Introduced 2020

Remove and replace existing Parking Lot Lights with new LED lights at all (4) sites. Remove and replace existing Egress/Entry Door lights with new LED fixtures at the (3) family sites. Install LED Flood light at Mimosa Woods basketball court. These improvements are necessary to improve safety and security.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 46,000	$ 0	$ 0	$ 0	$ 0
Total Cost	$ 46,000	$ 0	$ 0	$ 0	$ 0

FUNDING SOURCES:

Sales Tax	$ 46,000	$ 0	$ 0	$ 0	$ 0
Total Funding	$ 46,000	$ 0	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: The savings from this project will have a minimal impact on the operating budget but will provide better lighting for residents.

WORKFORCE HOUSING RENOVATION | COMMUNITY & ECONOMIC DEVELOPMENT

Introduced 2020

There are six (6) housing units that are utilized for employees in an effort to supply Work Force Housing. The housing is primarily offered to employees who can readily respond to emergencies so that the City derives a valuable benefit of having employees in close proximity to work. The amount of $35,000 is needed in FY21 to complete the renovation work that was found during recent inspections of these units..

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 35,000	$ 0	$ 0	$ 0	$ 0
Total Cost	$ 35,000	$ 0	$ 0	$ 0	$ 0

FUNDING SOURCES:

Sales Tax	$ 35,000	$ 0	$ 0	$ 0	$ 0
Total Funding	$ 35,000	$ 0	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: To maintain the Workforce Housing units, ensuring the presence of affordable housing in the City of Williamsburg. This project will not impact the operating budget.

CAPITAL PROJECTS
GENERAL GOVERNMENT

PRINCE GEORGE PARKING GARAGE LED LIGHTING | GENERAL GOVERNMENT

Goals, Initiatives, Outcomes - #4 Public Safety

Introduced 2020

This project will replace existing lighting in the Prince George Parking Garage (PGPG). The existing fixtures are metal halide, and sodium vapor and the proposal is to use LED fixtures which provide better lighting at a reduced cost. The return on investment (ROI) is a 5-year turnaround.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 0	$ 75,000	$ 0	$ 0	$ 0
Total Cost	$ 0	$ 75,000	$ 0	$ 0	$ 0

FUNDING SOURCES:

Sales Tax	$ 0	$ 75,000	$ 0	$ 0	$ 0
Total Funding	$ 0	$ 75,000	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost	$ 0	($ 15,000)	($ 15,000)	($ 15,000)	($ 15,000)
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	($ 15,000)	($ 15,000)	($ 15,000)	($ 15,000)

Fiscal Impact Summary: The LED fixtures will pay for themselves over a 5-year period, and the fixtures will last longer.

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COMMUNITY BUILDING & MUNICIPAL BUILDING HVAC CONTROLS UPGRADE

GENERAL GOVERNMENT

Goals, Initiatives, Outcomes - #7 Environmental Sustainability

Introduced 2020

The HVAC controls in both the Community Building and the Municipal Building need to be upgraded as the systems are obsolete. The new software will be web-based, which will match the Stryker Center software, and the buildings can be easily monitored/controlled remotely.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 13,500	$ 0	$ 0	$ 0	$ 0
Total Cost	$ 13,500	$ 0	$ 0	$ 0	$ 0

FUNDING SOURCES:

Sales Tax	$ 13,500	$ 0	$ 0	$ 0	$ 0
Total Funding	$ 13,500	$ 0	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: There is no direct fiscal impact beyond the initial capital outlay. Replacing obsolete equipment reduces long-term fiscal impacts because preventative maintenance reduces larger reactive maintenance and repair expenses.

LAFAYETTE STREET FENCE REPLACEMENT | GENERAL GOVERNMENT

Goals, Initiatives, Outcomes - #1 Community Character

Introduced 2020

The existing wooden privacy fence along Lafayette Street from Armistead Avenue to Harriet Tubman Drive is in need of replacing. The fence serves as a safety measure and provides some privacy from vehicular traffic for the houses in Crispus Attucks, which back up to Lafayette Street. The fence is approximately 20 years old.

$20,000 is budgeted in FY21 to replace the fence with a similar wooden fence.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 0	$ 20,000	$ 0	$ 0	$ 0
Total Cost	$ 0	$ 20,000	$ 0	$ 0	$ 0

FUNDING SOURCES:

Sales Tax	$ 0	$ 20,000	$ 0	$ 0	$ 0
Total Funding	$ 0	$ 20,000	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: There is minimal fiscal impact other than maintenance costs initially will be reduced with a new fence.

BROADBAND ASSESSMENT AND DEVELOPMENT | GENERAL GOVERNMENT

Introduced 2020

City Council's GIOs call for staff to research and develop a broadband policy for the City. A staff team was convened and the project goals laid out. Based on the goals of the project, staff felt it would be more appropriate to enlist a consultant to perform an assessment and survey of capabilities as well as design and build a broadband plan for the City moving forward. With the broadband work being done on the Southside, in addition to the transoceanic fibers coming to Virginia Beach, it became even more apparent that this work would require the help of a consulting company with a deep understanding of these projects. This project would hire a consulting company to, over a 2-year period, perform an assessment and survey of current capabilities and then design a broadband plan that the City could work to implement in future years.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 55,000	$ 115,000	$ 0	$ 0	$ 0
Total Cost	$ 55,000	$ 115,000	$ 0	$ 0	$ 0

FUNDING SOURCES:

Sales Tax	$ 55,000	$ 115,000	$ 0	$ 0	$ 0
Total Funding	$ 55,000	$ 115,000	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: None

WEBSITE REPLACEMENT | GENERAL GOVERNMENT

Introduced 2020

The City website is a prominent communication tool used throughout the City of Williamsburg and the world. The existing website has been in place and served us well since 2016. The heart of the website, the Content Management System (CMS) is not user friendly or as intuitive as we would like it to be for the end users adding or updating content. This project will replace the existing website and CMS with an updated design and system to allow for increased efficiency and improved communications.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 62,000	$ 0	$ 0	$ 0	$ 0
Total Cost	$ 62,000	$ 0	$ 0	$ 0	$ 0

FUNDING SOURCES:

Sales Tax	$ 62,000	$ 0	$ 0	$ 0	$ 0
Total Funding	$ 62,000	$ 0	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost	$ 8,000	$ 8,000	$ 8,000	$ 8,000	$ 8,000
Debt Service					
Net Impact	$ 8,000	$ 8,000	$ 8,000	$ 8,000	$ 8,000

Fiscal Impact Summary: Yearly maintenance and hosting costs will be approximately $8,000 and will be handled in the software maintenance line of the IT Operating Budget

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MICROSOFT OFFICE 2019 PROGRAM UPGRADE | GENERAL GOVERNMENT

Introduced 2019

Currently, the City has 3 different versions of the Microsoft Office Application Suite installed, Office 2010, Office 2013 and Office 2016. Office 2010 is now out of general support for both software updates and security updates. Additionally, in October of 2020 Microsoft will no longer allow Outlook email clients to connect to Office 365 email servers, which is the primary email system for the City. This project will upgrade the installed programs to the same version across all City computers, currently Microsoft Office 2019.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 31,500	$ 31,500	$ 31,500	$ 31,500	$ 31,500
Total Cost	$ 31,500	$ 31,500	$ 31,500	$ 31,500	$ 31,500

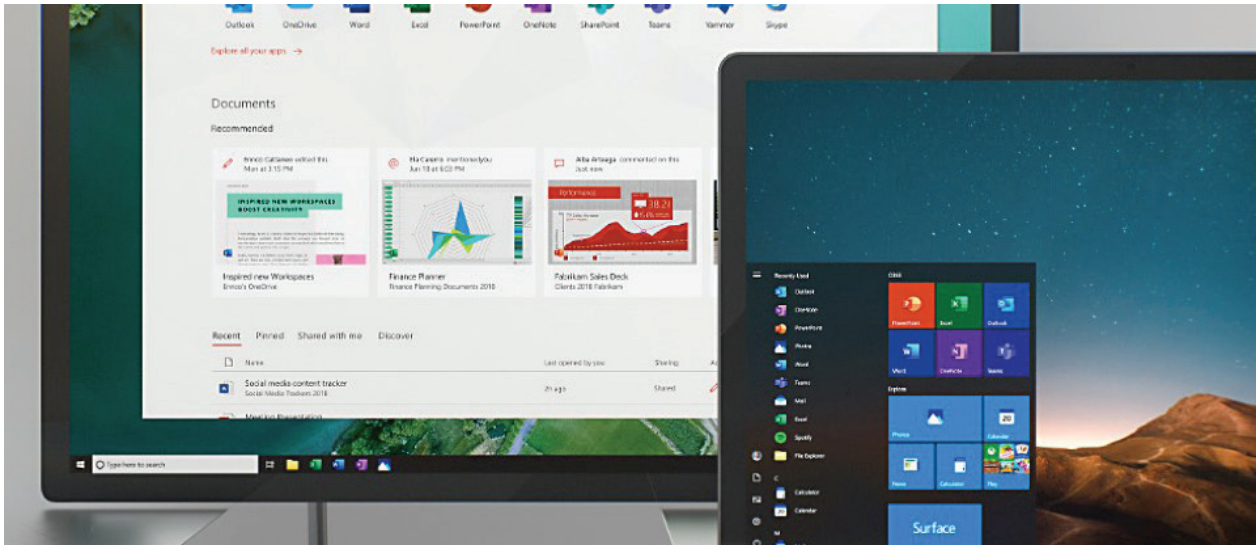
FUNDING SOURCES:

	$ 0	$ 0	$ 0	$ 0	$ 0
Sales Tax	$ 0	$ 0	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: There will be no impact to the operating budget.



A/V SYSTEM UPGRADES | GENERAL GOVERNMENT

Introduced 2020

The Community Building and 3rd Floor Conference rooms are used by citizens and City employees on a routine basis. The audio-visual systems in these two key locations are very old, lacking many newer technology features and require upgrade. This project would replace the audio-visual systems in both locations with up to date features, including new wide-screen projection capability, greatly improved sound as well as the ability to have multiple microphones without requiring the end-user to manipulate any equipment.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 0	$ 78,000	$ 0	$ 0	$ 0
Total Cost	$ 0	$ 78,000	$ 0	$ 0	$ 0

FUNDING SOURCES:

Sales Tax	$ 0	$ 78,000	$ 0	$ 0	$ 0
Total Funding	$ 0	$ 78,000	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: The replacement of these outdated systems will not have a direct fiscal impact beyond the cost of completion. Efficiency is gained by staying current with new technology.

PC REPLACEMENT PROGRAM | GENERAL GOVERNMENT

Introduced 2020

Annually the City follows a PC replacement schedule, replacing those computers that have reached end of life (4 years) or fail during the FY. The department requests $30,000 for this expense in each FY.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000
Total Cost	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000

FUNDING SOURCES:

Sales Tax	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000
Total Funding	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: The replacement of computers will not have a direct fiscal impact beyond the cost of completion. Efficiency is gained by staying current with new technology and software.

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ADDITIONAL VOTING PRECINCT | GENERAL GOVERNMENT

Introduced 2021

Due to Virginia Election code 24.2-307 we are required to create a new precinct when current precincts have over 4,000 voters vote. Currently both precincts have over 5,000 registered voters in each precinct.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 38,760	$ 0	$ 0	$ 0	$ 0
Total Cost	$ 38,760	$ 0	$ 0	$ 0	$ 0

FUNDING SOURCES:

Sales Tax	$ 38,760	$ 0	$ 0	$ 0	$ 0
Total Funding	$ 38,760	$ 0	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue	$ 0	$ 0	$ 0	$ 0	$ 0
Staffing (Savings) Cost	3,600	3,600	3,600	3,600	3,600
Facility (Savings) Cost	300	300	300	300	300
Program (Savings) Cost	9220	3,450	3450	3450	3450
Operating (Savings) Cost	195	0	0	0	0
Debt Service					
Net Impact	$ 13,315	$ 7,350	$ 7,350	$ 7,350	$ 7,350

Fiscal Impact Summary: Due to Virginia Election Law, we need to establish a 3rd precinct within the City of Williamsburg. The $38,760 would go towards the purchasing of the new voting equipment to be used at that polling place. The additional cost that would be incurred is $3,600 for additional officers of election to staff the additional polling place per year. The rental fee is $300 per year if the polling place is not a City owned building. Additional supplies and signage will make up $465 as a one-time cost. Our Electronic Pollbook has an annual licensing fee of $450.00. By law our office is require to mail out new voter information cards to all voters affected by a precinct change at a one-time cost of $5,500.

VEHICLE REPLACEMENT PLAN | GENERAL GOVERNMENT

Introduced 2021

The City replaces vehicles following industry standards for public safety departments and after extensive use for general fleet. When general fleet vehicles are replaced, they are cycled down in the organization or sold as surplus. Following a replacement schedule in FY21, several general fleet and public safety vehicles will be replaced.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 524,000	$ 595,000	$ 308,000	$ 130,000	$ 195,000
Total Cost	$ 524,000	$ 595,000	$ 308,000	$ 130,000	$ 195,000

FUNDING SOURCES:

Sales Tax	$ 524,000	$ 595,000	$ 308,000	$ 130,000	$ 195,000
Total Funding	$ 524,000	$ 595,000	$ 308,000	$ 130,000	$ 195,000

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

CAPITAL PROJECTS
AGENCIES & INTERJURISDICTIONAL

WILLIAMSBURG LIBRARY RENOVATION | AGENCIES & INTERJURISDICTIONAL

Goals, Initiatives, Outcomes - #6 Recreation & Culture

The Williamsburg Library facility was constructed in 1974 with two subsequent additions in 1982 and 1988. The facility hosts 600,000 annual visits, over 2,500 meetings and programs, and 65% of the 1.2 million yearly check-out system transactions. The Williamsburg Regional Library system meets almost all major AAA standards except for facilities, where it ranks a single A. The actual library space, minus the theater and basement are 25,000 square feet, which translates to .34 SF per capita. The standard is 1 square foot per capita. At 300% beyond recommended capacity, the library lacks any additional space to offer new technology, a teen area, seating, collaborative workspaces, maker spaces, media labs, or space for other contemporary library services. The WRL Board of Trustees has engaged a library architect to conduct an assessment of the building and provide cost estimates for a total renovation or a replacement facility. The library is interested in exploring options with the City regarding possible sites, parking expansion, or a possible combined new facility with James City County. This project budgets an estimate of cost beginning with design in FY23 and construction in FY24, with the intent to engage in discussions with James City County, York County, and the City of Williamsburg concerning the possibility of a joint facility.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 0	$ 0	$ 1,510,000	$ 13,590,000	$ 50,000
Total Cost	$ 0	$ 0	$ 1,510,000	$ 13,590,000	$ 50,000

FUNDING SOURCES:

TBD	$ 0	$ 0	$ 1,510,000	$ 13,590,000	$ 50,000
Total Funding	$ 0	$ 0	$ 1,510,000	$ 13,590,000	$ 50,000

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: The completion of the renovations will reduce ongoing maintenance costs. The use of more efficient equipment and design may minimally reduce operating costs.

Returns

WILLIAMSBURG/JCC COURTHOUSE MAINTENANCE PROJECTS (CONTINGENCY)
AGENCIES & INTERJURISDICTIONAL

The City of Williamsburg and James City County jointly own and operate the Williamsburg/James City county Courthouse as authorized by §17.1-281 of the Code of Virginia. Each locality has previously authorized the assessment of a courthouse maintenance fee of $2 for each civil and criminal action and/or traffic case in the District or Circuit Courts for the City of Williamsburg and James City County. The Clerk of the Circuit Court collects and remits fees monthly to the City's Department of Finance, acting as agent for the Courthouse Maintenance Fund. Funds are invested in the Commonwealth of Virginia's Local Government Investment Pool. Disbursements are approved by resolution of both the Williamsburg City Council and the James City County Board of Supervisors for capital projects deemed necessary to maintain the Courthouse.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 40,000	$ 0	$ 0	$ 0	$ 0
Total Cost	$ 40,000	$ 0	$ 0	$ 0	$ 0

FUNDING SOURCES:

Maintenance Fund	$ 40,000	$ 0	$ 0	$ 0	$ 0
Total Funding	$ 40,000	$ 0	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: Fiscal impact will be analyzed when specific projects are determined.

WILLIAMSBURG/JCC SCHOOLS CAPITAL CONTRIBUTION
AGENCIES & INTERJURISDICTIONAL

This project represents City contribution to various capital expenditures for the joint Williamsburg-James City County school system. Anticipated funding amounts are $745,069 FY21 for a contribution to an Educational Cost Stabilization Reserve, $761,760 FY22, $721,728 FY23, $3,611,904 FY24, and $1,396,896 in FY25. These estimates are based on the school system CIP. The City's share of these expenses is 9.6% of the FY21 total, as stipulated in the current funding agreement between JCC and the City. Remaining funds for any projects not completed at fiscal year-end are carried forward to the following year.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 745,069	$ 761,760	$ 721,728	$ 3,611,904	$ 1,396,896
Total Cost	$ 745,069	$ 761,760	$ 721,728	$ 3,611,904	$ 1,396,896

FUNDING SOURCES:

Sales Tax	$ 745,069	$ 761,760	$ 721,728	$ 3,611,904	$ 1,396,896
Total Funding	$ 745,069	$ 761,760	$ 721,728	$ 3,611,904	$ 1,396,896

OPERATING IMPACTS:

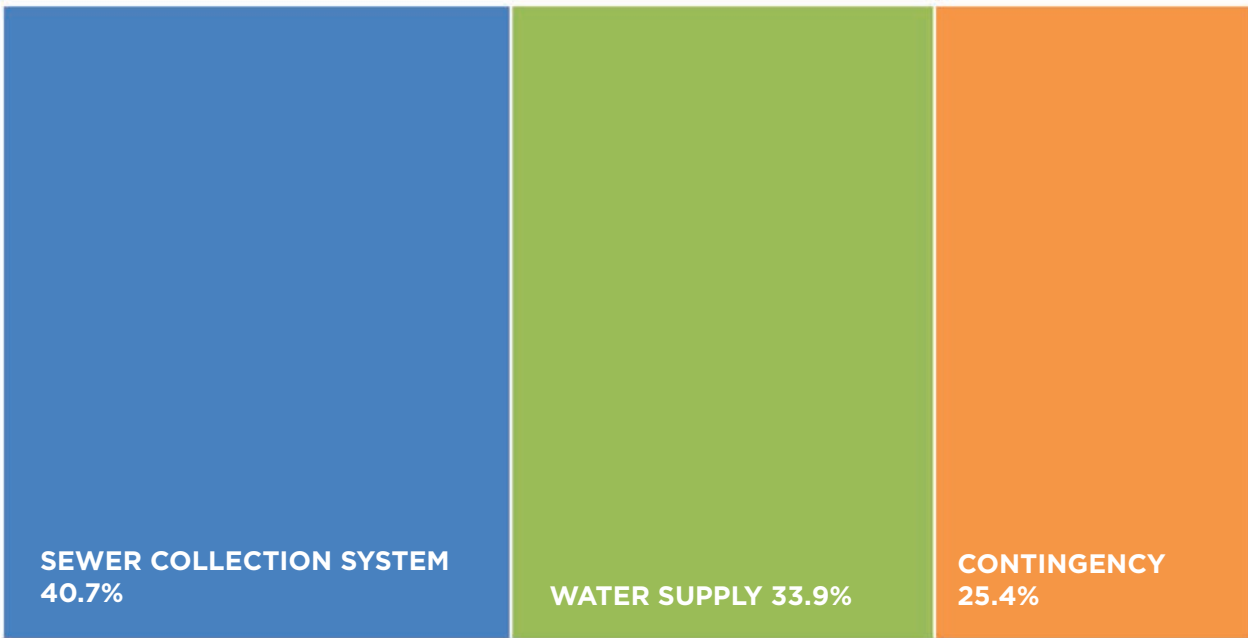
Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: The completion of work will not have a direct fiscal impact beyond the cost of completion due to improved reliability and efficiency of any new improvements, including appliances.

UTLITLITES | CAPITAL IMPROVEMENT PROJECTS FY 2021

REVENUES	Adopted FY 2021	Estimated FY 2020	Actual FY 2019
Transfer from Reserves	$ (295,000)	$ (730,000)	$ (390,000)
TOTAL REVENUES	$ (295,000)	$ (730,000)	$ (390,000)

EXPENDITURES	Adopted FY 2021	Estimated FY 2020	Actual FY 2019
Water Supply	$ 100,000	$ 525,000	$ 190,000
Water Distribution/Storage	-		75,000
Plant Wastewater Lagoons	-	-	-
Sewer Collection System	120,000		20,000
Contingency	75,000	75,000	75,000
Vehicles/Equipment	-	130,000	30,000
TOTAL EXPENDITURES	$ 295,000	$ 730,000	$ 390,000



UTILITY FUND
CAPITAL IMPROVEMENT PROGRAM
PROJECT INFORMATION DETAIL - FY 2021-2025

CAPITAL REVENUES	Estimated Through FY 2020	Carryover from FY 2020	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM: Adpoted Budget FY 2021	FOR PLANNING PURPOSES: FY 2022	FY 2023	FY 2024	FY 2025	FIVE YEAR TOTAL
Transfer from Retained Earnings (Reserves)								
TOTAL REVENUES	$ 318,890	$ -	$ 295,000	$ 955,000	$ 1,260,000	$ 375,000	$ 150,000	$ 3,035,000

CAPITAL EXPENDITURES	Estimated Through FY 2020	Carryover from FY 2020	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM: Adpoted Budget FY 2021	FOR PLANNING PURPOSES: FY 2022	FY 2023	FY 2024	FY 2025	FIVE YEAR TOTAL
Water Supply								
Watershed Protection/Water Quality	$ 75,000	$ -	-	75,000	-	-	-	**75,000**
Waller Mill Dam Improvements	139,950	-	50,000	465,000	950,000	-	-	**1,465,000**
Water Treatment Improvements	33,994	-	50,000	-	-	-	-	**50,000**
Water Distribution/Storage								
Water System Improvements	$ 550,000	-	-	300,000	-	-	-	**300,000**
Plant Wastewater Lagoons								
Lagoon Sludge Removal	-	-	-	-	120,000	-	-	**120,000**
Sewer Collection/Transmission System								
Sewer System Rehab - SSO Program	24,404	-	75,000	-	75,000	-	75,000	**225,000**
Sewer Pump Station Reliability	64,301	-	45,000	-	40,000	-	-	**85,000**
Water/Sewer System Contingency								
Water/Sewer System - Contingency	125,010	-	75,000	75,000	75,000	75,000	75,000	**375,000**
Vehicles/Equipment								
Vehicles	397,112	-	-	40,000	-	300,000	-	**340,000**
TOTAL UTILITY FUND CAPITAL IMPROVEMENT EXPENDITURES	$ 1,409,771	$ -	$295,000	$955,000	$1,260,000	$375,000	$150,000	$3,035,000

CAPITAL PROJECTS | UTILITY FUND

WATERSHED PROTECTION/ WATER QUALITY | UTILITY FUND

Goals, Initiatives, Outcomes - #7 Environmental Sustainability

Introduced 2020

The City has been aggressive in purchasing watershed property for several decades to protect our drinking water source. The City now owns or has conservation easements on 60% of the watershed. Funding is set aside in FY22 to provide additional land acquisition should property become available. Funding is also for other initiatives such as forestry management and security improvements to the Plant and watershed (signage, access control).

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 0	$ 75,000	$ 0	$ 0	$ 0
Total Cost	$ 0	$ 75,000	$ 0	$ 0	$ 0

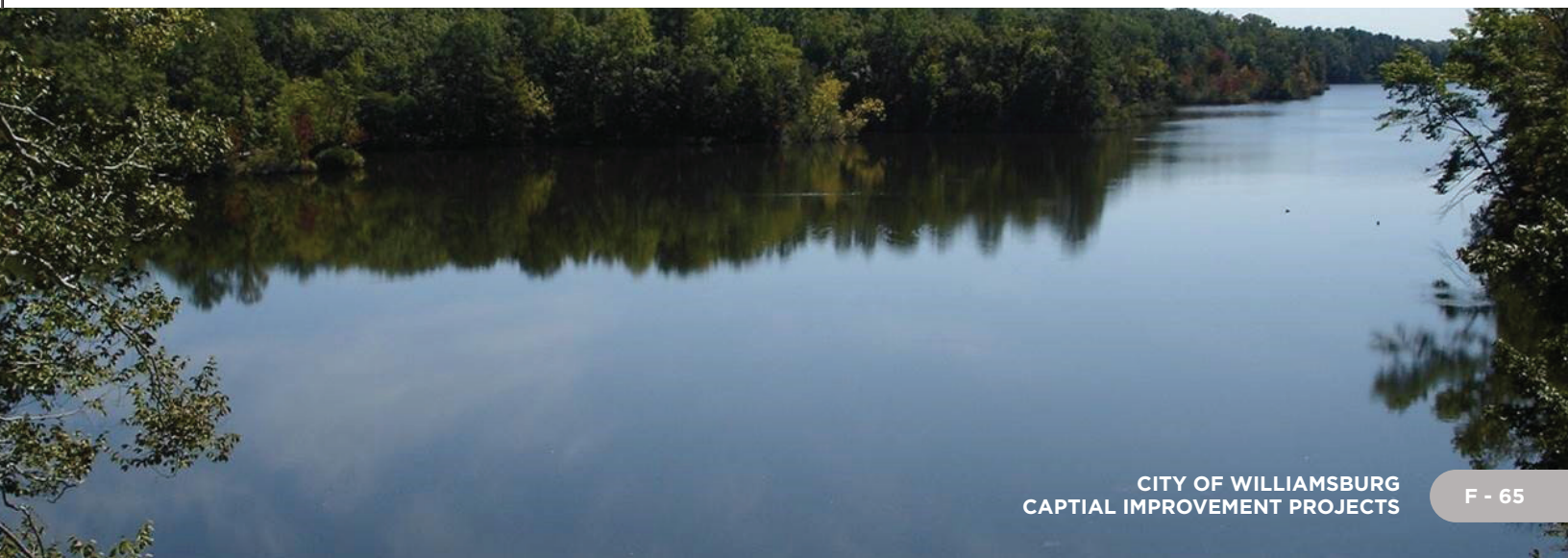
FUNDING SOURCES:

Utility Fund	$ 0	$ 75,000	$ 0	$ 0	$ 0
Total Funding	$ 0	$ 75,000	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: While protecting the watershed around Waller Mill Reservoir will ensure a high quality water source, purchase or control of more property will result in a larger area to be managed, but this minimal impact is eliminated with the increased water quality benefit to water treatment.



WALLER MILL DAM IMPROVEMENTS | UTILITY FUND

Goals, Initiatives, Outcomes - #7 Environmental Sustainability

Introduced 2019

The City has an operation and maintenance permit for Waller Mill Dam from the Department of Conservation and Recreation (DCR). Due to new regulations, the dam went from a low hazard to a high hazard classification. This new designation may require a substantial amount of work be completed at the dam. Using new rainfall criteria required by the State, our engineering firm did a study of the dam's capability to handle a worst-case rainfall event. Results of the study indicated that the earthen dam would overtop. This means that the city may be required to armor the dam with structural material.

The City has a permit from the State conditioned upon improvements being made to the dam. Money is budgeted in FY21 for engineering work to review the latest State requirements and to determine options to protect the dam. Estimated budget figures are shown in FY22 and FY23 for construction of anticipated improvements.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 50,000	$ 465,000	$ 950,000	$ 0	$ 0
Total Cost	$ 50,000	$ 465,000	$ 950,000	$ 0	$ 0

FUNDING SOURCES:

Utility Fund	$ 50,000	$ 465,000	$ 950,000	$ 0	$ 0
Total Funding	$ 50,000	$ 465,000	$ 950,000	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: The impact is dependent on which type of solution is chosen, but any additional operating costs would be minimal.

WATER TREATMENT IMPROVEMENTS | UTILITY FUND

Goals, Initiatives, Outcomes - #7 Environmental Sustainability

Introduced 2020

Water treatment improvements include all facets of the Water Treatment Plant including raw water/finished water pumping, chemical applications, lab facilities, buildings/ structures, electrical improvements, piping projects, instrumentation and IT.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 50,000	$ 0	$ 0	$ 0	$ 0
Total Cost	$ 50,000	$ 0	$ 0	$ 0	$ 0

FUNDING SOURCES:

Utility Fund	$ 50,000	$ 0	$ 0	$ 0	$ 0
Total Funding	$ 50,000	$ 0	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: The completion of the work will not have a direct fiscal impact beyond the cost of completion due to improved reliability and efficiency of any new improvements including equipment.

WATER SYSTEM IMPROVEMENTS | UTILITY FUND

Goals, Initiatives, Outcomes - #7 Environmental Sustainability

Introduced 2020

The water distribution and collection systems require maintenance and upgrade as they age. This project addresses those needs as they are anticipated in any fiscal year. Examples of water system improvements include:

- Upgrade line size on developer installed systems (e.g. contribution to 16" extension to Fairfield Timeshares on Mooretown Road).
- Small line replacement program to improve water pressure in specific areas.
- Upgrades/replacements of pipelines in conjunction with road construction projects (e.g. Richmond Road and Braxton Court).
- Water line extensions to provide system looping to increase fire flow and service reliability (e.g. Quarterpath Road to Pocahontas Street).

$300,000 is earmarked in FY22 for water line improvements on Capitol Landing Road (CLR) in conjunction with the CLR Redesign project.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 0	$ 300,000	$ 0	$ 0	$ 0
Total Cost	$ 0	$ 300,000	$ 0	$ 0	$ 0

FUNDING SOURCES:

Utility Fund	$ 0	$ 300,000	$ 0	$ 0	$ 0
Total Funding	$ 0	$ 300,000	$ 0	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: Scheduled replacement of water system infrastructure should reduce operating costs. Water extensions add piping to the water system with minimal increases in operating and maintaining infrastructure.

LAGOON SLUDGE REMOVAL | UTILITY FUND

Goals, Initiatives, Outcomes - #7 Environmental Sustainability

Introduced 2020

The Water Plant must backwash the filter tanks and the sedimentation basins which produces wastewater that is directed to two (2) on-site lagoons. The waste is mostly liquid with residuals of the chemicals added to treat the water such as carbon, alum, and fluoride.

The wastewater flows by pipe to the wastewater lagoons. The solids/sludge settle to the bottom and eventually, over time, fill up the lagoons and the sludge needs to be removed. The lagoons will need to be cleaned by year 2022 – $110,000 is budgeted in FY2022 for that project.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 0	$ 0	$ 120,000	$ 0	$ 0
Total Cost	$ 0	$ 0	$ 120,000	$ 0	$ 0

FUNDING SOURCES:

Utility Fund	$ 0	$ 0	$ 120,000	$ 0	$ 0
Total Funding	$ 0	$ 0	$ 120,000	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: The completion of the work will not have a direct fiscal impact beyond the cost of completion.

SEWER SYSTEM REHAB – SSO PROGRAM | UTILITY FUND

Goals, Initiatives, Outcomes - #7 Environmental Sustainability

Introduced 2020

The original consent decree issued to all HRPDC localities by the State Department of Environmental Services (DEQ) was revised substantially. HRSD is managing the more extensive Sanitary Sewer Overflow (SSO) problems including those associated with the Regional Wet Weather Management Plan (RWWMP). The localities are responsible for their respective collection systems and resolve structural deficiencies and issues associated with management, operations, and maintenance (MOM) of the sanitary sewer system. As such, the City is budgeting money for repairs and sewer lining.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 75,000	$ 0	$ 75,000	$ 0	$ 75,000
Total Cost	$ 75,000	$ 0	$ 75,000	$ 0	$ 75,000

FUNDING SOURCES:

Utility Fund	$ 75,000	$ 0	$ 75,000	$ 0	$ 75,000
Total Funding	$ 75,000	$ 0	$ 75,000	$ 0	$ 75,000

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: These capital expenditures will be a factor in increasing utility rates. However, upgrading the sewer system will help reduce operation and maintenance costs.

SEWER PUMP STATION RELIABILITY | UTILITY FUND

Goals, Initiatives, Outcomes - #7 Environmental Sustainability

Introduced 2020

There are 15 sewage pumping stations in the City. Because the City drains into shellfish waters, the stations are classified as Reliability Class I stations which provides for the strictest standards of reliability. For example, the stations are required to have emergency backup power or other means of operating the pumps in case of power failure. As part of the Sanitary Sewer Overflow (SSO) Consent Decree, pump stations were identified as critical infrastructure to operate/maintain to avoid sewer overflows. These designations require heightened maintenance and failure avoidance.

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$45,000	$ 0	$ 40,000	$ 0	$ 0
Total Cost	$ 45,000	$ 0	$ 40,000	$ 0	$ 0

FUNDING SOURCES:

Utility Fund	$45,00 0	$ 0	$ 40,000	$ 0	$ 0
Total Funding	$ 45,000	$ 0	$ 40,000	$ 0	$ 0

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: The completion of the work will not have a direct fiscal impact beyond the cost of completion due to improved reliability and efficiency of any new improvements including equipment.

WATER SEWER SYSTEM - CONTINGENCY | UTILITY FUND

Goals, Initiatives, Outcomes - #7 Environmental Sustainability

Introduced 2020

Water and sewer system contingency funds must be budgeted to cover unforeseen items on a yearly basis. The utility must have the money reserved in order to continue to operate on a continuous basis. Examples of water and sewer contingency expenditures include:

- Emergencies - major pipe line failures, pump/motor replacement, generator failures
- Contributions to new infrastructure installed by development
- Capital project contingency

COST ESTIMATE:

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000
Total Cost	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000

FUNDING SOURCES:

Utility Fund	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000
Total Funding	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000

OPERATING IMPACTS:

Revenue					
Staffing (Savings) Cost					
Facility (Savings) Cost					
Program (Savings) Cost					
Operating (Savings) Cost					
Debt Service					
Net Impact	$ 0	$ 0	$ 0	$ 0	$ 0

Fiscal Impact Summary: There is no fiscal impact to these emergency/contingency funds.

VEHICLE REPLACEMENT FIVE YEAR PLAN SUMMARY

SALES TAX FUND	FY 2021	FY 2122	FY 2023	FY 2024	FY 2025
Building Inspection	$ 0	$ 30,000	$ 0	$ 0	$ 0
City Manager	0	0	0	0	35,000
Economic Developement	0	0	0	0	0
Engineering	0	0	35,000	0	0
Finance	35,000	0	0	0	0
Fire	80,000	375,000	0	0	0
Human Services	0	0	35,000	0	0
Planning	0	0	0	0	0
Police	192,000	70,000	48,000	0	0
Public Utilities	0	0	0	0	0
Public Works	165,000	80,000	120,000	100,000	160,000
Recreation	12,000	0	30,000	30,000	0
Redevelopment & Housing Authority	40,000	40,000	40,000	0	0
SALES TAX FUND TOTAL	$ 524,000	$ 595,000	$ 308,000	$ 130,000	$ 195,000

UTILITY FUND	FY 2021	FY 2122	FY 2023	FY 2024	FY 2025
Public Utilities	$ 0	$ 40,000	$ 300,000	$ 30,000	$ 0
SALES TAX FUND TOTAL	$ 0	$ 40,000	$ 300,000	$ 30,000	$ 0

GRAND TOTAL	FY 2021	FY 2122	FY 2023	FY 2024	FY 2025
	$524,000	$635,000	$608,000	$160,000	$195,000

VEHICLE REPLACEMENT FIVE YEAR PLAN DETAIL | SALES TAX FUND

UNIT NO	YEAR	MAKE	DESCRIPTION	FUTURE POTENTIAL ALT. FUEL -	MILEAGE AT 11/5/2019	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
BUILDING INSPECTION										
6573	2008	FORD	ESCAPE 4X4 SUV HYBRID	N	60,182	$0	$30,000	$0	$0	$0
2679	2016	FORD	EXPLORER 4WD	N	22,197	0	0	0	0	0
4988	2017	JEEP	COMPASS 4X4 4 DR	N	14,669	0	0	0	0	0
4687	2019	FORD	EXPLORER	N	1,063	0	0	0	0	0
					TOTAL BUILDING INSPECTION	$0	$30,000	$0	$0	$0
CITY MANAGER										
5925	2017	FORD	EXPLORER- SILVER	N	20,106	$ 0	$ 0	$ 0	$ 0	$ 35,000
					TOTAL CITY MANAGER	$ 0	$ 0	$ 0	$ 0	$ 35,000
ECONOMIC DEVELOPMENT										
48	2018	YAMAHA	YAMAHA GOLF CART	N	N/A	$ 0	$ 0	$ 0	$ 0	$ 0
					TOTAL ECONOMIC DEVELOPMENT	$ 0	$ 0	$ 0	$ 0	$ 0
ENGINEERING										
2324	2005	FORD	EXPLORER 4X4	Y	69,642	$ 0	$ 0	$35,000	$0	$0
					TOTAL ENGINEERING	$ 0	$ 0	$ 35,000	$ 0	$ 0
FINANCE										
0780	2005	CHEVROLET	IMPALA 4 DR SEDAN	N	59,939	$ 35,000	$0	$0	$0	$0
5924	2017	FORD	EXPLORER	N	8,865	0	0	0	0	0
					TOTAL FINANCE	$ 35,000	$ 0	$ 0	$ 0	$ 0

UNIT NO	YEAR	MAKE	DESCRIPTION	FUTURE POTENTIAL ALT. FUEL -	MILEAGE AT 11/5/2019	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
FIRE										
8941	1949	MACK	FIRE TRUCK	N	N/A	$ 0	$ 0	$ 0	$ 0	$ 0
66	1988	HOMEMADE	BOAT TRAILER (ZODIAC)	N	N/A	0	0	0	0	0
8405	1998	HAULMARK	UTIL TRAILER	N	N/A	0	0	0	0	0
5004	2004	CARGO	TRAILER	N	N/A	0	0	0	0	0
7761	2004	ACSI	DECONTAMINAITION TRA	N	N/A	0	0	0	0	0
1409	2005	FORD	3/4 TON DIESEL 4xR Pick	N	68,593	$ 80,000	0	0	0	0
0700	2008	CHEVROLET	4 DOOR IMPALA	N	64,972	0	0	0	0	0
2410	2008	CHEVORLET	4 DOOR IMPALA	N	79,719	0	0	0	0	0
8061	2008	GMC	AMBULANCE (Reserve No)	N	83,204	0	0	0	0	0
2042	2011	PIERCE	PUMPER	N	48,006	0	0	0	0	0
6972	2011	FORD	PIERCE RESCUE	N	4,077	0	0	0	0	0
8179	2011	VMA/PAMU	CARGO TRAILER	N	N/A	0	0	0	0	0
2818	2012	PIERCE	QUANTUM FIRE TRUCK	N	26,105	0	0	0	0	0
4115	2013	HORTON	HORTON AMBULANCE	N	65,694	0	375,000	0	0	0
RC313	2013	WING	INFLATABLE 15'6"	N	N/A	0	0	0	0	0
2025	2014	FORD	SUV INTERCEPTOR WHI	N	46,653	0	0	0	0	0
3398	2014	SCOTTY	SAFE HOUSE	N	N/A	0	0	0	0	0
7593	2014	LOAD RITE	BOAT TRAILER/16" JON B	N	N/A	0	0	0	0	0
6509	2016	ROAD RESUCE	FREIGHTLINER AMBULANCE	N	22,340	0	0	0	0	0
0582	2017	CHEVROLET	TAHOE	N	18,704	0	0	0	0	0
0932	2017	FORD	EXPLORER-WHITE	N	28,476	0	0	0	0	0
0933	2017	FORD	EXPLORER-WHITE	N	18,972	0	0	0	0	0
6258	2017	HORTON	AMBULANCE	N	34,227	0	0	0	0	0
6835	2017	PIERCE	FIRE TRUCK-PUMPER VE	N	17,221	0	0	0	0	0
9453	2017	CHEVROLET	TAHOE	N	10,227	0	0	0	0	0
0665	2019	PIERCE	PUMPER ENFORCER	N	3,056	0	0	0	0	0
					TOTAL FIRE	$80, 000	$ 375,000	$ 0	$ 0	$ 0

HUMAN SERVICES										
1666	2008	GMC	12 PASSENGER VAN	Y	46,290	$0	$0	$35,000	$0	$0
9026	2013	GMC	12 PASSENGER VAN	N	17,579	0	0	0	0	0
9878	2015	DODGE	CARAVAN	N	34,213	0	0	0	0	0
0621	2019	DODGE	JOURNEY	N	50	0	0	0	0	0
					TOTAL BUILDING INSPECTION	$ 0	$ 0	$ 35,000	$ 0	$ 0

UNIT NO	YEAR	MAKE	DESCRIPTION	FUTURE POTENTIAL ALT. FUEL -	MILEAGE AT 11/5/2019		FY 2022	FY 2023	FY 2024	FY 2025
PLANNING										
7281	2020	FORD	EXPLORER 4WD	N	10	0	0	$0	$0	$0
					TOTAL PLANNING	$ 0	$ 0	$ 0	$ 0	$ 0
POLICE										
5572	2003	TEXAS BRAGG	TRAILER-CONE	N	N/A	$0	$0	$0	$0	$0
2171	2006	CHEVROLET	PU CREW CAB-NON REP	N	95,271	0	0	0	0	0
0900	2007	HARLEY	FLPI-MOTORCYCLE	N	17,219	0	20,000	0	0	0
1609	2011	FORD	4D CROWN VIC (Unmarked)	N	60,215	0	0	0	0	0
1610	2011	FORD	4D CROWN VIC	N	83,850	0	0	0	0	0
3157	2012	FORD	SUV ESCAPE XLT	N	29,172	0	0	48,000	0	0
1334	2013	FORD	SUV INTERCEPTOR NON	N	115,226	0	0	0	0	0
1335	2013	FORD	SUV INTERCEPTOR NON	N	103,302	0	0	0	0	0
5873	2013	JEEP	WRANGLER	N	47,275	0	0	0	0	0
2024	2014	FORD	SUV INTERCEPTOR (PAT	N	47,275	0	0	0	0	0
2026	2014	FORD	SUV INTERCEPTOR (UNMARKED)	N	67,807	0	50,000	0	0	0
2068	2014	SMART	RADAR TRAILER	N	N/A	0	0	0	0	0
4689	2014	SMART	LOW SPEED VEHICLE	N	9,667	0	0	0	0	0
6293	2014	FORD	SUV INT (PATROL) Non re`	N	101,471	0	0	0	0	0
9778	2014	FORD	FORD-INTERCEPTOR SE	N	80,762	$ 48,000	0	0	0	0
0	2015	FREEDOM	CARGO TRAILER-ENCLO	N	N/A	0	0	0	0	0
3935	2015	FORD	4D INTERCEPTOR UNMARKED	N	40,241	0	0	0	0	0
6999	2015	CHEVROLET	TAHOE K1500	N	87,772	$ 80,000	0	0	0	0
1881	2016	CHEVROLET	TAHOE	N	35,198	0	0	0	0	0
3753	2016	FORD	UNMARKED SUV INTERC	N	47,748	0	0	0	0	0
5032	2017	FORD	SUV INTERCEPTOR (PAT	N	71,443	0	0	0	0	0
5033	2017	FORD	SUV INTERCEPTOR (PAT	N	70,533	0	0	0	0	0
4419	2018	FORD	SUV INTERCEPTOR (PAT	N	16,301	0	0	0	0	0
4420	2018	FORD	UNMARKED SUV INTERCEPTOR	N	6,343	0	0	0	0	0
8963	2019	FORD	SUV INTERCEPTOR (PAT	N	9,070	0	0	0	0	0
8964	2019	FORD	SUV INTERCEPTOR (PAT	N	11,519	0	0	0	0	0
8965	2019	FORD	SUV INTERCEPTOR (PAT	N	4,926	0	0	0	0	0
8966	2019	FORD	SUV INTERCEPTOR (PAT	N	3,465	0	0	0	0	0
0021	2021		RADAR TRAILER	N		$ 24,000	0	0	0	0
021A	2021	FORD	INTERCEPTOR UNMARKED	N		$40,000	0	0	0	0
					TOTAL POLICE	$ 192,000	$70,000	$48,000	$ 0	$ 0

UNIT NO	YEAR	MAKE	DESCRIPTION	FUTURE POTENTIAL ALT. FUEL -	MILEAGE AT 11/5/2019	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
PUBLIC UTILITIES										
0537	1966	COX	BOAT TRAILER	N	N/A	$0	$0	$0	$0	$0
1382	1992	FORD	SEWER CLEANER	N	41,326	0	0	0	0	0
A393	1993	CAROLINE SKIFF	16'8 Lenth	N	N/A	0	0	0	0	0
1105	1996	GATOR	UTIL VEHICLE	N	N/A	0	0	0	0	0
0152	2003	VENTURE	BOAT TRIALER	N	N/A	0	0	0	0	0
1549	2004	VACTOR	MODEL 2103 SEWER CLEANER	N	19,612	0	0	300,000	0	0
7493	2005	FORD	F350 3/4 TON UTILITY TR	N	75,189	0	0	0	0	0
1827	2006	CARRYON	CARRY ON TRL	N	N/A	0	0	0	0	0
8245	2006	FORD	VAN-CAMERA TRUCK	N	22,176	0	0	0	0	0
2256	2009	FORD	F-350 DIESEL 4x4 PU	Y	56,074	0	40,000	0	0	0
9610	2011	YAMAHA	50HP OUTBOARD MOTOR	N	N/A	0	0	0	0	0
8374	2013	FORD	EXPLORER	N	58,904	0	0	0	30,000	0
2742	2014	FORD	F150 PICKUP TRUCK	N	430,406	0	0	0	0	0
1394	2015	CHEVROLET	4 WHEEL SILVERADO PU	N	40,329	0	0	0	0	0
7798	2015	INTERNATIONAL	DUMP TRUCK	N	7,742	0	0	0	0	0
5345	2018	FORD	F250 4x4 SUPERCAB PIC	N	3,283	0	0	0	0	0
5779	2019	CHEVROLET	COLORADO PICKUP	N	5,810	0	0	0	0	0
4580	2020	CATERPILLAR	420F BACKHOE	N		0	0	0	0	0
					TOTAL PUBLIC UTILITIES	$0	$ 40,000	$300,000	$30,000	$0

UNIT NO	YEAR	MAKE	DESCRIPTION	FUTURE POTENTIAL ALT. FUEL -	MILEAGE AT 11/5/2019		FY 2022	FY 2023	FY 2024	FY 2025
PUBLIC WORKS										
3268	2000	FORD	TRACTOR	N	1,137	$0	$0	$0	$0	$0
5298	2000	HAULMARK	ENCLOSED UTILITY TRAILOR	N	N/A	0	0	0	0	0
9479	2001	GMC	1/2 TON 4X4 PICKUP-LOA	Y	92,907	0	40,000	0	0	0
2476	2002	CASE	BACKHOE	N	4,838	85,000	0	0	0	0
5293	2003	MID ATLANTIC	UTILITY TRAILER	N	N/A	0	0	0	0	0
3664	2004	BRI-MAR	2 AXLE DUMP TRAILER	N	N/A	0	0	0	0	0
0155	2006	HUDSON	UTILITY TRAILER	N	N/A	0	0	0	0	0
0995	2006	GMC	PU TRUCK	N	75,526	40,000	0	0	0	0
1608	2006	FORD	DUMP TRUCK	N	42,292	0	0	0	0	120,000
3514	2006	CURRAHEE	UTILITY TRL	N	N/A	0	0	0	0	0
8855	2006	CHEVROLET	TAHOE - SUV	N	70,918	0	0	40,000	0	0
0869	2007	FORD	EXPLORER 4x4	N	74,334	40,000	0	0	0	0
2835	2008	FORD	3/4 TON PICKUP	N	48,259	0	0	40,000	0	0
8498	2008	INTERNATIONAL	DUMP TRUCK	N	17,869	0	0	0	0	0
0931	2009	FORD	F-250 GAS 4x2 PU	N	71,515	0	40,000	0	0	0
2018S	2012	FORD	PICKUP TRUCK	Y	53,593	0	0	40,000	0	0
4686	2012	CHEVROLET	1/2 TON PICKUP TRUCK	N	37,198	0	0	0	0	40,000
6236	2012	VOLVO	ROLLER	N	250	0	0	0	0	0
9242	2012	FORD	BUCKET TRUCK	N	8,745	0	0	0	60,000	0
9442	2012	FORD	F250 CREWCAB	Y	35,175	0	0	0	40,000	0
0200	2013	WORKMAN	GATOR-WORKMAN	N	1,059	0	0	0	0	0
8232	2014	JOHN DEERE	LEAF BOX-BLSH TRAILER	N	N/A	0	0	0	0	0
4273	2015	FORD	F150 CREW CAB 4x2	N	30,794	0	0	0	0	0
7797	2015	INTERNATIONAL	DUMP TRUCK/PLOW/SPR	N	12,169	0	0	0	0	0
2504	2016	BOBCAT	COMPACT TRACK LOADE	N	472	0	0	0	0	0
3381	2018	CATERPILLER	420F BACKHOE	N	321	0	0	0	0	0
5826	2018	FORD	F250 REG CAB	N	3,805	0	0	0	0	0
9098	2018	AMERICAN TRAILER	UTILITY TRAILER	N	N/A	0	0	0	0	0
9619	2018	INTERNATIONAL	STREET SWEEPER	N	6,005	0	0	0	0	0
2424	2019	TORO	ZMASTER MOWER	N	N/A	0	0	0	0	0
9649	2019	INTERNATIONAL	DUMP TRUCK/PLOW/SPR	N	893	0	0	0	0	0
9650	2019	INTERNATIONAL	DUMP TRUCK/PLOW/SPR	N	1,644	0	0	0	0	0
9651	2019	INTERNATIONAL	DUMP TRUCK/PLOW/SPR	N	794	0	0	0	0	0
1659	2020	FORD	F250 PICKUP TRUCK	N	154	0	0	0	0	0
2833	2020	FORD	F150 SUPERCAB 4X4	N	N/A	0	0	0	0	N/A
					TOTAL PUBLIC WORKS	$165,000	$80,000	$120,000	$100,000	$160,000

UNIT NO	YEAR	MAKE	DESCRIPTION	FUTURE POTENTIAL ALT. FUEL -	MILEAGE AT 11/5/2019		FY 2022	FY 2023	FY 2024	FY 2025
RECREATION										
5169	1994	TRITON	UTILITY TRAILER	N	N/A	0	0	0	0	0
3321	2006	CHEVROLET	4 DOOR SEDAN	N	65,564	0	0	30,000	0	0
1177	2010	JOHN DEERE	UTILITY VEHICLE - TX4x4	N	471	12,000	0	0	0	0
2427	2010	YAMAHA 25 HP	OUTBOARD MOTOR-YAMAHA	N	0	0	0	0	0	0
4845	2011	CHEVROLET	PICKUP 4WD	N	56,765	0	0	0	30,000	0
0360	2014	JOHN DEERE	TRACTOR-BUNKER/RAKE	N	205	0	0	0	0	0
2901	2014	JOHN DEERE	UTILITY VEHCILE-GATOR	N	1,987	0	0	0	0	0
0292	2015	JOHN DEERE	TRACTOR-BUNKER/RAKE	N	101	0	0	0	0	0
0871	2015	JOHN DEERE	TRACTOR-1027R	N	225	0	0	0	0	0
2981	2015	JOHN DEERE	UTILITY VEHICLE 4x2	N	149	0	0	0	0	0
6350	2015	JOHN DEERE	MOWER X320 WITH 48X	N	200	0	0	0	0	0
3000	2017	FORD	F150 CREW CAB	N	17,825	0	0	0	0	0
00000	2020	TORO	REEL MASTER MOWER	No	0	0	0	0	0	0
					TOTAL RECREATION	$12,000	$0	$30,000	$30,000	$0

WRHA										
1117	1999	FORD	F150 PICKUP TRUCK	N	73,266	$ 40,000	$0	$0	$0	$0
8281	2002	FORD	EXPLORER	N	104,230	0	40,000	0	0	0
7853	2004	CHEVORLET	3500 VAN	N	67,562	0	0	40,000	0	0
					TOTAL WRHA	$40,000	$40,000	$40,000	$0	$0

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MEMORANDUM

To: Mayor and City Council, Planning Commission

From: Barbara A. Dameron, Director of Finance

Date: Friday, January 7, 2020

RE: Capital Improvements for FY20 – Status of Current Projects

This memorandum provides a review and update of the progress made toward projects during FY20 through the City of Williamsburg's Capital Improvement Plan (CIP).

The goal of capital budgeting is to facilitate the economic viability and development of community, and therefore it is one of the most important duties of a local government. The State of Virginia provides through state statute that a locality's Planning Commission may annually review the capital improvement program and provide recommendations prior to adoption by the governing body. A capital program consists of two (2) components: the capital plan, and the capital budget. The capital budget is an element of the locality's annual budget adoption process and details the upcoming year's planned expenditures for capital projects. This capital budget is based on the capital improvement plan. The plan is a listing of capital items that the locality anticipates undertaking within the five (5) years following the capital budget year. The City of Williamsburg defines a capital expense as any construction project or property acquisition exceeding $20,000 in total cost and any major study or tangible asset with a total cost of $10,000 or more and a useful life of at least five (5) years.

The FY20 CIP development included initial structure from the staff with review and input from the Planning Commission and the public. The City Manager's office constructed the first draft of the plan for inclusion in the presented budget. The City Council initially considered the plan during the February budget retreat, and the final FY20 plan was adopted during the FY20 budget adoption in May. The final CIP included a total FY20 budget of $14,667,175 for project completion during the operating year. Additionally, the plan included $15,187,780 in funding carried over from the FY19 CIP Budget for project funding that was not expended. $14,534,905 of this funding is programmed for projects still underway, and $652,872 is available to be appropriated to other projects requiring additional funds. The plan includes debt service and contingency funds associated with CIP related projects. FY20 debt service and contingency funds added $1,833,498 to the CIP. This culminated in an adopted FY20 capital improvement budget of $16,500,673. The FY20 capital budget

included the following six categories: Public Works; Recreation, Cultural and Open Space; Public Safety; Community and Economic Development; General Government; and Agencies and Interjurisdictional. These six (6) categories provided 39 individual projects. Of these 39 projects, three have been completed, 21 are underway or will be completed during FY20, 12 projects are more extensive and will require more than one year to complete (funds will carry forward to FY21), and three have been postponed or are on hold.

The following list provides a status update, by category, for these projects. **CMP** indicates that a project is included in or is consistent with the current comprehensive plan. **GIO** indicates that a project is included in or is consistent with a Goal, Initiative, or Outcome (GIO) as adopted by City Council in November of 2018. The **PC** symbol indicates that the project was encouraged in the Planning Commission comments letter provided during the FY20 budget process. Additionally, budgeted amounts reported below for FY20 and FY19 carryover funds are based on the most recent financial report and will not support the totals listed above as the adopted budget.

PUBLIC WORKS:

4 project areas with 10 projects totaling $2,589,870 in FY20 and $10,041,907 in FY19 carryover:

1. **Street Construction** (5 projects = $1,829,870 FY20 ($857,553 FY19 carryover))

   a. Ironbound Road Phase 1 ($557,553 FY19 carryover) Ironbound Road is being reconstructed in three (3) phases. This project is funding for Phase I, which included the redesign of the Longhill Road intersection and the relocation of Longhill Road. Phase I of the project was completed in FY19, and carryover funding will pay for costs billed on invoices that were not received by the end of FY19. **CMP** **GIO**

   b. Repaving Program ($1,474,870 FY20) – The City's annual paving program will take place in spring of 2020.

   c. Historic Streets ($300,000 FY20) – A major factor will be the surface material selected for the historic streets. Public works will test materials on a side street. When a proper material is selected, based on test results, Duke of Gloucester Street will be paved (work is anticipated to be done in Fall of FY20). **GIO**

   d. Traffic Signals ($35,000 FY20) – Money is included in FY20 for miscellaneous repairs to traffic signal infrastructure, which are beyond operating budget expenditures. **GIO**

   e. Bridge Inspections/Improvements ($20,000 FY20 ($300,000 FY19 carryover)) – $20,000 is earmarked for bridge inspections by the end of FY20. In addition, bridge maintenance work originally scheduled for FY19 is under construction with completion in FY20.

2. **Corridor Enhancement/Underground Wiring** (2 projects = $8,049,350 carryover FY19):

   a. Capitol Landing Road Redesign ($3,452,075 FY19 carryover) – A consultant has been engaged to design the new streetscape to provide for all modes of travel – vehicular, bikes, and pedestrians. A public process is anticipated in Spring of FY20 or Summer of FY 21 (April 2020 – August 2020 timeframe) to determine the proposed street cross-section. The City is receiving partial funding from State and Federal grants, which will create a longer process. Construction is anticipated in the FY22 timeframe. **CMP GIO PC**

   b. Monticello Avenue Redesign ($4,597,275 FY19 carryover) – The City is using the Virginia Public-Private Transportation Act method of constructing the Monticello Avenue Redesign project. The project is under construction and completion is scheduled for the summer of 2020. **CMP GIO**

3. **Pedestrian and Bicycle Improvements** (2 projects = $298,250 FY20 ($1,052,508 FY19 carryover)):

   a. Francis Street Sidewalk ($298,250 FY20) – State money is partially funding this project, and the City is working through the extended process. The City has hired a consultant for design services. Construction is anticipated in FY21. **GIO**

   b. Monticello Avenue Multi-Use Trail ($1,052,508 FY19 carryover) – This project is funded 80% from a VDOT grant, with the City and William & Mary each contributing 10% of the funding. The project came in over budget, and funds will be transferred from the Monticello Avenue Project, which was under budget. Construction has started and is planned for completion by the summer of 2020. **GIO**

4. **Stormwater Management** – Stormwater Infrastructure Improvements ($461,750 FY20 ($82,496 FY19 carryover)) – $411,750 was budgeted for the Brandywyne Outfall Erosion Project, and $50,000 was budgeted to accommodate as-needed improvements to the stormwater system that routinely occur during the fiscal year. In FY19, the City applied for 50% State funding for the Brandywyne Project but was not approved. Funding will be sought again in FY20. Carryover funds may be required to complete the Brandywyne project. **CMP GIO**

RECREATION, CULTURE, AND OPEN SPACE:

1 project area with 3 projects totaling $350,000 in FY20 ($174,046 FY19 carryover):

1. **Facilities** (3 projects = $350,000 FY20 ($174,046 FY19 carryover)):

   a. Kiwanis Park Improvements ($80,000 FY20 ($66,428 FY19 carryover)) – Funding for Kiwanis Park provides for repair and resurfacing of the tennis courts. This project will begin in spring of FY 2021. **GIO**

   b. Quarterpath Park Improvements ($185,000 FY20 ($107,618 carryover FY19)) – projects scheduled for remaining FY19 funding have been put on hold pending the outcome of the Tourism Development Fund (TDF) facility expansion application. FY20 funding

includes:

- Refinishing the gym floor, adding permanent Pickleball lines, and refinishing the multi-purpose room floor ($45,000). This project was completed in September of 2019; however, payment is being withheld until corrections are made (scheduled for summer of 2020). **GIO**
- Work with a consultant to conduct a feasibility study for a facility expansion ($50,000). This project is on hold, pending the outcome of the TDF facility expansion application. **GIO**
- Gym light conversion ($30,000) is scheduled for December of 2020. **GIO**
- Replace softball field fence ($60,000); this project is on hold pending the outcome of the TDF facility expansion application. **GIO**

c. Waller Mill Park Improvements ($85,000 FY20) – Shelter renovations and amenity replacement are scheduled to begin in winter 2020. **GIO**

PUBLIC SAFETY:

2 project areas with 11 projects totaling $10,548,565 in FY20 ($1,923,795 FY19 carryover):

1. **Facilities** (3 projects = $10,265,000 FY20 ($1,608,581 FY19 carryover)):

a. Fire Station Renovation ($6,970,000 FY20 ($1,258,581 FY19 carryover)) – The Fire Station, constructed in 1978, has planned maintenance costs that are prohibitive given the life of the structure and the capability of the existing station to meet the needs of the department. In March 2019, City Council approved the construction of a new fire station on Capitol Landing Road. FY20 funding, carryover funding from FY19, and remaining available bonding funding of $2,750,000 (for a total of $10,978,581) available to help fund this project. This CIP funding may support the renovation of Station 1 (440 N. Boundary Street) and, after evaluating two locations, the construction of Station 2 planned at 912 Capitol Landing Road. Currently, project scope and programming is planned for the second half of FY20 with the award of a PPEA design-build contract anticipated in the first quarter of FY21. **GIO**

b. Police Station Renovation ($3,250,000 FY20 ($350,000 FY19 carryover)) – City Council's bonding action during 2018 included provision for the renovation of the police station. The Police Station was constructed in 1978 and has gone without significant renovation. The facility is currently suffering from a failing roof, structural decay, safety concerns, and lack of adequate space for modern policing. Funds will carry forward into FY21. **CMP GIO**

c. E-911 Regional Center Expansion ($45,000 FY20) – the City Council approved the consolidation of the public safety answering point (PSAP) with York County in February of 2009. This required an expansion of the dispatch center in York County. The City's supported cost of that renovation equated to annual debt service of $45,000 in each FY

of the CIP. Estimated City savings due to the consolidation equal as much as $200,000 annually.

2. **Equipment** (8 projects = $283,565 FY20 ($315,214 FY19 carryover)):

   a. Parking Garage Equipment Replacement ($97,181 FY19 carryover) - Implementation of the initial phase, which included parking software and garage hardware, has been completed. A pilot program will be conducted with in-ground sensors on two blocks of Prince George Street (the blocks with Aromas and Amber Ox). After the pilot run, results will be analyzed, and the next phase of downtown parking will be determined. Additional equipment needs will be evaluated, and remaining carry forward funds will be available for additional equipment needs. **GIO**

   b. Firefighting Equipment (Aid to Localities) ($45,000 FY20 ($119,260 FY19 carryover)) – This project provides the opportunity for the Fire Department to purchase needed equipment for replacement or upgrade of existing gear and acquisition of new standard equipment. Examples of annual purchases include hose replacement and personal protective equipment. Remaining funds will carry forward and be available for future replacement of equipment and protective gear.

   c. EMS Equipment (4 for Life) ($25,000 FY20 ($40,565 FY19 carryover)) – This annual project allows the Fire Department to upgrade, replace or purchase new life-saving tools for use in EMS actions. These funds also support EMT-Paramedic training and Advanced Cardiac Life Support training. Remaining funds carry forward to future years and are available for life-saving tools and training.

   d. Law Enforcement Equipment ($58,208 FY19 carryover) – Funds were used to purchase four electric bicycles, the Live-scan Fingerprinting System, and Traffic Safety Checkpoint Lights. $7,200 was transferred to the In-car Camera Project for the purchase of one additional unit in addition to the six units as initially planned.

   e. Portable Radios ($111,250 FY20) - $60,000 was transferred from this project to replace old mobile data terminals, which were at their “end of life” and breaking down. Remaining funds will cover the purchase of 11 radios and will be expended by the end of this fiscal year.

   f. Law Enforcement Equipment – Mobile Data Terminals (MDT) ($21,000 FY 20, plus $60,000 transferred from the Portable Radio project) – By transferring funds from another project, all of our patrol vehicles have new MDTs, which has greatly benefitted our officers. The majority of funding has already been expended.

   g. Law Enforcement Equipment – Body-worn Cameras ($51,315 FY20) – The equipment provided under this contract includes body-worn cameras, docking stations, software, and non-lethal Taser units. The majority of funding has been expended. A CIP proposal has been submitted for FY21 to upgrade to a new five-year plan that would include new body-worn cameras, video redaction enhancements, live streaming, and additional

features. If we switch to the updated proposal, funds expended this year will be credited toward the new agreement.

h. Law Enforcement Equipment – In-Car Camera System ($30,000 FY 20) $7,200 was transferred from the Law Enforcement Equipment Project, which will allow seven In-Car Cameras to be purchased this year. With the purchase of these cameras, along with the three cameras purchased previously, all patrol cars will be outfitted with In-Car Cameras.

COMMUNITY AND ECONOMIC DEVELOPMENT:

4 project areas with 4 projects totaling $330,000 in FY20 ($95,159 carryover from FY19):

1. **Planning** (1 project = $34,883) Comprehensive plan update ($34,883 carryover from FY19) – The update to the plan is underway and will be completed by the end of FY20. **GIO**

2. **Economic Development** (1 project = $32,323 carryover from FY19) - Updating the Economic Development Strategic Plan is coordinated with the completion of the updated comprehensive plan to ensure these two important documents are consistent in their recommendations and strategies for growth and development. Phase I (Target Industry Study) was completed last year. Phase II will develop value proposition and market materials to recruit the businesses and will be completed in the current fiscal year. **GIO**

3. **Redevelopment and Housing** (1 project = $30,000 FY20 ($27,953 carryover from FY19)) – the City owns four (4) housing units that are leased to city employees to provide for workforce housing. Work planned for FY20 includes completing foundation repair and kitchen rehab on two houses located on Longhill Road and Waller Mill Road, and bathroom renovations on all four homes. It is anticipated that this work will be completed in FY20. **GIO**

4. **Demolish DMV Center** (1 project = $300,000) – This project is on hold to focus efforts on the 1800 Richmond Road demolition, which is a higher priority for economic development. Phase I environmental survey and asbestos assessment have been completed for the DMV Center buildings.

GENERAL GOVERNMENT:

3 project areas with 7 projects totaling $444,790 in FY20 ($422,210 carryover from FY19):

1. **Facilities and Land** (2 projects = $40,000 FY20 ($33,201 carryover from FY19)):

   a. Human Services Front Window Update (1 project = $40,000 FY20 ($20,000 carryover from FY19)) – This project updates the most visited office in the Municipal Building and improves customer service, ADA compliance, and provides risk management for employees. Project needs are still being evaluated. This project will start in FY20.

   b. Facility Painting ($13,201 carryover from FY19) – repainting of the roof on the Community Building has been completed, and the interior of the building will be repainted by the end of FY20.

2. **Technology** (4 projects = $59,790 in FY20 ($157,751 carryover from FY19)):

a. Enterprise Resource Planning System (ERP) Replacement ($135,751 carryover from FY19) – The City's Enterprise Resource Planning (ERP) system is comprised of financial, tax, revenue, codes compliance, and HR/Payroll applications. This project is ongoing with the Finance functions (accounts payable, general ledger, and payroll), human resources, codes compliance, and business tax modules of the system already implemented. Utility billing implementation is currently underway with an anticipated "go-live" prior to June 30, 2020. The Real Estate and Personal Property Taxes and Parks and Recreation modules have just started the implementation process, and funds for these modules will carry over into FY21. **GIO**

b. PC Replacement Program ($30,000 in FY20) – The purpose of the PC Replacement Program is to ensure the adequacy of all City computers through a replacement schedule. In FY20, 31 PCs were replaced, and all FY20 funds were expended.

c. Microsoft Office 2019 Program Upgrade ($29,790 in FY20) – All City computers have been upgraded to Microsoft Office 2019, and all FY20 funds have been expended.

d. CAMA System Replacement ($22,000 carryover from FY19) – $60,000 was transferred from the Library Renovation Project in FY19 to replace the City's obsolete tax assessment software. Another $10,000 was transferred from the CIP contingency to purchase the Marshall & Swift module. This module provides replacement cost values for both residential and commercial properties. All funds will be expended by the end of FY20.

3. **Vehicles** (1 project = $345,000 FY20 ($231,258 carryover from FY19)): Vehicle Replacement Plan - The City replaces vehicles following industry standards for public safety departments and after extensive use for general fleet. When general fleet vehicles are replaced, they are cycled down in the organization or sold as surplus. Following a replacement schedule, in FY20 the City plans to purchase two (2) Impalas for the Fire Department, a new Jeep for Human Services, two (2) pickup trucks for Public Works, two (2) patrol cars for the Police Department, and a mower for Parks and Recreation. These vehicles will be ordered in FY20, and funds will be expended. The majority of carryover funds from FY19 were encumbered for purchases on order or waiting for invoices to be received.

AGENCIES AND INTERJURISDICTIONAL:

2 projects areas with 4 projects totaling $403,950 in FY20 ($1,861,993 carryover from FY19):

1. **Facilities** (3 projects = $100,000 FY20, ($208,740 carryover from FY19)):

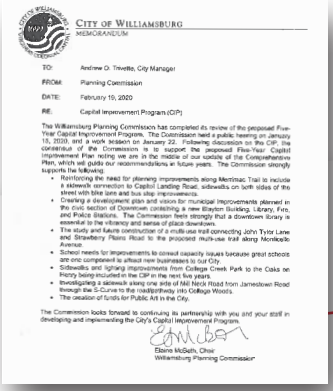
a. Williamsburg Library Renovation ($60,000 FY20) – Staff shall work with the Williamsburg Regional Library Board, James City County, and York County to evaluate opportunities for expansion, renovation, and redevelopment of the existing library facility on-site in downtown Williamsburg. Originally, this project was awarded $60,000 in FY19; however, this project was not ready to move forward in FY19, and funds were transferred to the CAMA System Replacement, as described in the General Government Technology

Section. In FY20, funds were appropriated to the Library Renovation Project to replace the funds transferred out in FY19. **GIO PC**

b. Williamsburg Library Mechanical Systems ($208,740 carryover from FY19) – This project has been postponed until decisions regarding the Library expansion/renovations have been finalized. Project funds will carry over to FY21. **GIO**

c. Williamsburg/JCC Courthouse Maintenance Projects (contingency) ($40,000 FY20) – The Clerk of Circuit Court collects and remits a courthouse maintenance fee of $2 for each civil and criminal action and/or traffic case in the District or Circuit Courts for Williamsburg and James City County. The balance of the fund is available for projects approved by the governing bodies. This funding is intended for routine maintenance of the jointly owned Williamsburg-James City County Courthouse.

2. **Schools** (1 project = $303,950 in FY20 ($1,653,253 carryover from FY19)): School System Capital Contribution – This project represents City contribution to various capital expenditures for the joint Williamsburg-James City County school system. Major projects budgeted for in FY20 include HVAC replacements at Laurel Lane Elementary and Jamestown High Schools, roof replacement at Berkeley Middle School, work on parking lots, replacement of interior floors, and painting at Stonehouse Elementary School, and design for Warhill High School expansion. Remaining funds for any projects not completed at fiscal year-end are carried forward to the following year. **GIO PC**



CITY OF WILLIAMSBURG
MEMORANDUM

TO: Andrew O. Trivette, City Manager

FROM: Planning Commission

DATE: February 19, 2020

RE: Capital Improvement Program (CIP)

The Williamsburg Planning Commission has completed its review of the proposed Five-Year Capital Improvement Program. The Commission held a public hearing on January 15, 2020, and a work session on January 22. Following discussion on the CIP, the consensus of the Commission is to support the proposed Five-Year Capital Improvement Plan noting we are in the middle of our update of the Comprehensive Plan, which will guide our recommendations in future years. The Commission strongly supports the following:

- Reinforcing the need for planning improvements along Merrimac Trail to include a sidewalk connection to Capitol Landing Road, sidewalks on both sides of the street with bike lane and bus stop improvements.
- Creating a development plan and vision for municipal improvements planned in the civic section of Downtown containing a new Slayton Building, Library, Fire, and Police Stations. The Commission feels strongly that a downtown library is essential to the vibrancy and sense of place downtown.
- The study and future construction of a multi-use trail connecting John Tyler Lane and Strawberry Plains Road to the proposed multi-use trail along Monticello Avenue.
- School needs for improvements to correct capacity issues because great schools are one component to attract new businesses to our City.
- Sidewalks and lighting improvements from College Creek Park to the Oaks on Henry being included in the CIP in the next five years.
- Investigating a sidewalk along one side of Mill Neck Road from Jamestown Road through the S-Curve to the road/pathway into College Woods.
- The creation of funds for Public Art in the City.

The Commission looks forward to continuing its partnership with you and your staff in developing and implementing the City's Capital Improvement Program.

Elaine McBeth, Chair
Williamsburg Planning Commission

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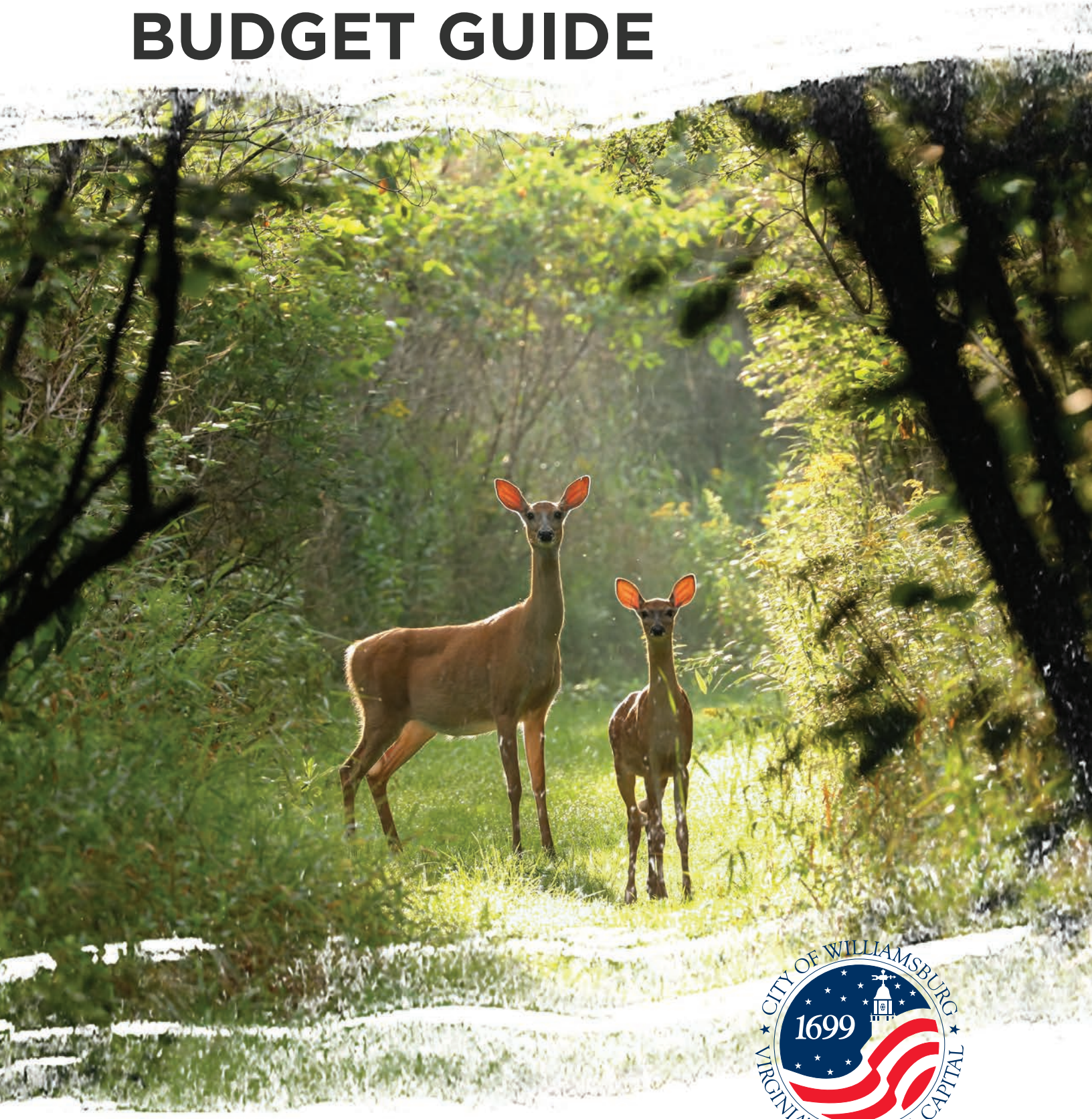
Elaine McBeth
Chair Williamsburg Planning Commission

CAPITAL IMPROVEMENT PROJECTS

williamsburgva.gov

FY 2021
BUDGET GUIDE



CITY OF WILLIAMSBURG
1699
VIRGINIA'S COLONIAL CAPITAL

INTRODUCTION

This Guide is designed to assist those responsible for preparing the Annual Operating Budget and the Five Year Capital Improvement Program of the City of Williamsburg.

The budget process defines, communicates, and funds the city's programs and priorities. The completed budget is City Council's financial road map, and a primary management tool for the City Manager and Department Heads. To that end, it must be a quality document, and our best efforts should be expended in its preparation.

The Budget Guide is a formal call for all departments of the city, and agencies associated with the city, to prepare and submit an estimate of the resources required for the next fiscal year. It includes a set of procedures for building a comprehensive budget to be submitted to City Council in March each year. It also serves as a mid-year review to identify adjustments necessary to the current year budget.

FY 2021 BUDGET CALENDAR

OCTOBER 2019

1 Instructions sent to Departments for FY 21 Capital Improvement Plan (CIP) rquests and FY 20 CIP Updates

7 City Council Work Session

10 City Council Meeting

18 Letters sent to outside agencies advising of budget submittal requirements and deadlines

28 Instructions for operating budget requests distributed to Departments

NOVEMBER 2019

12 City Council Work

14 City Council Meeting

14 FY 21 CIP requests due

18 Outside Agency Request due to Human Services or Finance

25 FY 20 CIP updates due to Finance

DECEMBER 2019

1 Arts Commission applications due

2 Operating Budget request due

6 Human Services Advisory Board recommendation dueJoint Meeting of the JCC Board of Supervisors, School Board, and, the City of Williamsburg – tentative date

9 City Council Work Session

10 Adoption of School Board Capital Improvement

11 City Council Meeting – Presentation of FY 19 Audited results

16 Meet with Departments on operating and CIP requests for FY 21 this week

JANUARY 2020

6 City Council Work Session

8 Arts Commission meets to review application and make funding recommendation

9 City Council Meeting

15 Planning Commission Public Hearing for Capital Improvement Plan

22 Planning Commission Work Session - Capital Improvement Plan

FEBRUARY 2020

10 City Council Work Session

11 City Council Retreat - Budget Preview and Long-term Financial Outlook

13 City Council Meeting – Amend Real Estate Revenue FY 20 and appropriate funds for Public Safety positions

19 Planning Commission approves Capital Improvement Plan Letter to City Manager

MARCH 2020

3 Deadline to file Declaration of Candidacy for City Council Election

9 City Council Work Session – Outside Agencies Presentations

12 City Council Meeting

13 Joint meeting of the JCC Board of Supervisors, School Board, and City Council to discuss budget, enrollment, and other matters of interest – tentative date

15 1st Notice of Public Hearing for Water Rate Increase Advertisement in VA Gazette (if applicable – VA Code §15.2-2143)

17 Approval of the School Board Proposed Operating Budget

18 City Council Work Session – Optional

19 Adoption of the School Board Operating Budget

20 Proposed FY 2021 Operating and Capital Improvement Budgets delivered to City Council and the Media.

21 2nd Notice of Public Hearing for Water Rate Increase Advertisement in VA Gazette (if applicable – VA Code § 15.2-2143)

24 Tentative – Approval of the School Board Operating Budget

26 Tentative – Approval of the School Board Operating Budget

28 Budget Synopsis / Notice of Public Hearing on Proposed Budget advertised in VA Gazette. (VA Code § 15.2506, 7-day minimum notification)

APRIL 2020

6 City Council Work Session – Overview of FY 2021 Budget and Open Forum

9 City Council Meeting – Public Hearing on Proposed Budget, Tax Levy, and Utility Rates

MAY 2020

5 City Council Election

11 City Council Work Session

14 City Council Meeting – Adopt FY 2021 Operating, Capital, Utility, Public Assistance, and Quarterpath CDA Fund Budgets with Budget ResolutionCouncil Sets Tax Rate

JUNE 2020

12 Orientation for new City Council members

JULY 2020

1 Begin Fiscal Year 2021City Council Swearing In Ceremony – 11:45 a.m.City Council Organizational Meeting – 12:00 p.m.

6 Council Work Session – FY 21 Budget review and discussion

9 City Council Meeting

10 Printed Budget Documents distributed to City Council

INSTRUCTIONS

In early January, Finance staff will provide spreadsheets to departments with operating activity for each departmental line item:

A. Prior year's expenditures for last two fiscal years.
B. Current year budget.
C. Current year expenditures through December 31st.
D. A column for estimating current fiscal year total expenditures through June 30th.
E. A column for next fiscal year's line-item budget estimates.

Each department head should complete items D and E. The current year estimate is both the basis for recommending amendments to the current year budget, and for determining next year's amount for consideration by City Council.

Recommendations on personnel expenditures (addition/deletion of positions, etc.) should be submitted in memo form. Payroll and fringe benefits line items on the printout should be left blank. Finance will calculate and enter these line items.

Reminders for Preparers of Budget Requests

Analyze each line item separately. Compare historical data, current year budget, and estimated spending levels for the current year to assist with your request.

Round all figures to the nearest $10.00 (i.e., $32 to $30 and $85 to $90).

Verify all object codes, amounts, and totals.

Meet all Budget Calendar deadline dates. Preparers should highlight key dates and actions.

Keep backup materials used in computing your budget request. These will be used both in explaining budget recommendations and administering the budget.

This is your operating budget. You are responsible for closely monitoring expenditures and encumbrances against the budget monthly. Written requests for Budget Account Transfers or Supplemental Appropriations must be submitted on forms provided and approved prior to obligating spending over the adopted budget.

CAPITAL IMPROVEMENT PROGRAM INSTRUCTIONS

DEFINITION OF A CAPITAL PROJECT

The Capital Improvements Program (CIP) identifies, schedules and budgets capital projects. A capital project is a major expenditure which adds to the net assets of the City. Capital projects fall within one or more of the following categories:

1. Land acquisition or long-term lease.
2. Construction of buildings, public facilities, and infrastructure, generally exceeding $20,000.
3. Acquisition or improvement of property, generally exceeding **$20,000.**
4. Major additions or rehabilitation to public facilities, generally exceeding **$20,000.**
5. Major studies such as engineering, feasibility, etc., related to public facilities.
6. Vehicles and equipment, generally exceeding $10,000.

Some examples of capital projects are: street construction, sewer lines, parks, sidewalks, storm drains, water lines, building construction or major renovation, fire trucks, and police cars.

Engineering or planning studies, which are directly linked to a specific capital project, are part of the cost of that project. Such engineering studies should be included in the project description of which they are a part. Other studies and plans, which constitute a major expense of a non-recurring nature, are included in the CIP even if they are not assets in the sense of a building.

RELATION BETWEEN THE CAPITAL BUDGET AND THE CAPITAL IMPROVEMENT PROGRAM

The Five Year Capital Improvement Program is presented annually to the City Council. **The first year of the Capital Improvement Program is a capital budget and contains the list of projects for implementation during the coming fiscal year.** The CIP is **updated annually** as new needs become known and as priorities change. It is possible that a project with low priority can remain in the CIP program longer than five years as more important projects appear and move ahead of it. Conversely, a project may be implemented sooner than originally planned due to changing priorities.

PROJECT REVIEW

All requests for capital projects and input on priorities will be evaluated by the City Manager and Finance Director before being submitted to City Council.

The Planning Commission will receive the proposed Capital Improvements Program when it is distributed to City Council. The Commission will be invited to advise Council on the consistency of the CIP with the Comprehensive Plan of the City.

CAPITAL PROJECT FORM

Capital Improvement Program projects will be submitted on forms provided by the City Manager. The following is a non-inclusive list of project categories:

- Streets and Traffic
- Solid Waste Management
- Building Improvement
- Economic Development
- Parking Facilities
- Property Acquisition
- Stormwater Management
- Park Development
- Water and Wastewater Improvements
- Field Equipment
- Planning/Feasibility Studies
- Vehicles

FIVE YEAR VEHICLE REPLACEMENT PLAN

All vehicles owned by the city are listed on a replacement plan. The plan is based on a five-year projection. It is updated annually with the rest of the CIP.

ANNUAL UPDATE

Each year departments submit an update to the CIP as the first step in budget formulation.

Updates include:

1. Submission of the current year Capital Project Form with either:
   a. pen and ink annotation to update the form for the next five year period, or
   b. staple a revised form if changes are too many for pen and ink update.
2. Submission of a statement for each current year project of work accomplished at the six month point, and the accomplishments expected by the twelve month point.
3. Submission of a revised Capital Improvement Summary for that portion of the CIP assigned to the originator's department.

The **second step** requires department heads to a status report by July 31st each year of all projects funded during the prior fiscal year ended June 30th. This information will be provided to the Finance Department to determine the balance of capital projects funds needed to carry forward to the next fiscal year for project completion.

BIENNIAL GOAL SETTING

The City of Williamsburg recognizes the importance of setting specific goals. Goals provide both means of sorting out priorities, and a standard against which to measure effectiveness. More than any other determinant, stated goals drive the budget. Goal setting is an integral part of the budget process.

To advance the City's vision, every two years the City Council identifies new strategic objectives for city government. Biennial Goals, Initiatives, and Outcomes (GIO's) provide an expression of city priorities, as specific and measurable as possible, covering a two year period. GIO's provide a coordinated expression of City Council's direction for change and focus in the near future.

Two or three new or incumbent council members are elected in May of even numbered years. The newly elected Council members then have several months to become familiar with the workings of city government before the Council attempts to chart the City's course. This is done through a methodical goal setting process in the Fall of even numbered years. The City Council's adopted goals then become a guide for the two succeeding budgets. In this way, a Council spends the first six months after the election deciding what it wants to accomplish, and the remaining eighteen months before the next election concentrating on implementing its goals.

During the midterm, or odd numbered years, the Council monitors progress towards achieving its goals. A mid-biennium status report is prepared by staff, and includes desired outcomes and observed results. But the formal goal setting process takes place only every two years.

In order to be fully useful, **goals statements should have the following characteristics**:

- Goals should be as **specific** as possible.
- Goals achievement should be **measurable**.
- Goals should be **short-range**-one or two years. Longer range goals should be expressed in terms of what intermediate goals or objectives must be undertaken now to achieve the ultimate goal.
- Goals should be developed **by exception**. The continuation of existing policies and practices of city government should not be listed as goals, however important they may be. Only new or altered policies or practices should be listed.
- Goals should be followed by an **implementation strategy** provided in operating and capital budgets.
- The **cost** of achieving a goal should be counted in terms of **time, money, and commitment**, realizing each goal actively pursued takes away resources that could be applied to other activities.
- Goals should be limited to those which city government has the **power to achieve**. While it may be well to state goals which are primarily the responsibility of others, it should be recognized that while the City has considerable **influence**, it does not have substantial **control** over goals such as these.

The calendar below outlines City Council's Goals, Initiatives, and Outcomes process. The City Council's two- year election cycle fits well with this biennial goal setting cycle.

CALENDAR

(even number years only)

MAY	Council Election
JULY 1	New Council members take office.
JULY-AUG.	City Manager provides status report on accomplishment of stated goals. Council holds retreat to evaluate goal accomplishment and discuss future priorities.
SEPTEMBER	Council offers public comment opportunities to hear citizens' ideas and suggestions on goals.
OCTOBER	City Manager presents a draft Goals Statement based on the outcome of the retreat and public comment for Council consideration. Council has workshop sessions as necessary, and adopts a statement of goals.
NOVEMBER	City Staff begins work on operating and capital budgets for coming fiscal year reflecting priorities in the statement of goals.

BUDGETARY ACCOUNTS

BUDGETARY ACCOUNTS AND RESPONSIBILITY

The City of Williamsburg operates its budgetary system on a **fund accounting** basis.

The funds used by the City of Williamsburg are **Governmental** and **Proprietary**. The Governmental Funds consist of the General Fund (001), Tourism Fund (003), and the Capital Improvement Program (Sales Tax 004). The Proprietary Fund is an Enterprise Fund (010) which accounts for the city water and wastewater as the Utility Fund.

The General Fund is used to account for all financial resources except those required to be accounted for in one of the other funds. The General Fund encompasses all city departments, except utilities, and also includes entities funded through city government such as constitutional officers, detention, schools, library, and outside agencies.

Tourism Fund is a special revenue fund used to account for tourism tax revenue (1% Historic Triangle regional sales tax and $2 lodging tax). The expenditures in the Tourism Fund are for the purpose of funding tourism development projects.

Capital Improvements Program is used to account for major capital outlay items. Historically, the city has used the State's 1% sales tax revenue to fund capital projects.

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business. The intent of these operations is that the cost of providing continued services to the public be financed primarily from user charges and fees.

Expenditures of the City of Williamsburg are classified by fund, and within each fund by department. Expenditures are classified by object (line item) within each department.

Departmental Codes and Responsibility, lists the individual responsible for submitting and managing each departmental budget. In the case of outside agencies, Appendix A lists the city employee responsible for overseeing agency funding.

Revenue Sources and Trends, documents all existing and potential sources of revenue received by the City of Williamsburg to finance its operations each year. It contains a thorough description of each revenue source, trends, and other pertinent information that should help the reader gain an understanding of the basis of each of these sources.

Expenditure Classifications, provides an explanation of each line item to help in properly and consistently classifying expenditures.

GENERAL FUND - 001

DEPARTMENT NUMBER	DEPARTMENT	RESPONSIBILITY
1101	Legislative	Andrew Trivette
1102	Clerk of Council	Andrew Trivette
1201	City Manager	Andrew Trivette
1203	Economic Development	Michele DeWitt
1204	City Attorney	Christina Shelton
1206	Triangle Building Mgt.	Michele Dewitt
1209	Commissioner of the Revenue	Lara Overy
1210	City Assessor	Derek J. Green
1213	Treasurer	Jennifer Tomes
1214	Finance	Barbara Dameron
1221	City Shop	Daniel Clayton
1301	Electoral Board	Tina Reitzel
1302	Registrar	Tina Reitzel
2100	Joint Activities	Barbara Dameron
3101	Police	Sean Dunn
3102	E-911	Sean Dunn
3103	Parking Facility	Sean Dunn
3201	Fire	David Eagle
3301	Regional Jail	Col. Roy C. Withami
3303	Middle Pen. Juv. Det. Center	Gina Mingee
3401	Codes Compliance	Matt Westheimer
3501	Animal Control	Daniel Clayton

GENERAL FUND - 001 (CONT)

3503	Medical Examiner	David Eagle
3505	Emergency Management	David Eagle
4101	Engineering	Daniel Clayton
4102	Streets	Daniel Clayton
4103	Stormwater Management	Daniel Clayton
4203	Refuse Collection	Daniel Clayton
4305	Municipal Complex	Daniel Clayton
4306	Rental Properties	Daniel Clayton
4307	New Municipal Building	Daniel Clayton
4308	Information Technology	Mark Barham
4309	Landscaping	Daniel Clayton
5101	Health Department	Barbara Dameron
5103	Mosquito Control	Daniel Clayton
5302	Public Assistance	Wendy Evans
5305	Public Assist.-Transportation	Wendy Evans
6101	School Board	Barbara Dameron
6103	Joint School Contributions	Barbara Dameron
7101	Recreation Administration	Robbi Hutton
7102	Waller Mill Park	Robbi Hutton
7104	Recreation Programs	Robbi Hutton
7108	Cemetery	Daniel Clayton
7302	Library - Contributions	Barbara Dameron
8101	Planning	Carolyn Murphy
8102	Contrib. to Other Agencies	Barbara Dameron
8202	Soil & Water Conservation	Daniel Clayton

TOURISM FUND - 003		
3900	Administrative Expenditures	Michele DeWitt
3910	Tourism Marketing Maint. of Effort	Andrew Trivette
3920	Tourism Development	Andrew Trivette
3930	Tourism Grant Awards	Andrew Trivette

SALES TAX FUND - 004

0001	Capital Improvement Projects	Andrew Trivette

UTILITY FUND - 010

1900	Administration	Daniel Clayton
1910	Filter Plant	Daniel Clayton
1920	Water System	Daniel Clayton
1940	Sewage System	Daniel Clayton
1970	Debt Service	Daniel Clayton
1985	Purchased Services	Daniel Clayton
1990	Reserve-Utility CIP	Daniel Clayton

REVENUE SOURCES AND TRENDS

GENERAL PROPERTY TAXES

General Property Taxes account for approximately 37% of the City's general fund operating revenues. These taxes are derived from annual assessment of real estate and tangible personal property located in the City. The City Assessor appraises real estate property annually. This category includes property tax collections for current and delinquent years. Also included in this category are collections for Public Service Corporations, property appraised by the State Corporation Commission, and cover real, personal property, and machinery & tools. Revenues received for property tax on mobile homes, boats, and motorcycles are also included in this revenue category.

REAL PROPERTY TAXES

By state law, all real property taxes must be assessed each year at 100% of fair market value. The assessments are made on a fiscal year basis and must be complete and mailed to property owners by June 30th for the next fiscal year. Taxes are then due on Dec 1, and June 1 of that fiscal year. The current tax rate (FY 2020) is $.60 per $100 of assessed value. The City's real estate tax rate history is shown in the following tabulation:

Real Estate Property Tax Rates
(per $100 assessed valuation)

Fiscal Year 1987	$.52
Fiscal Year 1988	.51
Fiscal Year 1989	.50
Fiscal Year 1990	.52
Fiscal Years 1991-2012	.54
Fiscal Years 2013-2018	.57
Fiscal Years 2019-2020	.60

Real property taxes generated by other selected Virginia localities for the fiscal year ended June 30, 2018are as follows[1]:

	Tax Rate / $100	Real Property Tax Revenues FY 2018	% Change Over FY 2017	% of Total Local Revenues	Tax Rate vs. Wmsbg.	Per Capita Revenue
James City County	$.84	$99,705,953	1.58%	54.6%	+47%	$1,334
York County	$.752	$72,119,544	2.79%	52.2%	+32%	$1,047
Winchester	$.91	$28,650,242	3.78%	35.3%	+60%	$1,023
Hampton	$1.24	$137,749,495	1.81%	44.0%	+118%	$1,007
Newport News	$1.22	$181,933,328	1.98%	42.0%	+114%	$999
Williamsburg	$.57	$10,589,077	1.53%	28.2%	--	$687

1 Commonwealth of Virginia – 2018 Comparative Report of Local Government Revenues and Expenditures

Real property tax revenues received during the past ten fiscal years are shown below[2]:

Fiscal Year	Real Property Tax Revenue	% Change
2010	10,178,109	.4%
2011	9,850,627	-3.2%
2012	9,379,288	-4.8%
2013	9,274,939	-1.1%
2014	9,684,971	4.4%
2015	9,916,204	2.39%
2016	10,202,762	2.89%
2017	10,429,845	2.23%
2018	10,589,077	1.53%
2019	11,134,520	5.15%

Real estate taxes are generated based on the annually reassessed value of property. Taxable real estate property values for the last ten fiscal years are as follows:

Fiscal Year	Taxable Real Estate Property Values	% Change
2009	1,895,456,000	5.11%
2010	1,892,571,800	-.1%
2011	1,827,509,200	-3.4%
2012	1,736,157,600	-5.0%
2013	1,627,903,200	-6.2%
2014	1,687,212,000	3.64%
2015	1,736,611,700	2.93%
2016	1,786,176,800	2.85%
2017	1,829,331,800	2.42%
2018	1,859,446,900	1.65%
2019	1,865,144,000	.31%

For each 1¢ of the City's tax rate, approximately $186,514 is generated annually, based on the fiscal year 2019 land book values. New construction each year tends to skew increases in total property valuations shown above from year to year.

2 City of Williamsburg's Comprehensive Annual Financial Reports-amounts include prior years' delinquent real estate tax receipts.

PERSONAL PROPERTY TAXES

Tangible personal property is classified into two categories for valuation purposes, personal and business property. Cars, trucks, boats, trailers, etc., comprise personal property, and furniture, fixtures, and machinery account for business property. Property is assessed each January 1st, and taxes are due on December 1st, of the same year. The rate of assessment for motor vehicles is determined by the NADA or "Blue Book" average loan value. Furniture, machinery, etc., is assessed at 30% of original cost. The City does not prorate for partial year occupancy. The tax rate is $3.50/$100 of assessed value. Personal property taxes generated by select Virginia localities for the fiscal year ended June 30, 2018 are as follows3:

	Tax Rate / $100	FY 2018 Personal Property Tax Revenues*	% Change Over FY 2017	% of Total Local Revenues	Per Capita Revenue
James City County	$4.00	$28,936,545	3.3%	15.8%	$387
York County	$4.00	$14,850,320	1.4%	10.8%	$215
Winchester	$4.50	$12,380,012	5.8%	15.3%	$442
Hampton	$4.50	$28,071,134	2.0%	9.0%	$205
Newport News	$4.50	$65,842,503	3.3%	15.2%	$361
Williamsburg	$3.50	$2,103,357	-.1%	5.6%	$137

*Includes Machinery & Tools and excludes State reimbursement for Personal Property Tax Relief Act.

Personal Property tax revenues received during the past ten fiscal years are shown below4:

Fiscal Year	Personal*	Business*	Total Amount	% Change
2010	1,315,193	1,276,328	2,591,521	-4.6%
2011	1,212,702	1,330,793	2,543,495	-1.8%
2012	1,257,024	1,304,252	2,561,276	.7%
2013	1,506,575	1,096,833	2,603,408	1.64%
2014	1,433,970	1,326,998	2,760,968	6.05%
2015	1,479,829	1,213,731	2,693,560	-2.44%
2016	1,517,268	1,257,334	2,774,602	3.01%
2017	1,508,651	1,370,354	2,879,005	3.76%
2018	1,534,842	1,342,087	2,876,929	-.07%
2019	1,555,200	1,407,810	2,963,010	2.99%

*Business personal property tax receipts include autos, machinery, & tools

3 Commonwealth of Virginia – 2018 Comparative Report of Local Government Revenues and Expenditures.
4 City of Williamsburg's Comprehensive Annual Financial Reports-amounts include prior years' delinquent personal property tax receipts, and State share of personal property tax reimbursement.

PUBLIC SERVICE CORPORATIONS

Tax revenues are generated by public service corporations based on annual assessments of property, both real and personal, by the State Corporation Commission. Public service corporations are those providing services such as water, heat, light and power, telecommunications, and railroads within local government boundaries. Property assessments for the last ten fiscal years, along with the total revenue receipts for public service corporations are provided as follows:

Fiscal Year	Real Estate Assessments	Personal Property Assessments	Total Public Service Corporation Revenue
2010	57,063,079	12,804	308,589
2011	58,838,333	567	318,294
2012	60,096,469	3,450	316,061
2013	54,105,420	38,324	342,671
2014	54,641,933	47,907	309,742
2015	54,554,188	20,197	313,322
2016	53,869,000	10,080	311,666
2017	54,786,988	19,648	307,406
2018	54,685,977	19,421	312,974
2019	55,650,032	19,401	328,796

PENALTIES AND INTEREST

Personal property and first half fiscal year real estate taxes are due December 1st each year. Second half real estate taxes are due June 1st. Penalties are charged on all property tax accounts if not paid by these due dates. Penalty charges for delinquent property taxes are as follows:

Amount of Taxes	Personal Property	Real Estate
Up to $10	Penalty is same as tax	Penalty is 10%
$10.01 - $100	Penalty is $10	Penalty is 10%
$100.01 and up	Penalty is 10%	Penalty is 10%

Interest charges begin January 1st for delinquent first half real estate and personal property taxes, and July 1st for second half taxes. Interest is computed monthly, with an annual percentage rate of 10% as provided for in the Williamsburg City Code.

Penalty and interest revenues over the past ten fiscal years are shown in the following table:

Fiscal Year	Penalties	Interest	Total
2010	34,866	15,825	61,333
2011	73,693	30,581	104,274
2012	66,082	28,950	95,032
2013	56,375	30,486	86,861
2014	66,547	39,393	105,940
2015	53,831	31,411	85,242
2016	59,761	24,078	83,839
2017	53,504	20,827	74,331
2018	60,494	23,920	84,414
2019	60,892	18,179	79,071

OTHER LOCAL TAXES

This category of local revenues differs from general property taxes in that they are not billed by the City [except in the case of business licenses]. They are dependent on business volume, and most are self-imposed [businesses report sales activity directly to the City, and charges are based on these reported figures]. Business activity is subject to verification by the Commissioner of Revenue.

LOCAL SALES AND USE TAXES

Effective 7/1/18, additional Historic Triangle Regional sales and use tax of 1% was levied for all of York County, James City County and City of Williamsburg businesses under the authorization of Senate Bill 942 which raised the overall general sales tax to 7%. The taxes are collected and submitted to the Virginia Department of Taxation on a monthly basis and one percent of these proceeds are then returned to the City directly from the State. As a matter of policy, the City has designated the original 1% to pay for its ongoing capital improvement program and the new 1% is reported in the Tourism Fund. Revenues received from the Commonwealth of Virginia for sales taxes over the last ten fiscal years are as follows:

Fiscal Year	Local 1% Sales Tax	Local 1% Historic Triangle
2010	3,885,065	0
2011	3,963,454	0
2012	4,161,131	0
2013	4,494,328	0
2014	4,239,957	0
2015	4,352,601	0
2016	4,298,743	0
2017	4,388,596	0
2018	4,706,583	0
2019	4,828,777	2,012,985

CONSUMER UTILITY TAXES

Use taxes are collected by public utility companies and remitted to the City on a monthly basis. City Council approves the rates charged annually. Telecommunications sales taxes since FY 2007 are 5% for all Virginia localities. The following table highlights the purpose and rates charged by these utility companies in effect during fiscal year 2020:

	Current City Charges		Maximum-State Code			
	Residential Rate	**Commercial Rate**	**Res. Max Per month**	**Comm-Industrial Max/ month**	**Residential Maximum Allowable Charge/ month**	**Comm/Ind. Maximum Allowable Charge/month**
Electricity	$.70/ month Plus .007468 per kw hours	$1.15/month Plus .006947 per kw hours	$1.00	$20.00	20% up to $15=$3	20% up to $200=$40
Gas	$.70/month Plus .014 per CCF	$1.15/month Plus.0243 per CCF	$1.00	$20.00	20% up to $15=$3	20% up to $200=$40
Wireless	5% per month	5% per month	No limit	No limit	No limit	No limit
Telephone – E-911	$2/month	$2/month	$2/month	$2/month	$2/month	$2/month

The Commonwealth of Virginia deregulated gas and electric utilities in 2001. Since then local utility taxes for those industries are designed to be revenue neutral to localities. Beginning July 1, 2003, the City of Williamsburg began imposing a tax on wireless communications. Total receipts collected over the last ten fiscal years are as follows:

Fiscal Year	Electric	Natural Gas	Commun. Sales Taxes	Total Collections
2010	204,672	90,122	752,584	1,047,378
2011	203,571	97,389	748,840	1,049,809
2012	201,177	94,611	733,624	1,029,412
2013	204,700	101,896	735,570	1,042,166
2014	204,376	105,226	723,051	1,032,653
2015	204,834	103,193	716,733	1,024,760
2016	206,321	102,172	695,515	1,004,008
2017	207,965	82,559	678,419	968,943
2018	207,991	84,772	657,210	949,973
2019	206,625	87,607	609,697	903,929

BUSINESS LICENSE TAXES (BPOL)

All businesses in the City must obtain a business license to operate. The Commissioner of the Revenue sends business license applications in late December each year. Forms provided include prior year information [name, address, type of business conducted, gross receipts, etc.] and it is the responsibility of licensees to confirm or change information. The applications must be returned to the Commissioner by February 15th. The charges for business licenses are based on gross receipt figures provided on the application. The due date for payment of business licenses is March 1st each year, with a 10% penalty beginning March 2nd, and interest accruing at 10% annual percentage rate.

A detailed list of rates is provided for information purposes.

Trade/Type	Fee (based on gross receipts)	Minimum Fee
Business or Personal Service	$.36/$100	$30 up to $8,200
Contractor	$.16/$100	$30 up to $18,000
Fortune Teller	$1,000 flat fee	Flat license fee
Itinerant Merchant or Peddler License	$500 flat fee	Flat license fee
Professional Service	$.58/$100	$30 up to $5,000
Retail Merchant	$.20/$100	$30 up to $15,000
Wholesale Merchant	$.05/$100	$30 up to $60,000
Restaurant (seating 50-100)	$200	Flat license fee
Restaurant (seating 101-150)	$350	Flat license fee
Restaurant (seating 151-up)	$500	Flat license fee
Bed & Breakfast – Mixed Beverage	$40	Flat license fee
On/Off Sale of Beer-Wine	$150	Flat license fee
On/Off Premises Sale of Beer	$100	Flat license fee
On Premises Sale of Beer & Wine	$150	Flat license fee
On Premises Sale of Beer	$100	Flat license fee
Off Premises Sale of Beer & Wine	$150	Flat license fee
Off Premises Sale of Beer	$100	Flat license fee

Business Licenses receipts over the last ten fiscal years are as follows:

Fiscal Year	Business License Receipts	% Change
2010	1,571,483	-1.51%
2011	1,497,159	-4.73%
2012	1,598,958	6.80%
2013	1,646,691	2.99%
2014	1,630,018	-1.01%
2015	1,685,718	3.42%
2016	1,790,395	6.21%
2017	1,833,991	2.43%
2018	2,049,988	11.78%
2019	2,330,418	13.68%

UTILITY LICENSE FEES

The Code of Virginia, § 58.1 governs the licensing and regulation of cable television in the City. Gas and electric utilities using the city streets and right-of-ways to conduct business are classified here also, with consumption taxes set by state code. The Code of Virginia § 58.1-2904 imposes consumption taxes on consumers of natural gas in the City, and the Code of Virginia § 58.1-2900 covers consumption taxes on electricity in the City. These taxes are separate from consumer utility taxes charged monthly. The City's current agreement with Cox Cable was renegotiated in May, 2011 for 10 years.

Activity	Fee
Cable TV	5% of gross receipts
Telephone	$.50 per access line
Gas	$.004/CCF first 500CCf per month
Electric	Under 2,500kWh = $.00155/kWh/month 2,500 – 50,00 kWh = $.00099/kWh/month over 50,000 kWh = $.00075/kWh/month
Taxi & Bus Services	$100 flat fee plus $100 per cab owned

Utility License fees collected over the past ten years are shown below:

Fiscal Year	PEG Fees*	Gas & Electric	Telephone	Other	Total Utility License Fees
2010	0	64,905	52,843	3,500	121,248
2011	0	67,753	40,838	2,430	111,021
2012	22,291	60,858	40,183	2,530	125,862
2013	21,946	65,226	36,621	2,835	126,628
2014	21,644	67,417	37,831	2,900	129,792
2015	21,544	66,471	31,933	3,100	123,048
2016	21,733	61,941	27,729	3,000	114,403
2017	22,254	65,224	29,970	2,500	119,948
2018	22,324	63,786	33,632	3,200	122,942
2019	21,650	62,556	32,854	3,600	120,660

* Public, Educational and Governmental Access Channels (PEG).

BANK STOCK TAXES

Every incorporated bank, banking association or trust company organized by or under the authority of the laws of the Commonwealth are responsible for filing bank franchise taxes5. A specific state tax form is prepared annually for banks, and filed with the Commonwealth of Virginia. The City's local tax is 80% of the State tax rate of $1.00 per $100 of a bank's taxable value on January 1st of each year. Banks submit the portion of its total bank stock taxes to local governments based on the percentage of banking operations within each locality. Bank stock tax collections over the past ten years are shown below:

Fiscal Year	Bank Stock Receipts	% Change
2010	167,652	30.21%
2011	202,189	20.60%
2012	192,536	-4.78%
2013	281,401	46.16%
2014	272,642	-3.11%
2015	319,387	17.15%
2016	351,453	10.04%
2017	307,396	-12.54%
2018	355,989	15.81%
2019	415,100	16.60%

RECORDATION TAXES

State law gives City Council the power to impose recordation taxes upon the first recordation of each taxable instrument recorded in the City. Taxable instruments generally consist of deeds, deeds of trust, and marriage licenses. The rate charged is $.15 on every $100 or fraction thereof of the consideration of the deed or the actual value of the property conveyed, whichever is greater6. For deed recordation in excess of $10 million value, a sliding scale is used. The Clerk of the Circuit Court is responsible for collecting and remitting these fees monthly to the City. In addition to these fees, a local tax is imposed (equal to up to 1/3 of the state recordation tax) and submitted to the City. The City has charged this maximum fee for many years. A grantor's tax is also collected by the Clerk of the Circuit Court, and submitted to the State for quarterly distribution. This tax is classified under the Non-Categorical Aid section of this report. Local recordation taxes collected over the past ten fiscal years are as follows:

Fiscal Year	Recordation Fees	% Change
2010	136,891	-19.7%
2011	141,452	3.3%
2012	185,661	31.3%
2013	214,070	15.3%
2014	166,048	-22.4%
2015	250,600	50.9%
2016	196,420	-21.6%
2017	291,551	48.4%
2018	392,423	34.6%
2019	228,641	-41.7%

5 Commonwealth of Virginia, Dept of Taxation, Virginia Bank Franchise Tax, 1997 Forms
6 Code of Virginia §581-801.

CIGARETTE TAXES

The City of Williamsburg began imposing a cigarette tax of 25¢ per pack on July 1, 2003 and the current rate for FY 2020 is 30¢. The timing of vendor stamp replenishment is unpredictable each year. Total cigarette taxes collected over the past ten years are as follows:

Fiscal Year	Cigarette Taxes	% Change
2010	158,460	9.6%
2011	148,032	-6.6%
2012	147,870	-0.1%
2013	183,155	23.9%
2014	148,320	-19.0%
2015	156,911	5.8%
2016	134,640	-14.2%
2017	130,032	-3.4%
2018	167,638	28.9%
2019	140,211	-16.4%

HOTEL & MOTEL ROOM TAXES

The City levies a transient occupancy tax on hotels, motels, bed and breakfasts, and other facilities offering guest rooms at a rate of 5%. Businesses collect this tax and submit it to the City by the 20th of the following month. Room tax collections over the last ten fiscal years are:

Fiscal Year	Room Tax Collections	% Change
2010	3,248,789	-9.1%
2011	3,384,922	4.2%
2012	3,396,446	.03%.
2013	3,369,785	-.8%
2014	3,129,262	-7.1%
2015	3,220,638	2.9%
2016	3,319,625	3.1%
2017	3,316,634	-.1%
2018	3,358,649	1.3%
2019	3,308,661	-1.5%

RESTAURANT / FOOD TAXES

The Code of Virginia allows the City to impose this excise tax on all food and beverages sold in the City as a meal. City Code defines "food & beverages" as all food, beverages or both, including alcoholic beverages, which are meant for refreshment or nourishment value, purchased in or from a restaurant, whether prepared in such restaurant or not, and whether consumed on the premises or not.7 Restaurant Food tax rate is 5%. Meal tax collections over the last ten fiscal years are:

Fiscal Year	**Meal Tax Collections**	**% Change**
2010	5,607,318	1.5%
2011	5,989,446	6.8%
2012	6,277,434	4.8%
2013	6,391,022	1.8%
2014	6,446,505	.9%
2015	6,819,384	5.8%
2016	7,022,994	3.0%
2017	7,043,184	.3%
2018	7,062,010	.3%
2019	7,308,479	3.5%

The City's adopted fiscal year FY 2020 operating budget estimates room & meal tax revenues to be $10,464,000, or 28.1% of the total operating budget. Rates charged by nearby Virginia localities, and the percentage of budgeted FY 2020 receipts to total operating budgets, are presented below:

	Room Tax Rate	**% of FY 2020 Budget**	**Meal Tax Rate**	**% of FY 2020 Budget**	**Total % of Budget**
York County*	5%	.7%	4%	1.6%	2.3%
James City County*	5%	1.2%	4%	3.1%	4.3%
Virginia Beach*	8%	1.8%	5.5%	3.4%	5.2%
Hampton	8%	1.0%	7.5%	4.4%	5.4%
Newport News	8%	.8%	7.5%	5.4%	6.2%
Norfolk	8%	.9%	6.5%	3.7%	4.6%
Williamsburg*	5%	8.9%	5%	19.2%	28.1%

*In addition to room taxes, the City of Williamsburg, James City County and York County collect a $2.00 per night per room tax, which commenced on July 1, 2004 per Code of Virginia, section 58.1-3823C. The revenues generated are designated and expended solely for tourism development. Half of the receipts are sent to the State's Historic Triangle Marketing Fund and the other half the City retains in the Tourism Fund. In addition, Virginia Beach and Hampton charge a flat rate tax of $1 per night, per room and Norfolk charges $2 per night, per room.

7 Williamsburg City Code, Section 18.271.

PERMITS, PRIVILEGE FEES AND REGULATORY LICENSES

The City uses the Virginia Uniform Statewide Building Code (USBC), which covers new construction, renovation, demolition, plumbing, gas, mechanical, electrical, fire protection system installations and asbestos removal. The category's major components consist of building, electrical, plumbing, and mechanical permits.

A ten-year history of permit revenues follows:

Fiscal Year	Building	Electrical	Plumbing	Mechanical	Other*	Total
2010	$ 46,741	$ 14,447	$ 14,033	$ 17,601	$ 68,642	$ 161,464
2011	45,546	16,355	14,116	15,303	62,788	154,108
2012	57,917	19,966	16,949	18,232	68,742	181,806
2013	57,043	11,541	9,646	11,518	61,889	151,637
2014	111,187	24,283	18,269	20,225	66,053	240,017
2015	54,689	43,541	40,458	40,820	76,407	255,915
2016	60,580	26,947	21,448	27,829	92,681	229,485
2017	74,277	28,727	21,793	24,329	100,693	249,819
2018	128,380	25,321	24,276	25,791	99,051	302,819
2019	68,570	37,947	37,557	26,532	112,054	282,660

*Other includes dog licenses, parking, zoning, right-of-way, raffle, rental inspections, gas and fire prevention permits.

FINES AND FORFEITURES

This revenue category is used to account for court and parking fines. The Court system has guidelines for setting case-related fines, while City Code sets the rates for parking fines. The Clerk of the Circuit Court collects court fines and submits receipts to the City monthly, while parking fines are paid directly to the Department of Finance. Effective October, 2018, the City implemented the following parking fine structure:

Number of Violations	Fee Prior to Notice	Fee After Notice*
1st Violation	$10	$20
2nd Violation	$35	$50
3rd Violation	$50	$100
4th Violation	$100	$200
More than 4 Violations	$300	$500

*Ordinance #18-09 was adopted October 2018 to amend Sections 11-162, 11-165 and 11-167 of Chapter 11, Article VI of the Code of the City of Williamsburg regarding Parking Fines. If payment for any ticket is made after 14 days of issuance, the fine for the ticket shall increase

Revenue collections for fines and forfeitures over the last ten fiscal years are as follows:

Fiscal Year	Court Fines	Parking Fines	Total
2010	108,744	93,743	202,487
2011	108,422	113,345	221,767
2012	153,107	106,201	259,308
2013	138,787	89,385	228,172
2014	127,363	87,010	214,373
2015	116,958	80,159	197,117
2016	110,407	44,625	155,032
2017	128,999	52,176	181,175
2018	144,499	104,712	249,211
2019	165,431	112,298	277,729

REVENUE FROM USE OF MONEY AND PROPERTY

This revenue classification includes interest earnings on surplus funds, rental income from City-owned properties, and sale of surplus vehicles and equipment. Interest earnings reported here is reported in the Sales Tax Fund, as Utility Fund revenues are highlighted in the budget section, Budget Summaries. Rental income includes various rental properties including the Community Building user fees. The base rate for a weekday is $150/3 hour minimum and $300 for the weekend.

Revenue collections from use of money and property over the last ten fiscal years are presented below:

Fiscal Year	Interest Earnings	Rental Income	Sale of Surplus	Total
2010	236,316	469,207	25,319	730,842
2011	87,800	505,752	30,825	624,377
2012	125,429	507,083	15,373	647,885
2013	108,221	545,606	121,526	775,353
2014	112,846	622,047	21,904	756,797
2015	137,786	627,076	29,545	794,407
2016	141,337	718,572	28,154	888,063
2017	167,086	749,188	46,602	962,876
2018	478,858	694,940	26,778	1,200,576
2019	808,414	663,619	36,307	1,508,340

A breakdown of rental income from properties over the last ten fiscal years is presented below:

Fiscal Year	Comm Bldg	City Square	Longhill Prop	Muni Center	Stryker Bldg	Trans Center	Gen. Prop*	Parking Garage	Total
2010	40,255	44,071	8,946	13,332	6,050	125,203	18,858	212,492	469,207
2011	46,641	43,340	9,456	13,732	3,770	119,720	19,185	248,370	504,214
2012	39,915	37,788	14,456	14,144	9,260	124,359	3,733	263,428	507,083
2013	40,850	40,820	10,956	14,568	4,920	127,539	21,853	284,100	545,606
2014	50,470	41,667	9,456	15,006	4,160	126,270	53,868	321,150	622,047
2015	46,615	51,905	9,456	15,402	0	130,762	54,790	318,146	627,076
2016	49,825	49,163	6,880	15,600	0	130,515	137,700	328,889	718,572
2017	52,290	32,390	8,552	15,600	12,169	134,726	142,684	350,777	749,188
2018	54,475	33,361	9,018	15,600	3,886	134,584	126,056	317,960	694,940
2019	52,625	34,362	9,344	15,600	1,982	135,779	151,386	262,541	663,619

*Includes Triangle Building Commercial rent and house on Strawberry Plains Road.

CHARGES FOR SERVICES

The City uses this revenue classification to account for various revenue sources requiring charges. Minor amounts are included under Sheriff's fees and Commonwealth Attorney's fees, of which the City has no control over. Also included are charges for maintenance of highways, streets, and sidewalks, which is used for billing special mowing or trash pickup and are minimal in amount. Charges for Planning & Community Development include minor amounts for maps and surveys, with the largest dollars attributable to sales of Cedar Grove Cemetery lots and grave openings. The largest item under this category is Charges for Parks & Recreation. City Code authorizes the Recreation Department to set and collect charges for programs and activities for use of its facilities and services.

Charges for Services collected over the past ten years are shown below:

Fiscal Year	Sheriff's Fees	Commonwealth Attorney's Fees	Parks & Recreation	Planning & Comm. Dev.	Total
2010	1,460	266	350,497	37,881	390,104
2011	1,414	805	390,220	43,742	436,181
2012	1,307	392	401,398	42,702	445,799
2013	1,366	398	377,104	42,855	421,723
2014	1,366	351	361,824	38,667	402,208
2015	1,366	310	341,745	43,300	386,721
2016	1,366	819	342,613	53,734	398,532
2017	1,366	205	398,700	50,305	450,576
2018	1,366	337	391,493	53,946	447,142
2019	1,366	672	392,219	39,315	433,572

Parks & Recreation fees for the last ten fiscal years are highlighted in detail below:

Fiscal Year	Pool Fees*	Tennis Fees	Waller Mill Park	Vending Machines	Classes	Athletics	Misc.	Total
2010	7,989	27,891	79,938	356	15,022	157,526	61,775	350,497
2011	5,451	32,482	106,180	409	17,444	164,883	63,371	390,220
2012	6,154	38,925	103,165	388	19,128	163,185	70,453	401,398
2013	2,338	34,964	125,841	910	15,163	160,219	37,669	377,104
2014	0	22,608	140,490	683	11,947	144,583	41,513	361,824
2015	0	21,664	142,370	560	14,678	133,848	28,625	341,745
2016	0	24,800	138,412	572	16,888	134,037	27,904	342,613
2017	0	26,036	171,791	546	20,843	134,833	44,651	398,700
2018	0	20,155	166,016	485	17,445	147,526	39,866	391,493
2019	0	21,488	161,381	407	19,451	141,862	47,630	392,219

*Pool service at QPath contracted out to a vendor in FY 2013 so no fees collected. Pool completely filled in FY 2015.

Cemetery lot sales and grave opening fees over the last ten years are as follows:

Fiscal Year	Cemetery Lot Sales	Grave Openings
2010	15,200	18,050
2011	22,520	14,950
2012	15,680	20,250
2013	17,345	19,400
2014	13,555	19,700
2015	19,010	19,950
2016	21,790	27,450
2017	18,250	26,500
2018	21,550	27,350
2019	16,350	19,100

Emergency Medical Transport – As of July 1, 2005, the City began a program of billing health insurance providers for emergency medical transportation services. Receipts over the last ten years are as follows:

Fiscal Year	EMS Fees
2010	396,546
2011	409,588
2012	463,534
2013	425,679
2014	432,422
2015	437,767
2016	585,658
2017	579,149
2018	615,312
2019	649,103

REVENUE FROM THE COMMONWEALTH

Monies received from the Commonwealth of Virginia are classified as either Non-categorical or Categorical aid. Non-categorical revenues are received quarterly according to State code, are not billed or itemized by the City or any constitutional officer, and are not designated to be used for any specific purpose. These are direct-deposited in the General Fund and used to pay for overall operations. Categorical aid must be spent on specific purposes. In the case of constitutional officers, expenditures are itemized and sent to the Commonwealth for reimbursement, based on various formulas provided for by state code.

NON-CATEGORICAL AID

Rolling Stock Taxes - The State Corporation Commission determines the assessed value of "Certified Motor Vehicle Carriers" [primarily bus companies] and assesses a property tax at the rate of $1 per $100 value. These revenues are distributed quarterly to the localities based on the miles the vehicles travel throughout the localities [based on reports submitted from the carriers].

Rental Car Taxes - Payments received from the Commonwealth are based on rental car taxes collected by rental companies within each jurisdiction. A 4% rental car tax is required to be assessed on all rental vehicles. Rental companies submit the taxes monthly to DMV with a report by locality. The Commonwealth distributes these funds monthly to localities.

Grantor's Tax - The Clerk of the Circuit Court collects additional recording fees for this purpose, details monthly activity, and deposits these receipts in a State Account. Activity is separated at the courthouse for deeds relating to Williamsburg or James City County. Funds are distributed quarterly by the Commonwealth, from a $10 million fund [$40 million per year] to localities based on their share of overall grantor tax collections in the Commonwealth.

Non-Categorical Aid received over the last ten fiscal years is as follows:

Fiscal Year	Rolling Stock Taxes	Rental Car Taxes	Grantor's Taxes
2010	2,900	16,154	48,165
2011	9,046	10,604	49,845
2012	8,408	17,423	54,547
2013	9,692	15,647	48,411
2014	10,267	25,111	55,925
2015	9,870	33,242	72,466
2016	10,088	33,450	54,712
2017	9,104	36,159	68,449
2018	13,181	40,134	104,466
2019	10,949	35,045	56,132

CATEGORICAL AID

1. **Shared Expenses** - Constitutional offices included as City departments/operations with reimbursements provided (in-part) by the Commonwealth of Virginia.

    a. **Sheriff** - This is a joint activity shared with James City County. The state refunds approximately 100% of state-approved salaries and operating costs of this department. However, since the City now is part of the Virginia Peninsula Regional Jail Authority, the Sheriff now provides only courtroom security and prisoner transfer activities. Jail staffing at the Courthouse has been significantly reduced, as many former employees now work for the Authority. Salary supplements are not reimbursed by the State.

    b. **Commissioner of the Revenue** - State code provides for reimbursements to the City at 50% of salaries, fringe benefits and a minor portion of operating expenses. Any constitutional officer can make special requests for payment from the Compensation Board for additional consideration. For the City's Comprehensive Annual Financial Report dated June 30, 2019 total reimbursements were 22.5% of expenditures.

    c. **Treasurer** - This is also a joint activity shared with James City County. The state reimburses the City 2/3 of salary, fringe benefits, and operating costs for the Deputy Treasurer, whose office is in the Municipal Building. The City, in turn, bills James City County 25% of the non-reimbursed amount annually. In the City's Comprehensive Annual Financial Report, only the State reimbursed monies are classified as Categorical Aid. Reimbursements received from James City County are classified as credits to the expenditures in the Treasurer Department 1213.

    d. **Medical Examiner** - Reimbursed at $30 per examination.

    e. **Registrar/Electoral Board** - For FY 2019, salaries were reimbursed by the State at 69.41% for the Registrar and 81.42% for the Electoral Board members. No reimbursements are made for fringe benefits or operating expenditures. The Department of Finance files for reimbursement to the State Electoral Board annually.

2. **Welfare** - Pertaining to the City's general fund, only minor amounts of reimbursements are accounted for here. All of the City's Human Services programs are accounted for as a special revenue fund and is included in the City's Comprehensive Annual Financial Report in the Virginia Public Assistance Fund.

3. **Education** - State Sales Tax for Education -The Governor distributes 1% of statewide sales tax receipts to every school district based on state census figures provided for school-age population. This is adjusted with each triennial census performed by the joint school system and verified by the localities.

4. **599 Funds** - Each locality in the Commonwealth is eligible to receive a percentage of the total amount to be distributed equal to the percentage of the total adjusted crime index attributable to each locality as determined by the Department of Criminal Justice Services. The City must notify the Department prior to July 1 each year that its law enforcement personnel have complied with minimum training standards as provided for by State Code. These distributions are made quarterly.

5. **Other Categorical Aid** - See the next section for a detail description.

Categorical Aid received over the last ten fiscal years is as follows:

Fiscal Year	Comm. of Rev.	Treasurer	Registrar/ Electoral Bd.	599 Funds	State Sales Tax
2010	83,733	18,024	43,044	391,496	796,087
2011	69,878	17,333	38,385	386,896	827,078
2012	69,359	16,668	40,468	373,312	845,143
2013	69,384	16,360	37,211	373,313	801,635
2014	72,389	18,101	36,640	373,312	972,222
2015	72,633	18,146	36,271	373,312	1,099,918
2016	73,840	18,467	41,109	373,312	1,093,871
2017	73,943	17,910	37,029	385,332	1,134,338
2018	75,701	18,299	37,399	385,332	1,096,059
2019	75,457	18,347	37,500	399,592	1,287,212

OTHER CATEGORICAL AID

Other aid received from the Commonwealth and designated for specific use includes:

1. **Arts Commission** - Grant funds are applied for by the City and James City County to the Commonwealth for the Local Government Challenge Grant Program. Funds are received directly by each locality. James City County reimburses the City for the State portion, and also an additional amount each year as provided for during the annual budget process. Since Fiscal Year 1998 each locality has received the $5,000 state maximum allowed under this grant.

2. **Street and Highway Maintenance** - The City is reimbursed quarterly by the Commonwealth according to lane miles of streets within its boundaries. For FY 2020 reimbursements for principal/minor arterial roads are $21,689.51 per lane mile, while collector/local streets are at a rate of $12,734.62 per lane mile. Lane miles used to calculate reimbursement change only when additional roads are built in the City. Total revenue for FY 2020 will be $1,876,711 based on peak hour moving lane miles of state arterial roads in the City of 39.72 miles, and local streets of 79.72 lane miles. Payment rates change periodically, and are at the discretion of the Commonwealth of Virginia.

3. **Emergency Services** - Each year funds are received for Radiological Emergency Preparedness. These funds support the activities of state agencies and certain local governments in establishing, maintaining, and operating emergency plans, programs and capabilities to deal with nuclear accidents8. Annual training exercises are performed, within program guidelines, and are coordinated throughout the geographic area with other local governments and Dominion Power. Amounts received each year are based on the projected annual cost of administering the state and local government programs for the power stations.

8 Va of Emergency Services - Funding to State and Local Government Agencies and Supporting Organizations, June, 1992

4. **Fire Programs** - This is a special appropriation to localities to be used for fire service training, training facilities, and fire-fighting equipment or vehicles. Localities must provide detailed expenditure reports annually to qualify for these funds. This revenue is reported in the Sales Tax Fund.

5. **EMS Funds- Four for Life** - State Code provides for an additional $4 per year to be charged and collected when registrations for pickups, panel trucks, and motor vehicle are made at the Department of Motor Vehicles. These monies are paid into the State treasury to be used for emergency medical service purposes. Twenty-six percent of these funds are returned to the localities where the registrations were made. It supports volunteer and paid-personnel training, equipment, and supplies for emergency purposes. This revenue is reported in the Sales Tax Fund.

6. **Litter Control** - The City receives this annual grant from the Department of Waste Management to aid in litter control. Monies are used for litter prevention, elimination and control. The grant must be applied for each year, and an accounting is made each year to verify that funds are spent appropriately. Amounts vary each year depending on available funds and local program requirements.

Other Categorical Aid received over the last ten fiscal years is as follows:

Fiscal Year	Arts Commission	Street Maintenance	Emergency Services	Fire Programs	EMS 4 for Life	Litter Control
2010	75,390	1,376,050	25,000	37,342	13,915	5,125
2011	65,000	1,426,219	25,000	34,643	15,493	5,910
2012	65,000	1,479,180	25,000	41,955	15,162	5,000
2013	63,250	1,550,215	25,000	40,123	16,620	7,216
2014	65,000	1,580,437	25,000	42,250	18,416	6,366
2015	65,000	1,623,919	30,000	44,569	18,599	6,357
2016	65,000	1,719,115	30,000	44,587	20,470	6,427
2017	70,000	1,758,306	30,000	45,652	18,296	6,192
2018	74,500	1,799,468	30,000	48,726	21,566	7,038
2019	79,500	1,859,430	30,000	48,694	35,670	6,202

REVENUE FROM THE FEDERAL GOVERNMENT

The City's Comprehensive Annual Financial Report itemizes Federal receipts on the Schedule of Federal Awards, according to the Catalog of Federal Domestic Assistance catalog numbers. Human Services programs account, by far, for the majority of the City's federal funds. These programs are accounted for in the Public Assistance Fund. These programs are highlighted:

Local Law Enforcement Block Grant - The City must apply for these funds each year through the Department of Justice. An interest-bearing checking account is maintained for this grant, and detailed quarterly reports must be filed until the funds are spent. During FY 2019, the City received $50,000 for the Byrne Justice Assistance Training Grant, $6,318 from Dept. of Justice for bullet proof vests and $16,420 DMV Federal Grant for personnel costs.

Department of Homeland Security - These funds are federal pass-thru grants administered by the Commonwealth of Virginia. During FY 2016, the City received $47,850 for Citizen's Corp Project and the Citizen Emergency Response Team training. During FY 2018 $18,757 was received and in FY 2019 no funds were received.

Department of Emergency Services - These funds are administered by the Federal Emergency Management Agency (FEMA). The City of Virginia Beach acts as fiscal agent for this program. Funds are received for disaster assistance and hurricane preparedness, and more specifically, are intended to supplement the cost of deploying the City's Emergency Management team in accordance with FEMA requirements during natural disasters. During FY 2014, 2015 and 2016, the City received $3,530, $115 and $75 from FEMA for drills and training. No funds were received in FY 2017, FY 2018 and FY 2019.

Department of Transportation - These federal revenue sharing funds are used for street planning and construction. During FY 2019, $215,717 in federal funds was received for the Ironbound Road Improvements and Monticello Multiuse Trail.

REVENUE FROM THE COLLEGE OF WILLIAM AND MARY

The City provides fire and emergency medical services to the College of William and Mary. As a state agency, the College is exempt from local taxation. In light of this, the College committed to providing financial support to the City in the amount of $120,000 per year to partially defray costs of providing these essential services on campus. The City has received this funding every year since FY 2014.

POTENTIAL REVENUE SOURCES

State Code Section 58.1-3840 allows cities or towns to charge excise taxes on admissions, which the City does not impose.

EXPENDITURE CLASSIFICATIONS

51000 SALARIES AND WAGES

51001 Salaries
Compensation for all full time employees who hold permanent positions.

51002 Salaries-Overtime
Compensation for overtime and holiday pay for all eligible employees in accordance with the Personnel Manual.

51003 Salaries, Part-time Employees
Compensation for all part time employees (less than 40 hours per week) who are paid on an hourly basis and are not eligible for all employee benefits. (See Personnel Manual)

51005 Salaries-Temporary
Compensation for employees who are working on a temporary basis. (See Personnel Manual)

51006 Discretionary Leave
Compensation for police, fire, or water plant personnel who must work on stated holidays. (See Personnel Manual)

51008 Traffic Control
Compensation for police department personnel who work extra hours for traffic control purposes.

51009 Off-Duty Policemen
Compensation for police personnel hired by outside establishments after regular working hours. (City is reimbursed by contracting party.)

52000 FRINGE BENEFITS

52001 FICA - Employer's share of Social Security Taxes.

52002 Virginia Retirement System (VRS)
Cost of contributions to Virginia Retirement System for all fulltime employees. VRS enrollment is mandatory for all full-time employees, and paid as a percentage of base salary.

52004 Dental - Costs for employee dental reimbursement program.

52005 Hospitalization - City's cost for medical benefit package premiums, not including dental.

52006 Group Life Insurance - City's cost for VRS group life insurance policy.

52009 Unemployment Insurance - Costs for unemployment insurance.

52010 Worker's Compensation - Costs for worker's compensation insurance.

52012 Clothing Allowance - Costs associated with purchase of clothing by designated personnel.

52013 Education Allowance - Costs for tuition assistance.

52016 Training - Costs associated with training fire, police, and water plant personnel.

52021 Cleaning Allowance - Costs associated with cleaning of uniforms and clothing.

53000 PROFESSIONAL SERVICES

53001	Professional Health Services Costs associated with medical services such as physicals for certain employees.
53002	Professional Services-Other Costs for legal, financial, engineering, and other specialized professional services.
53004	Repair and Maintenance Costs for services for repair or maintenance of city equipment and structures.
53004 - 1	Cars and Trucks
53004 - 2	Buildings
53004 - 3	Office Equipment
53004 - 4	Powered Equipment
53004 - 5	Street Signs, Markings, and Water Meters
53004 - 6	Traffic Signals
53005	Service Contracts - Costs for all service contracts except radio.
53006	Printing - Costs associated with the printing of forms, documents, manuals, etc.
53007	Advertising - Costs for classified and legal advertisements.
53008	Laundry and Dry Cleaning - Costs associated with uniform rental.
53009	Purchase of Services Costs for purchasing of services and supplies from other governmental agencies (do not include joint activities).
53013	Jurors, Commissioners, Witnesses Costs associated with court trials and legal disputes.
53031	Garbage Contract - Costs for garbage pick-up and disposal.
53032	HRSD - Costs for treatment of raw sewage by Hampton Roads Sanitation District.
53033	Exterminating - Costs for extermination contracts for city-owned buildings.
53099	Detective Funds - Costs associated with police work.

55000 PURCHASE OF GOODS AND SERVICES

55101	Electricity - Costs of electricity (Dominion Power).
55102	Heating Fuel - Purchase of natural gas and heating oil.
55103	Water and Sewer - Costs of water and sewer services.
55201	Postage - Stamps, stamped envelopes, postage meter costs, permit fees, etc.
55203	Telecommunications - Costs incurred for land-line, cellular phone, and pager service.
55204	Radios - Cost of operating city-wide radio systems.
55205	Emergency “911” - Costs of operating emergency lines for the dispatch operation.

55301	Boiler Insurance - Costs of insuring heating plants, generators, and other mechanical equipment.
55302	Fire Insurance - Costs of insuring buildings and contents against fire.
55305	Motor Vehicle Insurance - Costs of insurance for motor vehicles.
55306	Surety Bonds - Costs for surety bonds for certain city personnel.
55307	Public Officials Liability - Costs of insuring certain public officials against suits, etc.
55308	General Liability Insurance - Cost of insuring the city against certain accidents, etc.
55401	Office Supplies Costs of office supplies such as envelopes, pens, pencils, paper, forms, etc. used in everyday office operations.
55402	Food and Food Service Supplies Costs of providing miscellaneous food or supplies at Fire Station.
55403	Agricultural Supplies Costs for care and treatment of plants, lawns, landscaping, including small tools.
55404	Material and Lab Supplies Costs for purchasing medical and laboratory supplies for appropriate city departments.
55405	Laundry, Housekeeping and Janitorial Supplies Costs of custodial and housekeeping supplies, including light bulbs.
55406	Linen Supplies - Costs of linens used in Fire Department.
55407	Repair and Maintenance Supplies Costs of building material supplies, paint, electrical, and plumbing supplies.
55408	Vehicle and Powered Equipment Supplies Supplies for cars, trucks, heavy equipment, etc. used by City Shop.
55408 - 1	Cars and trucks
55408 - 2	Tires and tubes
55408 - 3	Gas and oil for vehicles
55408 - 4	Powered equipment - light and heavy
55408 - 5	Sign and street marking supplies
55408 - 6	Generator fuel
55409	Police Supplies - Costs of items such as guns, ammo, flashlights, etc.
55410	Uniforms and Wearing Apparel Costs for uniforms, protective clothing, boots, overalls, and other items or working apparel provided to employees.
55411	Books and Subscriptions - Costs for professional periodicals, books, and publications.
55412	Recreation Supplies - Costs for supplies used for Recreation Department programs.

55413 Other Operating Supplies
Costs for chemicals and other supplies not covered in other accounts.

55414 Merchandise for Resale - Costs of vending machine merchandise.

55415 Fire Prevention Materials - Costs of materials used by Fire Department for fire prevention.

55416 Pool Supplies - Costs of supplies for operation of Quarterpath Pool.

55417 Water Meters - Costs of purchasing water meters for the Utility Fund.

55418 Litter Control - Costs associated with litter pickup.

55501 Travel Expense
Mileage reimbursement @ 58¢/mile for approved use of private vehicles for job-related travel.

55504 Travel (Conferences and Conventions)
Costs for lodging, transportation, registration fees, and materials. All travel must have prior department head approval.

55602 Colonial Behavioral Health (formerly Colonial Services Board)
Costs of City's contribution to community program.

55604 Contributions to Other Agencies
Donations to outside organizations approved by City Council.

55801 Dues and Memberships - Costs for dues and memberships in professional organizations.

55805 Other Costs (non-recurring) not budgeted under other accounts.

55838 Principal - Repayment of long term debt principal.

55839 Interest - Interest payments on long term debt.

55899 Joint Activity
Payments to James City County for jointly operated departments and agencies.

57000 FIXED ASSETS

57001 Machinery and equipment

57002 Furniture and fixtures

57003 Communication equipment

57005 Motor vehicles

57007 ADP Equipment

57008 Pedestrian Improvements

57009 Street resurfacing

57010 Building alterations

58000 LEASES AND RENTALS

58001 Lease and Rental of equipment
Cost for temporary rental or lease of equipment (no lease-purchase agreements).

58002 Lease and Rental of buildings - Costs for rental or lease of office or storage space.

FUNDING RELATIONSHIPS

Agency/Organization *List of Other Contributors*	**Notes**
Constitutional Officers *(Generally)*	Compensation Board. The state pays a portion of salary, benefits, and some operating costs. The City pays salary supplements in some cases, fringe benefits. Operating salaries for these officers are approved by the State.
Commissioner of the Revenue *State of Virginia*	The City provides office space for this officer and staff. The State reimburses the City for 50% of salary, fringes (except healthcare) and some operating expenses. The reimbursable portion of the Commissioner's salary is based on the 1980 salary amount divided in half plus any all increases in pay since that date. The State pays 50% of 2 full-time positions allowed based on population. A salary supplement is provided by the City. The State reimburses half the employer cost of VRS (Retirement), FICA, and Group Life insurance. The balance of fringes is paid by the City. The staff participates in all City employee programs (e.g., health insurance, deferred and workers compensation), including the Pay Plan. Legislation may affectively reduce the level of State funding for the Commissioner of the Revenue's operation.
Treasurer *State of Virginia*	The City, State and JCC share in the local cost of the Treasurer. The State reimburses 88% of state approved salary, 100% of FICA match, and 46% of VRS costs. JCC bills the City for a percentage of the non-reimbursable costs based on population. Office space is provided by both localities. The State reimburses the City for 2/3rds of salary, and fringes (except healthcare) for the City Deputy Treasurer, whose office is located in the Municipal Building. The City bills JCC for 25% of the non-reimbursable costs for salary and fringes associated with the City Deputy Treasurer position for work associated with W/JCC Schools. Pending legislation may drastically reduce the level of State funding for the Treasurer's operation.

Clerk of Circuit Court *James City County, State of Virginia*	The State funds salaries and a portion of fringes and operating expenses for the Clerk and staff. A portion of fringe benefits is supplemented. Twelve positions in this office are fully State funded. Two part-time positions are locally funded. All temporary part-time personnel costs are reimbursed by the State, but not permanent part-time. These part-time salaries and some fringes are paid by the City and County per the Courthouse Agreement (See Circuit Court).
Commonwealth Attorney *James City County, State of Virginia*	The Compensation Board sets the salaries for the Commonwealth Attorney, four assistants, and four full-time support staff. All positions receive a salary supplement, ranging from 1.5% to 61%, paid by the City and JCC based on population each year. In addition, the Victim's Assistance program consists of three grant positions, which are supplemented locally. The balance of any fringes in excess of the amount provided by the State is paid by the City and JCC based on population per the courthouse agreement.
Sheriff's Department *James City County, State of Virginia*	The joint Williamsburg/James City County Sheriff is responsible for courtroom security and serving civil warrants, but no longer handles jail facilities since the City became part of the Va Peninsula Regional Jail Authority. City/JCC share local cost on a population formula as provided in the City/County Joint Courthouse Agreement. Payroll and operating expenses have been administered by James City County since January 1, 1998. The state compensation board will reimburse the County for state-approved salaries, benefits, and some operating expenses. Salary supplements and a portion of unreimbursed operating expenses are shared locally based on the Courthouse Agreement. Sheriff's employees participate in the JCC's worker compensation, health insurance, and Va Retirement System programs.

Voter Registrar *Board of Elections, State of Virginia*	The State pays majority of the Registrar's salary. For FY 2019 that rate was 69.41%. Costs associated with one full-time employee, fringe benefits, and operating costs are paid by the City. Staff participates in the City's workers compensation, health insurance, and other employee benefit programs. The City provides accounting and payroll services.
Circuit Court (Hon. Michael E. McGinty) *State of Virginia*	The City and JCC share in the cost of the Judge's secretary, jurors, capital outlay, and operating expenses of this office. City and JCC also fund a Legal Assistant position for the Circuit Court Judge. The Judge's salary is paid by the State. The City/JCC agreement dates December 12, 1996 provides for joint operations of all courthouse activities. All courthouse personnel and operating costs which are the responsibility of local government are split between the City and County based on population, and is updated as of December each year.
General District Court (Hon. Colleen K. Killilea) *State of Virginia*	The City and JCC share in the cost of operating expenses and capital outlay for this office based on the Courthouse Agreement. The Judge's salary is paid by the State.
Juvenile and Domestic Relations Court (Hon. George C. Fairbanks IV) *James City County, State of Virginia*	The City and JCC share in the cost of operating expenses for this office based on the Courthouse Agreement. The Judge's salary is paid by the State.
Ninth District Court Services Unit *Juvenile Probation Office for the State of Virginia, James City County, York County, Charles City County, King William County, King & Queen County, Mathews County, Gloucester County, New Kent County, Middlesex County, City of Poquoson*	Salaries and fringes for this office are paid by the State. Local operating costs are shared between the City and JCC. For the District office, the City pays 1/11th of the operating costs. In addition, the City pays actual juvenile detention expenses for the Merrimac Center through the Middle Peninsula Juvenile Detention Commission for City cases.

Colonial Group Home Commission *James City County, York County, Glocester County, State of Virginia Department of Youth and Family Services*	Funded through State block grant and member localities share operating costs based on population. Programs include Crossroads, Community Supervision, and Psychological Services.
Virginia Peninsula Regional Jail Authority *James City County, York County City of Poquoson, Department of Corrections*	The City shares in the cost of operating this authority. VPRJA operates a regional jail on Route 143 in lower James City County. City pays its share based on number of prisoners held for crimes committed in the City.
Middle Peninsula Juvenile Detention Commission *18 Localities, Virginia Department of Juvenile Justice*	Operates the Merrimac Center, a 48-bed center, providing secure detention for juveniles for localities in the 9th and 15th District Court Service Units. City pays its share based on number of juveniles held for offenses committed in the City.
Colonial Community Corrections *James City County, City of Poquoson, New Kent County, Charles City County, State of Virginia*	Provides alternatives to incarceration to persons awaiting trial, pre-trial, post-trial and re-entry services, and substance abuse counseling to offenders.
Health District *James City County, Newport News, York County, City of Poquoson, State of Virginia*	Contribution is based on funding formula which apportions local share among district jurisdictions. Some monies are refunded to City based on generated revenues each year.
Colonial Behavioral Health (Chapter X) *James City County, York County, City of Poquoson, State of Virginia, Federal Funds, Fee Revenues (Clients, Medicare, Medicaid, etc.)*	Funded at discretion of Council. Funding request is based on population and usage.

Department of Human Services *State of Virginia, Federal Department of Health and Human Services*	Approximately 70% of personnel and operating costs are reimbursed by the State and Federal governments.
Williamsburg-James City County Public Schools	Local funding share is apportioned between the City and JCC based on the Joint Schools Agreement, as amended in 1991, 1996, 2001, 2007, and 2012. FY 2017 was the last year of the latest revised 5-year contract period currently under negotiation. Historically State support has been approximately 30% of total school system cost, and based on formula and General Assembly appropriations. Federal funding is received and largely directed to categorical programs, and received on a cost-reimbursement basis.
Williamsburg Regional Library *James City County, York County, State of Virginia, Generated Revenues*	City, JCC and York County cost sharing is governed by the September, 2013 five-year agreement, and based on circulation. Each jurisdiction pays for the capital costs associated with the library buildings located therein. The State contributes approximately 5% of total operating costs on a formula basis, through the Library of Virginia.
Avalon Center for Women and Children *United Way, Virginia State Housing Department, James City County, York County, Private donations*	Funded at discretion of Council per advice of Human Services Review Committee
Foster Grandparents Program *City of Hampton, James City County, York County, Newport News, Federal Funds*	Funded at discretion of Council per advice of Human Services Review Committee
Peninsula Agency on Aging *State of Virginia, Federal Funds, Newport News, City of Hampton, City of Poquoson, James City County, York County, Private donations*	Funded at discretion of Council per advice of Human Services Review Committee

Historical Triangle Senior Center *James City County,1 York County*	Funded at discretion of Council per advice of Human Services Review Committee
Community Action Agency Center *James City County, State and Federal Grants, Private Donations*	Funded at discretion of Council per advice of Human Services Review Committee
CHIP of Virginia *Public/private partnership-partner agencies, corporations, foundations, individuals, local gov'ts*	Funded at discretion of Council per advice of Human Services Review Committee
Hospice of Williamsburg *United Way, Private Donations*	Funded at discretion of Council per advice of Human Services Review Committee
Williamsburg Area Transport *James City County, York County, State Funds*	Funded at discretion of Council. Agency administers the regional transit system serving residents, visitors, and students through fixed-routes, and services disabled in the City, James City County, and the Bruton District of York County.
Colonial Williamsburg Foundation *Endowments, generated revenue, private contributions*	Funded at discretion of Council for purpose of purchasing advertising time to attract visitors to Colonial Williamsburg.
Greater Williamsburg Chamber & Tourism Alliance *James City Couty, York County, Williamsburg Hotel/Motel Association Membership, programs*	Funded at the discretion of Council. In recent years all funding has been dedicated to tourism promotion except for $100,000 per year for Alliance operations.

Hampton Roads Planning District Commission and Metropolitan Planning Organization (MPO) *James City County, York county, Newport News, Poquoson, Hampton, Gloucester, Tidewater jurisdictions, State and Federal funds*	City share is based on per capita membership assessment each year.
Hampton Roads Economic Development Alliance/ Peninsula Council for Workforce Development *Hampton, Newport News, James City County, York County, Gloucester, Poquoson*	Funded at discretion of Council.
Thomas Nelson Community College *State, Newport News, James City County, Poquoson, York County, Hampton*	Funded at discretion of Council, based on population formula for improvements to parking and site, not including buildings.
Colonial Soil and Water Conservation District *State, James City County, York County*	This is a State agency and is primarily funded by the State. Historically, the CSWCD member jurisdictions have shared in the cost of funding one position.
Williamsburg Area Arts Commission *James City County, State funds*	Funded at discretion of Council. Agency recommends funding to over 30 groups and monitors how arts groups spend funds. James City County pays half by agreement.
Animal Control *James City County*	The City pays James City County to provide animal control services under a 1993 inter-local agreement.
Heritage Humane Society *James City County, York County, private donations*	Funded at discretion of Council.

Virginia Peninsulas Public Service Authority *James City County, York County, Hampton, Newport News, Poquoson, and Middle Peninsula jurisdictions*	The City share is based on a budget formula adopted by the VPPSA Board of Directors each year.
Jamestown-Yorktown Foundation *James City County, York County, State grants, private donations, admission fees*	Funded at discretion of Council.
Colonial Court Appointed Special Advocates (CASA) *James City County, York County, State grants, private donations*	Funded at discretion of Council per advice of Human Services Review Committee.
Williamsburg Aids Network *Private donations*	Funded at discretion of Council per advice of Human Services Review Committee.
Williamsburg Extension Services *State*	Funded at discretion of Council per advice of Human Services Review Committee.
Williamsburg Area Medical Assistance Corporation (WAMAC) *State and James City County*	Funded at discretion of Council per advice of Human Services Review Committee.

FUND STRUCTURE

The City's accounting system is organized on the basis of funds and groups of accounts, each of which is considered to be a separate accounting entity. The operations of each fund are accounted for by providing a separate set of self-balancing accounts which comprise its assets, liabilities, fund equity, revenues and expenditures or expenses. The various funds are grouped in the financial statements as follows:

Governmental Funds account for the expendable financial resources, other than those accounted for in proprietary or fiduciary funds. The Governmental Fund measurement focus is upon determination of financial position and changes in financial position, rather than upon net income determination as would apply to a commercial enterprise.

General Fund - This fund accounts for all revenues and expenditures of the City which are not accounted for in other funds. Revenues are derived from general property taxes, other local taxes, licenses and permits, and revenues from other governmental units.

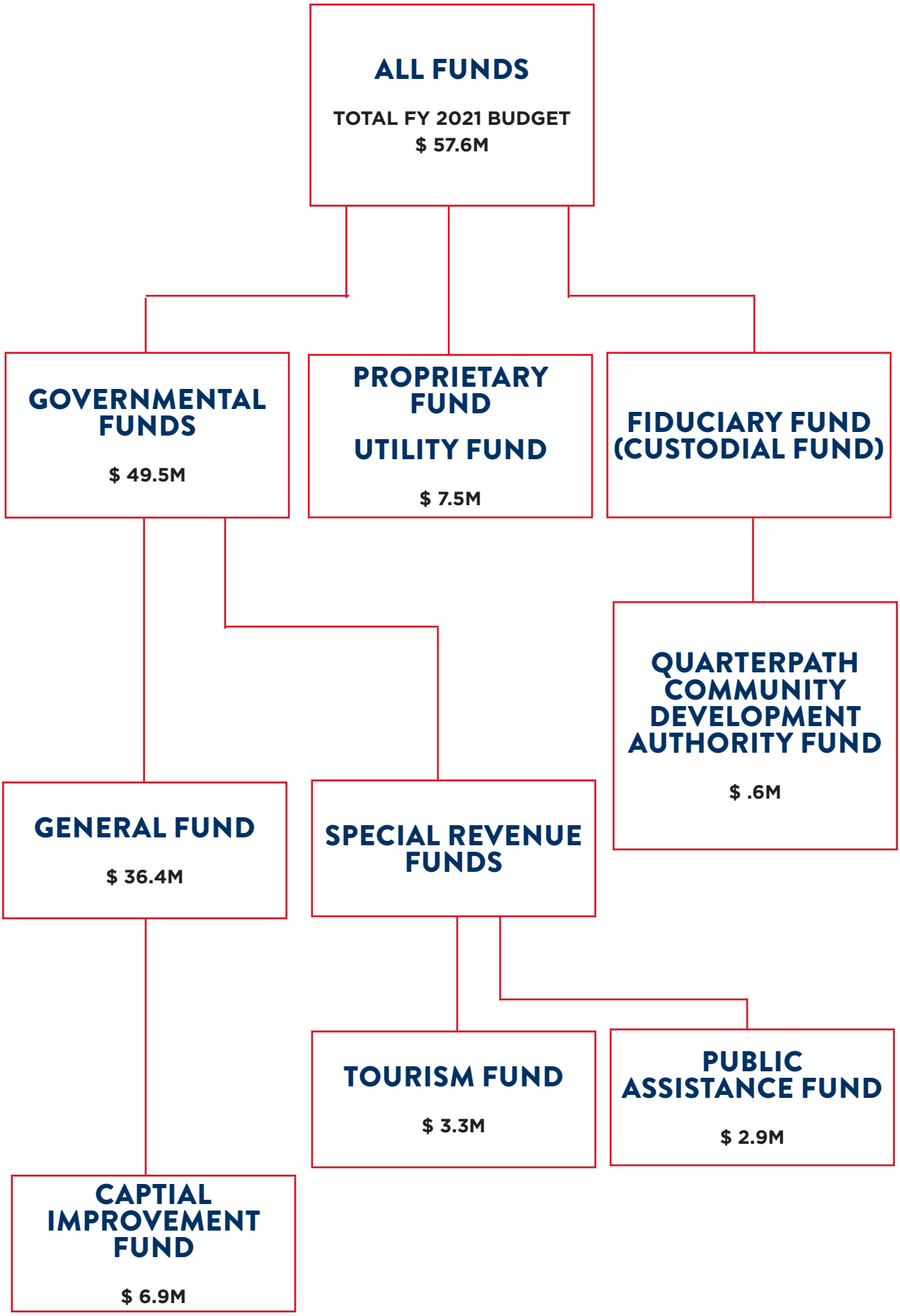
Sales Tax Fund (also referred to as General Capital Improvement Program) - This fund accounts for scheduled major capital improvements for the upcoming year. Revenues are traditionally derived from the 1% Sales Tax monies collected monthly at the State level, and interest earnings.

Tourism Fund – This fund is a special revenue fund used to account for tourism tax revenue (1% Historic Triangle regional sales tax and $2 lodging tax). The expenditures in the Tourism Fund are for the purpose of funding tourism development projects.

Public Assistance Fund – This fund accounts for activities of the City's Human Services Department. The majority of funding is provided by the Federal and State government for social service programs. The remainder of its funding is provided by the City as annual contribution from the General Fund.

Proprietary Funds account for operations that are financed in a manner similar to private business enterprises. The Proprietary Fund measurement focus is upon determination of net income, financial position, and cash flows. Enterprise funds account for the financing of services to the general public where all or most of the operating expenses involved are recovered in the form of charges to users of such services. The Utility Fund, consisting of the operations for water and sewer services, is the City's only Enterprise Fund.

Fiduciary Funds account for assets for activities of certain pension or other post-employment benefit plan arrangements, investment trust funds, private-purpose trust funds, or custodial funds. The City has one Custodial Fund, the Quarterpath Community Development Authority (QCDA), for which the City collects special assessments on behalf of the QCDA. The QCDA Fund utilizes the accrual basis of accounting and does not have a measurement focus.


ALL FUNDS
TOTAL FY 2021 BUDGET
$ 57.6M
GOVERNMENTAL FUNDS
$ 49.5M
PROPRIETARY FUND
UTILITY FUND
$ 7.5M
FIDUCIARY FUND (CUSTODIAL FUND)
QUARTERPATH COMMUNITY DEVELOPMENT AUTHORITY FUND
$ .6M
GENERAL FUND
$ 36.4M
SPECIAL REVENUE FUNDS
TOURISM FUND
$ 3.3M
PUBLIC ASSISTANCE FUND
$ 2.9M
CAPTIAL IMPROVEMENT FUND
$ 6.9M

BUDGETS AND BUDGETARY ACCOUNTING

Formal budgetary integration is employed as a management control device during the year for the General Fund, Sales Tax Fund, Tourism Fund, Utility Fund, and Public Assistance Fund. Annual operating budgets are adopted by ordinances and resolutions passed by the City Council for those funds. Budgets are prepared on the same basis of accounting used for financial reporting purposes. The City does not integrate the use of encumbrance accounting in any of its funds. The original budgets and revisions, if any, are authorized at the department level by City Council. The City Manager has the authority to transfer funds within the departments, so long as the total appropriation for a department is not adjusted. All appropriations for operating budgets lapse at year-end to the extent that they have been fully expended. As capital projects can be multi-year, funds appropriated by City Council can carry over to future years for projects not completed each year, at the discretion of the City Manager.

BASIS OF ACCOUNTING:

Governmental Funds:

Governmental Funds utilize the modified accrual basis of accounting under which revenues and related assets are recorded when measurable and available to finance operations during the year. Accordingly, real and personal property taxes are recorded as revenues and receivables when billed, net of allowances for uncollectible amounts. Property taxes not collected within 45 days after year-end are reflected as deferred revenues - uncollected property taxes. Sales and utility taxes, which are collected by the State or utilities and subsequently remitted to the City, are recognized as revenues and receivables upon collection by the State or utility, which is generally in the month preceding receipt by the City. Licenses, permits, fines and rents are recorded as revenues when received. Intergovernmental revenues, consisting primarily of federal, State and other grants for the purpose of funding specific expenditures, are recognized when earned or at the time of the specific expenditure. Expenditures are recorded as the related fund liabilities are incurred.

Proprietary Funds:

The accrual basis of accounting is used for the Utility Fund. Under the accrual method, revenues are recognized in the accounting period in which they are earned, while expenses are recognized in the accounting period in which the related liability is incurred.

BASIS OF ACCOUNTING VS. BASIS OF BUDGETING

Budgets are prepared on the same basis of accounting used for financial reporting purposes (GAAP). There are some instances whereas the generally accepted accounting principles used for financial reporting purposes will differ from those used in budget preparation. Under GAAP reporting requirements changes in the fair market value of the City's investments are treated as adjustments to revenue at fiscal year-end, and those effects are not considered (or known) in the budget process. The other difference is the annual adjustment necessary to reflect the value of earned but unused vacation leave due to employees at fiscal year-end. Such amount would be paid upon an employee's separation from the City, but is not known or budgeted due to the unknown nature of employee's use of vacation leave.

BUDGET POLICIES

FINANCIAL PLANNING POLICIES:

1. Balanced Budgets:
    a. The general operating fund (General Fund) and the special local option sales tax fund (General Capital Improvement Program, or CIP), Utility Fund operating fund, and the Utility Fund CIP are subject to the annual budget process.
    b. All operating and capital fund budgets must be balanced - total anticipated revenues plus fund balances or reserves brought forward must equal total estimated expenditures each year.
    c. The Utility Fund (the City's only Enterprise Fund type) will be self-supporting.
    d. All budgets will be formulated and adopted on the basis of accounting consistent with generally accepted accounting principles (GAAP).
    e. The budget process will include coordinating development of the capital improvement budget with development of the operating budget. .
2. Long-Range Planning:
    a. Budgets will be adopted annually, taking into consideration input from all organizational levels of the City. The Planning Commission will review current and future capital improvement projects and make recommendations to staff for input to the annual budget document.
    b. The long-term revenue, expenditure, and service implications of continuing or ending existing programs or adding new programs, services, and debt will be considered while formulating all budgets annually.
    c. The City will assess the condition of all major capital assets, including buildings, roads, bridges, water and sewer lines, vehicles, and equipment annually.
    d. To estimate the City's future financial position, the long-term impact of operating and capital spending will be analyzed five years forward, concurrent with the formulation of all budgets.
    e. The General Fund will maintain a minimum of 35% of total operating revenues as its unassigned fund balance.
    f. Fund Balance of the General Fund shall be used only for emergencies, non-recurring expenditures, or major capital purchases that cannot be accommodated through current year savings.

REVENUE POLICIES:

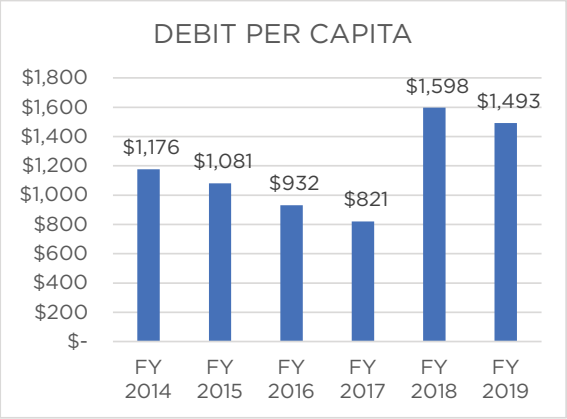
1. Revenue Diversification: The City will strive to maintain a diversified and stable revenue system to protect the City from short-run fluctuations in any one revenue source and ensure its ability to provide ongoing services.
    a. The City will identify all revenue and grant options available to the City each year.
    b. All revenue collection rates, especially for real estate and personal property taxes, will be reviewed annually, and all efforts to maximize receipt of revenues due will be made by the Finance Department.
2. User Fees and Charges: Fees will be reviewed and updated on an ongoing basis to ensure that they keep pace with changes in the cost-of- living as well as changes in methods or levels of service delivery..
    a. Rental of City properties – Charges will be reviewed annually and compared with market rates for comparable space or property in the community. The City will consider annual escalator clauses in multi-year rental contracts to take into effect the impact of increases in the cost of living.
    b. Building permit and inspection fees will be reviewed annually.
    c. Recreation program charges will be reviewed annually. In general, all efforts will be made to provide programs and activities at an affordable level for the residents of the Williamsburg area while still recovering a major portion of incidental costs of programs, not to include administrative costs or the use of facilities.
        I. Charges for specialty classes such as yoga, aerobics, dance, dog obedience, etc. will be set at a level to encourage maximum participation, and also enable 75% to 80% of program receipts to be used to compensate instructors.
        II. Team sports participation fees will also be set to encourage maximum participation, with approximately 80% to 90% of charges being used to defray costs of officiating, prizes and awards, scorekeepers, and team pictures.
        III. Admission fees for the use of the Quarterpath Pool are intended to provide an affordable service to citizens. Fees are not intended to recover 100% of the costs of operating this facility. The City encourages individual and family seasonal membership passes at a minimum fee, which provide an even more affordable opportunity for residents to enjoy this outdoor facility during the summer months.
    d. The City's Utility Fund will be self-supporting. Water and sewer charges will be reviewed annually and set at levels which fully cover the total direct and indirect costs - including operations, capital outlay, and debt service.
3. Use of One-time or Limited-time Revenues:
    a. To minimize disruptive effects on services due to non-recurrence of these sources, the City will not use one-time revenues to fund operating expenditures.

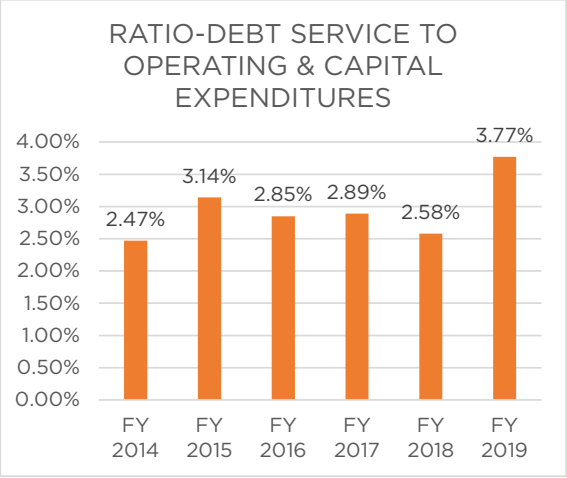
EXPENDITURE POLICIES:

1. Operating/Capital Expenditure Accountability:
    a. The City will finance all current expenditures with current revenues. The City will not short-term borrow to meet cash-flow needs.
    b. Future operating costs associated with new capital improvements will be projected and included in operating budgets.
    c. Capital improvement program budgets will provide for adequate maintenance of capital equipment and facilities and for their orderly replacement.
    d. The budgets for all funds shall be controlled at the department level. Expenditures may not exceed total appropriations for any department without approval from the City Manager.
    e. All operating fund appropriations will lapse at fiscal year-end. Any encumbered appropriations at year-end may be re-appropriated by City Council in the subsequent year. Multi-year capital improvement projects may be carried-forward in the subsequent year, at the discretion of the City Manager.
    f. The City will include contingency line items in the General Fund, General CIP, and Utility Fund CIP, not to exceed $200,000, to be administered by the City Manager, to meet unanticipated expenditures of a non-recurring nature.
    g. The City will maintain a budgetary control system to ensure adherence to the budget and will prepare and present to City Council monthly financial reports comparing actual revenues and expenditures with budgeted amounts.

DEBT POLICY:

1. The objective of the City's debt policy is to maintain the City's ability to incur present and future debt at the most beneficial interest rates in amounts needed for financing the adopted Capital Improvement Program without adversely affecting the City's ability to finance essential City services.
2. A five-year capital improvements program will be developed and updated annually along with corresponding anticipated funding sources.
3. Capital projects financed through either bank qualified loan or the issuance of bonded debt will be financed for a period not to exceed the useful life of the project.
4. Debt service principal payments will be scheduled in equal installments over the life of the indebtedness.
5. Requirements of continuing disclosure agreements for all bond issues will be complied with, including annual filing of audited financial statements and adopted budgets, to the Municipal Securities Rulemaking Board, and all national rating agencies which have assigned a bond rating for the City.
6. Pay-as-you-go financing will be the normal method of funding the capital program, with debt financing not to exceed the limits established below.
7. Actual ratios of per capita debt, and debt service to operating expenditures, and the not-to-exceed limit are shown.





INVESTMENT POLICY:

In recognition of its fiduciary role in the management of all public funds entrusted to its care, it shall be the policy of the City that all investable balances be invested with the same care, skill, prudence and diligence that a prudent and knowledgeable person would exercise when undertaking an enterprise of like character and aims. Further, it shall be the policy of the City that all investments and investment practices meet or exceed all statues and guidelines governing the investment of public funds in Virginia, including the Investment Code of Virginia and the guidelines established by the State Treasury Board and the Governmental Accounting Standards Board.

Copies of the City's comprehensive investment policy, including the objectives, allowable investments, quality, maturity restrictions, prohibited securities, and additional requirements are available at the Department of Finance.

FUND BALANCE POLICY (ADOPTED BY CITY COUNCIL ON JUNE 9, 2011):

1. Background and Purpose
    a. Sound financial management principles require that sufficient funds be retained by the City to provide a stable financial base at all times. Adequate levels of fund balance are essential to protect against reducing service levels because of temporary revenue shortfalls or unanticipated expenditures. Fund balance provides resources during the time it takes to develop and implement a longer term financial solution. Fund balance is also crucial in long-term financial planning and financing as credit markets carefully monitor levels of fund balance to evaluate creditworthiness.
2. Components of Fund Balance
    The following individual items shall constitute the Fund Balance:
    a. Nonspendable Fund Balance – Amounts that cannot be spent due to form (such as inventories and prepaid amounts), and/or amounts that must be maintained legally intact or contractually intact (such as principal of a permanent fund).
    b. Restricted Fund Balance – Amounts constrained for a specific purpose by external parties, constitutional provisions, or enabling legislation.
    c. Committed Fund Balance – Amounts constrained for a specific purpose by City Council using its highest level of decision-making authority. It would require another action of the City Council to remove or change the constraints placed on the resources. Commitments must be established.
    d. Assigned Fund Balance – Amounts constrained for a specific purpose by the City Manager, who has been given the delegated authority by the City Council to assign amounts. The amount reported as assigned should not result in a deficit in unassigned fund balance.
    e. Unassigned Fund Balance – Amounts not classified as nonspendable, restricted, committed, or assigned. The General Fund is the only fund that would report a positive amount in the unassigned fund balance.
3. Funding Requirements of Unassigned Fund Balance of the General Fund
    a. An unassigned fund balance shall be established at an amount equal to a minimum of 35% of General Fund operating revenues as shown in the City's most recent comprehensive annual financial report (CAFR).

b. The use of the unassigned fund balance will be permitted to provide temporary funding of unforeseen emergency needs.

c. If the unassigned fund balance falls below an amount equal to 35% of the General Fund operating revenues as outlined above, a plan to replenish the fund balance within twelve months will be presented to the City Council.

d. Unassigned fund balance represents the residual fund balance after the nonspendable, restricted, committed and assigned fund balance categories are deducted.

4. Monitoring and Funding

a. City staff will report on compliance with this Policy during the presentation of the Comprehensive Annual Financial Report (CAFR) at the regular meeting of City Council in December each year.

b. The City shall annually demonstrate that it will comply with this Policy based on its proposed Operating and Capital Budget for each year.

TOURISM DEVELOPMENT FUND POLICY

(adopted by City Council - August 10, 2017, amended - February 14, 2019):

1. Establishment of Special Revenue Fund and Fiscal Policy

a. Special Revenue Fund

I. The TDF will be established as a special revenue fund in the City Budget.

II. The TDF will be subject to the fiscal controls of the City and shall abide by the adopted Budget Policies of the City regarding financial planning, revenues, expenditures, debt, investment, and fund balance.

III. The TDF annual budget shall include a 5-year financial plan with year one being the budget appropriation and the following four years for planning.

IV. Unspent or unallocated funds shall remain in the fund and be a carryover to the next fiscal year.

V. Funds can be used to pay debt service obligations and borrowing expenses associated with TDF projects.

VI. Funds are subject to the City audit and Comprehensive Annual Finance Report (CAFR) policies and processes.

2. Tourism Development Fund Purpose and Eligible Expenditures

a. Purpose – The purpose of the Tourism Development Fund (TDF) is to increase patronage to restaurants, attractions, hotels, and events in the City of Williamsburg through financial assistance and reinvestment in tourism products, place-making projects, special events, and public-private partnerships.

b. Types of Expenditures Allowed

I. Development, expansion, or renovation of tourism product and infrastructure for tourism products.

II. Place-making projects and events.

III. Support projects and programs of the Economic Development Authority (EDA) for for-profit companies that meet the eligibility criteria and receive

recommendations for funding.

IV. Administrative costs of up to 10% shall be retained by the City.

c. Examples of Eligible Products

I. Streetscape renovations and enhancements

II. Transit improvements (bike share, pedestrian access, enhanced bus shelters)

III. Convention and group meeting facilities

IV. Outdoor and indoor recreation facilities and amenities

V. Public parks

VI. Tourism venues

VII. Business improvement grants (through EDA)

VIII. Public art and place-making

IX. Special events grants and marketing

X. Visitor infrastructure

XI. Culinary arts incubators

XII. Regional trails and cultural sites

XIII. Other projects that meet the eligibility criteria, demonstrate feasibility, and receive recommendation.

3. Tourism Development Fund Process and Project Application

a. Project Applications
The TDF application process will consist of two phases of application. The Phase 1 application is to establish eligibility and the Phase 2 process is to provide details necessary for staff and the TDF review committee to provide recommendation to City Council.

I. Phase 1 Application – At a minimum, the Phase 1 application will include information on the applying organization, amount of funding requested, identify if the project is new or an expansion, a project description, and the initial project budget and construction values.

II. Phase 2 Application – At a minimum, the Phase 2 application will include information on project feasibility, room night calculations, marketing plan, business plan, drawings, photos, renderings, site plans, organization leadership, project management, detailed project description, description on impact to local tourism, timeliness, project schedule, phasing, uniqueness of project, potential to stimulate other projects, letter of funding commitment, brand consistency, and methodology intended to capture visitation statistics provided.

b. Process - Requests for funding from the Tourism Development Fund shall follow the following process:

I. Submission of Phase 1 applications in March.

II. Submission of Phase 2 applications in May.

III. TDF Review Committee application review, interviews, and site visits in June

and July.

IV. TDF Review Committee application recommendation to City Council provided to the City Manager in September.

V. City Council considers approval of projects in September.

VI. Funding is appropriated and available to the TDF in October.

4. Tourism Development Fund Review Committee

   a. Purpose of the Review Committee
   The TDF Review Committee will review and evaluate proposals from applicants for Tourism Development Fund projects for the purpose of providing a recommendation to the City Council and City Manager for the budgeting and appropriation of funds. Recommendations shall be based on consistency and impact of the project and the purpose of the TDF.

   b. Appointment – The TDF Review Committee shall be appointed by the City Council and serve two (2) year terms. TDF Review Committee members are eligible for re-appointment to serve three (3) consecutive terms (six years). TDF Review Committee members must be residents of the City, own or represent a City business, or represent an event that occurs in the City.

   c. Committee Composition – The TDF Review Committee shall consist of five (5) members with three (3) members representing the tourism industry and two (2) members being selected at-large.

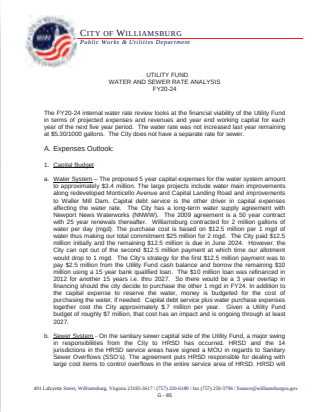
   d. Ex-Officio Members – A member of the Planning Commission and a member of the Economic Development Authority shall serve as ex-officio members of the TDF Review Committee without a vote.

BUDGET GUIDE

williamsburgva.gov

FY 2021
APPENDIX

CITY OF WILLIAMSBURG
1699
VIRGINIA'S COLONIAL CAPITAL



CITY OF WILLIAMSBURG
Public Works & Utilities Department

UTILITY FUND
WATER AND SEWER RATE ANALYSIS
FY20-24

The FY20-24 internal water rate review looks at the financial viability of the Utility Fund in terms of projected expenses and revenues and year end working capital for each year of the next five year period. The water rate was not increased last year remaining at $5.30/1000 gallons. The City does not have a separate rate for sewer.

A. Expenses Outlook:

1. Capital Budget

a. Water System – The proposed 5 year capital expenses for the water system amount to approximately $3.4 million. The large projects include water main improvements along redeveloped Monticello Avenue and Capital Landing Road and improvements to Waller Mill Dam. Capital debt service is the other driver in capital expenses affecting the water rate. The City has a long-term water supply agreement with Newport News Waterworks (NNWW). The 2009 agreement is a 50 year contract with 25 year renewals thereafter. Williamsburg contracted for 2 million gallons of water per day (mgd). The purchase cost is based on $12.5 million per 1 mgd of water thus making our total commitment $25 million for 2 mgd. The City paid $12.5 million initially and the remaining $12.5 million is due in June 2024. However, the City can opt out of the second $12.5 million payment at which time our allotment would drop to 1 mgd. The City's strategy for the first $12.5 million payment was to pay $2.5 million from the Utility Fund cash balance and borrow the remaining $10 million using a 15 year bank qualified loan. The $10 million loan was refinanced in 2012 for another 15 years i.e. thru 2027. So there would be a 3 year overlap in financing should the city decide to purchase the other 1 mgd in FY24. In addition to the capital expense to reserve the water, money is budgeted for the cost of purchasing the water, if needed. Capital debt service plus water purchase expenses together cost the City approximately $.7 million per year. Given a Utility Fund budget of roughly $7 million, that cost has an impact and is ongoing through at least 2027.

b. Sewer System - On the sanitary sewer capital side of the Utility Fund, a major swing in responsibilities from the City to HRSD has occurred. HRSD and the 14 jurisdictions in the HRSD service areas have signed a MOU in regards to Sanitary Sewer Overflows (SSO's). The agreement puts HRSD responsible for dealing with large cost items to control overflows in the entire service area of HRSD. HRSD will

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UTILITY FUND WATER AND SEWER RATE ANALYSIS FY 2020-2024

The FY21-25 internal water rate review looks at the financial viability of the Utility Fund in terms of projected expenses and revenues and year end working capital for each year of the next five year period. The water rate was not increased last year remaining at $5.30/1000 gallons. The City does not have a separate rate for sewer.

EXPENSES OUTLOOK:

1. Capital Budget
   a. Water System – The proposed 5 year capital expenses for the water system amount to approximately $3.4 million. The large projects include water main improvements along redeveloped Monticello Avenue and Capital Landing Road and improvements to Waller Mill Dam. Capital debt service is the other driver in capital expenses affecting the water rate. The City has a long-term water supply agreement with Newport News Waterworks (NNWW). The 2009 agreement is a 50 year contract with 25 year renewals thereafter. Williamsburg contracted for 2 million gallons of water per day (mgd). The purchase cost is based on $12.5 million per 1 mgd of water thus making our total commitment $25 million for 2 mgd. The City paid $12.5 million initially and the remaining $12.5 million is due in June 2024. However, the City can opt out of the second $12.5 million payment at which time our allotment would drop to 1 mgd. The City's strategy for the first $12.5 million payment was to pay $2.5 million from the Utility Fund cash balance and borrow the remaining $10 million using a 15 year bank qualified loan. The $10 million loan was refinanced in 2012 for another 15 years i.e. thru 2027. So there would be a 3 year overlap in financing should the city decide to purchase the other 1 mgd in FY24. In addition to the capital expense to reserve the water, money is budgeted for the cost of purchasing the water, if needed. Capital debt service plus water purchase expenses together cost the City approximately $.7 million per year. Given a Utility Fund budget of roughly $7 million, that cost has an impact and is ongoing through at least 2027 and beyond should the city opt in for another 1 mgd.

   b. Sewer System - On the sanitary sewer capital side of the Utility Fund, a major swing in responsibilities from the City to HRSD has occurred. HRSD and the 14 jurisdictions in the HRSD service areas have signed a MOU in regards to Sanitary Sewer Overflows (SSO's). The agreement puts HRSD responsible for dealing with large cost items to control overflows in the entire service area of HRSD. HRSD will develop and implement the long range Regional Wet Weather Management Plan (RWWMP). In response to developing the RWWMP, the District has embarked on the Safe Water Initiative for Tomorrow (SWIFT) project. Essentially highly treated

UTILITY FUND WATER AND SEWER RATE ANALYSIS FY 2020-2024 (CONT)

wastewater is pumped into the ground instead of being discharged to the rivers and eventually to the Chesapeake Bay. This initiative potentially solves several issues including making more groundwater available, helping to reduce land subsidence and substantially reducing nutrients to our rivers. This is a long term costly project but with tremendous benefits. Rates established by HRSD will continue to increase for the foreseeable future.

While HRSD is assuming responsibility for controlling sewer overflows region-wide, the City will still need to budget for capital expenses needed to keep the infrastructure in good repair.

2. Operating Budget: On the operating side, the Utility expects to provide a modest increase (2%/year) in expenses over the next 5 year planning period due to regulatory requirements primarily aimed at water treatment at the Plant, an aging infrastructure, and personnel expenses. Regulatory requirements continue to affect Water Plant operations as more and more testing is mandated and in some cases Plant procedures need to be modified. The aging infrastructure calls for more attention and the city is active in maintaining and repairing/replacing infrastructure. And expansion of the water and sewer systems e.g. High Street, Quarterpath at Williamsburg and York County development requires more effort to operate and maintain.

REVENUE OUTLOOK

1. Growth in Water Demand - Water demand has remained relatively flat over the past several years as a result of emphasis on water conservation by way of water saving fixtures.

   We are projecting level water demand over the 5 year study period. Water conservation has tempered residential and commercial activity in the city and demand has been flat to a modest decrease. Potential revenue from JCSA was not included since water sales to the Authority are on an emergency basis only.

2. Water and Sewer Fees - The fees are broken into 3 areas: Availability fees, Hampton Roads Sanitation District (HRSD) fees and connection fees. The availability fees are designed to have new development pay for capital improvements which primarily benefit future customers. The HRSD wastewater facility charge is for new connections and covers the cost of treatment capacity expansion, line extensions and pump stations. The third fee is the connection fee which is the construction cost of the City installing the water and sewer connections to the customer's property line.

   The availability fees are based on meter size to reflect capacity and demand on the system. Several years ago, the City increased the fees substantially. This increase was predicated on new growth paying equitably in the growth of the system including securing a new water supply and the expenses associated with the capital investment in the utility system. A review of the City's fees compared to other water purveyors in Virginia shows our fee structure to be in the average range. An increase in availability fees is not recommended for FY21.

HRSD establishes their fees and rates and reviews them each year. As discussed, their rates/fees are expected to increase because of the SSO Consent Order with the Environmental Protection Agency (EPA) and related work associated with the SWIFT initiative. The City elects to collect and forward to HRSD their fees as well as usage charges for a "one-stop shopping" experience for City residents and businesses.

3. The water and sewer connection fees are the costs associated with the City installing water and sewer service lines. Service lines run from the main lines to the customer's property line. For the most part, on new development, the developer installs the service line as part of the overall infrastructure of the development project. The City primarily installs service lines to infill development in existing subdivisions and small commercial sites. The water connection fee is based on meter size while the sewer connection fee is more of a flat fee for residential or commercial construction. An increase is not recommended for FY20 since the fees are representative of actual costs of constructing water and sewer service connections. The City's connection fees are in line with other water and sewer purveyors in the region.

RATE ANALLYSIS

Working capital projections were developed for the next 5 year period through 2024. The year-end working capital is essentially the Fund's cash balance - the difference between short term assets and liabilities.

Exhibit 1 shows working capital projections with no rate increase over the 5 year study period. It was developed using a .5%/year increase in revenue and a 2%/year increase in expenses over the 5 year period. Capital improvement expenses are based on recently submitted FY2020-2024 CIP budget figures. Debt service along with estimated water purchase costs are shown for the long-term water contract with NNWW. Exhibit 2 shows working capital projections with no rate increase in FY2020, FY2021, and a 2% increase in FY2022 and FY2024.

As shown, both Exhibits show working capital balances each year over the study period. However in Exhibit 1 (no increases over the next 5 years) the working capital reduces about $ 500k which is not sustainable over the long term. Whereas Exhibit 2 with a couple of increases (2%) over the 5 year period results in maintaining the current working capital of approximately $ 6 million. Maintaining a healthy working capital balance is necessary to continue a viable enterprise and to prepare for a major investment in securing a reliable long term supply of water.

No rate increase is proposed for FY20 but we anticipate rate increases will be necessary in the next 5 year period to continue a viable Utility Fund enterprise. Even though no rate increase is recommended, the community will likely experience an increase in their bills due to an anticipated HRSD rate increase for FY20. Proposed FY20 HRSD rates were not available at the time of this report.

A comparison of utility rates among five other Hampton Roads communities is presented in Exhibit 3. Although the other localities are also in the process of evaluating rates for FY20, rates currently in place (FY19) are used for comparison purposes. Williamsburg remains well below all other Hampton Roads communities.

EXHIBIT 1

CITY OF WILLIAMSBURG WATER & SYSTEM OPERATIONS - CASH FLOWS

CITY OF WILLIAMSBURG WATER & SYSTEM OPERATIONS-CASH FLOWS	Fiscal Year Ending June 30:						
	2019	2020	2021	2022	2023	2024	2025
	Actual	Estimated	Proposed	Projected	Projected	Projected	Projected
Revenue under existing rates:							
Water	4,702,919	4,700,000	4,700,000	4,700,000	4,700,000	4,700,000	4,700,000
Sewer	2,063,225	2,200,000	2,200,000	2,211,000	2,222,055	2,233,165	2,244,331
Total Revenue Under Existing Rates	6,766,144	6,900,000	6,900,000	6,911,000	6,922,055	6,933,165	6,944,331
Additional Water Revenues:							
Effective Date / Rate Increase / Proposed Rate / Months Effective							
July 1, 2021 / 0.00% / $5.30 / 12	0	0	0	0	0	0	0
July 1, 2022 / 0.00% / $5.30 / 12	0	0	0	0	0	0	0
July 1, 2023 / 0.00% / $5.30 / 12	0	0	0	0	0	0	0
July 1, 2024 / 0.00% / $5.30 / 12	0	0	0	0	0	0	0
July 1, 2025 / 0.00% / $5.30 / 12	0	0	0	0	0	0	0
Subtotal, Additional Revenue from Increases	0	0	0	0	0	0	0
Total Revenue from User Charges	6,766,144	6,900,000	6,900,000	6,911,000	6,922,055	6,933,165	6,944,331
Other Utility Income	1,141,932	470,644	473,900	670,000	670,000	670,000	670,000
Total Operating Revenues	7,908,076	7,370,644	7,373,900	7,581,000	7,592,055	7,603,165	7,614,331
Operation and Maintenance Expenses							
Water and Sewer Expenses	-6,329,400	-6,600,000	-6,961,009	-7,100,229	-7,242,234	-7,387,078	-7,534,820
Add back depreciation expense	837,624	830,000	830,000	830,000	830,000	830,000	830,000
Total Direct Operation & Maintenance Expenses	-5,491,776	-5,770,000	-6,131,009	-6,270,229	-6,412,234	-6,557,078	-6,704,820
Operating Income	2,416,300	1,600,644	1,242,891	1,310,771	1,179,821	1,046,087	909,511
Add Interest Income-Operations	94,973	93,600	70,000	70,000	70,000	70,000	70,000
Net Income from Operations	2,511,273	1,694,244	1,312,891	1,380,771	1,249,821	1,116,087	979,511
Major Capital Improvements							
Capital Improvements Expenses	-390,000	-730,000	-295,000	-955,000	-1,260,000	-375,000	-150,000
Balance - Fiscal Year Operations	2,121,273	964,244	1,017,891	425,771	-10,179	741,087	829,511
Newport News Water Agreement Expenses:							
Debt Service-Principal	-537,630	-480,535	-362,700	-379,080	-397,800	-421,200	-442,260
Debt Service-Interest	-130,349	-183,661	-155,669	-137,124	-117,702	-97,227	-75,641
Operating Costs/Purchase of Water	0	0	-100,000	-100,000	-100,000	-100,000	-100,000
Total Water Agreement Expenses	-667,979	-664,196	-618,369	-616,204	-615,502	-618,427	-617,901
Working Capital - Beginning of Year	6,076,764	7,530,058	7,830,106	8,229,628	8,039,195	7,413,514	7,536,174
Working Capital - End of Year	7,530,058	7,830,106	8,229,628	8,039,195	7,413,514	7,536,174	7,747,784

Assumptions:

0.0% Growth in Water Consumption for FY 2022 thru FY 2025

2.0% Growth in Operating Expenses for FY 2022 thru FY 2025

HAMPTON ROADS WATER & SEWER COMPARISON RATES FOR FY19

	Water	Sewer	Total
Williamsburg	$5.30 / 1000 Gallons	Included	$5.30 / 1000 Gallons
James City County	0-15: $4.10 / 1000 Gallons 15-30: $8.19 / 1000 Gallons 30+: $19.24 Fixed Quarterly Charge $11.99	$3.11 / 1000 Gallons Fixed Quarterly Charge $6.01	$7.21 / 1000 Gallons + Fixed Charges
Newport News	$0-1,496 - 4.29/1000 gallons 1,96-18700 - $4.93/1000 gallons 18700+ - $9.87/1000 gallons Fixed monthly fee $13 Fire Protection Svc Fee - $1.35	$4.50 / 1000 Gallons Fixed monthly fee $5	$9.43 / 1000 Gallons + Fixed Charges
Portsmouth	$5.49 / 1000 Gallons Fixed monthly fee $5	$4.31 / 1000 Gallons	$9.80 / 1000 Gallons + Fixed Charges
Virginia Beach	$4.90 / 1000 Gallons Fixed monthly fee $4.41	Fixed monthly fee $30.81	$9.10 / 1000 Gallons + Fixed Charges
Norfolk	$7.07 / 1000 Gallons	$5.98 / 1000 Gallons	$13.05 / 1000 Gallons
Hampton Roads Sanitation District	N/A	$7.83 / 1000 Gallons	$7.83 / 1000 Gallons

FY 2020 OPERATING BUDGET DEBT SERVICE

COMPUTATION OF LEGAL DEBT MARGIN (AS OF JUNE 30, 2019)

Assessed Value of Real Estate Subject to Taxation - June 30, 2019	$ 1,865,144,000
Debit Limit: 10% of Assessed Value (Virginia statute limits bond issuing authority of Virginia cities to 10% of the assessed real estate value.)	$ 186,514,400
Total Bonded Debt Total Amount of Debt Applicable to Debt Limit	$ 22,668,690
LEGAL DEBT MARGIN	$ 163,845,710

SUMMARY OF DEBIT ISSUES

BOND	FUND	PURPOSE	DATE	MATURES	INTEREST RATE	AMOUNT ISSUED
1	Utility	Newport News Water Agreement	October, 2010	June, 2027	2.75%	$ 9,291,800
2	General	Parking Garage (re-fi short term)	October, 2010	June, 2027	2.75%	$ 1,343,200
3	General	Parking Garage / High School	June, 2012	June, 2020	2.40%	$ 5,180,000
4	General	Fire/Police Facilities	December, 2017	June, 2020	2.91%	$ 12,260,000
5	General	Refunding Series 2010 & 2013	December, 2017	June, 2020	2.12%	$ 3,813,019
6	Utility	Refunding Series 2010 & 2013	December, 2017	June, 2020	2.12%	$ 3,556,981

DEBIT SERVICE BY FISCAL YEAR - GENERAL FUND

FISCAL YEAR	PRINCIPAL PAYMENTS	INTEREST	TOTAL DEBT SERVICE
2020	$ 870,225	$ 690,040	$ 1,560,265
2021	862,300	650,194	1,512,494
2022	905,920	605,989	1,511,909
2023	952,200	559,536	1,511,736
2024	1,003,800	510,635	1,514,435
2025	1,052,740	459,222	1,511,962
2026	1,106,680	405,237	1,511,917
2027	1,163,280	348,488	1,511,768
2028	828,860	298,684	1,127,544
2029	874,360	256,100	1,130,460
2030	705,000	220,138	925,138
2031	730,000	191,438	921,438
2032	760,000	165,438	925,438
2033	780,000	142,338	922,338
2034	805,000	118,563	923,563
2035	830,000	94,038	924,038
2036	855,000	68,763	923,763
2037	880,000	42,188	922,188
2038	910,000	14,219	924,219

DEBIT SERVICE BY FISCAL YEAR - UTILITY FUND

FISCAL YEAR	PRINCIPAL PAYMENTS	INTEREST	TOTAL DEBT SERVICE
2020	$ 480,535	$ 183,661	$ 664,196
2021	362,700	155,669	518,369
2022	379,080	137,124	516,204
2023	397,800	117,702	515,502
2024	421,200	97,227	518,427
2025	442,260	75,641	517,901
2026	463,320	53,001	516,321
2027	486,720	29,250	507,429
2028	166,140	12,929	179,069
2029	175,640	4,388	180,028

FY 2020 OPERATING BUDGET STATISTICAL INFORMATION

ASSESSED VALUE OF TAXABLE PROPERTY - LAST TEN FISCAL YEARS

			PUBLIC SERVICE CORPORATIONS		
FISCAL YEAR	REAL ESTATE	PERSONAL PROPERTY	REAL ESTATE	PERSONAL PROPERTY	TOTAL
2011	$ 1,827,509,200	$ 74,745,531	$ 58,838,278	$ 16,191	$ 1,961,109,200
2012	1,736,157,600	74,858,716	58,529,832	0	1,869,546,148
2013	1,627,903,200	77,078,529	59,919,374	3,450	1,764,904,553
2014	1,687,212,000	79,086,633	54,105,420	38,324	1,820,442,377
2015	1,736,611,700	78,614,267	54,641,933	47,907	1,869,915,807
2016	1,786,176,800	80,268,560	54,554,188	20,197	1,921,019,745
2017	1,829,331,800	83,819,562	53,869,000	10,080	1,967,030,442
2018	1,859,446,900	86,849,865	54,786,988	19,648	2,001,103,401
2019	1,865,144,000	91,358,746	54,685,977	19,421	2,011,208,144
2020	1,988,694,300	N/A	55,649,967	19,401	2,044,363,668

RATIO OF ANNUAL DEBT SERVICE EXPENDITURES FOR G.O. BONDED DEBT TO TOTAL GENERAL GOVERNMENTAL EXPENDITURES - LAST TEN FISCAL YEARS

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL DEBT SERVICE	TOTAL GENERAL GOVERNMENTAL EXPENDITURES	RATIO OF DEBT SERVICE TO TOTAL GENERAL GOVERNMENTAL EXPENDITURES *
2010	$ 1,064,816	$ 337,621	$ 1,402,437	$ 39,137,556	3.58%
2011	1,388,610	326,357	1,714,967	37,643,699	2.40%
2012	886,240	250,284	1,136,524	37,454,613	3.03%
2013	758,761	140,392	899,153	35,800,086	2.51%
2014	683,990	213,216	897,206	38,165,055	2.35%
2015	988,147	252,415	1,240,562	41,256,517	3.01%
2016	1,006,410	232,780	1,239,190	45,496,859	2.72%
2017	1,032,568	204,016	1,236,584	44,868,450	2.76%
2018*	4,880,676	147,577	5,028,253	44,084,278	11.41%
2019	837,370	752,932	1,590,302	42,137,770	3.77%

*Principal includes $ 3,851,000 from 2017 Series Refunding Bonds to payoff 2013 bank qualified borrowing for the Stryker Center

PROPERTY TAX RATES (PER $ 100 OF VALUATION)

FISCAL YEAR	REAL ESTATE	PERSONAL PROPERTY	PERSONAL PROPERTY TAX RELIEF RATE	MACHINERY & TOOLS
2011	$ 0.54	$ 3.50	58.0%	$ 3.50
2012	0.54	3.50	60.0%	3.50
2013	0.57	3.50	58.0%	3.50
2014	0.57	3.50	58.0%	3.50
2015	0.57	3.50	56.0%	3.50
2016	0.57	3.50	56.0%	3.50
2017	0.57	3.50	55.0%	3.50
2018	0.57	3.50	54.0%	3.50
2019	0.60	3.50	54.0%	3.50
2020	0.60	3.50	51.0%	3.50

GLOSSARY OF TERMS

ACCOUNTING SYSTEM - The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of the City.

ACCRUAL BASIS OF ACCOUNTING - The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at that time or not).

ACCOUNT NUMBER - A numerical code identifying Revenues and Expenditures by Fund, Department, Activity, Type and Object.

ACTIVITY - One of the tasks, goals, etc., of a departmental program.

ALLOCATE - To set apart or earmark for a specific purpose

APPROPRIATION - An authorization granted by the City Council to make expenditures and to incur obligations for purposes specified in the budget.

ASSESSMENT - The value set by the City Assessor annually for a particular real property in the City.

BALANCED BUDGET - The City Manager annually proposes, and the City Council adopts, a budget or financial plan for the upcoming year in which the revenues available (including any available fund balance from prior years) match or exceed the projected expenditures.

BUDGET - A comprehensive plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. The City's annual budget is established by City Council with a budget resolution.

BUDGET REVISION - A formal change in the total amount of budgeted expenditures during a fiscal year by action of City Council.

BUDGET STABILIZATION - Funds that may be used at City Council's discretion to address temporary cash flow shortages during economic downturns, to fund one-time opportunities, and to provide flexibility in funding opportunities that help achieve the City's goals.

BUDGET TRANSFER - A formal transfer from one activity [usually a departmental line item] to another, without changing a department's budget total. Transfers are approved at the City Manager level, and do not require action by City Council.

CAPITAL EQUIPMENT - An expenditure for a fixed asset that has an expected life of more than (1) year and the cost of which is in excess of $ 20,000. Capital items include office equipment, furniture, computers, etc.

CAPITAL IMPROVEMENT - New or expanded physical facilities for the community that are of relatively large size, are relatively expensive, and permanent in nature. For example: street improvements, sidewalks, bridge rehabilitation, buildings, park improvements, and City vehicles. Capital improvements are accounted for in either the Sales Tax Fund for general improvements, or the Utility Capital Improvement Fund for water and sewer related projects.

CARRYOVER - Refers to the process of transferring specific funds and obligations previously approved by City Council from the end of one fiscal year to the next fiscal year. City policy is to used this process only for capital projects.

CONSTITUTIONAL OFFICES - The offices or agencies directed by elected officials whose positions (Sheriff, Treasurer, Commissioner of the Revenue, etc.) are established by the Constitution of the Commonwealth of Virginia or its statutes.

CONTINGENCY ACCOUNT - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

CONTRACTUAL SERVICE - An expenditure for services performed by a non-employee. For example: computer, building, and copy machine maintenance, special studies, etc.

DEBT SERVICE - Principal and interest that the City pays on funds borrowed for capital projects.

DEPARTMENT - The Department is the primary administrative unit in City operations. Each is directed by a department head. Departments are generally composed of divisions of activities which share a common purpose.

DEPRECIATION - (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence; (2) that portion of the cost of a capital asset which is charged as an expense during a particular period.

ENCUMBRANCES - funds that have not yet been spent, but are reserved because an issued purchase requisition will require these funds in the future. The purpose of encumbrance accounting is to prevent budget overspending.

ENTERPRISE FUND - Used to account for the financing of services where all or most of the operating expenses involved are recovered in the form of charges to users of such services.

EXPENDITURE - An expenditure is a decrease in net financial resources for the governmental funds. This includes current operating expenditures requiring the present or future use of current assets.

EXPENSE - The same as above when applied to a fund accounted for on an accrual basis, such as the City's Utility Fund.

FISCAL YEAR - The twelve-month period on which the City operates its financial affairs. The City of Williamsburg's fiscal year is July 1 through June 30.

FIXED ASSET - An expenditure for a good that has an expected life of more than (1) year and the cost of which is in excess of $ 5,000. Capital items include real property, office equipment, furnishings and vehicles.

FUND - A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

FUND BALANCE - The equity of a fund, oftentimes incorrectly referred to as "surplus". It is the difference between a fund's assets and liabilities. Fund Balance is calculated by taking the beginning balance as of the beginning of the fiscal year, adding in all revenues received during the year, and deducting the year's expenditures. It is available to support the spending needs of the fund if necessary.

GENERAL FUND - The fund type that accounts for the daily operations of the City, supported by local taxes, fees, and State revenues. It is the largest fund in the City's budget.

GOVERNMENTAL FUNDS - Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

HISTORIC SALES TAX - A retail sales and use tax of one percent imposed in the Historic Triangle enacted by the General Assembly of Virginia in section 58.1-603.2 of the Code of Virginia. Fifty percent of the revenue is deposited into the Historic Triangle Marketing Fund, and the other fifty percent is distributed to the locality in which the sales tax was collected. The purpose of the Historic Marketing is to market, advertise, and promote the Historic Triangle area as an overnight tourism destination.

HISTORIC TRIANGLE – The City of Williamsburg and the Counties of James City and York.

INFRASTRUCTURE - Roads, bridges, curbs and gutters, streets, sidewalks, drainage systems and lighting systems installed for the common good.

LINE ITEM - An individual expenditure (or expense) category listing in the budget (salaries, supplies, etc.)

MAINTENANCE OF EFFORT FUNDS - Funds appropriated by a locality in the Historic Triangle in the fiscal year 2018 to or for use by the Greater Williamsburg Chamber and Tourism Alliance (the Alliance). Maintenance of Effort Funds is significant because Section 58.1 - 603.2 D (2) of the Code of Virginia requires localities in the Historic Triangle to maintain this level of funding for the Alliance. For the City of Williamsburg, this funding amounts to $ 800,000.

MAJOR FUND - Governmental or enterprise fund reported as a separate column in the basic fund financial statements and subject to a separate opinion in the independent auditor's report. The general fund is always a major fund.

MODIFIED ACCRUAL BASIS OF ACCOUNTING - (a) Revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

PAY-AS-YOU-GO - Refers to the method of financing capital projects from savings or normal cash flow. This requires annual appropriation of existing resources without the need to borrow funds.

PERSONAL PROPERTY – A category of property identified for purposes of taxation in Virginia. It is comprised of personally owned vehicles, as well as corporate property and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishings, and manufacturing equipment.

REAL PROPERTY – Real estate, including land and improvements, classified for purposes of assessment.

RETAINED EARNINGS - The total earnings of an enterprise fund (in governmental accounting) since the establishment of the fund. The amount is adjusted by the fund income less expenses - on a full accrual basis of accounting.

REVENUE – The yield of sources of income that the City of Williamsburg collects and receives into the treasury to pay for public services. Taxes, fees for services and grants are sources of revenue, for example.

SALES TAX FUND - This fund accounts for the scheduled major capital improvements for the upcoming year. Williamsburg also refers to this as the General Capital Improvements Program, and is supported exclusively by 1% retail sales tax revenues returned to the locality from the Commonwealth of Virginia, and interest earnings.

SUPPLEMENTAL APPROPRIATION – An increase to a department's budget (spending authority) approved by City Council during the course of the fiscal year. It generally involves appropriation of a grant or other outside revenue.

SURPLUS - The excess of revenues over expenditures for a fund during a fiscal year.

TAXES - Compulsory charges levied by a government, school, sewer or other special district for the purpose of financing services performed for the common benefit.

TAX BASE – The total market value of real property (land, buildings, and related improvements), public service corporation property, and personal property (cars, boats, and business tangible equipment) in the City.

TAX LEVY - The total amount to be raised by either real or personal property taxes.

TAX RATE - The amount of taxes levied for each $ 100 of assessed valuation, either real or personal property.

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OURISM FUND - a Special Revenue Fund used to account for revenues and expenditures per City Council's Tourism Development Fund Policy. Revenues of this fund include a transfer from the General Fund in support of tourism, one-half of the 1% Historic Triangle Sales Tax, and one-half of the $ 2 Lodging Tax.

TRANSFER - A transfer is a movement of monies from one fund, activity, department, or account to another. This includes budgetary funds and/or movement of assets.

WORKING CAPITAL – Current assets less current liabilities. This measure indicates the relatively liquid portion of total enterprise fund capital, which constitutes a margin or buffer for meeting obligations.

WORKLOAD MEASURES – Represent the numerical inputs, outputs and/or outcomes of City operating programs.

COMMONLY USED GOVERNMENTAL ACRONYMS:

BPOL - Business, Professional and Occupational License Tax, administered by the Commissioner of the Revenue.

CDBG – Community Development Block Grant program, funded by the U.S. Dept of Housing & Urban Development (HUD). These grant funds are used in the City to improve housing, neighborhoods, and economic conditions of the City's low and moderate income residents. The City works exclusively with the Williamsburg Redevelopment & Housing Authority (WRHA), as the agency receives Federal funds directly for CDBG projects.

CIP – Capital Improvement Program – a five-year plan for capital projects, with the first year of the plan appropriated by City Council by budget resolution.

CSA – Comprehensive Services Act for Youth and Families

FY – Fiscal Year – City's FY begins July 1st each year.

GAAP – Generally accepted accounting principals. Uniform minimum standards for financial accounting, recording, and reporting purposes.

GASB – Governmental Accounting Standards Board – A non-profit organization organized in 1984 as an operating entity of the Financial Accounting Foundation (FAF) to establish standards of financial accounting and reporting for state and local governmental entities.

GFOA – Government Finance Officers Association of the United States and Canada. The purpose of the GFOA is to enhance and promote the professional management of governments for the public benefit.

GIOs – City Council's Goals, Initiatives, and Outcomes.

FTE - Full-Time Equivalent - The percentage of time a staff member works represented as a decimal. A full-time authorized staff position is 1.00, equating to 2,080 hours of work per year (2,912 for uniformed firefighters) a half-time person is .50 and a quarter-time person is .25.

IT – Information Technology, a department responsible for the City's current and future technology requirements, including local area network and infrastructure, computer hardware, software, maintenance and replacement plan, voice, video, security, and disaster recovery.

APPENDIX

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