



Adopted Operating and Capital Budget FY 2012

Program Narratives

Program Description

The general function of the Building and Development Services Department (B&DS) is to enforce the provisions of the Virginia Uniform Statewide Building Code (Parts I and II) as adopted by the City of Fredericksburg. B&DS performs building and site plan review, construction and property maintenance inspections and records maintenance for all regulated structures and construction activities in the City. The mission of B&DS is to promote the health, safety and general welfare of the public and to ensure safety to life and property from all hazards incident to building design, construction, maintenance, use, repair, removal or demolition. Each year, B&DS issues approximately 1,600 construction permits and conducts over 8,500 building and site inspections.

FY 2011 Accomplishments

- City Council appropriated \$30,000 as an amendment to the FY 2011 budget to provide initial funding for blight abatement activities. Property owners are billed for this activity, but absentee property owners often do not pay these bills. Unpaid bills become a lien on the property, and after a period of time may be sold at auction by the City to collect the unpaid bill. The timing of such actions is difficult to predict on an annual basis.
- Enforced the property maintenance code with respect to 1001 Myrick Street, which was razed by the property owner.
- Continued providing inspection services on major new development projects in the City, including:
 - Surgi-Center (Dixon Street)
 - The Havens Apartments (Celebrate Virginia South)
 - Women's Imaging Center (Hospital Drive)
 - McDonald's (Jefferson Davis Highway)

FY 2012 Objectives

- City Council has identified an emphasis on Blight Abatement as one of the Goals and Initiatives for the FY 2011-FY 2012 term. The Recommended Budget includes \$30,000 for blight abatement activities in FY 2012.
- Continue to improve compliance to State Codes, and City codes and ordinances.
- Complete final inspections and issue Certificates of Occupancy for The Haven apartment complex, Surgi-Center of Central VA, assorted stores and offices at Eagle Village mixed use building, Mary Washington Hospital campus, and other significant projects.
- Assist the University of Mary Washington Foundation and the agent developers with the submittals and approvals for Eagle Village, Phase II.
- Continue reviewing fee schedules to ensure that charges are appropriate.
- Staff must attend mandatory State Building Code change training
- Improve training and certification levels for both inspectors and supervisory personnel and increase individual knowledge of construction codes and practices.

GENERAL FUND – BUILDING & DEVELOPMENT SERVICES

- Continue to seek ways to reduce elapsed time between receipt of building permit application and issuance of building permit with software applications.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Budget	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	664,000	655,683	588,900	588,900	594,800	1.0%
Fringe Benefits	266,944	244,496	245,654	245,654	246,900	0.51%
Purchased Services	13,000	3,554	11,000	11,000	11,000	0%
Utilities, Communications, and Rentals	10,600	8,964	11,300	11,300	10,800	(4.42%)
Travel and Training	2,000	1,964	2,000	2,000	3,500	75%
Dues and Memberships	700	1,235	700	700	1,500	114.29%
Materials and Supplies	16,450	9,746	15,750	15,750	14,300	(9.21%)
Capital Outlay	1,900	150	500	500	1,000	100%
Total	975,594	925,792	875,804	875,804	883,800	0.91%
Revenues						
Building Permits	450,000	640,199	450,000	450,000	525,000	16.6%
Rental Housing Inspection Fees	3,000	275	-	-	-	
Sign Permits	20,000	12,702	15,000	15,000	15,000	0%
Subdivision Review Fees	10,000	9,700	15,000	15,000	15,000	0%
Site Plan Review Fees	60,000	86,378	65,000	65,000	65,000	0%
Total	543,000	749,254	545,000	545,000	620,000	13.76%
% Recovery	55.65%	80.93%	62.23%	62.23%	70.13%	

Program Budget Summary – Blight Abatement

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Budget	FY 11 Amended	FY 12 Adopted	% Change
Purchased Services	-	-	-	110,000	30,000	(72.73%)
Total	-	-	-	110,000	30,000	(72.73%)
Revenues						
Blight Abatement Recovered Costs	-	-	-	-	-	

Significant Program Highlights

- ❖ The “Blight Abatement” program allows the City, after due process, to abate blight and charge the property owners for the related costs. If the property owner does not pay the charges within two years, the City may sell the property to collect the reimbursement. In FY 2008, the City contracted to demolish a dilapidated house at 1108 Winchester Street, at a cost of \$18,625. The City amended the FY 2011 budget to provide an allowance of \$30,000. Later in the spring, the City Council amended the blight abatement budget again based on a specific project – the abatement of 1200 Prince Edward Street. After the appropriation was approved, the 1200 Prince Edward Street property changed hands and the new owner abated the blight. The FY 2012 appropriation of \$30,000 represents a more reasonable expectation of program requirements; however, the City may choose to add resources to this budget throughout the year if a specific project requires additional funding.

Program Description

The City Attorney’s office provides legal advice and counsel to the City Council and all City Departments. The office mission is to advance the interests of the City through its laws and legal instruments, and to reduce the risk of legal liability through advance planning and prevention.

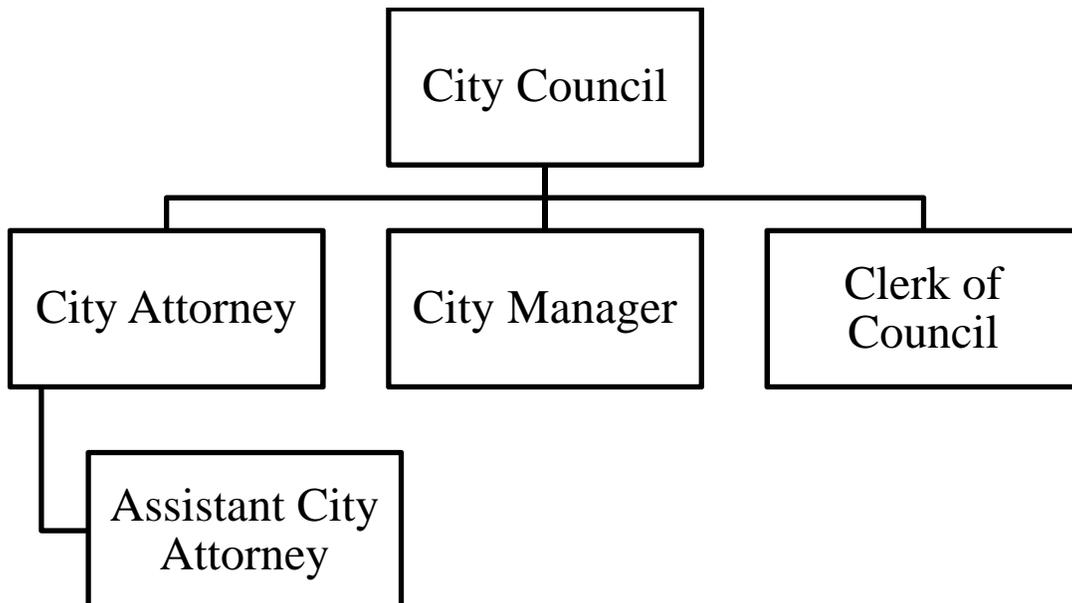
FY 2011 Accomplishments

- Provided ongoing legal assistance on a wide variety of topics, including:
 - Courts planning
 - Rappahannock River Heritage Trail and VCR Trail right of way acquisition
 - Synan property boundary line dispute resolution
 - CSX railroad
 - Arts & Cultural District
 - Sons of Confederate Veterans lawsuit
- During Calendar Year 2010, provided drafting assistance for 38 City ordinances for the review of City Council.

FY 2012 Objectives

- Continue to provide legal assistance on a wide variety of topics, including:
 - Redistricting and pre-clearance bailout
 - Courts complex
 - Blight abatement
 - Zoning and Subdivision ordinance revisions
 - Pathways Plan implementation

Organization Chart



Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	178,000	185,365	166,600	166,600	182,800	9.72%
Fringe Benefits	63,350	54,223	47,769	47,769	68,550	43.50%
Purchased Services	61,550	37,891	60,500	60,500	50,000	(17.36%)
Utilities, Communications, and Rentals	7,550	3,893	5,200	5,200	5,200	0%
Travel and Training	4,750	1,787	2,650	2,650	3,950	49.06%
Dues and Memberships	1,200	1,280	900	900	1,300	44.44%
Other Non-Personal	500	382	500	500	500	0%
Materials and Supplies	7,900	6,173	5,000	5,000	11,000	120%
Capital Outlay	-	-	-	-	-	
Total	324,800	290,994	289,119	289,119	323,300	11.82%

Significant Program Highlights

- ❖ The City Council approved in the FY 2012 budget the position of Assistant City Attorney. The new position will serve both to provide additional legal services and support for the City, as well as fulfilling the administrative assistance functions required for the day-to-day operation of the office. The part-time funding for administrative assistance was eliminated in the FY 2012 budget, which helps to offset the initial cost of the new position.
- ❖ Purchased Services funding is decreased from the prior year for contracted legal services. The Assistant City Attorney position should be able to fill some of the contracted legal work required in the office. However, contracted legal work remains necessary, particularly on matters involving legal specialties.

Program Description

The Fredericksburg City Council consists of a Mayor and six members, four of whom are elected by ward and two of whom are elected at-large. Elections are held in May in alternate years for either the ward Council members or the Mayor and the two at-large members. The City will hold elections in May 2010 for the four ward members. The Council will hold regular sessions on the second and fourth Tuesdays of each month at 7:30 p.m. in the Council Chambers, City Hall, 715 Princess Anne Street.

City Council also directs the activities of three Council employees: the Clerk of City Council, the City Manager, and the City Attorney.

Fiscal Year 2011 Accomplishments

- Adopted an Operating and Capital Budget for FY 2011.
- Continue to serve as members on a wide variety of other boards and commissions.
- Continued work on major City initiatives regarding the new courthouse and renovations to the wastewater treatment plant.
- Set legislative priorities for consideration by the City's local representation in the Virginia General Assembly.
- Hired a new City Manager during the summer of 2009.
- A general election was held in May 2010, and two new Council Members will take office: Ms. Bea Paolucci (Ward 4) and Mr. Fred Howe (Ward 3). Mr. George Solley (Ward 2) and Mr. Brad Ellis (Ward 1) were re-elected to their respective seats.

Fiscal Year 2012 Objectives

- Continue to provide oversight, support, and policy direction to the staff for City operations.
- Council will set a new set of Goals and Initiatives for the upcoming Council term at a retreat in the autumn of 2010.
- Continue to serve as members on a wide variety of other boards and commissions.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Fringe Benefits	16,303	6,618	17,000	17,000	12,000	(29.41%)
Purchased Services	138,150	154,030	163,150	163,150	162,000	(0.70%)
Utilities, Communications, and Rentals	900	1,077	900	900	5,000	455.56%
Travel and Training	5,000	3,531	5,000	5,000	12,000	140.0%
Dues and Memberships	16,000	10,801	16,000	16,000	16,000	0%
Materials and Supplies	2,200	1,088	2,200	2,200	2,200	0%
Capital Outlay	5,000	4,964	-	-	-	
Total	183,553	182,109	204,250	204,250	209,200	2.42%

Significant Program Highlights

- ❖ Travel and Training funds were increased in order to allow for additional Council training. City Council added funds specifically to allow for the Virginia Certified Planning Commissioner’s program, a training program designed for planning commissioners, staff, and elected officials in Virginia planning law and practice.

Program Description

The City Manager is the chief administrative officer of the City and is appointed by the City Council. The City Manager is responsible for implementing all ordinances and resolutions, supervising the functions of most City departments, preparing the annual operating and capital budgets, and advising the Council of the financial condition and policy requirements of the City. The City Manager's Office also serves to lead or assist management teams for various capital project teams, including the utility line replacements, the wastewater treatment plant improvements, and the new court facility project.

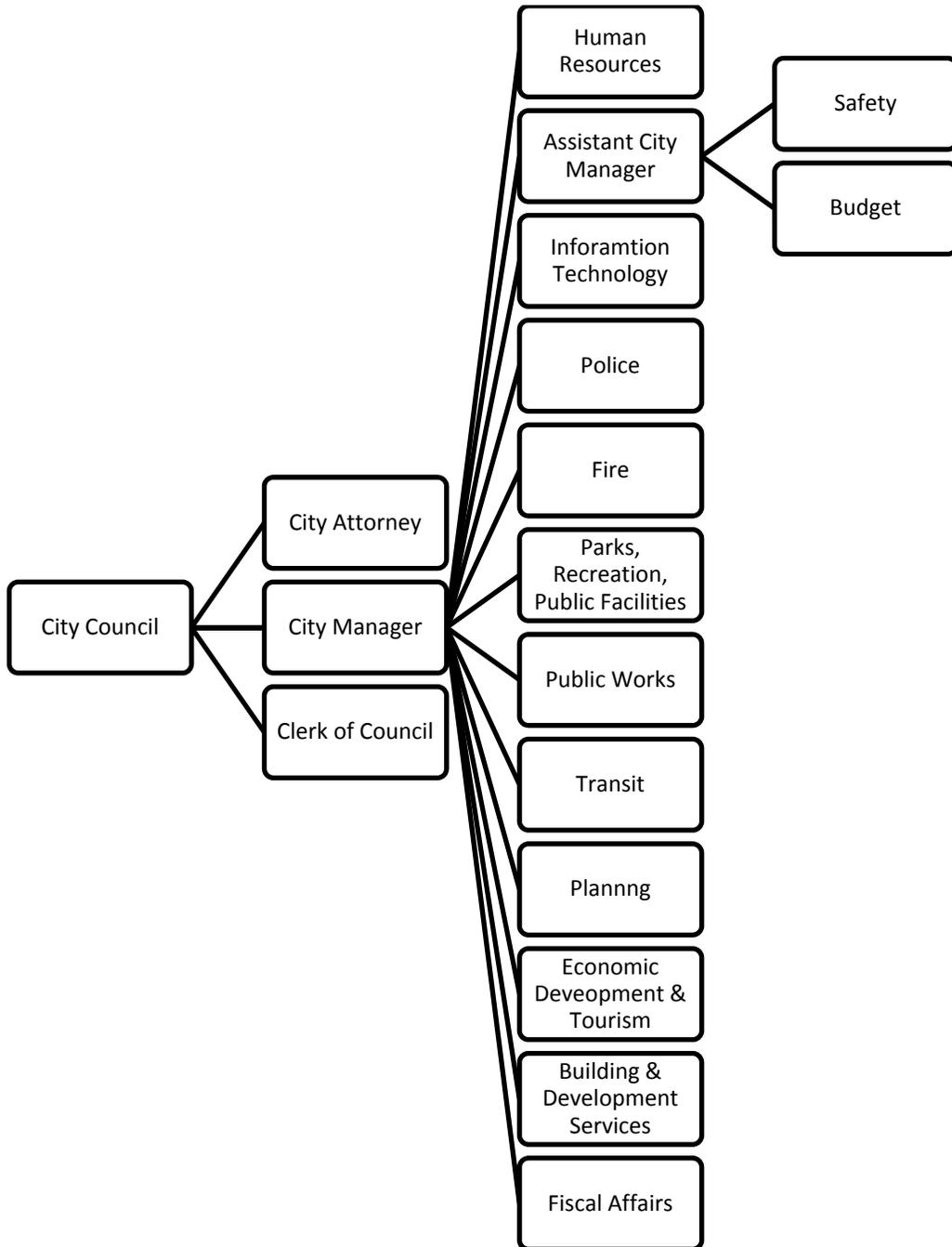
Fiscal Year 2011 Accomplishments

- Assisted City Council with a planning retreat to form a two-year plan of Goals and Objectives for the City.
- Continue progress with the major courthouse renovation project, a major Goal of the current and prior City Councils. The current timeline provides for review of conceptual PPEA design-build proposals beginning in March of 2011. The Court project is a Goal of City Council for FY 2011-12.
- With the assistance of the Public Works Department and the Fiscal Affairs Department, conduct a major review of the City's water and sewer fund, including rates and overall management structure. This is a Council Goal for FY 2011-12.
- Prepared for City Council review the FY 2012 Operating and Capital Budgets.

Fiscal Year 2012 Objectives

- Continue progress with the major courthouse renovation project.
- Continue progress towards construction of the Rappahannock Heritage Trail and the Virginia Central Railways Trail.
- Re-institute the Budget Manager position, which will support the Council Goal of rebuilding City staff capacity intelligently.
- Assist the Public Works Department as necessary with the replacement of the Fall Hill Avenue bridge over the Rappahannock Canal project, which is a City Council Goal for FY 2011-12.
- Coordinate and assist in the implementation of other City Council Goals and Initiatives for FY 2011-12.
- Prepare for City Council review the FY 2013 budgets.

Organization Chart



Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	384,700	330,569	330,000	330,000	406,050	23.05%
Fringe Benefits	146,490	118,737	121,696	121,696	149,500	22.85%
Purchased Services	11,600	20,834	19,600	31,000	113,500	266.13%
Utilities, Communications, and Rentals	14,800	16,140	17,540	17,540	17,540	0%
Travel and Training	20,900	12,531	18,300	18,300	22,200	21.31%
Dues and Memberships	4,000	2,746	4,000	4,000	4,000	0%
Materials and Supplies	7,000	4,255	7,000	7,000	7,000	0%
Capital Outlay	-	1,327	-	-	4,500	
Total	589,490	507,139	518,136	529,536	724,290	36.78%

Significant Program Highlights

- ❖ The Budget Manager position has been restored in the FY 2012 budget. The Budget Manager will provide for full-time oversight of budget preparation and monitoring, thereby freeing time for the Assistant City Manager to assist the City Manager in other critical areas. Funding for Personal Services and Fringe Benefits increased as a result.
- ❖ City Council added funding during the budget review process for a study of the overall operations of the City. Council felt that an outside consultant will provide Council with ideas concerning both possible efficiencies and possible deficiencies in current City operations and organizational structure. The budget for the study is \$75,000. Funding in the Purchased Services category significantly increased in the City Manager's Office as a result.
- ❖ Capital Outlay includes funds for computer equipment and office furniture for the new position.

Program Description

The Clerk of City Council is responsible for the preparation and distribution of all City Council agendas. In addition, the Clerk attends and assists in conducting all of the meetings. The Clerk takes and prepares minutes for approval and adoption as the official record of all City Council meetings. The Clerk also serves to prepare and, once adopted, execute and archive all City ordinances and resolutions. The Clerk also serves as the initial point of contact for the general public, including requests for information and requests to speak at upcoming Council meetings.

Fiscal Year 2011 Accomplishments

- Continued preparing City Council agendas and backup documentation, and placing it on the City’s Web site.
- Continued preparation of minutes on all City Council meetings and worksessions.
- Assisted with re-convening the Memorials Commission
- Assisted with the Wall of Honor process
- Attended training and is a member of the Virginia Municipal Clerk’s Association and the International Institute for Municipal Clerks.
- Assisted with the transition of City Council packets to paperless technology. The City is now placing City Council packets on tablet computers, saving staff time and paper printing costs.

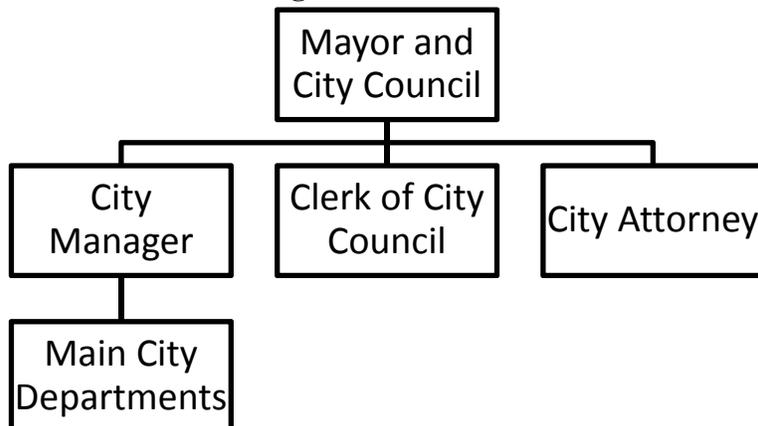
Fiscal Year 2012 Objectives

- Continue pursuing electronic indexing of City Council meeting minutes.
- Continue providing support to City Council and other boards and commissions as appropriate
- Continue to assist staff with record searches and related tasks.

Performance Measures (Workload)

	CY 2005	CY 2006	CY 2007	CY 2008	CY 2009
Resolutions	134	128	123	144	125
Ordinances	32	41	51	29	57

Organization Chart



Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	52,000	51,496	52,000	52,000	52,850	1.63%
Fringe Benefits	26,900	33,888	31,900	31,900	30,800	(3.45%)
Purchased Services	15,000	5,222	15,000	15,000	14,000	(6.67%)
Utilities, Communications, and Rentals	-	918	-	3,900	-	
Travel and Training	2,000	1,928	2,000	2,000	2,000	0%
Dues and Memberships	400	195	400	400	400	0%
Materials and Supplies	1,500	641	1,500	1,500	1,500	0%
Capital Outlay	-	-	-	11,050	-	
Total	97,800	94,288	102,800	117,750	101,550	(13.76%)

Significant Program Highlights

- ❖ The Budget for the Clerk of City Council represents the same level of service as FY 2011.
- ❖ The Clerk’s budget in FY 2011 was amended for the paperless City Council packet project, which included the purchase of tablet computers and related software packages.

Program Description

The Circuit Court Clerk, a locally-elected constitutional officer, is charged by the Code of Virginia with over eight hundred (800) duties. In many (if not most) states, the duties that a Virginia Circuit Court Clerk performs are performed by several individuals. The duties fall into four (4) major categories: probate, land records, court administration and license issuance. The Clerk is responsible for probating wills, qualifying personal representatives of estate, and filing all paperwork associated with the estate. All transactions involving real estate located in the City are recorded with the Clerk and maintained as permanent records. All felonies committed in the City are processed through the Circuit Court, as are misdemeanor and traffic cases appealed from the district courts. The Clerk is responsible for maintaining the files of these cases, preparing the appropriate court orders and ensuring that the orders reach all necessary parties. Suits for money and other actions, such as suits for divorce, are processed through the Clerk's Office. The Clerk's Office issues marriage licenses, qualifies notaries public and administers various oaths of office. The Fredericksburg Circuit Court Clerk is also responsible for one of the largest locally held collections of "historic" records.

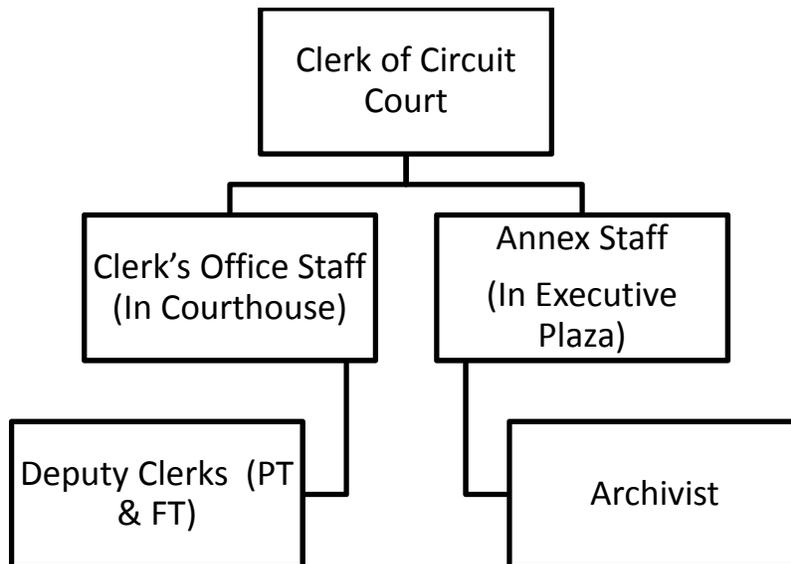
Fiscal Year 2011 Accomplishments

- Made progress on back logged documents
- Effectively trained new staff members that were hired based on attrition

Fiscal Year 2012 Initiatives

- To transition to a new Clerk of the Court effective January 1, 2012

Organization Chart



Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	419,880	407,903	406,830	435,730	438,780	0.70%
Fringe Benefits	169,190	151,641	175,912	191,412	195,400	2.08%
Purchased Services	39,100	25,542	35,000	35,000	35,000	0%
Utilities, Communications, and Rentals	18,700	14,292	18,100	18,100	18,100	0%
Travel and Training	600	150	600	600	600	0%
Dues and Memberships	550	781	550	550	550	0%
Materials & Supplies	29,000	25,115	26,000	26,000	26,000	0%
Capital Outlay	2,000	9,824	5,000	5,000	-	(100%)
Total	679,020	635,248	667,992	712,392	714,430	0.29%
Revenues						
Compensation Board	255,000	275,341	250,000	285,000	280,000	(1.75%)
Excess Fees – Clerk of the Circuit Court			-	-	-	
Total Revenues	255,000	275,341	250,000	285,000	280,000	(1.75%)

Significant Program Highlights

- ❖ The Commonwealth is reducing funding to the all localities in the state by \$60 million overall for FY 2012. The state’s contributions to the operations of the City’s Constitutional Officers, including the Clerk of the Circuit Court, will be reduced as a result.
- ❖ Funding includes the additional position for Deputy Clerk that was partially funded and mandated by the state Compensation Board in the spring of 2010, after the FY 2011 budget was adopted. The FY 2011 budget was amended to add the position.

Program Description

The mission of the Commissioner of the Revenue's office is to fairly and equitably assess taxes for the City of Fredericksburg as mandated by State and local code, and in doing so, serve the taxpayers with knowledge, courtesy, and respect in a manner that exceeds their expectations. Commissioner's office responsibilities include but are not limited to:

- maintaining personal property and real estate records (including tax maps) and issuing assessments for same; administering tax relief programs
- assessing and collecting business license tax and local option taxes including cigarette tax
- processing remittances of consumer utility taxes
- assisting taxpayers with state income tax and auditing state tax returns, auditing business accounts, sales tax, and motor fuel tax for compliance and correct remittance.

FY 2011 Accomplishments

- Continue to monitor motor fuels tax returns. The Commonwealth of Virginia has altered the method of charging the tax, moving it to the wholesale distributor rather than the retail level. The Department of Taxation is now in charge of monitoring the proper distribution of motor fuels tax receipts. The Commissioner is concerned that the new methodology has created opportunities for errors by distributors in crediting the tax receipts to the correct locality.
- Phased out the DMV Select program in an effort to better match available resources to workload. The elimination of the service provides significant time savings to the Commissioner's staff, which is now dedicated to other work tasks.
- Assisted other departments as necessary in helping to achieve compliance with various laws and regulations.
- Assisted the City as necessary with the implementation of economic development incentives.

FY 2012 Objectives

- Provide staff support to a General Property Re-assessment during the course of FY 2012, which would take effect July 1, 2012 (FY 2013).
- Continue to provide assessment services for local taxes.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	601,350	583,054	581,850	581,850	601,815	3.43%
Fringe Benefits	231,600	205,159	241,167	241,167	241,600	0.18%
Purchased Services	21,750	18,841	20,700	20,700	18,850	(8.94%)
Utilities, Communications, and Rentals	15,840	13,300	15,540	15,540	15,140	(2.57%)
Travel and Training	3,950	4,062	3,500	3,500	4,400	25.71%
Dues and Memberships	1,360	1,245	1,360	1,360	1,150	(15.44%)
Materials & Supplies	9,600	7,237	7,600	7,600	7,600	0%
Capital Outlay	-	-	-	-	-	
Total	885,450	832,898	871,717	871,717	890,555	2.16%
Revenue						
Compensation Board Revenue	150,110	136,427	120,000	120,000	120,000	0%
DMV Select	20,000	21,493	-	-	-	
Total	170,110	157,920	120,000	120,000	120,000	0%
% Recovery	19.22%	18.96%	13.77%	13.77%	13.48%	(2.16%)

Program Budget Summary – Real Estate Assessment

Expenditure Summary	FY10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Purchased Services	-	-	10,000	260,000	10,000	-96.15%
Total	-	-	10,000	260,000	10,000	-96.15%

Program Budget Summary – Board of Equalization

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Purchased Services	-	2,100	-	-	-	-
Total	-	2,100	-	-	-	-

Significant Program Highlights

- ❖ A service reduction is the elimination of the DMV Select service at City Hall. The City budget impact is neutral – the City will eliminate an estimated \$20,000 in revenue and \$20,000 in part-time expenditures in both the Commissioner of the Revenue and the Treasurer budgets. However, there will be staff time savings beyond the part-time hours dedicated to the running of this program, and both full-time and remaining part-time staff will be able to work on other tasks if DMV Select is no longer offered.
- ❖ Additional reductions in part-time salaries, plus captured turnover savings, will help offset the impact of continued reductions in state funding for the Commissioner’s office.

Program Description

The office of the Commonwealth's Attorney is responsible for the prosecution of all criminal and serious traffic offenses which occur within the City of Fredericksburg (including those on the University of Mary Washington campus) as violations of state law and city ordinances. Corollary functions include advising city code compliance officials and prosecuting city building code and safety violations, advising and assisting law-enforcement agencies, serving as liaison between courts and various agencies or departments, teaching police, giving advice/information to citizens, rendering conflict-of-interests opinions, and seeking official advisory opinions from the attorney general.

The Commonwealth’s Attorney is a Constitutional Officer position in Virginia, elected by the voters for four-year terms.

FY 2011 Accomplishments

- Provide continuous service by maintaining a positive working environment through staff meetings, training and education.
- Continue the aggressive prosecution of domestic violence cases through coordinated efforts of the prosecutor, domestic violence paralegal, and police department advocate and detective.
- Continue the functions of the currently operating Rappahannock Regional Drug Treatment Court.
- Continue aggressive prosecution of white-collar crime and retail larceny rings.
- Continue efficient delivery of services to the City and the public through the Commonwealth’s Attorney’s Office.

FY 2012 Objectives

- Continue aggressive prosecution of crime in the City of Fredericksburg so we can provide a safe and secure environment for those who live, work, and visit the city.
- Participate in continuing educational opportunities for attorneys as well as support staff to maintain our level of excellence.

Program Budget Summary

Expenditure Summary	FY 09 Actual	FY 10 Actual	FY 11 Budget	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	738,743	729,458	742,330	742,330	753,110	1.45%
Fringe Benefits	238,826	242,417	287,543	287,543	289,200	0.58%
Purchased Services	4,771	2,441	4,600	4,600	4,600	0%
Utilities, Communications, and Rentals	78,455	75,910	84,900	84,900	84,900	0%
Travel and Training	10,648	981	4,500	4,500	4,500	0%

GENERAL FUND – COMMONWEALTH’S ATTORNEY

Dues and Memberships	5,440	3,560	4,500	4,500	4,500	0%
Other Non-Personal	4,672	6,092	6,270	6,270	6,270	0%
Materials & Supplies	15,272	17,065	14,100	14,100	14,100	0%
Capital Outlay	-	5,495	-	-	-	
Total	1,096,827	1,083,419	1,148,743	1,167,321	1,161,180	1.08%
Revenues						
Compensation Board	555,453	543,860	530,000	530,000	530,000	0%
% Reimbursed	50.64%	50.2%	46.14%	45.4%	45.64%	

Significant Program Highlights

- ❖ Other Non-Personal represents real estate tax payments made as part of the City’s lease for office space for the Commonwealth’s Attorney.
- ❖ The Commonwealth’s Attorney, as a Constitutional Officer, is a shared responsibility between the state and the City. The state has been reducing its support for the Commonwealth’s Attorney’s office. In FY 2011, the Aid to Localities cut for this office is \$25,365.

Program Description

The City of Fredericksburg provides operational support for three separate courts: the Circuit Court, the Juvenile and Domestic Relations Court, and the General District Court.

The Circuit Court is the trial court of general jurisdiction, and hears all types of cases, including all felony criminal cases, civil cases with large claims, family law cases including divorces, and appeals from the General District Court and the Juvenile and Domestic Relations Courts.

The General District Court hears most traffic cases, misdemeanor cases, preliminary hearings for felony cases, and civil cases involving claims for amounts under a certain threshold.

The Fredericksburg Juvenile and Domestic Relations District Court handles cases involving delinquents, juvenile traffic violations, child abuse and neglect cases, domestic violence cases, custody, visitation and support cases, juvenile mental commitment hearings, and Juvenile Drug Treatment Court.

Program Budget Summary – Circuit Court

Expenditure Summary	FY 09 Actual	FY 10 Actual	FY 11 Budget	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	58,151	52,996	53,000	53,000	68,850	29.91%
Fringe Benefits	24,582	23,318	25,081	25,081	25,700	2.47%
Purchased Services	339	343	600	600	600	0%
Utilities, Communications, and Rentals	4,403	3,261	5,450	5,450	5,450	0%
Travel & Training	-	-	1,000	1,000	1,000	0%
Materials and Supplies	2,600	2,415	2,300	2,300	2,300	0%
Capital Outlay	-	-	-	-	-	
Total	90,075	82,333	87,431	87,431	103,900	18.84%
Revenue – Judicial Legal Assistants	-	-	-	15,000	15,000	

Program Budget Summary – General District Court

Expenditure Summary	FY 09 Actual	FY 10 Actual	FY 11 Budget	FY 11 Amended	FY 12 Adopted	% Change
Purchased Services	750	1,688	16,750	16,750	16,750	0%
Utilities, Communications, and Rentals	16,963	12,242	19,000	19,000	19,000	0%
Travel & Training	571	512	1,000	1,000	1,000	0%
Other Non-Personal	-	-	-	-	-	
Materials and Supplies	3,646	4,863	6,200	6,200	6,200	0%
Capital Outlay	-	8,692	1,000	1,000	1,000	0%
Total	21,930	27,997	43,950	43,950	43,950	0%

Program Budget Summary – Juvenile and District Relations Court

Expenditure Summary	FY 09 Actual	FY 10 Actual	FY 11 Budget	FY 11 Amended	FY 12 Adopted	% Change
Purchased Services	784	400	2,000	2,000	2,000	0%
Utilities, Communications, and Rentals	10,393	9,449	11,500	11,500	11,500	0%
Travel & Training	2,020	-	1,000	1,000	1,000	0%
Dues and Memberships	545	410	800	800	800	0%
Materials and Supplies	4,350	4,286	5,000	5,000	5,000	0%
Capital Outlay	-	736	500	500	500	0%
Total	18,092	15,281	20,800	20,800	20,800	0%

Program Budget Summary – Miscellaneous Court – Related Expenses

Expenditure Summary	FY 09 Actual	FY 10 Actual	FY 11 Budget	FY 11 Amended	FY 12 Adopted	% Change
Jury Expenses	27,000	28,530	30,000	30,000	30,000	0%
Court Appointed Attorney	10,378	9,650	18,000	18,000	17,000	(5.56%)
Special Magistrate Court	10,868	9,942	13,000	13,000	13,000	0%

Significant Program Highlights

- ❖ The Circuit Court budget dramatically reduced in FY 2008 as the City no longer serves as the employer of record for four Judicial Legal Assistants assigned to judges that generally sit in other jurisdictions. However, the City’s Judicial Legal Assistant is now also serving King George County, as there is a judicial vacancy in that county that is being partially filled by the sitting judge in the City.

Program Description

The Department of Economic Development and Tourism works to increase tax revenues to the City through business expansion, retention, and development. Tourism development and marketing is recognized as an essential revenue generator for the City and receives emphasis beyond a traditional economic development program.

The Department is divided into three specific program areas: Economic and Business Development, Tourism Marketing, and Visitor Services. The Economic Development program assists city business expansion, retention, services new business prospect requests, and manages the programs and functions of the Fredericksburg Economic Development Authority. The Department's Tourism Marketing activities focus primarily on planning and administering the regional tourism marketing program including advertising, group tour sales, travel media relations, promotions, research, and production and maintenance of online content and print collateral. Independently of the regional tourism program, a conventions sales staff strives to bring meetings and larger events to the City. The Visitor Services program area provides an accessible point for interacting with consumers to encourage longer, more knowledgeable lengths of stay or repeat visits.

FY 2011 Accomplishments

Economic Development

- Implement technology zones in areas of the City that could enhance recruitment efforts for office space and higher paying jobs.
- Consider whether tourism zones could help attract new retailers to the City, and implement those zones as appropriate.
- Enhance efforts to identify opportunities for federal government business.
- Continue efforts to insure that Kalahari Fredericksburg is able to begin construction.
- Work to assure that the City's entire business development processes are clear and fair from the inception of a project until a business successfully opens.
- Implement in cooperation with the Arts Commission and the Economic Development Authority an arts and cultural district in the City.

Tourism Marketing

- Achieve four percent growth in meals, lodgings and admissions tax by year end 2010 in return on investment.
- Maintain room demand through consumer, group and meetings travel that holds average daily rate and occupancy steady.
- Continue to market Fredericksburg as a group tour and meeting destination by attending industry trade shows and events.
- Continue to work with City Staff on bringing their associations to the City.

GENERAL FUND – ECONOMIC DEVELOPMENT & TOURISM

Fredericksburg Visitor Center

- Increase sales of tour tickets and ticketing packages by 10 percent in FY 2011.
- Attain a 10 percent increase in retail sales of visitor center merchandise by 2011.

FY 2012 Objectives

- Advance the downtown business section to a Main Street model including a paid manager. Target façade improvement among first priorities.
- Increase cooperative sales and marketing efforts with the Fredericksburg Expo Center.
- Facilitate the continued development of Eagle Village and maintain contact with other large development prospects.
- Create an Economic Development website to compare favorably to the City’s competitive set.

Program Description

Performance Measures

	FY 08 Actual	FY 09 Actual	FY 10	FY11 Projected
<i>Tourism Marketing</i>				
Meetings booked/room nights	39/5,839+	43/2,572+	25/2,500+	35/3,000+
Meals Tax Collections	\$7,042,408	\$7,100,000	\$8,088,394	8,812,760
Room Tax Collections	\$918,951	\$1,100,000	\$1,153,127	\$1,162,179
Admissions Tax collections	\$288,478	\$280,000	\$280,000	359,903
Group Visitation	95,956+	86,361+	87,387	101,245
Ad Inquiries	10,218+	10,422+	14,366	11,902
Unique Website Visits	171,419+	174,874+	197,340	214,454
<i>Fredericksburg Visitor Center</i>				
Museum Pass Sales	2350+	2,500+	1,805	1,746
Desk Inquiries	86,708+	88,442+	88,281	87,075
Attraction Visitation	257,518+	262,668+	249,130	268,206
Overall Revenue	330,000+	380,000+	360,000+	380,000+
<i>Economic Development</i>				
Business License Tax Revenue	\$5,384,256	\$4,800,000	\$4,500,000	\$4,600,000
Information Requests	109+	75+	80+	85+
Qualified Development Leads	38+	25+	30+	35+
Formal Announcements	7+	5+	13+	5+

+ Calendar year figures

Meals Tax collections includes a rate increase in FY 2008 and FY2010

Lodging Tax collections include increases in FY 2008 and FY 2009

Organization Chart



Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	506,100	463,933	515,000	515,000	531,800	3.26%
Fringe Benefits	165,000	131,398	162,033	162,033	164,800	1.71%
Purchased Services	137,191	97,760	129,000	139,977	138,000	(1.41%)
Utilities, Communications, and Rentals	25,300	18,087	25,300	25,300	24,800	(1.98%)
Travel and Training	35,000	27,328	26,000	26,000	32,000	23.08%
Dues and Memberships	4,000	4,491	4,000	4,000	6,000	50%
Other Non-Personal	6,000	7,178	6,000	6,000	6,000	0.00%
Materials & Supplies	45,550	38,692	45,550	48,912	45,550	(6.87%)
Capital Outlay	-	-	-	-	-	
Total	924,141	788,867	912,883	927,222	948,950	2.34%
Revenue						
Visitor Center Retail Sales	18,500	19,535	18,500	18,500	18,500	0%
Stafford – Meetings & Conventions	10,000	25,000	10,000	10,000	10,000	0%
Total	28,500	44,535	28,500	28,500	28,500	0%

Significant Program Highlights

- ❖ Increases in Travel and Training and Purchased Services are funded in the FY 2012 budget in order to invest in economic development and tourism promotion activities. The Department of Economic Development and Tourism relies heavily on travel to promote the City.

Program Description

The mission of the Fredericksburg Fire Department is to enhance the quality of those who live, work or visit the City of Fredericksburg by providing highly trained and courteous personnel for rapid response to their needs. Our mission statement includes, but is not limited to, the preservation of life, property and the environment.

The Fredericksburg Fire Department protects an estimated \$5 billion dollars in real and personal property while serving a population in excess of 20,000.

There are two divisions that provide the above services, the “*Administrative Division*” and the “*Operations Division*.” The “*Administrative Division*” consists of a Chief, Deputy Chief, Fire Marshal, a Training Officer, one full-time secretary and one part-time secretary. The Department’s “*Operations Division*” consists of a three-platoon system. Each platoon consists of one Battalion Chief, one Lieutenant, two Sergeants and nine Firefighters/EMTs/Paramedics. Included in the “*Operations Division*” is an EMS section consisting of eight firefighter EMT I’s/Paramedics who operate the medical response/transportation division manning two units twelve and a half hours a day, Monday through Friday.

FY 2011 Accomplishments

- Continued to organize and oversee the City’s preparation to respond to potential incidents from the storage of hazardous materials in the CSX rail yard, which is located near the Mayfield subdivision.
- With the assistance of grant funding, implemented the Fredericksburg Alert system to provide e-mail alerts to citizens on a variety of topics, as citizens direct through the sign-up process. This service greatly enhances the City’s ability to communicate with citizens, particularly in urgent, time-sensitive situations. For further information, please visit www.fredericksburgalert.com.

FY 2012 Objectives

- Continue to respond to incidents to maximize public safety
- Continue to train all Department personnel to ensure safe practices and procedures in a dangerous environment.

GENERAL FUND – FIRE DEPARTMENT

Program Budget Summary

Expenditure Summary	FY10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	2,588,250	2,671,132	2,510,400	2,510,400	2,675,050	6.56%
Fringe Benefits	1,080,400	1,069,939	1,131,700	1,131,700	1,165,400	2.98%
Purchased Services	165,483	154,135	148,460	148,460	147,600	(0.58%)
Utilities, Communications, & Rentals	46,700	39,395	41,900	41,900	39,900	(4.77%)
Travel and Training	4,000	7,760	4,000	4,000	5,000	25%
Dues & Memberships	1,800	1,724	1,800	1,800	1,900	5.56%
Materials & Supplies	180,075	135,524	173,000	181,126	173,000	(4.49%)
Capital Outlay	91,449	70,667	59,500	59,500	94,100	58.15%
Total	4,158,157	4,150,276	4,070,760	4,078,950	4,301,950	5.47%
Partner Agencies						
Fredericksburg Volunteer Fire Department	10,000	10,000	-	-	-	

Significant Program Highlights

- ❖ Capital Outlay includes funding for various fire equipment replacement plus replacements for radio equipment. The City will need to replace existing radio equipment in the Fire Department over the next three years, and the FY 2012 budget includes \$34,100 to begin this process.

Program Description

Fredericksburg Fire Department EMS Division provides emergency medical care and transport service to the citizens of Fredericksburg and its visitors. The EMS Division also provides services through mutual aid agreements for emergency service to our neighboring counties. The seven (7) positions in the EMS Division are filled by Emergency Medical Intermediates and Emergency Medical Paramedics. These employees are highly trained and motivated and routinely deal with the traumatic life threatening emergencies. The EMS Division also employs qualified part-time personnel that are utilized when employees are sick, on vacation, training, or a vacancy exists. The EMS Division staffs two (2) advanced life units for treatment and transport and respond to over 3,000 emergency calls from Fire Station 1 and Fire Station 2. The typical work schedule for our emergency medical personnel is Monday through Friday, providing emergency care 12.5 hours each of those days.

FY 2011 Accomplishments

- Purchased replacement reporting software for both the Fredericksburg Fire Department and the Fredericksburg Rescue Squad. The new software package will greatly simplify the process of filing mandatory patient care reports with the state Department of Health.

FY 2012 Objectives

- Implement the new software reporting package purchased during FY 2011.
- Continue to provide, in conjunction with the Fredericksburg Rescue Squad, excellent emergency medical coverage for the Fredericksburg community.

Performance Measures

	FY 2009	FY 2010	FY 2011
Total Billed Calls¹	3,019	3,174	3,063

¹ Does not include calls where the patient refused treatment or transport.

GENERAL FUND – FIRE – EMERGENCY MEDICAL SERVICES

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	446,200	380,599	441,000	441,000	448,600	1.72%
Fringe Benefits	171,731	160,706	180,640	180,640	183,800	1.75%
Purchased Services	34,460	30,743	47,910	47,910	50,270	4.93%
Utilities, Communications & Rentals	-	5	-	-	-	
Travel and Training	2,000	2,642	2,000	2,000	2,000	0%
Dues & Memberships	-	50	-	-	-	
Other Non-Personal	37,500	37,559	36,570	36,570	40,000	9.38%
Materials & Supplies	76,224	76,775	70,800	70,800	71,550	1.06%
Capital Outlay	-	-	156,660	241,660	28,880	(88.05%)
Total	768,115	689,079	935,580	1,020,580	825,100	(19.15%)
Partner Agencies		-				
Rappahannock EMS	5,201	5,201	5,200	5,200	5,200	0%
Fredericksburg Rescue Squad	251,000	251,000	250,000	250,000	250,000	0%
FRS – Four-for-Life	20,938	20,938	25,000	25,000	-	(100%)
Total EMS Program	1,045,254	966,218	1,215,780	1,300,780	1,080,300	(16.95%)
Revenue						
EMS Fee-for-Service	600,000	681,346	636,000	656,000	636,000	(3.14%)
FRS – Four-for-Life	20,938	20,938	25,000	25,000	0	(100%)
Hazardous Materials Grants – EMS Capital	-	-	89,530	89,530	14,440	(83.87%)
% Recovery	59.40%	72.68%	61.73%	59.23%	60.20%	

Significant Program Highlights

- ❖ Other Non-Personal includes fees paid to the City's billing contractor for services. The budget estimates have been reduced based upon collection experience.
- ❖ The Four-for-Life program is dedicated state revenue for the use of the Fredericksburg Rescue Squad. In FY 2011, the City appropriated these funds in the General Fund. For FY 2012, this program will be moved to the City Grants Fund (Fund 210).
- ❖ Capital Outlay was amended during FY 2011 to purchase a replacement software system (ImageTrend) for EMS service call tracking. The new software package will bring the City into compliance with state requirements and assist with EMS fee billing and collections.

GENERAL FUND – FIRE – HAZARDOUS MATERIALS

Program Description

The Fredericksburg Fire Department Hazardous Materials Team consists of 22 members that have specialized training to control and mitigate hazardous materials incidents. The Fredericksburg team is under contract with the Commonwealth of Virginia Department of Emergency Management and is one of the thirteen regional hazardous materials teams in the state.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Purchased Services	20,680	15,109	21,680	21,680	24,680	13.84%
Travel & Training			-			
Materials & Supplies	2,000	2,627	5,000	5,000	5,000	0%
Capital Outlay			-			
Total	22,680	17,736	26,680	26,680	29,680	11.24%

Significant Program Highlights

- ❖ Funding has been increased slightly in Repairs and Maintenance in order to allow for increased maintenance of equipment. The state will reimburse the City for the cost of hazardous material incident responses.

Program Description

The Department of Fiscal Affairs oversees the accounting and auditing functions for the City of Fredericksburg. This includes the centralized accounting, the centralized processing of payroll, and the processing of the City's accounts payable transactions. The City's utility billing functions are also overseen by the Department of Fiscal Affairs; however, the funding for the Utility Billing function is located in the Water and Sewer Fund.

Fiscal Year 2011 Accomplishments

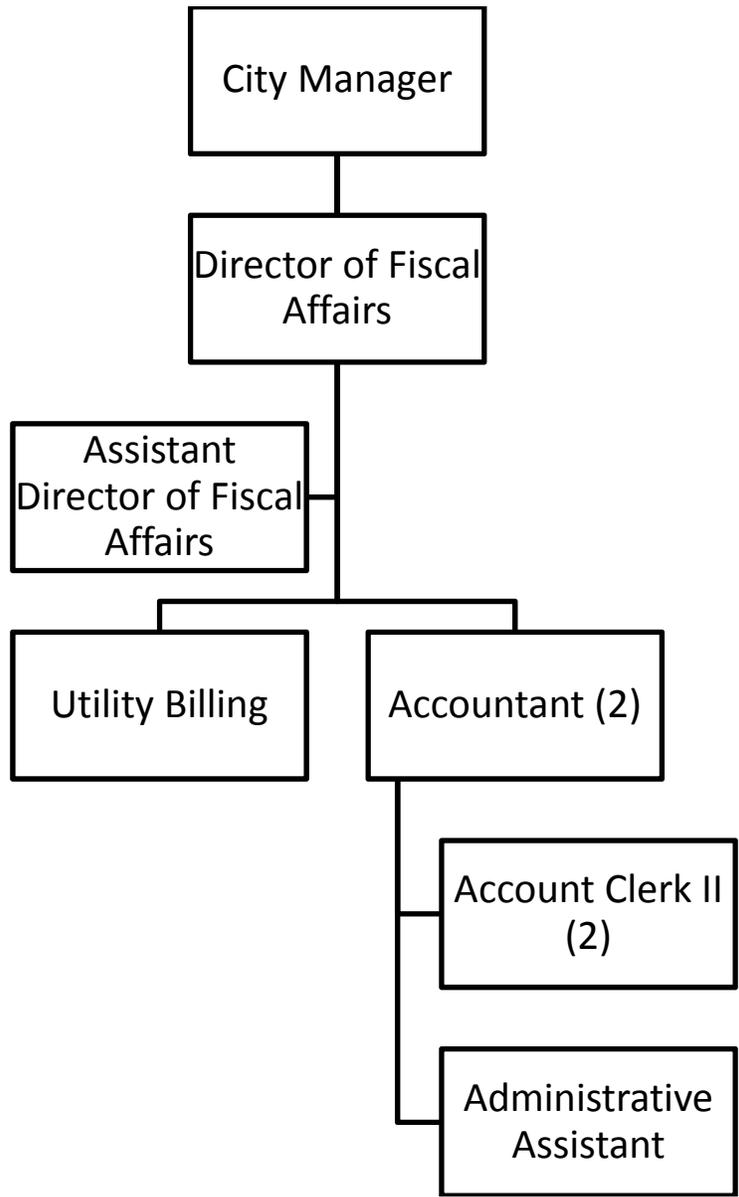
- Achieved the Government Finance Officers' Association (GFOA) Certificate of Excellence in Financial Reporting for the City's Comprehensive Annual Financial Report for the 19th consecutive year.
- Coordinated the accurate and timely processing of the activities required to successfully complete the annual audit for FY 2009.

Fiscal Year 2012 Objectives

- Continue to coordinate the accurate and timely processing of the activities required to successfully complete the annual audit for FY 2011.
- Obtain the GFOA Certificate of Excellence in Financial Reporting for the City's Comprehensive Annual Financial Report for the upcoming year.
- Continue to work with outside auditors and actuaries to develop a plan for the implementation of the Governmental Accounting Standards Board (GASB) standard on reporting the costs for the City's commitments for post-retirement benefits, most notably for health and prescription drugs.
- In conjunction with the Department of Human Resources, continue to develop the recordkeeping policies and procedures necessary for the City's payroll functions.
- FY 2011 will be the first year of implementation for the City under the new GASB¹ 54 standard. The GASB 54 standard renames and re-classifies restrictions on fund balance that have been known as "designated" or "reserved" in the past. New categories will supplant the old categories, beginning with the FY 2011 financial statements.
- In coordination with the City Manager's Office, review the City's financial policies in light of GASB 54 and other developments in order to ensure that they continue to be appropriate.
- Assist the Public Works Department and the City Manager's Office with the direction of the Water and Sewer Management and Rate Study.

¹ Governmental Accounting Standards Board – the overall standard-setting body for governmental accounting, similar to the Financial Accounting Standards Board (FASB) for the private sector.

Organization Chart



Program Budget Summary – Fiscal Affairs

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	406,500	404,249	406,500	406,500	412,450	1.46%
Fringe Benefits	149,609	153,494	158,443	158,443	158,400	(0.03%)
Purchased Services	1,500	1,028	1,500	1,500	1,500	0%
Utilities, Communications, and Rentals	5,200	2,869	5,200	5,200	5,200	0%
Travel and Training	900	117	900	900	900	0%
Dues and Memberships	500	-	500	500	500	0%
Materials and Supplies	2,400	2,562	2,400	3,000	2,400	(20%)
Capital Outlay	-	-	-	1,600	-	(100%)
Total	566,609	564,319	575,443	577,643	581,350	0.64%

Program Budget Summary – Independent Auditor

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Purchased Services	82,745	69,243	86,400	86,400	82,400	(4.63%)
Utilities, Communications, and Rentals	100	-	100	100	100	0%
Dues and Memberships	550	770	735	735	735	0%
Total	83,395	70,013	87,235	87,235	83,235	(4.59%)

Program Budget Summary – Postage Machine

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Purchased Services	7,000	3,417	7,000	7,000	7,000	0%
Utilities, Communications, and Rentals	2,000	-	2,000	2,000	1,000	(50%)
Capital Outlay	-	-	-	-	-	
Total	9,000	3,417	9,000	9,000	8,000	(11.11%)

Program Budget Summary – Copy Machine

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Purchased Services	500	1,124	500	500	500	0%
Utilities, Communications, and Rentals	15,350	12,148	15,350	15,350	15,350	0%
Materials and Supplies	4,000	5,979	4,000	4,000	3,000	(25%)
Total	19,850	19,251	19,850	19,850	18,850	(5.04%)

Significant Program Highlights

- ❖ The budgets for Fiscal Affairs, plus the accounts for the common copy machine and the common postage machine, contain very few highlights and represent continuation of existing service levels.
- ❖ The budget for the Independent Auditor increased in order to account for the increased activity that will result from the GASB 45 standard on post-retirement benefits.

Program Description

The Human Resources Department provides services to the City Government function by addressing needs of the human element in the organization. These include selection, benefits design and administration, wage and classification administration, training, employee evaluation, employee relations, policy development, implementation and interpretation, workforce and succession planning, and other related subfields.

FY 2011 Accomplishments

- Continue to assist all Departments with human resources related issues.
- Continue to assist employees with retirements as necessary.
- Reviewed City policies and procedures regarding safe driving; coordinated additional training for employees who drive vehicles in order to reduce the number and severity of vehicle accidents.
- Review and update as necessary City policies and procedures regarding the federal Family and Medical Leave Act.
- Implement as necessary any plan changes to City benefits.

FY 2012 Objectives

- Continue to develop efforts at employee wellness to reduce the number and cost of ongoing health insurance claims. Increase employee participation in the City wellness program by 10%.
- Improve succession planning in the organization by updating job descriptions and office procedures.
- Update and publish an employee handbook containing an easy guide to City policies and procedures.

Performance Measures

Task/Project/Duty	FY2009	FY2010	FY2011*
Applications received & processed	845	1352	905*
Payroll Changes processed	1063	1472	1472*
Scheduled orientations	27	26	26
Workers' compensation claims	21	52	34*
Retirements	13	19	10*
Safety Training Classes	2	34	0
Defensive Driving classes	15	4	21
Accident Investigation Team reports prepared	88	162	156*

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Budget	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	170,000	169,920	170,000	170,000	172,550	1.50%
Fringe Benefits	68,800	58,533	72,645	72,645	73,200	0.76%
Purchased Services	51,500	40,479	47,375	47,375	48,300	1.95%
Utilities, Communications, and Rentals	3,450	1,785	3,450	3,450	3,450	0%
Travel and Training	1,250	999	1,250	1,250	1,250	0%
Dues and Memberships	750	880	1,040	1,040	1,100	5.77%
Materials and Supplies	6,000	4,596	5,850	5,850	5,850	0%
Capital Outlay	-	-	-	-	-	
Total	301,750	277,192	301,610	301,610	305,700	1.36%

Significant Program Highlights

- ❖ Human Resources continues to provide service to employees and departments, ranging from recruitment and selection, orientation and benefits administration, to safety training, workers’ compensation and OSHA training, to retirement planning and processing. With the federal legislative changes to healthcare and state legislation involving Virginia Retirement Systems, the landscape is frequently changing and evolving.

Program Description

The mission of the Information Technology Department is to provide secure, efficient and effective information technology systems, and services to support City departments in accomplishing their missions and goals.

To fulfill this mission, our goals are to:

- Provide citizens, the business community, and City employees with timely, convenient access to appropriate information and services through the use of technology.
- Deliver timely and effective technological support to City departments
- Develop, enhance, and manage the City's enterprise networks to provide a secure, responsive, transparent, and reliable infrastructure foundation on which to conduct City business operations today and in the future
- Work with City departments to improve business operations through the careful analysis of business needs, and the appropriate application and management of proven information technology solutions
- Provide vision, leadership and a framework for evaluating technological opportunities
- Develop and maintain technically skilled staff
- Ensure effective technical and fiscal management of the Department's operations, resources, technology projects and contracts

IT provides daily operational support to most City offices. Police and Fire have dedicated IT resources; Social Services and the Courts are supported by the state. IT assists these Departments whenever possible, but does not directly provide day-to-day operational support to them.

FY 2011 Accomplishments

- Absorbed the operations of the Police Department's Information Technology funding.
- Completed a project to install a dedicated City telecommunication line to provide reliable broadband Internet service and save on third-party telecommunication line rental costs.
- The new Geographic Information System is now available on the web site, as of August 2010.
- Implement the change of City Council to the paperless packet system.

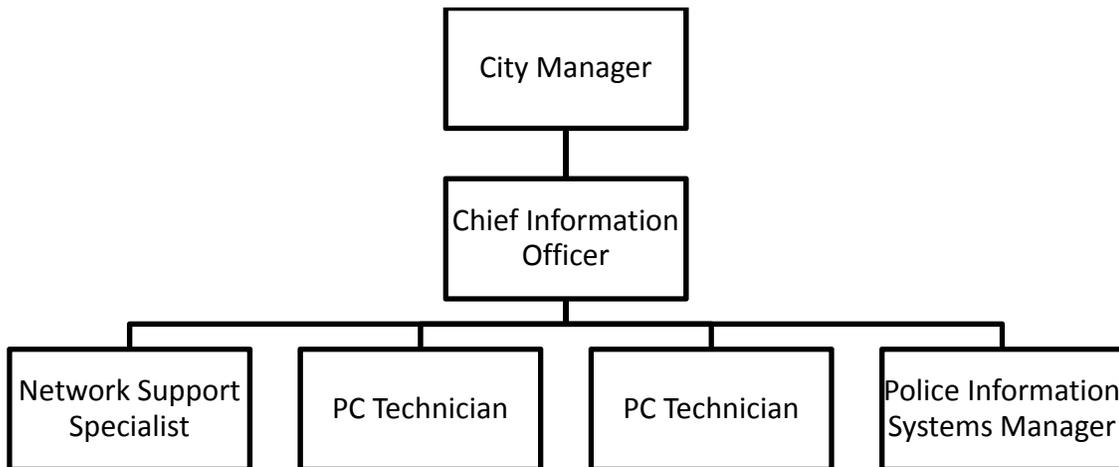
FY 2012 Objectives

- Complete the process of moving the funding for Police technology items, including software maintenance, over to the IT Department budget.
- Continue to augment the City's Geographic Information System, including layers for water and sewer lines and additional public safety layers.

Performance Measures

	FY10 Actual	FY 11 Actual	FY 12 Target/ Estimate
Average Number of Work orders completed per month	154 (36/ week)	192 (45/ week) 93%	95% of total (E)
% of Computers > 4 years old	22% Fire 24% Police 30% City 28% Overall	46.65%	23% (T)
Backlog of Project Requests (Business Process Perspective)	20	24	22 (E)
IT Budget as a % of City General Fund (Financial Perspective)	.59%	.88%	1.10% (T)
IT Training \$/employee* (Learning & Growth Perspective)	\$1,333	\$955	\$2,868 (T)

Organization Chart



Program Budget Summary

Expenditure Summary	FY10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	195,500	197,924	304,000	304,000	345,100	13.52%
Fringe Benefits	69,200	67,870	115,137	115,137	133,400	15.86%
Purchased Services	136,947	97,315	156,630	170,715	341,300	99.92%
Utilities, Communications, and Rentals	38,051	36,079	42,375	42,375	51,260	20.97%
Travel and Training	4,775	1,176	4,775	4,775	9,650	102.09%
Dues and Memberships	700	495	700	700	950	35.71%
Materials and Supplies	7,250	7,168	8,400	8,400	12,250	45.83%
Capital Outlay	6,480	7,137	5,000	5,000	-	(100%)
Total	458,903	415,164	637,017	651,102	893,910	37.29%

Significant Program Highlights

- ❖ Information Technology duties expanded to accept the Police Department IT functions. All City departments are now served by IT except the Fredericksburg Fire Department.
- ❖ Funding is included in the budget for a GIS Technician position, which the City needs to maintain the City’s new GIS system.
- ❖ For FY 2011, Police transferred the Police Information Systems Manager position and a Clerk Typist position to the Information Technology Department to assist with the added workload. The Clerk Typist has been converted to a PC Technician. The significant increase in FY 2011 for Personal Services and Fringe Benefits were as a result of these position moves.
- ❖ Information Technology continues to manage the City’s computer replacement program from the Public Facilities Capital Fund (Fund 305).

Program Description

The City carries a variety of insurance coverage for general operations, including general liability, automobile liability, and public official’s liability. Other coverage, including employee health insurance, retiree health insurance, and worker’s compensation coverage, is budgeted through the individual departments.

FY 2011 Accomplishments

- Continue the City’s progress in lowering the total and the amount of worker’s compensation and liability claims. The City Council approved the creation of a Safety and Risk Management Coordinator in the FY 2011 budget to assist in this goal.
- With the guidance of City Council, decide how the City will handle the Line of Duty Benefits program. The City will have an irrevocable option to join an insurance pool administered by the Virginia Retirement System for these benefits. The other option is for the City to self-insure for these benefits.
- Even though the total number of claims has been reduced significantly since FY 2008, the City workforce suffered several serious incidents during FY 2011 that will lead to a significant increase in claims costs for the year.

FY 2012 Objectives

- Continue efforts of the safety program to reduce the total number and total value of claims.
- Work with the Fire Department to ensure that the volunteer rolls are current, in order to pay the correct Line of Duty Act premiums.
- Evaluate the best methodology for covering Line of Duty Act benefits. The City, for FY 2012, will maintain membership in the state-run pool maintained by the Virginia Retirement System. The City will have to make an irrevocable decision for FY 2013 to stay with the state system, or leave the state system and procure other insurance for these benefits.

Performance Measures

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011*
Worker’s Compensation Loss Ratio	108.86	159.32	41.46	12.42	100
Worker’s Compensation Claims	113	110	65	52	70
General Liability Loss Ratio	290.22	118.28	38.43	21.19	50
General Liability Claims	114	81	54	74	60

Notes

*FY 2011 is a projected estimate based upon mid-year results.

Loss Ratio Targets – 50% or lower

Loss Ratios for prior years may change as open claims are amended or resolved.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Fringe Benefits	-	-	30,000	30,000	20,000	(33.33%)
Purchased Services	20,000	19,500	20,000	20,000	20,000	0.0%
Utilities, Communications, and Rentals	656,000	656,131	648,000	648,000	703,000	8.49%
Materials & Supplies	-	41	-	-	-	
Total	676,000	675,672	698,000	698,000	743,000	6.45%

Significant Program Highlights

- ❖ Fringe Benefits in FY 2011 included funding of \$30,000 as an allowance against Unemployment Insurance claims. This amount has been decreased in FY 2012 to \$20,000. The City does not pay unemployment insurance taxes, but rather pays claims on a self-insurance basis.
- ❖ Purchased Services in FY 2012 includes \$20,000 for consultant assistance in evaluating insurance renewal information.
- ❖ The Commonwealth of Virginia is shifting the costs of Line of Duty Act benefits for public safety employees of local governments to local governments. The City included \$60,000 in the FY 2012 budget as an allowance to begin paying the costs of insurance against potential claims. This increase is reflected in the Utilities, Communications, and Rentals category, and is slightly offset by other insurance premium savings.

GENERAL FUND - OUTSIDE AGENCIES

Program Description

The City supports a broad variety of outside agencies that help serve the citizens of Fredericksburg in a variety of ways. These include major regional governmental entities, such as the Central Rappahannock Regional Library, the Rappahannock Health District, and the Rappahannock Area Community Services Board (RACSB), and contributions to non-profit community groups providing human services, arts and culture, special events, and other services. This narrative does not include the Regional Detention Centers.

Fiscal Year 2011 Accomplishments

Not applicable.

Fiscal Year 2012 Objectives

Not applicable.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Regional Library	1,103,880	1,103,880	1,048,690	1,048,690	1,180,000	12.52%
Fredericksburg Area Museum	90,500	90,500	85,975	85,975	95,975	11.63%
Rappahannock Health District	436,080	436,080	414,276	414,276	414,280	0%
RACSB	201,395	201,395	191,325	191,325	191,325	0%
Germanna Community College	5,750	5,750	5,750	5,750	5,750	0%
GWRC ¹	18,702	18,702	20,555	20,555	21,470	4.45%
JDR Court Services Unit	37,233	37,233	30,630	30,630	62,950	105.5%
DRMI ²	2,000	1,500	2,000	2,000	2,000	0%
Stafford Regional Airport	60,900	28,000	28,000	28,000	21,430	(23.46%)
Regional Alliance	11,110	11,110	5,000	5,000	11,450	129%
Tri-County City Soil & Water	9,350	9,350	9,350	9,350	6,000	(35.83%)
Bluemont Concerts	5,000	5,000	-	-	5,000	

¹ George Washington Regional Commission.

² Downtown Retail Merchants Incorporated

GENERAL FUND - OUTSIDE AGENCIES

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Rappahannock River Basin Commission	1,000	1,000	1,000	1,000	1,000	0%
Heritage Festival	4,000	4,000	-	-	4,000	
Contributions – Other Agencies	396,678	387,142	375,380	373,880	358,285	(4.17%)

Significant Program Highlights

- ❖ “Contributions – Other Agencies” includes a variety of additional programs, which are listed under the General Fund expenditure account 53521 in the line item section. The largest agencies in this category, with their FY 2012 allocation in parentheses, include the Chaplin Group Home (\$67,730); the Thurman Brisben Homeless Shelter (\$65,210); and the Rappahannock Legal Services (\$29,380).
- ❖ The Regional Alliance is also supported in part by the Fredericksburg Economic Development Authority, which matched the City’s contribution in FY 2011 and FY 2012.
- ❖ The apparent increase in the transfer to the JDR Services account is a function of transferring funding for the Detention Alternative Outreach program (\$32,320) from the Contributions set of accounts directly to the JDR Services set of accounts.

Program Description

The Planning and Community Development department is responsible for overseeing and implementing the goals of the City's Comprehensive Plan and enforcement of the Zoning Ordinance to ensure that the land use of the City is in accordance with the wishes of the community and the rights of property owners as prescribed by law. Staff supports the City Council, Planning Commission, Architectural Review Board, Board of Zoning Appeals, Cable Commission and Wetlands Board. In addition, staff administers the City's Community Development Block Grant Program.

FY 2011 Accomplishments

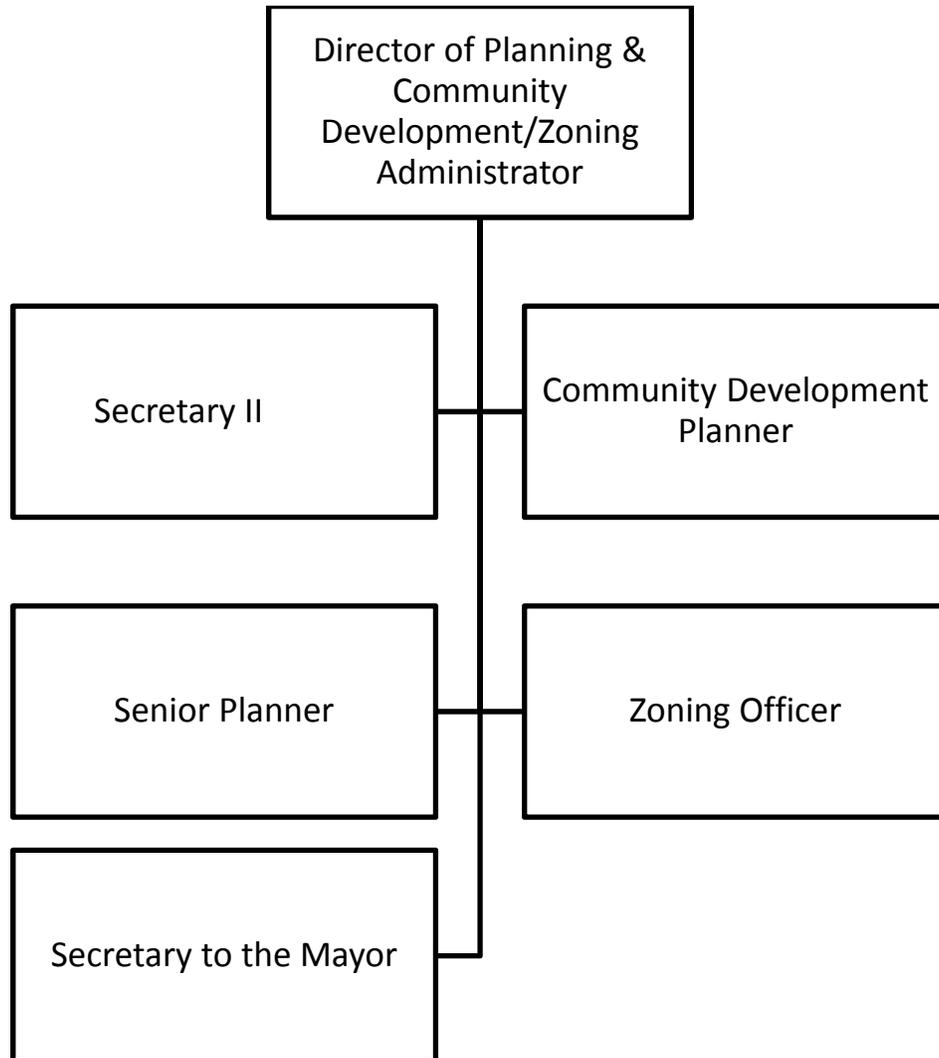
- Formulated recommendations for Planning Commission and City Council consideration concerning out-of-scale residential development.
- Worked with community stakeholders, easement holders, and the Friends of the Rappahannock to develop a Watershed Property Management Plan, which was adopted by City Council in January 2011.
- Continue to implement goals, policies initiatives contained within 2007 Comprehensive Plan by focusing upon updating the Zoning and Subdivision Ordinances. (Action Plan and Council Initiative)
- Coordinate Community Development activity with non-profit organizations and regional special projects that include continuum of care and the neighborhood stabilization program. (Action Plan)
- Implement 2011 Annual Housing Action Plan. (Action Plan)
- Continue to address recommendations made in the analysis of impediments to fair housing choice.
- Update National Register of Historic Places nomination for the Historic District to expand the potential for property owners to use for tax credits. (Action Plan)
- Continue to assist with advancement of the riverfront park as funding becomes available. (Action Plan)
- Obtain additional funding through FAMPO to complete on-going trail projects.
- Work with the ARB to develop a disaster plan for the Historic District.
- Work with the Emergency Services Coordinator to incorporate records disaster recovery planning into the City's Emergency Operations Plan.

FY 2012 Objectives

- City Council's Goals and Initiatives for FY 2011 and FY 2012 includes an Initiative to create a Unified Development Ordinance, which will update and cross-reference the Zoning, Subdivision, and other major development ordinances of the City. The City's development processes will be simplified as a result of this effort. As of this writing, Council is considering a budget amendment in FY 2011 to implement this plan.
- Coordinate redistricting process based upon 2010 Census population data as required by Federal law. Redistricting is also a City Council Initiative for their current term.
- Coordinate and implement Princess Anne Street Corridor Overlay improvements.

- Continue to provide staff assistance to the major trail projects of the City – the Virginia Central Railway Trail, the Rappahannock Heritage Trail, and the Cowan Boulevard Trail.

Organization Chart



GENERAL FUND – PLANNING & COMMUNITY DEVELOPMENT

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	300,000	298,727	300,000	300,000	303,400	1.13%
Fringe Benefits	114,700	101,525	121,645	121,645	121,400	(0.20%)
Purchased Services	20,200	11,824	17,700	197,700	20,700	(89.53%)
Utilities, Communications, and Rentals	5,400	3,437	4,200	4,200	4,300	2.38%
Travel and Training	2,250	2,366	2,250	2,250	3,050	35.56%
Dues and Memberships	1,000	700	1,000	1,000	1,000	0%
Materials & Supplies	5,875	2,620	6,175	6,175	6,175	0%
Capital Outlay	-	1,614	-	-	-	
Total	449,425	422,813	452,970	632,970	460,025	(27.32%)
Revenue						
Rezoning Fees	5,000	1,000	5,000	5,000	5,000	0%
Home Occupation Permits	5,000	5,875	5,000	5,000	5,000	0%
Special Use Permits	10,000	1,800	10,000	10,000	10,000	0%
BZA Variances	2,000	1,775	2,000	2,000	2,000	0%
Certificates of Appropriateness (ARB)	3,000	1,625	3,000	3,000	3,000	0%
Traffic Analysis Fee	1,000	-	1,000	1,000	1,000	0%
Total	26,000	12,075	26,000	26,000	26,000	0%

Program Budget Summary – Architectural Review Board

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Travel and Training	2,000	-	2,000	2,000	2,000	0%
Total	2,000	-	2,000	2,000	2,000	0%

Program Budget Summary – Board of Zoning Appeals

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Purchased Services	600	80	600	600	600	0%
Travel and Training	1,000	-	1,000	1,000	1,000	0%
Total	1,600	80	1,600	1,600	1,600	0%

Significant Program Highlights

- ❖ Personal Services in the General Fund includes four of the five Planning Department employees. The Community Development Planner is budgeted in the City Grants Fund.
- ❖ The City Council amended the FY 2011 operating budget for the Planning Department to begin work with a consultant for a Unified Development Ordinance. This ordinance will synchronize and re-codify the City’s zoning, subdivision, and other land development ordinances. The work will also include updating the development ordinances in light of new laws and regulations, as well as developments in the field. Staff will request that funding not spent in FY 2011 be carried over into FY 2012 to complete this important task.

Program Description

The Police Department is a full service law enforcement organization and is subdivided into three divisions: Patrol, Detective, and Support Services. Each division is commanded by a Captain who reports directly to the Chief of Police.

FY 2011 Objectives

- Awarded a grant to implement an Automated Fingerprint Identification System (AFIS) with implementation expected before the end of FY11.
- Awarded a grant for a Community Policing Officer to be hired before the end of FY11.
- Assigned a Community Policing Officer to the downtown area of Fredericksburg.
- Implemented License Plate Recognition (LPR) technology.
- LiveScan fingerprinting was transferred to the Sheriff's Department for more efficient service to the public.

FY 2012 Objectives

- Continue to enforce criminal and traffic laws.
- Continue to seek grants for personnel and equipment.
- Quickly fill sworn vacancies as budget allows.
- Conduct study of E911 Center operations.
- Expand use of AFIS system.

GENERAL FUND - POLICE DEPARTMENT

Performance Measures	CY 2008 Actual	CY 2009 Actual	CY 2010 Actual	CY 2011 Estimated
Criminal Offenses – Group A, Part I	1,296	1,215	1,184	1180
Criminal Offenses – Other Group A	1,836	1,846	1,803	1,800
Accident Totals	795	683	652	650
Traffic Citations	8,168	7,109	6,715	6,800
Handwritten Parking Tickets	3,777	3,474	3,651	3,800
AutoChalk© Parking Tickets	4,976	4,082	3,498	3,500
Calls For Service <i>(not including: vehicle stops, Fire/EMS, BOL's and cancelled calls)</i>	26,685	27,145	27,290	27,500

PART 1 CRIMES CLEARANCE RATES

CRIME	2008 FPD	2008 State	2009 FPD	2009 State	2010 FPD	2010 State
Murder	100%	47%	100%	52%	NA	48%
Rape	75%	23%	66%	14%	86%	24%
Robbery	40%	18%	36%	16%	40%	21%
Aggravated Assault	60%	45%	75%	52%	77%	50%
Burglary	32%	8%	27%	8%	35%	10%
Larceny	27%	17%	35%	17%	42%	16%
Motor Vehicle Theft	12%	10%	12%	9%	10%	9%

GENERAL FUND - POLICE DEPARTMENT

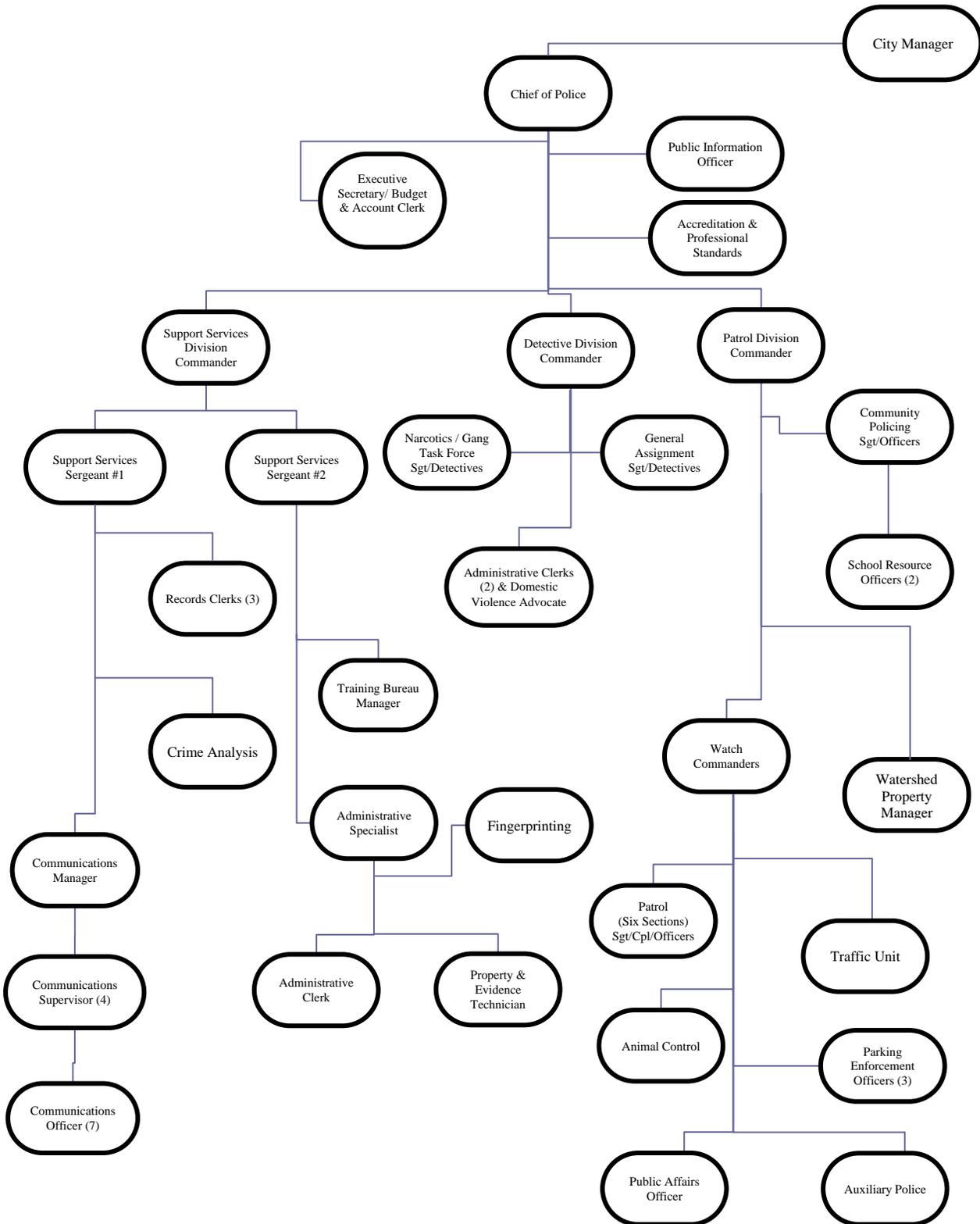
Volunteer Hours	CY 2007 Actual	CY 2008 Actual	CY 2009 Actual	CY 2010 Actual
Auxiliaries	3,280	2,356	3,979.5*	2,876
Other	N/A	625	2,207.5	1,234.25

**Increase in Auxiliary Officer hours mainly attributed to four recruits attending the Criminal Justice Academy. Three recruits still remain in training.*

Parking Tickets	CY 2007 Actual	CY 2008 Actual	CY 2009 Actual	CY 2010 Actual
Handwritten	7,503	3,777	3,474	3,651
AutoChalk©	2,312**	4,976	4,082	3,498

***8/1/2007-12/31/2007*

Organization Chart



Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	4,440,515	4,264,342	4,274,570	4,274,570	4,328,625	1.26%
Fringe Benefits	1,872,700	1,759,420	1,896,900	1,896,900	1,920,900	1.27%
Purchased Services	296,130	283,700	331,100	331,100	184,650	(44.23%)
Utilities, Communications, and Rentals	140,000	139,450	128,500	138,500	171,400	23.75%
Travel and Training	13,987	15,184	12,700	12,700	19,200	51.18%
Dues and Memberships	3,000	4,611	4,340	4,340	4,340	0%
Other Non-Personal	3,000	862	2,000	2,000	2,000	0%
Materials & Supplies	311,000	287,751	307,000	307,000	298,500	(2.77%)
Joint Operations	32,500	32,443	32,500	32,500	32,500	0%
Capital Outlay	76,964	85,786	34,000	39,000	237,500	508.97%
Total	7,189,796	6,873,549	7,023,610	7,038,610	7,199,615	2.29%
Revenue						
State Assistance (“HB 599”)	791,335	778,345	750,000	750,000	725,000	

Significant Program Highlights

- ❖ A grant-funded Police Officer position has been transitioned to the General Fund as the grant has been closed, effective with the FY 2012 budget.
- ❖ Personal Services includes increases for overtime, and the employee bonus.
- ❖ Capital Outlay increases as replacement police cars are to be purchased in the General Fund. Last year, a special allocation was made to the Capital Fund for vehicle replacements in a wide category, including police cars, as a one-time effort to fund vehicle replacements.
- ❖ The funding from the state for Law Enforcement Assistance (“HB 599”) continues to be reduced, although the General Assembly provided some additional funding at the close of the last budget cycle. The “Aid to Localities” cut of \$60 million statewide continues to impact the amount of Law Enforcement Assistance Funding received by the City. For comparison purposes, in FY 2008, the City received \$925,632 from the state for the use of the Police Department.

Program Description

The Animal Control Division of the Police Department is responsible for the administration and enforcement of the animal control ordinances in the City. The City employs one full-time Animal Control Officer, under the supervision of the Patrol division of the Police Department. Other Police personnel also contribute to enforcement as necessary.

FY 2011 Accomplishments

- Continued to enforce the animal control ordinances of the City

FY 2012 Objectives

- Continue to enforce animal control ordinances as necessary.

Performance Measures

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
<i>Domestic Animal Calls</i>	722	695	728	750
<i>Wildlife Calls</i>	221	204	223	230
Total Animal Calls	943	899	951	980
Animal Bites	28	14	21	25
Summons Issued	70	68	70	73
Warnings Issued	58	76	65	72
Dogs Taken to Pound	39	50	55	58
<i>Dogs Returned to Owner</i>	10	30	32	35
<i>Dogs Adopted</i>	8	7	9	10
<i>Dogs Destroyed</i>	21	9	15	20
Community Relations Hours	16	2.5	10	12
Stray Cats Taken to Pound*	0	3	15	18
Dog Tags Sold	1,599	2,087	1,800	1,850

GENERAL FUND - POLICE – ANIMAL CONTROL

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	50,300	47,213	48,300	48,300	49,150	1.76%
Fringe Benefits	18,600	16,905	20,400	20,400	21,600	5.88%
Purchased Services	20,500	17,950	27,000	27,000	27,000	0%
Travel & Training	-	-	-	-	-	
Materials & Supplies	2,500	2,709	2,500	2,500	2,500	0%
Capital Outlay	-	-	-	-	-	
Total	91,900	84,777	98,200	98,200	100,250	2.09%

Significant Program Highlights

- ❖ The budget essentially continues the FY 2011 level of service.

Program Description

The City of Fredericksburg provides an emergency communications center that serves as the initial point of contact for public safety calls for the City, including police, fire, and emergency medical services.

Fiscal Year 2011 Accomplishments

- Continues to maintain high quality emergency communications service for the community.

Fiscal Year 2012 Objectives

- Continue to maintain high quality emergency communications service for the community.
- Continue to work with the Information Technology Department to complete any transition items as the IT support function is moved from the Police over to the IT Department.

Performance Measures

	CY 2007 Actual	CY 2008 Actual	CY 2009 Actual	CY 2010 Actual
Calls for Service	57,173	62,398*	63,677	62,064
Warrants Processed	2,757	2,512	2,754	2,723
Teletypes	12,863	9,969	16,861	14,499

**Due to both an increase and better documentation of calls. This number includes all agency calls for service except duplicate calls.*

***State mandated e-magistrate program has resulted in a large increase of teletypes received and sent.*

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Budget	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	619,600	584,051	617,600	584,725	605,280	3.52%
Fringe Benefits	216,200	195,346	230,200	263,075	256,200	(2.61%)
Purchased Services	38,484	41,185	55,500	55,500	20,500	(63.06%)
Utilities, Communications, and Rentals	67,636	73,409	39,000	29,000	29,460	1.59%
Dues and Memberships	-	209	-	-	-	
Materials & Supplies	4,000	3,124	4,000	4,000	4,000	0%
Capital Outlay	5,000	7,926	1,700	8,900	1,700	(80.90%)
Total	950,920	905,250	948,000	945,200	917,140	(2.97%)

Significant Program Highlights

- ❖ Funding in Purchased Services is decreased as the City is transitioning IT responsibilities from the Police Department to the IT Department.

Program Description

The Administration Division of the Parks, Recreation & Public Facilities Department provides the administrative basis for the overall department to include: staff support, planning, administrative machinery and equipment, phones, computers, reference materials, and educational and convention opportunities for the Director, two Division Managers, and Account Clerk/Secretary supplemented by several part time and temporary personnel.

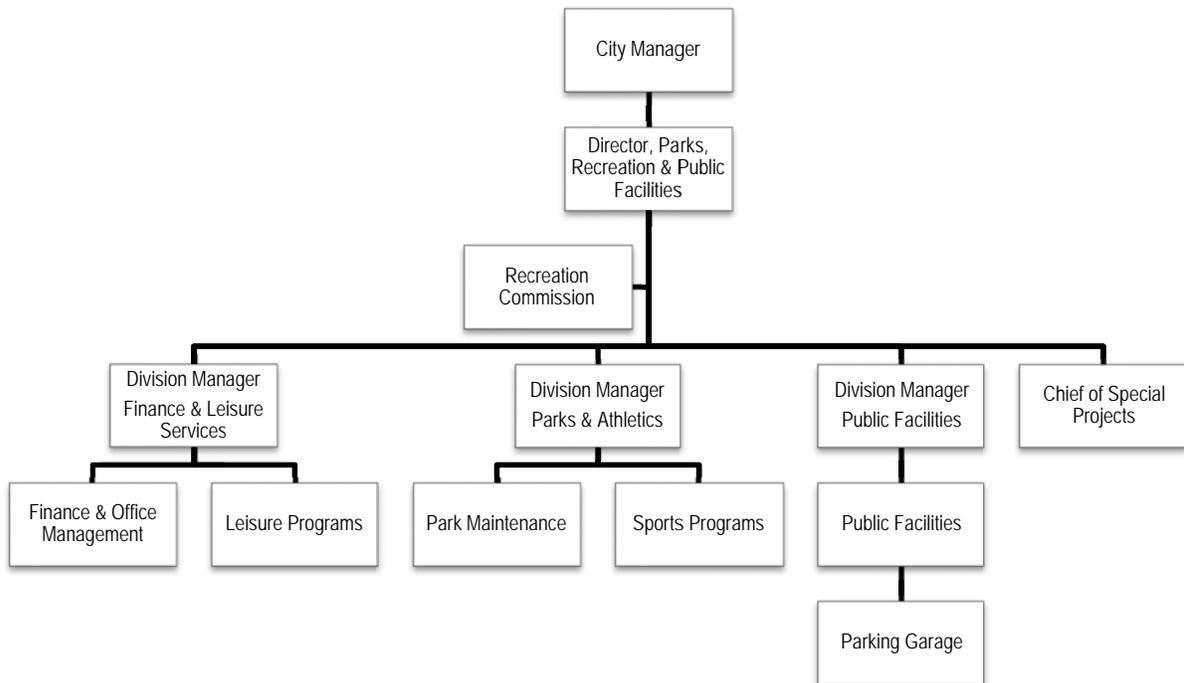
Fiscal Year 2011 Accomplishments

- Continued to study feasibility of developing park spaces to better serve the entire Fredericksburg community.
- Began planned improvements, routine maintenance, and programming of Riverfront Park.
- Continued to solicit private donations for Phase II of the renovation project at Motts Reservoir that will provide additional amenities and improve customer service by providing running water and permanent restrooms.
- Continued to support the concept of Pathways and Trails throughout the City through participation in various related committees.
- Developed a position and hired a market manager for the Fredericksburg Farmer's Market who would provide more consistent management of the market, and improve the operation to the benefit of the vendors and the citizens who shop there.

Fiscal Year 2012 Objectives

- To begin to develop a dual-pronged comprehensive marketing strategy that will increase brand recognition and improve visibility of programs and special events, and at the same time develop the framework for management of volunteers, donors, and sponsors.
- To celebrate the Silver Anniversary of the Recreation Commission Volunteer Banquet and have it more publicly recognized for its 25 years of success and appreciation.
- To expand the boating access on the Rappahannock with the installation of an access at Old Mill Park that is funded by grants, partnerships, and sponsorship.
- To install a new registration software system that will expand payment opportunities, facility reservation information, and do-it-yourself transactions to better serve the community.
- To make the park improvements that have been approved at Riverfront Park to include the installation of benches, trashcans, and additional fencing that will allow both City events and privately sponsored events to setup more efficiently.

Organization Chart (Departmental)



GENERAL FUND – PARKS, RECREATION, & PUBLIC FACILITIES –
ADMINISTRATION

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	319,600	317,643	317,100	317,100	325,100	2.52%
Fringe Benefits	104,250	101,429	103,034	103,034	103,300	0.26%
Purchased Services	18,900	15,109	18,900	18,900	21,200	12.17%
Utilities, Communications, and Rentals	81,000	53,730	81,000	81,000	73,000	(9.88%)
Travel and Training	1,000	2,549	1,000	1,000	3,200	220%
Dues and Memberships	2,000	2,035	2,000	2,000	2,500	25%
Other Non-Personal	12,000	11,958	12,000	12,000	12,000	0%
Materials & Supplies	12,000	11,677	11,000	11,000	12,000	9.09%
Capital Outlay	-	-	-	-	-	
Total	550,750	516,130	546,034	546,034	552,300	1.15%

Significant Program Highlights

- ❖ Other Non-Personal is Credit Card Fees, which the City pays based upon the use of credit cards for various parks and recreation fees. The budget for FY 2012 reflects approximately the same expenditure for this item as in the past.

Program Description

The Dixon Aquatics Facility was opened to the public on July 1, 2006. The facility included a pool with a zero-depth entry area, lap pool, waterslide, bath house, concession area, outdoor pavilion, and sunbathing area. Sand volleyball courts and a splashground are included in plans for future development of the facility. City Council declared that City residents were to be admitted to the Facility free of charge. Non-city residents are still required to pay an admission fee.

Fiscal Year 2011 Accomplishments

- Expand current rental program at Dixon Pool by 10% during this fiscal year.
- Provide outstanding customer service and exceed customer expectation by reducing complaints with the new Photo ID system
- Continue to solicit sponsorship and expand the Dixon Pool Swim Team to include more meets and greater attendance and community support
- Expand current pool special events programs and increase swim classes for both adults and children.
- Improve and reduce technology application problems at the pool by working in the off-season with IT Department staff.

Fiscal Year 2012 Objectives

- Continue the use of the Photo-ID system that has proven effective for tracking admission, and facility capacity, thereby reducing customer complaints.
- Utilize the new registration software to all-but eliminate the previously experienced technological difficulties at the gates. The software “banks” transactions when network issues are present rather than preventing them.
- Develop a Senior Swim hour to provide an opportunity for senior citizens to get much-needed exercise and access to the pool in a less chaotic environment.
- Develop a greater awareness and more financial support for the Dixon Pool Swim.

Aquatics

	Actual FY 2009	Actual FY 2010	Projected FY 2011	Projected FY 2012
Attendees	12,810	13,305	14,000	15,000
Swimmers in Swim Lessons	270	335	340	350
Concession Revenue	5,147	1,191	4,000	4,000

GENERAL FUND – PARKS, RECREATION, & PUBLIC FACILITIES – AQUATICS

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	85,000	62,857	85,000	85,000	85,000	0%
Fringe Benefits	8,700	6,299	8,700	8,700	9,500	9.20%
Purchased Services	2,000	3,774	1,050	1,050	250	(76.19%)
Utilities, Communications, and Rentals	13,700	21,258	13,700	13,700	13,700	0%
Travel and Training	500	48	500	500	500	0%
Materials & Supplies	23,400	14,496	16,900	16,900	16,900	0%
Capital Outlay	-	249	-	-	-	
Total	133,300	108,981	125,850	125,850	125,850	0%
Revenue						
Admission Fees	40,000	23,936	40,000	40,000	40,000	0%
Concession Revenue	10,000	1,191	10,000	10,000	10,000	0%
Program Fees	4,000	6,747	4,000	4,000	4,000	0%
Donations	-	39,151	-	-	-	
Total Aquatics Revenue	54,000	71,025	54,000	54,000	54,000	0%

Significant Program Highlights

- ❖ Materials & Supplies have been reduced as a result of contracting the Concession operation. The City is no longer buying food & food service supplies for the Concession operation. Revenues are anticipated to be similar to FY2010.
- ❖ The City has received very generous support from the Sunshine Lady Foundation for this program. This support has enabled the City to allow City children free admission to the pool. In FY 2010, the Sunshine Lady Foundation will have donated in excess of \$40,000 for support of this program.

GENERAL FUND – PARKS, RECREATION, & PUBLIC FACILITIES –
ENVIRONMENTAL MANAGEMENT

Program Description

The Public Facilities Division of the Parks, Recreation and Public Facilities Department is responsible for the implementation, operational and logistical support of the City’s Environmental Management System. In keeping with the City Council and City Manager’s commitment to the environment, the EMS was designed to provide a continual cycle of planning, implementing, reviewing, and improving the processes and actions that our City undertakes to meet its environmental obligations. The goal of the program is to have each City Department integrated into the system, over time. The Virginia Department of Environmental Quality’s (DEQ) Environmental Excellence Program offers a number of benefits to its participants, to include reduced frequency of inspection, some regulatory flexibility, cooperative remediation efforts, and a solution-oriented network of other government agencies upon which the City may draw for suggestions on innovative cost-saving solutions to ordinary processes.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	5,000	80	5,000	5,000	5,000	0%
Fringe Benefits	400	6	400	400	400	0%
Purchased Services	-	-	-	-	-	
Travel and Training	-	-	-	-	-	
Dues and Memberships	-	-	-	-	-	
Materials & Supplies	-	-	-	-	-	
Total	5,400	86	5,400	5,400	5,400	0%

Significant Program Highlights

- ❖ The budget funds this activity at a minimum level due to the financial condition of the City.

Program Description

The Park Maintenance Division of the Parks, Recreation and Public Facilities Department continues to meet all logistical and operational support required for park operations, maintenance, and events/programs to include the opening and closing and routine maintenance of the Dixon Park Pool, maintenance of the City's beautification sites, City-owned properties, and athletic fields, sports turf management, and calibration of irrigation systems at Dixon Park, Dixon Park Pool and Snowden Park.

Fiscal Year 2011 Accomplishments

- Continued to provide manpower, logistical and operational support for (3) Finally Fridays, (13) Lunch in the Park events, (8) Bluemont Concert Series and (5) Music Under the Stars events, the 12th Annual Soap Box Derby, Christmas Tree Lighting, First Night Celebration, Urban Trail Ride and numerous other City-wide special events.
- Completed renovations at Old Mill Park which included a new parking lot near the new playground, replacement of the shingles on the roofs of all three shelters and the maintenance building, finalized the water hookup for the shelters, installed new river safety signs, and rehabilitated one pavilion. Work also included the replacement of roof shingles at the Alum Spring Park shelter.
- Worked with W.C. Spratt, Inc. to design and construct a new park at the corner of Powhatan Street and Cowan Boulevard that will include a trail, benches, parking, a dry creek bed and a playground. Added plant screenings and mulched tree wells.
- Worked with the Tree Fredericksburg group to install over 130 trees throughout City parks.
- Developed and implemented a plant management program as well as a diagnostic and treatment program for plant damage and disease control.

Fiscal Year 2012 Objectives

- Continue to work with Tree Fredericksburg and the Virginia Department of Forestry to evaluate the tree canopy in Old Mill and Alum Spring Parks, and plan for future plantings to cover any deficiencies.
- Work with the Fredericksburg Dog Owners Group and the College Terrace Neighborhood Association to provide additional lighting at Dog Park that will allow for extending hours of use by citizens.
- Continue to search for additional funding to rehabilitate the parking lots and refurbish the trail systems at Alum Spring Park and Motts Reservoir.
- Continue to monitor and manage the EMS project and proceed as may be required. Continue responsibility for maintaining E-3 classification.

GENERAL FUND – PARKS, RECREATION, & PUBLIC FACILITIES – PARKS
MAINTENANCE

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	506,000	481,699	506,000	506,000	523,600	3.48%
Fringe Benefits	199,057	198,767	201,729	201,729	210,700	4.45%
Purchased Services	11,500	11,672	11,500	11,500	26,500	130.43%
Utilities, Communications, and Rentals	55,000	55,941	57,000	58,033	53,000	(8.67%)
Travel and Training	2,200	730	2,200	2,200	2,200	0%
Dues and Memberships	1,000	1,720	1,000	1,000	1,250	25%
Materials & Supplies	156,072	148,277	145,700	146,700	154,300	5.18%
Capital Outlay	-	444	-	7,000	37,500	435.71%
Total	930,829	899,829	925,129	934,162	1,009,050	8.02%
Revenues						
Marina & Boat Landing Fees	20,000	31,614	20,000	28,000	20,000	(28.57%)

Significant Program Highlights

- ❖ During FY 2010, the Department closed Motts Run Reservoir on Tuesdays and Wednesdays, while remaining open on the other weekdays and the other days of the week. The reduced schedule will continue into FY 2012.

Program Description

The Public Facilities Division of the Parks, Recreation, and Public Facilities Department is responsible for the operational and logistical support of building management and facility maintenance activity. This division is currently responsible for approximately 501,900 City-owned and leased facilities. The Division is responsible for the operation and maintenance of the Facility Management System, which monitors and controls, via computer interface, all Heating, Ventilation, and Air Conditioning (HVAC) systems in twelve key City buildings. It is also responsible for the total and first-line preventive maintenance of 30 City-owned and operated buildings as well as scheduling and monitoring all contract maintenance performed by building maintenance contractors. This division also manages the materials distribution network and inventory control for all building maintenance and janitorial supplies. It performs all custodial activity in City buildings, and operates the City's 24-hour / 7 day per week Work Order Control System.

Fiscal Year 2011 Accomplishments

- Completed a roof replacement project at the upper and lower roofs of the Executive Plaza Building. In conjunction with the roof replacements, made necessary repairs and modifications to the lightning suppression system for the building. Two failed HVAC systems that serve the 5th and 6th floors of the building were replaced, modifications were made to the mounting of other roof top units, and the abandoned HVAC cooling tower on the upper roof was removed.
- Will have completed the City Hall Elevator Modernization Project. Included in this project was complete replacement of the existing control system, pump unit, door operators, car and corridor fixtures, and communications systems. All work was designed and installed to meet ADA and Building Code criteria.
- Completed the contracted recoating of the Bass Ellison Building roof.
- Completed the Museum (Old Town Hall) window replacement project which also included minor roof slate replacement and snow guard repair and replacement. The second floor HVAC system was replaced since it was failing and beyond further repair. And, completed upgrades to the building's fire alarm system.
- At the Central Rappahannock Regional Library Building, repaired a recurring roof leak at the Atrium roof, repaired a leak in the basement wall by excavating the ground at the exterior of the wall and applying waterproofing materials, and removed a large tree growing against the building and overhanging the lower roof.

Fiscal Year 2012 Objectives

- Facilitate the advancement of Courthouse and Court Facilities project as appropriate.
- Have a contracted consultant complete a thorough evaluation of all City elevators to identify any immediate repairs required and to project a scheduled sequence of priority repair consideration for planning and budget purposes.

GENERAL FUND – PARKS, RECREATION, & PUBLIC FACILITIES – PUBLIC FACILITIES - GENERAL

- Continue with HVAC system and building energy systems savings measures, equipment replacement where needed, lighting retrofit where applicable, increased automation of existing equipment for energy control, etc.
- Reduce the number of emergency work orders through improved maintenance programs.

Performance Measures

	Actual FY 08	Actual FY 09	Projected FY 2010	Projected FY 2011
Buildings Maintained	30	31	31	31
Square Ft. Maintained	496,900	501,900	500,457	500,457
Square Ft. Cleaned	348,000	352,000	351,100	351,100
Routine Work Orders	900	900	1,000	1,000
Emergency Work Orders	190	195	195	210

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	579,310	558,922	536,000	536,000	550,300	2.67%
Fringe Benefits	243,292	226,524	250,333	250,333	254,500	1.66%
Purchased Services	353,111	311,313	338,860	336,425	346,750	3.07%
Utilities, Communications, and Rentals	403,985	470,621	453,985	453,985	454,185	0.04%
Travel and Training	1,000	152	1,000	1,000	1,000	0%
Dues and Memberships	1,000	-	1,000	1,000	1,000	0%
Other Non-Personal	-	4,313	-	-	-	
Materials & Supplies	61,000	62,218	69,000	69,000	69,000	0%
Capital Outlay	-	2,058	27,500	29,935	3,000	
Total	1,642,698	1,636,121	1,677,678	1,677,678	1,679,735	0.12%

Significant Program Highlights

- ❖ There are no significant highlights in the Public Facilities division.

GENERAL FUND – PARKS, RECREATION, & PUBLIC FACILITIES – PUBLIC
FACILITIES SPECIAL PROJECTS

Program Description

The Special Projects Division of the Parks, Recreation & Public Facilities Department is the focal point for the Public Facility renovation and minor construction projects. When projects are identified through the City Manager's Office and funds are identified, this Division is responsible for their cost-effective scheduling and completion. The Special Projects Chief reports to the Director of Parks, Recreation & Public Facilities.

FY 2011 Work Plan

- Will have completed work on the 5th and 6th floors of the Executive Plaza.
- Assisted with Special Event electrical needs as requested. Established a system for supporting electrical needs at Riverfront Park in the interim between Phases I and II.
- Will have completed the remaining Dorothy Hart Community Center work to include the construction of storage sheds that will eliminate the need for a POD for additional supply storage, and the installation of drainage solutions to pull water away from the foundation of the newly renovated building.

FY 2012 Objectives

- To continue the certification program for those employees who are eligible for receiving or keeping current their Virginia Department of Professional and Occupational Regulations (DPOR) tradesman certification.
- To continue to pursue the standard that all City properties, parks and buildings, are barrier free to persons with physical disabilities.

GENERAL FUND – PARKS, RECREATION, & PUBLIC FACILITIES – PUBLIC
FACILITIES SPECIAL PROJECTS

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	141,000	142,572	141,000	141,000	160,550	13.87%
Fringe Benefits	66,500	60,663	63,288	63,288	72,200	14.08%
Purchased Services	20,500	12,965	6,000	6,000	6,000	0%
Utilities, Communications, and Rentals	-	-	1,500	1,500	1,500	0%
Travel and Training	500	-	500	500	1,000	100%
Dues and Memberships	-	-	600	600	600	0%
Materials & Supplies	51,700	32,535	43,000	54,500	38,000	(30.28%)
Capital Outlay	-	-	-	-	-	
Total	280,200	248,735	255,888	267,388	279,850	4.66%

Significant Program Highlights

- ❖ There are no specific highlights for the Special Projects division for FY 2011.

Program Description

The Supervision Division of the Parks, Recreation and Public Facilities Department is the source of program and activity facilitation and provision. Special events, leisure, recreation and sports programs are the primary categories in this area. The Dorothy Hart Community Center is the primary location for indoor programs, but programs are also held at (24) additional locations throughout the community, including Alum Spring Park, the Motts Nature Center, area schools, local parks and private facilities. Program supervisors are augmented by part-time personnel and contracted services. Volunteers are also a major resource, especially as coaches in our youth sports programs and at the Motts Reservoir Nature Center. Although a tremendous asset, volunteers, conversely, take staff time to supervise and manage.

Fiscal Year 2011 Accomplishments

- Maintain sports sponsorship at 75-80% for all youth sports teams through June 2011.
- Expand Nature program offerings to include a minimum of 4 offerings at Dixon Park and Old Mill Park.
- Create public/private partnerships for various special programs to maximize revenue and the marketing potential of the programming while minimizing program costs for the City.
- Improve the quality of volunteer programs through active recruitment, training, recognition, and database management by the end of 2011.

Fiscal Year 2012 Objectives

- To work with the Department of Economic Development and Tourism and the Chamber of Commerce to develop a catalog of new businesses and make contact to provide information on sponsorship and partnership
- To use the Fredericksburg Alert System to its fullest capacity by actively communicating with those who have expressed an interest in community involvement.
- To begin a campaign to draw new clients from the target markets that are absent from our current customer base.
- To implement Phase I construction of the Sunshine Ballpark, collaborative effort between the City and the Cal Ripken, Sr. Foundation.
- To send a representative to the Athletic Business Conference to investigate new programming ideas and business models.

GENERAL FUND – PARKS, RECREATION, & PUBLIC FACILITIES –
SUPERVISION

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	310,000	302,583	280,000	280,000	286,650	2.38%
Fringe Benefits	96,835	84,374	94,011	94,011	97,700	3.92%
Purchased Services	127,000	168,843	127,000	127,000	129,000	1.57%
Utilities, Communications, and Rentals	1,300	1,657	1,300	1,300	1,800	38.46%
Travel and Training	1,000	817	1,000	1,000	1,500	50%
Dues and Memberships	1,000	635	1,000	1,000	1,000	0%
Materials & Supplies	80,400	57,354	86,400	86,400	83,400	(3.47%)
Capital Outlay	-	-	-	-	-	
Total	617,535	616,263	590,711	590,711	601,050	1.75%
Revenues						
Recreation Fees	350,000	406,313	350,000	350,000	350,000	0%
% of Recovery	56.68%	65.93%	59.25%	59.25%	58.23%	

Significant Program Highlights

- ❖ There are no significant program highlights in Supervision.

Program Description

The function of Engineering/Administration is to provide project design, contract administration, construction supervision and inspection for various public works projects, in addition to the management of the day to day operations of the Public Works Department, including street lighting, sidewalk maintenance, street maintenance, bridge maintenance, tree maintenance, solid waste management, water and sewer utilities, wastewater treatment, storm water, watershed property management, railroad spur maintenance and landfill post-closure maintenance and monitoring. E/A also reviews requests for special use of public streets including placement of dumpsters, handicap parking spaces, utility permits, reserved parking for special events and maintenance related activities. E/A also provides support for numerous events and responds to citizen concerns regarding public works services.

Fiscal Year 2011 Accomplishments

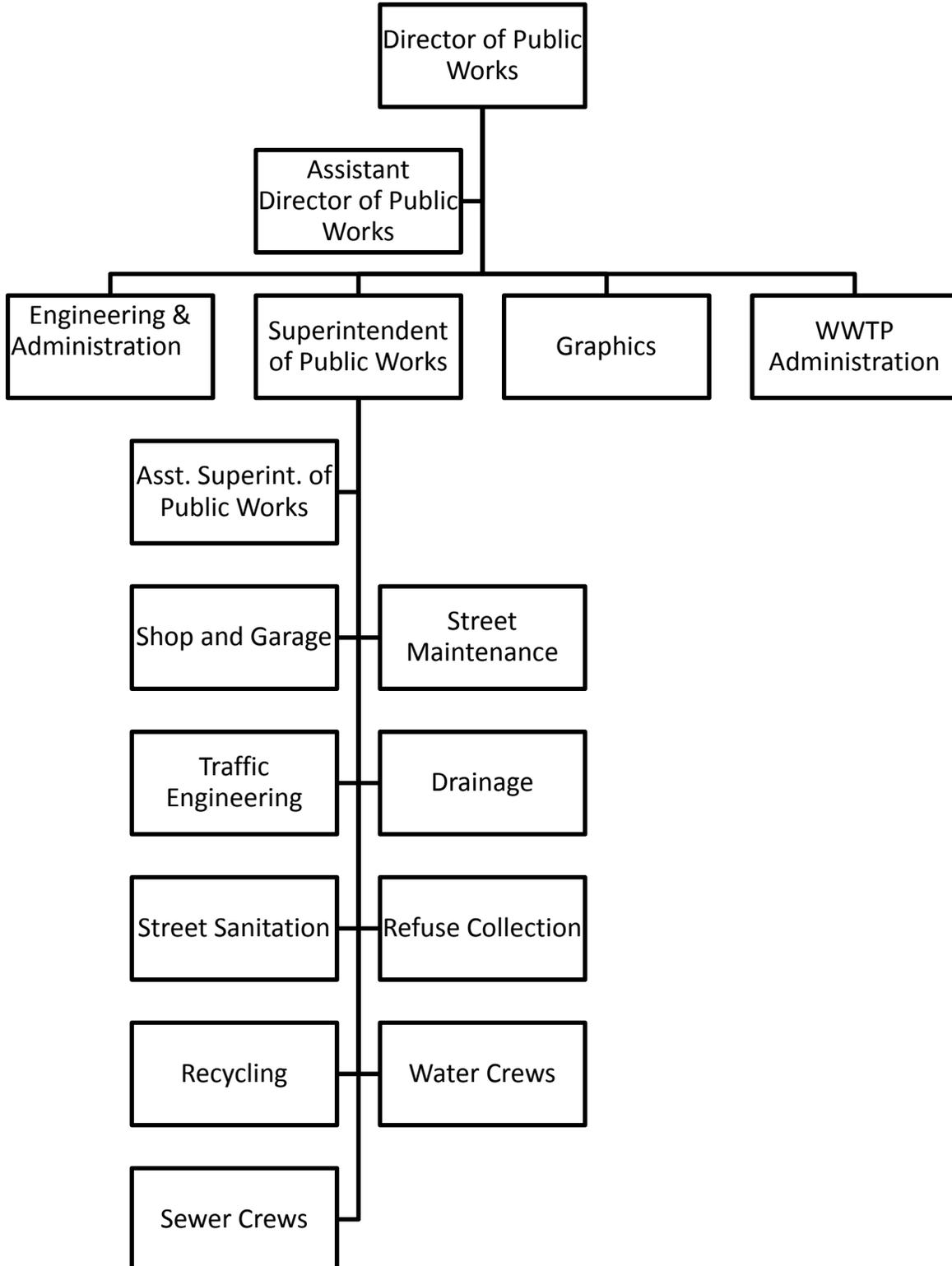
- Complete design and construction of the four transportation projects
- Complete the design/environmental phase and initiate the construction phase for the two trail projects

- Complete the annual asphalt and concrete rehabilitation program (as funds permit)
- Update the department’s snow removal plans and procedures
- Employ consultant to perform Municipal Separate Storm Sewer System (MS4) study to comply with state and federal requirements

Performance Measures

	Actual CY 06	Actual CY 07	Actual CY 08	Actual CY 09	Projected CY 10
Utility Permits	78	85	90	87	90
	Actual FY 06	Actual FY 07	Actual FY 08	Actual FY 09	Projected FY 10
Water Accounts	6,968	7,183	7,191	7,554	7,700
City lane-miles	175	189	189	190	195

Organization Chart (Overall Public Works Department)



GENERAL FUND – PUBLIC WORKS – ENGINEERING & ADMINISTRATION

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	454,500	465,618	453,500	453,500	459,450	1.31%
Fringe Benefits	177,209	167,087	186,390	186,390	186,900	0.27%
Purchased Services	64,300	39,094	84,300	84,300	64,300	(23.72%)
Utilities, Communications, and Rentals	8,800	8,688	8,800	8,800	8,500	(3.41%)
Travel and Training	2,200	2,642	2,200	2,200	3,500	59.09%
Dues and Memberships	800	764	800	800	800	0%
Materials & Supplies	5,100	2,284	5,100	5,100	6,000	17.65%
Capital Outlay	-	-	60,000	60,000	25,000	(58.33%)
Total	712,909	686,177	801,090	801,090	754,450	(5.82%)

Significant Program Highlights

- ❖ Funding is included in Capital Outlay to replace one vehicle.
- ❖ Purchased Services includes additional funding for contracted engineering to perform work related to new mandates for the City’s stormwater system (often referred to as MS4, or Municipal Separate Storm Sewer System).

Program Description

The six person Drainage crew performs all phases of storm drainage work, including repair and cleaning of catch basins, drain ditches, and storm drain lines. The crew also continues to install new design catch basin tops to minimize personal and property damage claims. The Drainage crew also performs utility locations under the state's "Miss Utility" law. Also, the field supervisor of Utilities is funded through the Drainage crew. The members of the Drainage crew also perform duties as necessary for snow removal or storm response.

Fiscal Year 2011 Accomplishments

- Routine cleaning of storm drain lines, manholes, and catch basins to minimize flooding during heavy rains.
- Assisted the Water and Sewer Crew with numerous water and sewer repairs, replacements, and installations.
- Public Works responded to a stormwater pipe collapse at Fire Station #2. With the assistance of the City Attorney, Public Works contracted for the replacement of collapsed pipe that serves both street drainage and private property owners north of Fire Station #2 on Altoona Drive. Work was funded in the Public Works Capital Fund.

Fiscal Year 2012 Objectives

- Continue to place emphasis on preventive maintenance to existing drainage system.
- Continue the installation of new design concrete catch basin covers to minimize personal and property damage claims.
- Improve safety of drainage personnel.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	115,700	104,433	116,500	116,500	119,400	2.49%
Fringe Benefits	70,622	66,287	74,679	74,679	74,800	0.16%
Purchased Services	15,000	255	10,000	10,000	10,000	0%
Utilities, Communications, and Rentals	6,360	3,175	7,865	7,865	5,325	(32.29%)
Travel and Training	-	39	-	-	-	
Dues and Memberships	-	1,000	-	-	1,000	
Materials & Supplies	12,020	10,508	11,945	11,945	11,945	0%
Capital Outlay	-	-	-	-	43,000	
Total	219,702	185,697	220,989	220,989	265,470	20.13%

Significant Program Highlights

- ❖ Capital Outlay includes funding for a replacement 1 ½ ton dump truck. The existing truck is a 1999 GMC model.

Program Description

The Graphics Department is responsible for providing media production and coordination of in-house support and contractual graphic services. Service categories provided through the department are publication and printed materials, sign designs, illustrations, photography, PowerPoint and other presentations, charts, display materials, mapping and drafting, copy printing, office space planning and conceptual designs. The department produces and administers these services for the City Council and all departments as requested. These services have also been made available to local nonprofit organizations involved in projects of city promotion and/or beautification.

FY 2011 Accomplishments

- GIS mapping updates and conversions
- Continued GIS training
- Cowan Blvd. Trail extension plans
- 2011 APWA conference logo and promotional materials
- Future Parks Study and mapping

FY 2012 Objectives

- Continue maintenance and updating of existing GIS layers under Graphics Department responsibility.
- Conversion of existing manual and/or CAD structures not already accounted for in existing GIS, as well as other layers conversions.
- Continue to maintain and enhance, where possible, existing levels of all other graphic services to all departments.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	54,000	52,888	54,000	54,000	54,845	1.56%
Fringe Benefits	20,377	17,063	21,779	21,779	22,900	5.15%
Purchased Services	37,755	28,695	11,680	20,705	3,820	(81.55%)
Utilities, Communications, & Rentals	-	-	-	-	-	
Materials & Supplies	4,550	4,153	4,550	4,550	4,120	(9.45%)
Capital Outlay	-	-	-	-	-	
Total	116,682	102,799	92,009	101,034	85,685	(-15.19%)

GENERAL FUND – PUBLIC WORKS – INDUS. PARK RAIL & TREE PROGRAM

Program Description

The City maintains a rail spur in the Industrial Park which provides dependable rail service to the businesses in the Industrial Park. The spur is located on property owned by the City of Fredericksburg and currently serves Stock Building Supply.

The City also maintains a separate set of accounts to assist in the tracking of the street tree planting efforts of the City. Funding for the tree program was budgeted in Street Maintenance until FY 2007, and there are still City employees in the Street Maintenance division that work on City street trees as part of their duties. The program is managed by the Engineering and Administration Division of the Public Works Department.

Program Budget Summary – Industrial Park Rail Spur

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Purchased Services	19,966	14,983	15,500	15,500	15,500	(0.0%)
Total	19,966	14,983	15,500	15,500	15,500	(0.0%)

Significant Program Highlights

- ❖ There are no program highlights for this program. The City provides for the maintenance of the rail spur by contract.

Program Budget Summary – Tree Program

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Purchased Services	12,000	10,850	5,000	10,500	20,000	90.48%
Materials & Supplies	5,000	5,548	5,000	19,500	30,000	53.85%
Total	17,000	16,398	10,000	30,000	50,000	66.67%

Significant Program Highlights

- ❖ The City amended the FY 2011 budget for the tree program after a storm in July 2010 knocked over or damaged many trees in the downtown and surrounding neighborhoods. The tree budget was supplemented to assist with cleanup and with replacement trees.
- ❖ The City Council funded an increase in the tree program during FY 2012 to assist with planting replacement street trees. Street tree replacements had fallen behind during the economic downturn.

Program Description

The two-position Recycling Crew provides a weekly curbside service for approximately 5,500 customers. Each customer is provided with a plastic recycling container that is placed at the curb on the scheduled pickup day. Currently, the collected recyclable materials are delivered to the Rappahannock Regional Landfill in Stafford County. Records show that approximately 40% of City residents and businesses participate in the curbside recycling program; however, many residents and businesses alternate recycling days, so the total may be higher (as high as 50%).

Fiscal Year 2011 Accomplishments

- Continued use of a new recycling truck into service that changed collection practices. Recyclables are no longer sorted at the curbside, but instead are brought in a mixed load to a materials recovery facility for sorting.

Fiscal Year 2012 Objectives

- Continue education and outreach efforts to the community in order to increase recycling rates and decrease the total solid waste hauled to the landfill.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	74,500	70,926	71,855	71,855	74,090	3.11%
Fringe Benefits	37,574	36,747	40,901	40,901	40,400	(1.22%)
Materials & Supplies	15,160	7,353	6,760	6,760	8,680	28.40%
Capital Outlay	116,000	112,046	-	-	-	
Total	243,234	227,072	119,516	119,516	123,170	3.06%

Significant Program Highlights

- ❖ Thanks to assistance from the Rappahannock Regional Landfill, in FY 2010 the City was able to purchase a new packer truck which enables the recycling crew to collect recycling more efficiently. The advent of single-stream recycling has ended the need for most curbside segregation of recyclables. The FY 2011 budget and the FY 2012 budget reflect an overall reduction from FY 2010 levels as a result of the major capital purchase in FY 2010.

Program Description

The eleven position Refuse Collection crew provides twice-weekly sanitation service to approximately 3,600 refuse customers. Collected refuse is taken to the Rappahannock Regional Landfill in Stafford County for disposal. The volume of refuse collected and delivered to the landfill for disposal has been reduced as a result of the City’s recycling program.

Fiscal Year 2011 Accomplishments

- Continued to provide efficient service to refuse collection subscribers at a reasonable cost.

Fiscal Year 2012 Objectives

- Continue to provide efficient service to refuse collection subscribers at a reasonable cost.
- Continue, in conjunction with the recycling program, to reduce total tons taken to the landfill on a per capita basis.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	344,000	341,435	355,000	355,000	363,600	2.42%
Fringe Benefits	210,857	200,347	216,848	216,848	230,400	6.25%
Purchased Services	400	349	400	400	400	0%
Travel & Training	-	-	-	-	-	
Materials & Supplies	15,500	14,405	14,500	14,500	13,930	(3.93%)
Capital Outlay	-	-	-	-	-	
Total	570,757	556,536	586,748	586,748	608,330	3.68%

GENERAL FUND – PUBLIC WORKS – REFUSE COLLECTION

Companion Total Program / Program Revenue Table

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Refuse Collection	570,757	556,536	586,748	586,748	608,330	3.68%
Refuse Disposal	86,750	82,457	75,465	122,465	126,050	2.93%
Recycling Collection	243,234	227,072	119,516	119,516	123,170	3.06%
Total Solid Waste Program	900,741	866,065	781,729	828,729	857,550	3.48%
Revenues						
Solid Waste Fees	724,500	721,210	724,500	724,500	724,500	0%
R-Board Grants	124,400	124,400	-	-	-	
Total	848,900	845,610	724,500	724,500	724,500	0%

Significant Program Highlights

- ❖ The City did not increase the solid waste fees for FY 2012.
- ❖ Overall program costs increased as a result of the allowance for tipping fees of \$40,000 placed in the Refuse Disposal budget.

Program Description

The City owns a closed landfill on Cool Springs Road in Stafford County. Although no waste is received at this facility, the City must maintain the facility to federal and state environmental standards. This primarily takes the form of operation and maintenance of the methane gas monitoring and extraction system and performing groundwater inspections as required by the Virginia Department of Environmental Quality.

This set of accounts also includes an allowance to begin paying tipping fees at the regional landfill in Stafford County (R-Board).

Fiscal Year 2011 Accomplishments

- Continued monitoring of gas levels and performing groundwater inspections as required by Virginia Department of Environmental Quality.
- Continued to make improvements to minimize leachate problems and perform maintenance to landfill site and burner unit.
- Increased monitoring at selected groundwater wells in response to test results.

Fiscal Year 2012 Objectives

- Continue increased monitoring and implement any corrective actions, if requested by the state Department of Environmental Quality.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	-	-	-	-	-	
Purchased Services	81,650	80,162	70,650	117,650	80,950	(31.19%)
Utilities, Communications, & Rentals	3,100	2,295	2,815	2,815	3,100	10.12%
Materials & Supplies	2,000	-	2,000	2,000	2,000	0%
Joint Operations	-	-	-	-	40,000	
Total	86,750	82,457	75,465	122,465	126,050	2.93%

Significant Program Highlights

- ❖ The R-Board landfill has notified the City that they will begin charging tipping fees for City-hauled solid waste during the FY 2012 budget year; although final amounts and policies have not yet been set. The budget category for Joint Operations includes an allowance of \$40,000 to begin paying tipping fees.

Program Description

The Shop and Garage Division of the Public Works Department is responsible for the maintenance of the vehicle and equipment fleet for the City, with the exception of Transit and School Board vehicles. In addition, the Division includes the day-to-day supervision of most Public Works functions, as well as purchasing and inventory control for the entire Department.

Fiscal Year 2011 Accomplishments

- Continue to provide the highest level of vehicle/equipment maintenance and repair service to all Departments and agencies served by the Public Works Shop and Garage.
- Increase productivity by minimizing vehicle and equipment breakdowns.
- Continue fabrication of trash barrels, to be used primarily in the downtown area, and construction of new design concrete tops for catch basins.
- Continue to provide more technical training for auto mechanic personnel.
- Provide access to more technical literature and manuals.
- Improve safety of shop and garage personnel.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	651,500	642,822	661,000	661,000	602,050	(8.92%)
Fringe Benefits	310,018	295,873	324,159	324,159	307,500	(5.14%)
Purchased Services	22,965	2,714	9,465	9,465	7,940	(16.11%)
Utilities, Communications, and Rentals	57,485	38,196	52,405	52,405	53,800	2.66%
Travel and Training	2,700	2,281	2,700	2,700	2,700	0%
Materials & Supplies	250,597	238,070	247,875	244,003	251,845	3.21%
Capital Outlay	-	410	9,700	13,572	4,500	(66.84%)
Total	1,295,265	1,220,366	1,307,304	1,307,304	1,230,335	(5.89%)

Significant Program Highlights

- ❖ Personal Services is decreased as the Deputy Superintendent position that was funded in the Shop Budget has been moved to the Public Works Traffic division. An additional Deputy Superintendent position was created in the FY 2012 budget, funded in Street Maintenance.
- ❖ Materials and Supplies in the Shop budget includes motor fuels for the entire Public Works Department.

Program Description

As part of the effort to better manage the City’s snow removal efforts, funds for this purpose will be included in a separate funding unit beginning in FY 2011. Funds for snow removal were previously included in the Street Maintenance and Street Sanitation budgets. Costs for snow removal may vary significantly from year to year.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted
Salaries and Wages	-	-	20,000	20,000	20,000
Fringe Benefits	-	-	1,500	1,500	1,500
Purchased Services	-	-	50,000	50,000	50,000
Materials & Supplies	-	-	50,000	50,000	50,000
Capital Outlay	-	-	-	-	-
Total	-	-	121,500	121,500	121,500

Significant Program Highlights

- ❖ Salaries and Wages in the adopted budget represent overtime costs and associated FICA costs. However, straight time salaries will continue to be appropriated in the other various Public Works divisions in which the employees work on a regular basis.
- ❖ Materials and Supplies include costs for sand and salt used during snow removal operations. Difficult winters, such as the winter of 2009-2010, would require supplemental funds.
- ❖ Purchased Services includes aid in snow removal operations from contractors.
- ❖ The FY 2012 budget is the exact same as FY 2011, and represents no increase or decrease in all categories.

GENERAL FUND – PUBLIC WORKS – STREET MAINTENANCE

Program Description

The Street Maintenance Division of the Public Works Department has three crews: the tree crew, the concrete crew, and the patch and asphalt crew. The tree crew maintains trees within the City’s rights-of-way. The concrete crew repairs and replaces the City’s concrete sidewalks, curbs, gutters, driveways, handicap ramps, and drainage structures. In addition, this crew is responsible for the repair and installation of brick sidewalks. The patch and asphalt crew performs pothole patching and limited paving for the City’s asphalt streets and roadways. All three crews will also perform duties as necessary to assist with flood recovery and snow removal.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	483,500	467,915	455,000	455,000	503,900	10.75%
Fringe Benefits	262,118	210,026	263,439	263,439	270,900	2.83%
Purchased Services	312,400	270,365	30,000	143,000	30,000	(79.02%)
Utilities, Communications, and Rentals	1,795	1,113	1,795	1,795	1,600	(10.86%)
Travel and Training	300	118	300	300	300	0%
Materials & Supplies	209,940	370,254	124,940	136,601	124,050	(9.19%)
Capital Outlay	78,000	12,965	7,100	32,439	63,100	94.52%
Total	1,348,053	1,332,756	882,574	1,032,574	993,850	(3.75%)
Revenue						
VDOT Street Maintenance Payments	2,185,000	2,178,799	2,120,000	2,270,000	2,300,000	1.32%

Significant Program Highlights

- ❖ Purchased Services in Street Maintenance in FY 2011 and FY 2012 is decreased from FY 2010 as funds were transferred to set up the new Snow Removal budget in Public Works.

GENERAL FUND – PUBLIC WORKS – STREET MAINTENANCE

Program Description

The Street Maintenance Division of the Public Works Department has three crews: the tree crew, the concrete crew, and the patch and asphalt crew. The tree crew maintains trees within the City’s rights-of-way. The concrete crew repairs and replaces the City’s concrete sidewalks, curbs, gutters, driveways, handicap ramps, and drainage structures. In addition, this crew is responsible for the repair and installation of brick sidewalks. The patch and asphalt crew performs pothole patching and limited paving for the City’s asphalt streets and roadways. All three crews will also perform duties as necessary to assist with flood recovery and snow removal.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	483,500	467,915	455,000	455,000	503,900	10.75%
Fringe Benefits	262,118	210,026	263,439	263,439	270,900	2.83%
Purchased Services	312,400	270,365	30,000	143,000	30,000	(79.02%)
Utilities, Communications, and Rentals	1,795	1,113	1,795	1,795	1,600	(10.86%)
Travel and Training	300	118	300	300	300	0%
Materials & Supplies	209,940	370,254	124,940	136,601	124,050	(9.19%)
Capital Outlay	78,000	12,965	7,100	32,439	63,100	94.52%
Total	1,348,053	1,332,756	882,574	1,032,574	993,850	(3.75%)
Revenue						
VDOT Street Maintenance Payments	2,185,000	2,178,799	2,120,000	2,270,000	2,300,000	1.32%

Significant Program Highlights

- ❖ Purchased Services in Street Maintenance in FY 2011 and FY 2012 is decreased from FY 2010 as funds were transferred to set up the new Snow Removal budget in Public Works.

Program Description

Activities for the twelve position Street Sanitation crew include weed and grass cutting, leaf collection, litter control, special pick-ups, maintenance of approximately one hundred and thirty-five public trash receptacles (emptied three times per week) and assistance to the Code Compliance Department and other non-profit groups for activities and events annually.

Fiscal Year 2011 Accomplishments

- Continued to assist the Building and Development Services Department as needed to cut grass and weeds as necessary for code compliance.
- Continued to provide street cleaning, mowing, and litter pickup services along City streets.
- Continued to provide street cleaning and empty trash receptacles in the historic downtown area.
- Continued to conduct seasonal leaf collection.
- Installed recycling receptacles throughout the downtown area, which will provide the ability for residents and visitors to recycle instead of discard items in the downtown area. The Fredericksburg Clean and Green Commission assisted with this effort.

Fiscal Year 2012 Objectives

- Continue to provide street sanitation services along City streets and rights-of-way.
- The City’s Public Works Capital Budget includes funding for street improvements in the downtown / historic district. As items are identified for replacement, there may be impacts to Street Sanitation – including, for example, replacement trash barrels.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	380,450	376,886	380,450	380,450	389,825	2.46%
Fringe Benefits	224,418	227,534	230,205	230,205	231,800	0.69%
Purchased Services	29,103	24,809	25,600	25,600	25,600	0%
Utilities, Communications, and Rentals	900	769	900	900	1,400	55.56%
Travel and Training	-	-	-	-	-	
Materials & Supplies	22,500	24,747	22,500	21,911	24,050	9.76%
Capital Outlay	4,700	4,697	28,000	28,589	-	0%
Total	662,071	659,442	687,655	687,655	672,675	(2.18%)

Significant Program Highlights

- ❖ Funding was included in Capital Outlay in FY 2011 to purchase a replacement tractor to assist in right-of-way mowing. There are no replacement capital outlay items in the FY 2012 budget.
- ❖ Funding in FY 2012 represents the same level of service as FY 2011.
- ❖ Funding will be necessary within the next one-two years for a replacement street sweeper.

Program Description

The Engineering & Administration Division of the Public Works Department manages the streetlight program. The Streetlight program funds the installation and maintenance of streetlights and the cost of electric power associated with streetlights and traffic signals throughout the City. The Department of Public Works maintains ornamental street lights, mainly in the downtown area, and streetlights in municipal parking lots. All other streetlights are installed and maintained by Dominion Virginia Power. Engineering & Administration reviews and approves requests for new streetlights and coordinates installation and maintenance requests for streetlights and traffic signals with Dominion Virginia Power.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Purchased Services	-	3,016	7,000	42,420	12,000	(71.71%)
Utilities, Communications, and Rentals	365,000	312,743	370,000	334,580	350,000	4.61%
Materials & Supplies	5,000	6,489	7,000	7,000	7,000	0%
Total	370,000	322,248	384,000	384,000	369,000	(3.91%)

Significant Program Highlights

- ❖ During FY 2011, two projects were undertaken in Streetlights. One involved the re-painting of streetlight poles owned by the City in the downtown area and along Lafayette Boulevard and Princess Anne Street. The other involved repairs to the streetlights that are currently out of operation along the Chatham Bridge. Stafford County and VDOT are cooperating with this effort, which is currently scheduled for mid-July 2012.

Program Description

The traffic crew is responsible for the management, installation, and maintenance of traffic signals, signs, and markings within the City limits. The crew manages approximately 150 downtown and public landmark lighting fixtures, maintains 60 signalized intersections, 6,000 signs, 600,000 linear feet of pavement markings and 10,000 linear feet of guardrail. The crew is also responsible for traffic counts, surveys, and work zone safety. It should also be noted that in support of special activities benefiting the downtown, the Department expends approximately \$5,000 annually in equipment, materials, and labor including but not limited to, Christmas tree decorating and lighting, installing lights in downtown trees, and hanging wreaths and banners.

Fiscal Year 2011 Accomplishments

- One of the Goals of the City Council is to continue traffic signal and pedestrian improvements city-wide.
 - During FY 2011, the City installed “ladder type” pedestrian crosswalks, on street crossings at 19 downtown intersections
 - As part of ongoing pedestrian safety improvements, the City purchased “Yield to Pedestrian” Street signs designed for the middle of crosswalks, which will serve to slow motor vehicle traffic and remind motorists of the requirement to yield to pedestrians in crosswalks
- Another Goal and Initiative is to continue to change-out incandescent traffic signals for LED traffic signal heads. So far, four intersections have been changed during FY 2011, with three more underway. Six additional intersections will be changed with federal transportation funds as part of the Route One and Route Three traffic signal synchronization project.

Fiscal Year 2012 Objectives

- Complete the intersection improvements at Sophia Street and William Street (funding in the Capital Budget, but part of the work plan for Public Works).
- Continue City-wide traffic signal and pedestrian improvements.
- Continue the City’s replacement of incandescent traffic signals with LED signals – schedule calls for five more intersections. Tentative completion of the change-out program is set for FY 2013.
- Expand the “Yield to Pedestrian” sign program to other areas of the City.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	78,000	81,510	75,000	75,000	196,875	162.50%
Fringe Benefits	45,061	41,124	46,811	46,811	96,700	106.58%
Purchased Services	172,500	132,852	102,500	125,295	82,500	(34.16%)
Utilities, Communications, and Rentals	3,000	7,819	3,000	3,000	14,850	395%
Travel and Training	2,230	359	2,230	2,230	2,310	3.59%
Materials & Supplies	45,340	46,890	51,140	50,840	50,870	0.06%
Capital Outlay	11,800	3,754	83,500	83,800	89,000	6.21%
Total	357,931	314,308	364,181	386,976	533,105	37.76%

Significant Program Highlights

- ❖ Personal Services includes two transferred employees in this division, as part of a Public Works Department effort to dedicate additional resources to the maintenance, upkeep, and repair of City traffic signals.
 - A **Deputy Superintendent – Traffic Control** has been created from the funding that was set aside for the **Deputy Superintendent** position in the Shop and Garage budget.
 - A **Traffic Control Supervisor** has been created from funding that was set aside for a **Field Supervisor** position in Street Maintenance. The position has been filled, but inactive, for some time because the incumbent is on military leave.
- ❖ Capital Outlay includes funding to replace a 2001 Utility Body pickup with over 117,000 miles; plus replacement signal equipment at various traffic intersections.

Program Description

The City of Fredericksburg participates with several regional partners and the state to fund the operations of the Rappahannock Regional Jail and the Rappahannock Juvenile Detention Center. The City’s partners for the Rappahannock Regional Jail include Stafford County, Spotsylvania County, and King George County. The Juvenile Center includes those jurisdictions, plus the Counties of Orange, Madison, and Louisa. The City budget also includes a small amount for Medical Examiner services.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Juvenile Detention Center	583,075	583,075	418,515	434,243	339,550	(21.81%)
Regional Jail	3,495,970	3,495,961	3,245,224	3,245,224	2,855,255	(12.02%)
Medical Examiner	1,200	280	1,200	1,200	1,200	0%

Significant Program Highlights

- ❖ Both the Juvenile Detention Center and the Regional Jail are reliant on a combination of local and state support. The budgets for the two centers may need to be adjusted after the outcome of the budget negotiations at the General Assembly is known.

Program Description

Currently, the City funds its safety and risk management efforts through other budgets, most notably the Fire Department. The City Manager’s Recommended Budget includes a new division for Safety and Risk Management, with most of the funding for one position.

Fiscal Year 2011 Accomplishments

- The City’s Accident Review Committee met and reviewed City workplace accidents and incidents during the year.
- The City Safety Committee reviews safety hazards and provides guidance and recommendations concerning safety training and safety improvements.
- Hired a full-time employee to oversee the City’s efforts at Safety and Risk Management.

Fiscal Year 2012 Objectives

- Continue the City’s progress in reducing the number of accidents, the number of claims, and the amount of claims against both the City’s general liability and worker’s compensation insurance.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	-	-	50,100	30,100	55,850	85.55%
Fringe Benefits	-	-	21,282	21,282	22,400	5.25%
Purchased Services	-	-	-	-	-	
Utilities, Communications, and Rentals	-	-	-	-	1,000	
Travel & Training	-	-	500	500	1,000	100%
Materials and Supplies	-	-	200	200	1,000	400%
Total	-	-	72,082	52,082	81,250	56%

Significant Program Highlights

- ❖ In FY 2011, the budget created a new division, and transferred funding from the Fire Department for the Firefighter – Safety position to a new position, Safety and Risk Management Coordinator. The new division will assist the City in tracking its safety program activities for FY 2011 and in future years.
- ❖ The FY 2011 budget was amended (reduced) to capture one-time turnover savings from the hiring of the Safety Officer mid-year.
- ❖ Funding was increased slightly for supplies and training; however, funding for the safety program remains at a minimal level.

Program Description

The Sheriff is a Constitutional Officer, and the duties and functions of the Sheriff are a shared responsibility between the City and the Commonwealth of Virginia. The mission of the Fredericksburg Sheriff’s Office is to provide the following services:

- Security for all courts, personnel, and the general public of the City of Fredericksburg
- Provide proper service of civil process and provide timely notice of all documents
- Responsible for the summons of Grand, Felony, and Civil Juries, and to summon witnesses
- Provide and arrange for the transportation of inmates and mental patients to local and other facilities
- Oversee legal matters such as Sheriff Sales, Evictions, Levies, and other necessary duties for the finalization of Judgments.
- Assist the Fredericksburg Police Department as necessary.
- Perform duties as prescribed by City Charter or General Law, and assist other Law Enforcement Agencies.

FY 2011 Accomplishments

- Continued to provide adequate security for all courts.
- Provided transportation in a timely manner for all inmates and mental patients.
- Continue handling of two Drug Courts and two Circuit Courts
- Involvement in the planning of the new Court Complex.

FY 2012 Objectives

- Continue mandatory training for all deputies.
- Continue to provide a safe and secure environment for all courts.
- Continue to be involved in the planning of the new Court Complex.
- Continue to provide security for a second Circuit Court.

Performance Measures

	FY 2008	FY 2009	FY 2010	FY 2011 Proj.	FY 2012 Proj.
Civil Process	44,491	45,211	46100	46600	50,000
Court Days					
Circuit	325	360	345	360	360
General District	219	219	225	225	225
J&DR	325	325	287	315	325
Transports					
Inmates	618	635	679	680	600
Mental Health	220	260	140	225	200

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Budget	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	829,350	820,216	817,500	817,500	893,650	9.31%
Fringe Benefits	333,400	332,382	348,815	348,815	367,400	5.33%
Purchased Services	3,900	3,128	4,950	4,950	9,615	94.24%
Utilities, Communications, and Rentals	59,610	61,945	59,510	59,510	71,610	20.33%
Travel and Training	2,050	1,393	2,050	2,050	3,600	75.61%
Dues and Memberships	1,050	1,046	1,050	1,050	1,100	4.76%
Other Non-Personal	3,135	4,061	3,135	3,135	4,200	33.97%
Materials & Supplies	54,950	50,747	55,600	55,600	58,600	5.40%
Joint Operations	6,000	5,949	6,000	6,000	6,000	0%
Capital Outlay	4,000	4,026	4,000	4,000	58,000	1350%
Total	1,297,445	1,284,893	1,302,610	1,302,610	1,473,775	13.14%
Revenue						
Compensation Board Revenues	515,010	279,516	465,000	465,000	440,000	(5.38%)
Sheriff Revenues – ARRA	-	180,726	-	-	-	
Security Center Reimbursement	16,000	16,000	20,000	20,000	25,000	25%
Courthouse Security Fees	55,000	83,203	70,000	70,000	70,000	0%
Total	586,010	559,445	555,000	555,000	535,000	(3.60%)
% Recovery	45.17%	43.54%	42.61%	42.61%	36.30%	

Significant Program Highlights

- ❖ The Security Center Reimbursement is received from the Drug Court program run through the Rappahannock Regional Jail to reimburse the City for the cost of providing security at the drug court.
- ❖ Personal Services increased significantly as part-time salaries increased to provide additional part-time support to the Sheriff’s office.
- ❖ Capital Outlay increased significantly as the City is set to purchase two replacement Sheriff vehicles in the FY 2012 operating budget.

GENERAL FUND - SHERIFF

- ❖ The City is benefitting from the increase in courthouse security fees, which must be used for court security, from \$5 to \$10 which was implemented during FY 2008. The budget forecast for FY 2011 is increased to \$70,000 based on collections during FY 2010, which will help offset the reductions in support from the Commonwealth for the Sheriff's Office.

GENERAL FUND TRANSFERS AND CONTINGENCY

Program Description

The City makes several transfers to other City operating funds from its General Fund, including School Operating, Social Services Operating, City Grants, and Capital Funds. The City also transfers funds as appropriate to the Debt Service Fund to support debt incurred for general government purposes. The General Fund also has a Contingency to address unforeseen needs which may arise during the course of the year.

Program Budget Summary

Expenditure Summary	FY 09 Actual	FY 10 Actual	FY 11 Budget	FY 11 Amended	FY 12 Adopted	% Change
Trans to Schools	24,728,000	24,028,000	24,028,000	24,028,000	24,928,000	3.75%
Trans to Debt Service	6,094,105	5,822,259	5,787,900	5,787,900	5,437,820	(6.05%)
Trans to Capital	860,144	635,000	-	-	1,403,025	
Trans to Head Start	230,000	195,500	195,500	195,500	195,500	0%
Trans to Regional Consumer Marketing	185,525	195,525	143,200	143,200	121,000	(15.5%)
Trans to EDA Fund	25,000	-	17,500	17,500	30,000	71.43%
Trans to Soc. Services	802,402	832,080	823,000	823,000	893,215	8.53%
Trans to Riparian Stewardship	-	25,000	-	-	-	
Trans to CSA	769,427	665,550	563,240	563,240	620,000	10.08%
Trans to City Grants	216,191	139,642	98,848	102,597	120,695	17.64%
Trans to Grants –Arts	15,000	9,500	6,500	6,500	5,000	(23.08%)
Trans to Victim Witness	35,199	37,077	38,815	38,815	59,900	54.32%
Turnover Credit	-	-	(70,000)	(50,000)	-	
Total	33,960,993	32,585,133	31,632,503	31,736,252	33,815,655	7.29%
Contingency			571,526	267,299	521,530	-8.75%

GENERAL FUND TRANSFERS AND CONTINGENCY

Significant Program Highlights

- ❖ The City does not spend General Fund Contingency directly from that account, but rather re-appropriates it into other line items as appropriate during the course of the year. Therefore the FY 09 and FY 10 line item amounts for spending are zero – any amounts appropriated from Contingency were spent through other line items. The FY 2012 Budget uses General Fund Balance as the source for the General Fund Contingency.
- ❖ Transfer to Capital is recommended to increase from zero in FY 2011 to approximately \$1.4 million in FY 2012. The City has planned a variety of maintenance projects in the capital budget during FY 2012, in an effort to invest in maintenance in the community.

Program Description

The tasks of the Treasurer’s Office include but are not limited to the collection and disbursement of all city funds; banking and investment transactions; billing and collection of taxes, parking violations, utility bills, and collection enforcement of delinquent accounts. By collecting taxes when due, and pursuing collection of delinquent taxes immediately after the due date has passed, we continue the practice of “tax fairness.” We offer extended hours during peak tax payment times, payment plans, automatic deductions from checking accounts, a drop box for after-hours payments and internet payment options. As a convenience to the taxpayer we also accept credit card payments in person, by phone and on the internet and open additional cashier windows to reduce waiting times. We serve the Commissioner of Revenue/DMV Select as a cash collecting agent. We continually pursue innovative and creative ways to improve our public service, efficiency and effectiveness with upgraded technology.

Fiscal Year 2011 Accomplishments

- Retained accreditation status by achieving a 98.67% collection rate for FY09.
- Placed the banking services contract out for competitive bidding, resulting in a transition from to First Bank and Trust of Abingdon, Virginia. The City will save money on banking fees going forward as a result of this procurement.

Fiscal Year 2012 Objectives

- Implement the banking services contract changeover.
- Continue collection activities.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	382,100	368,853	372,100	372,100	413,850	11.22%
Fringe Benefits	149,900	128,552	159,906	159,906	177,300	10.88%
Purchased Services	95,060	89,977	65,560	65,560	84,660	29.13%
Utilities, Communications, and Rental	35,460	34,546	36,750	36,750	39,500	7.48%
Travel and Training	1,500	1,327	1,500	1,500	3,700	146.67%
Dues and Memberships	1,200	955	1,200	1,200	1,400	16.67%
Other Non-Personal	6,000	7,895	6,000	6,000	83,000	1283.33%
Materials & Supplies	5,800	7,252	6,055	6,055	6,055	0%
Capital Outlay	-	1,150	-	-	-	
Transfers	30,000	38,106	25,000	25,000	30,000	20%
Total	707,020	678,613	674,071	674,071	839,465	24.54%
Compensation Board	125,300	113,275	90,000	90,000	95,000	5.56%
Administrative Fees	75,000	79,215	75,000	75,000	75,000	0%
Total Revenues	200,300	192,490	165,000	165,000	170,000	3.03%
% Recovery	28.33%	28.37%	24.48%	24.48%	20.25%	

Significant Program Highlights

- ❖ City Council added the position of Account Clerk to the Treasurer’s Office during FY 2012. This position is a local-only position, and the City Council wishes to increase the overall effectiveness of the collections in the Treasurer’s Office.
- ❖ Other Non-Personal has risen significantly to account for bank fees being charged to the City for banking services. In prior years, the City’s bank had been compensated by “compensating balances,” which in effect is an amount deducted from the interest earned by the City on the City bank accounts. The City Treasurer advises that the decline in prevailing interest rates, plus an expansion in the scope of services that the bank provides the City, means that the City will need to pay fees to the bank for banking services rendered.

Program Description

The office of VOTER REGISTRATION AND ELECTIONS administers a comprehensive program of uniform statewide voter registration for qualified citizens to vote in federal, state, and local elections. The GENERAL REGISTRAR provides all registration services and those election services delegated by the local electoral board in conformity with the federal and state constitutions, state and local election laws and the policies and regulations established by the General Assembly, State Board of Elections and City Council. The ELECTORAL BOARD is responsible for ensuring uniformity, fairness, accuracy and purity in all elections in the City of Fredericksburg.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	92,440	82,266	92,440	92,440	97,850	5.85%
Fringe Benefits	32,374	28,600	33,700	33,700	37,800	12.17%
Purchased Services	51,047	48,327	52,750	58,750	53,750	(-8.51%)
Utilities, Communications, and Rentals	5,000	4,014	5,500	4,250	6,500	52.94%
Travel and Training	1,250	1,039	1,250	2,500	2,250	(-10.00%)
Dues and Memberships	500	602	500	500	500	0%
Materials and Supplies	8,000	7,467	8,000	9,000	8,000	(-11.11%)
Capital Outlay	436	-	-	-	-	
Total	190,611	172,315	194,140	201,140	206,650	2.74%
Revenue						
Voter Registrar	46,732	38,851	40,000	40,000	40,000	0%

Significant Program Highlights

- ❖ The Commonwealth of Virginia reduced state support for the activities of this office for state budgetary reasons.

CITY GRANTS FUND

Program Description

The City Grants Fund is a fund that is used to track expenditures related to a variety of state and federal grants. In addition, the fund is used to track various programs with independent local revenue streams. The fund is amended throughout the year as new grants are awarded and funds are appropriated.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Victim Witness Program	89,327	91,142	94,450	94,450	119,900	27%
Virginia Domestic Violence Fund	58,085	55,357	59,685	59,685	63,775	(-7%)
Victim Witness Program – ARRA	25,298	20,577	22,269	22,269	-	(100%)
Crime Prevention	7,435	2,300	-	5,135	-	
DMV – Operation Safe City	6,199	6,199	-	-	-	
PD Domestic Violence Program	-	355	-	658	-	(100%)
US DOJ Byrne JAG Activities	22,636	22,624	-	-	74,970	
E911 Wireless Grant	37,452	41,690	-	-	-	
Police Department Community Projects	8,088	6,945		16,659		
DCJS 2009 Crime & Delinquency	37,703	35,029	-	-	-	
2009 Bryne Grant – ARRA	92,590	91,348				
DCJS – 2009 Criminal Justice	1,500	1,335	-	-	-	
2010 PSAP - GIS	149,514	138,924	-	-	-	
PSAP GIS Phase II	-	-	-	9,420	-	(100%)
DMV Operation Safe City 2010	18,325	12,120	-	-	18,325	
2010 DCJS Crime & Delinquency	36,211	29,596	36,210	36,210	-	(100%)
2010 DCJS Criminal Justice Systems	25,295	-	-	23,382	-	
2010 DCJS – License Plate Recognition	-	-	17,000	17,000	-	
DMV Safe & Sober Grant	-	-	-	18,325	-	
DCJS – JAG (AFIS)	-	-	-	74,972	-	
DOJ – FY 2011 JAG Grant	-	-	-	23,166	-	

CITY GRANTS FUND

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
DOJ – COPS Grant	-	-	-	55,441	59,000	
VDEM Homeland Security	-	-	-	166,425	-	
DCJS – JAG (AFIS Renewal)	-	-	-	-	79,490	
Hazardous Materials Response Program	65,500	43,524	30,000	30,000	30,000	0%
GIS Pictometry – HAZMAT	-	-	-	-	10,680	
Four-for-Life	-	-	-	-	25,000	
Fire Service Program	92,360	34,056	47,215	107,244	49,320	
2008 Homeland Security (Demo)	100,000	91,907	-	-	-	
Homeland Security CBRNE Hazmat	-	2,709	-	-	-	
VDH OEMS Computers	21,900	21,371	-	-	-	
CSX Tree – Railroad Avenue	19,500	17,755	-	-	-	
Soap Box Derby	25,000	20,124	25,000	25,000	25,000	0%
Finally Fridays	65,000	24,633	65,000	65,000	-	(100%)
Frejus Sports Exch.	32,000	-	17,000	17,000	17,000	0%
Starfire Drill Team	45,030	8,501	45,030	45,030	45,030	0%
Hurkamp Lunch Pilot Program	-	-	8,000	8,000	8,000	
Cossey Park Project		3,269		2,624		
Farmer’s Market	-	-	-	-	15,000	
FSPA Liquidation – Old Mill Park		38,330		75,071		
War Memorial	-	124	-	-	-	
Fred. Arts Commission	24,500	11,387	11,500	38,660	11,500	(-70%)
PEG Access	24,000	1,657	-	-	40,000	
CDBG	266,200	228,698	266,966	266,966	247,260	(-7%)
CDBG – ARRA	62,192	41,804	-	-	-	
CDBG – Old	10,000	12,925	-	-	7,500	
First Night	62,860	44,306	61,000	61,000	61,000	0%
Regional Group Tourism	193,818	99,358	105,000	164,460	120,000	(-27%)
Reg. Tour. Market.	642,638	375,606	429,600	617,330	363,000	(-41%)
FAMPO / CMAQ Bike Racks	5,000	1,738	-	-	-	
Total Fund	2,373,156	1,679,323	1,340,925	2,146,582	1,490,750	(-11%)

Significant Program Highlights

- ❖ The old Fredericksburg Fine Arts Commission was replaced with the Fredericksburg Arts Commission during FY 2009. The new Arts Commission will serve as the agent for the City’s matching grant from the Commonwealth for arts programs.
- ❖ The City’s PEG program received capital replacement funds as part of franchise renewals during FY 2009, which is reflected in the funding history for the program.
- ❖ “CDBG” stands for Community Development Block Grant – a mostly federally funded program, with some City match. The City received an additional CDBG grant through the 2009 American Reinvestment and Recovery Act (ARRA), commonly known as the “federal stimulus package.” There was no local match for the additional grant.

Program Description

The Fredericksburg Comprehensive Services Act Program (CSA) oversees a collaborative system of services and funding that is child-centered, family focused, and community-based that addresses the strengths and needs of troubled and at-risk youths and their families in the City. It ensures that services and funding are consistent with the Commonwealth’s policies of preserving families and providing appropriate services in the least restrictive environment, while protecting the welfare of children, and maintaining the safety of the public. The Fredericksburg CSA program provides agency collaboration through the Community Policy Management Team (CPMT) and Family Assessment Planning Team (FAPT), which oversee accessibility to, and funding for, services.

Fiscal Year 2011 Accomplishments

- Continued participation on the Youth First Partnership which included execution of our 4th annual event in February 2010 and planning the 5th annual event in February 2011.
- Recruit and fill vacant FAPT positions.
- Continue participating on the CSA Data Action Group and assist in evaluating the most appropriate use of data in determining outcomes for the CSA programs in our region.

Fiscal Year 2012 Objectives

- Continue to improve Utilization Management and Review techniques through continued attendance in state CSA Coordinator and state UM/UR meetings.
- Maintain the percentage of CSA expenses associated with residential placements as compared to the residential expense average statewide - currently 27%.
- Decrease the average length of stay for residential placements by 5 days.
- Develop CSA policy for Family Partnership Meetings in conjunction with lead agencies.

Performance Measures

	Actual FY 09	Actual FY 10	Estimated FY 11	Projected FY 12
Total CSA Youth Served	73	82	90	90
CSA Expenses	\$1,336,412	\$1,345,776	\$1,250,510	\$1,350,000
Residential Placements	24	18	22	25
Average Length of Stay	233 days	216 days	220 days	215 days
Residential Placement Expenses	\$628,763	\$266,910	\$312,628	\$337,500
Residential % of Overall Expenses	47%	20%	25%	25%

COMPREHENSIVE SERVICES ACT FUND

	% Change in Expenditures	% Change in # of Children Served
FY 09 - FY 10	4%	11%
FY 08 - FY 09	-2.5%	-4%
FY 07 - FY 08	<-1%	13%

CSA Purchase of Service Expenditures	All Agencies	DSS	Schools	CSU	CSB
FY 10	\$1,345,776	\$905,573	\$418,879	\$9,491	\$11,833
FY 09	\$1,294,945	\$663,458	\$516,956	\$113,152	\$1,379
FY 08	\$1,314,701	\$665,667	\$622,086	\$21,895	\$5,053

Child Count	All Agencies	DSS	Schools	CSU	CSB
FY 10	82	52	22	6	2
FY 09	73	46	22	3	2
FY 08	76	50	18	5	3

Average Expenditure per Child	All Agencies	DSS	Schools	CSU	CSB
FY 10	\$16,412	\$17,415	\$19,040	\$1,582	\$5,917
FY 09	\$17,739	\$14,423	\$23,498	\$37,717	\$690
FY 08	\$17,299	\$13,313	\$34,560	\$4,379	\$1,684

COMPREHENSIVE SERVICES ACT FUND

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	44,020	42,900	42,900	42,900	43,750	1.98%
Fringe Benefits	18,503	9,923	19,750	19,750	19,750	0%
Purchased Services	4,000	6,819	4,000	4,000	4,000	0%
Travel and Training	1,700	1,301	1,700	1,700	3,200	88.24%
Other Non-Personal	1,342,677	1,326,448	1,180,860	1,554,493	1,349,500	(13.19%)
Materials & Supplies	1,300	767	1,300	1,300	1,300	0%
Transfers	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Total	1,412,200	1,388,157	1,250,510	1,624,143	1,417,500	(12.72%)
Revenue						
State	746,650	837,867	687,270	940,903	747,500	(20.56%)
Local – Transfer from General Fund	665,550	665,550	563,240	563,240	620,000	10.08%
Fund Balance	-	-	-	120,000	50,000	(58.33%)
Total Revenue	1,412,200	1,502,917	1,250,510	1,624,143	1,417,500	(12.72%)

Significant Program Highlights

- ❖ The local transfer for support of the Comprehensive Services Fund declined significantly in FY 2010, as total program expenditures are projected to decrease. The City transferred \$769,427 in FY 2009, but will transfer \$665,550 in FY 2010 – a decrease of 13.5%. However, it should be noted that because many of the services are mandated, expenditures may increase because of changes in the numbers or needs of the children in the program.
- ❖ The CSA FY 2010 Match Rate and service definition changes have resulted in a varying local match rate based on service type. In the past, the match rate was the same for different types of services. For FY 2010 and going forward, the Commonwealth changed the match rate for different services in order to provide incentives for community-based services, and disincentives for residential treatment programs. Community based services now have a positive impact; foster family placements and non-residential special education services are neutral; residential treatment (due to foster care or special education) are at an increased match rate after the first \$200,000 in expenditures. This increased match rate also applies to the local match paid for services funded through Medicaid.

COMPREHENSIVE SERVICES ACT FUND

Placement type	FY 2008 Rate	FY 2010 Rate
Residential Treatment Facility	34.41%	43.01% ¹
Group Home	34.41%	43.01% ²
Therapeutic Foster Care	34.41%	34.41%
Family Foster Care	34.41%	34.41%
Special Education Day Placement	34.41%	34.41%
Community Based Services	34.41%	17.10%

- ❖ The Fredericksburg CSA Program served an additional 3 children last year as a result of the interagency guidelines on specific foster care services for children in need of services funded through the Comprehensive Services Act implemented on December 3, 2007. These guidelines made CSA mandated funds available to a wider array of children than Fredericksburg has served in the past.
- ❖ Fredericksburg CSA Program has consistently accessed alternate funding sources such as Medicaid, Title IV-E, PSSF, and PD-16 in an attempt to contain local funding requirements.
- ❖ Other Non-Personal funding includes the majority of program expenses, which are mainly contracted services from outside service providers. Increased costs for these services continue to be passed on every year.
- ❖ There continues to be significant costs associated with Special Education services which are IEP (Individual Education Plan) driven and mandated.
- ❖ Total program expenses are projected to decrease significantly based upon the projected needs of the current service population. In addition, the program is also tapping alternative funding streams as available (e.g. Medicaid).
- ❖ The Commonwealth includes the CSA program in its overall reduction in Aid to Localities (\$60 million statewide). The overall cut reduces state assistance to the City for CSA expenses. The state cut \$28,992 from the FY 2009 assistance for this program and will cut an additional \$30,270 in FY 2010. In FY 2011, the cut increased to \$67,650. In FY 2012, the cut will be \$63,213.

¹ Neutral match rate of 34.41% will be applied to the first \$200,000 of residential services.

² Neutral match rate of 34.41% will be applied to the first \$200,000 of residential services.

PARKING FUND

Program Description

The Parking Fund is set up to account for the operation, maintenance, and debt service activities related to the City’s Sophia Street Parking Garage. The Sophia Street Parking Garage opened in November 2005, providing 297 spaces to the southern end of downtown Fredericksburg.

Fiscal Year 2011 Accomplishments

- Continued to seek innovative ways to increase the usage of the Parking Garage.
- Parking fees continued to increase as utilization has improved.

Fiscal Year 2012 Objectives

- Continue to seek ways to increase the usage in the Parking Garage.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	90,300	96,266	89,870	89,870	95,720	6.51%
Fringe Benefits	21,220	29,135	22,920	22,920	23,630	3.10%
Purchased Services	18,500	42,151	23,000	23,000	24,600	6.96%
Utilities, Communications, and Rentals	23,600	26,128	26,600	26,600	26,600	0%
Other Non-Personal	5,000	6,847	5,000	5,000	5,000	0%
Materials & Supplies	7,600	4,132	7,100	7,100	7,100	0%
Capital Outlay	151,500	164,796	148,160	148,160	148,160	0%
Debt Service	321,058	159,364	320,386	320,386	319,820	(0.18%)
Total	638,778	528,819	643,036	643,036	650,630	1.18%
Revenue						
Parking Fees	142,720	192,462	162,650	162,650	172,650	6.15%
Other Local Revenues	25,000	29,341	10,000	10,000	10,000	0%
Motor Fuels Taxes	321,058	321,058	320,386	320,386	319,820	(0.18%)
Local – Fund Balance	150,000	-	150,000	150,000	148,160	(1.23%)
Total Revenue	638,778	542,861	643,036	643,036	650,630	1.18%

PARKING FUND

Significant Program Highlights

- ❖ The Parking Fund is an Enterprise Fund. Capital Outlay includes an expense of \$148,160 for depreciation in FY 2012.
- ❖ The City uses surplus motor fuels taxes to pay for the debt service of the parking garage.
- ❖ City parking fee revenue has increased over the last couple of years, as the new Downtown Courtyard by Marriot began operations in the summer of 2009 and traffic has increased in the garage as a result.

REGIONAL TRANSPORTATION FUND

Program Description

The Regional Transportation Fund is a small separate fund maintained by the City to help track general operating maintenance activities for the train station located downtown. The tracks and station are owned by CSX; however, the City assists in the maintenance of the passenger rail platform, which is part of the operating agreement for the City's participation in the Virginia Railway Express.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Total	50,000	32,478	50,000	50,000	50,000	(0%)
Revenue Total	50,000	32,478	50,000	50,000	50,000	(0%)

Significant Program Highlights

- ❖ There is a major capital project to assist in the renovation of the train station, which will be paid for with grant funds budgeted and managed by the Virginia Railway Express. This will not impact the City's finances, but bears mention here as rail passengers should see improvements in the condition of the station and the viaduct over several City streets – Sophia Street, Caroline Street, Princess Anne Street, and Charles Street.

Program Description

The Watershed Property Management Program provides for management and stewardship of the City's watershed property. The City owns approximately 4,800 acres of riparian land along the Rappahannock and Rapidan Rivers, situated in five counties. Approximately 4,200 acres are protected under a conservation easement. The program provides for a Watershed Property Manager who is responsible for overseeing and protecting the watershed property by conducting routine monitoring and inspections. The Watershed Property Manager also corresponds with local, state and federal officials, adjacent land owners, environmental groups and conservation easement stakeholders, coordinates with planning staff of neighboring localities and attends public hearings and other meetings where the condition of the watershed property is at stake.

The individual in this position also oversees various uses of the property including, but not limited to canoeing, hunting, fishing, camping, hiking and biking and also coordinates with law enforcement officials to provide enforcement related to unauthorized and/or illegal activities upon the property.

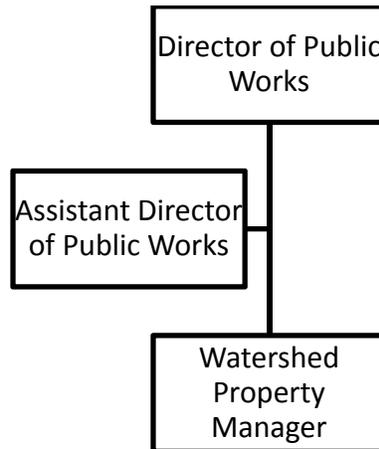
Fiscal Year 2011 Objectives

- Institute a Watershed Lands Stewardship program for volunteer monitoring of the watershed property.
- Implement a study of camp site locations to determine need for hunting safety zones
- Worked with the Planning Department and the City Council in reviewing the Watershed Management Plan. The Watershed Management Plan was adopted in January 2011.

Fiscal Year 2012 Objectives

- Continue to request support from surrounding local governments to ease the financial burden created by poor interest earnings due to low interest rates.
- Successfully manage a restoration of riparian lands in Culpeper County caused by damage from trespassing vehicles and equipment.
- Assist in the implementation of the Watershed Management Plan as necessary.

Organization Chart



Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	47,000	47,408	47,000	47,000	47,850	1.81%
Fringe Benefits	20,037	12,069	21,337	21,337	21,350	0.06%
Purchased Services	1,200	-	1,200	1,200	1,200	0%
Utilities, Communications, and Rentals	1,000	847	1,000	1,000	1,000	0%
Travel and Training	1,500	-	2,000	2,000	1,500	(25%)
Materials & Supplies	7,450	6,372	6,950	6,950	6,700	(3.60%)
Capital Outlay	-	3,237	3,230	3,230	3,230	0%
Transfers	-	1,498	-	-	-	
Total	78,187	71,431	82,717	82,717	82,830	0.14%
Revenue						
Interest Earnings	40,043	26,177	57,576	12,576	21,830	
Partner Contributions	13,144	12,900	25,141	26,000	26,000	0%
Gifts & Donations	-	8,000	-	-	-	
Fund Balance	-		-	(35,000)	35,000	
Transfer from General Fund	25,000	25,000	-	80,000	-	(100%)
Total Revenue	78,187	72,077	82,717	82,717	82,830	0.14%

Significant Program Highlights

- ❖ The Riparian Lands Stewardship Fund is a permanently protected endowment fund. The City may use 75% of the interest earnings generated by the fund for operations. The balance must be added to the protected endowment.
- ❖ Expenditures for Transfers in FY 2010 represents fiscal agent fees, charged for the investment management of the separate fund.
- ❖ The City is grateful for the support of Spotsylvania and Stafford County for this ongoing program.
- ❖ Interest earnings have fallen significantly due to the lower-than-normal interest rate environment. The City transferred \$25,000 in General Fund money to cover the operating deficit in FY 2010 caused by low interest earnings. The City also transferred \$80,000 during FY 2011, which created a positive cash flow in the Fund for FY 2011. The resulting positive cash flow was dedicated by City Council for operations in FY 2012.

SOCIAL SERVICES FUND

Program Description

The Fredericksburg Department of Social Services' Mission, "Helping People Triumph over Hardships to Promote Healthier Futures within Our Community" is part of every employee's daily work. The Department provides, financial, medical, food, heating and cooling assistance, family services, protects the safety of children and adults, provides safe foster homes for children and provides adoption services to the neediest children in our community.

Program Budget Summary

Expenditure Summary	FY 10 Appropriated	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	1,537,240	1,532,862	1,573,961	1,611,961	1,594,359	(1.09%)
Fringe Benefits	631,975	624,636	709,713	723,906	680,239	(6.03%)
Purchased Services	113,700	97,511	99,000	99,000	101,000	2.02%
Utilities, Communications, and Rentals	160,800	140,778	159,100	159,340	162,400	1.92%
Travel and Training	8,500	6,717	8,500	8,500	7,500	(11.76%)
Dues and Memberships	1,150	1,699	1,200	1,200	2,000	66.67%
Other Non-Personal	2,223,500	2,163,909	2,402,016	2,402,016	2,311,016	(3.79%)
Materials & Supplies	33,433	22,928	33,300	33,800	26,300	(22.19%)
Capital Outlay	1,500	525	1,500	1,500	1,500	0%
Total	4,711,798	4,591,563	4,988,290	5,041,223	4,886,314	(3.07%)
Revenue						
Federal	2,136,309	2,267,901	2,583,740	2,610,207	2,475,910	(5.15%)
State	1,720,267	1,443,940	1,458,920	1,458,920	1,432,187	(1.83%)
Local – Transfer from General Fund	832,080	832,080	823,000	823,000	893,215	7.86%
Local – Transfer from Other Funds	-	-	-	-	-	
Local – Fund Balance	-	-	-	2,682		(100%)
Recovered Costs	23,142	115,422	122,630	146,414	85,000	(41.95%)
Rebates & Refunds	-	3,020	-	-	-	
Total Revenue	4,711,798	4,662,362	4,988,290	5,041,223	4,886,314	(3.07%)

Program Budget Summary

FREdericksburg Regional Transit (FRED) provides accessible, affordable, dependable, efficient, environmentally sound, and safe and secure transportation for people who reside or work or visit within the Fredericksburg, Virginia region (i.e., the City of Fredericksburg and the counties of Caroline, King George, Spotsylvania and Stafford). FRED provides three categories of service: 1) regular weekday service (with pre-arranged route deviations) in the City and four counties; 2) weekday dedicated VRE feeder service; and 3) Thursday and Friday evening and Saturday and Sunday service centered on the University of Mary Washington during the academic year.

Program Budget Summary

Expenditure Summary	FY 09 Actual	FY 10 Actual	FY 11 Budget	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	2,002,398	1,896,285	2,170,829	2,170,829	2,125,653	0.16%
Fringe Benefits	439,978	444,399	472,492	472,492	495,711	5.08%
Purchased Services	347,227	192,522	319,999	459,749	312,199	(1.62%)
Utilities, Communications, and Rentals	130,956	122,894	127,208	127,208	148,915	17.07%
Travel & Training	7,117	9,736	7,510	7,510	7,511	(0.04%)
Dues & Memberships	1,143	575	2,000	2,000	2,000	0%
Other Non-Personal	-	-	-	-	-	
Materials and Supplies	499,567	465,321	570,736	570,736	558,984	(1.00%)
Capital Outlay	465,074	468,696	864,820	1,466,339	1,287,063	66.17%
Transfers & Contingency	-	139,750	209,348	69,598	240,000	14.64%
Total	3,893,460	3,740,178	4,744,942	5,346,461	5,178,037	-3.51%
Fares	159,741	271,610	275,848	275,848	387,225	40.38%
Other Local Income	2,622,148	1,526,239	1,694,346	1,694,346	2,200,767	29.89%
State Income	614,547	715,348	421,052	518,652	757,500	46.05%
Federal Income	1,559,865	2,877,164	1,828,646	2,332,565	1,832,095	(21.46%)
Fund Balance	-	-	525,000	525,000	450,000	(14.29%)
Total	4,956,301	5,390,361	4,744,942	5,346,461	5,178,037	-3.51%

Significant Program Highlights:

- ❖ FREDericksburg Regional Transit is moving forward to purchase a stand-alone maintenance facility. This facility will replace the current facility, which is leased.
- ❖ Both the demonstration grants for the City and Spotsylvania County will expire as of the close of FY 2011.
- ❖ Due to budget reductions, Caroline County service has been reduced to one route. The system will provide this reduced level of service for the duration of FY 2012.

Program Description

The function of the wastewater treatment program is to provide the City with efficient sanitary sewage treatment that complies with state and federal effluent standards. Sewage treatment includes receiving, treating, disinfecting, and disposing of treatment-generated solids for City sewage. In addition, the wastewater collection system transfers to Spotsylvania County 375,000 gallons per day of City-generated sewage and all Spotsylvania sewage that enters the City's sewage transmission system.

The Sewer Fund has several major subdivisions. The Wastewater Administration function covers the activities of the City's Wastewater Treatment Plant. The Water and Sewer Crew (Sewer) is a four-person crew, funded in both the Water Fund and the Sewer Fund, which has activities in maintaining both the City's water and the City's sewer transmission systems. The Pumping and Transmission crew is a four-person crew responsible for the maintenance and operation of the City's six sewer lift stations, as well as approximately 76 miles of sewer lines. The City tracks expenses related to the Master Sewer Meters separately. Finally, the personnel in the Utility Billing Office also serve to assist sewer customers.

Fiscal Year 2010 Accomplishments

- Continue to strive for VPDES compliance of required effluent permit limits
- Provided a number of training programs for City employees, including supervisory/management training, basic computer skills.
- Completed and submitted all required Federal and State reports.
- Provided significant support to continue to established Safety and Health efforts.
- Continued the preventive maintenance flushing program for sanitary sewer mains.
- Responded as needed to calls for assistance with possible blockages of sanitary sewer mains.
- Responded as necessary to calls for assistance with sewer pump station repairs.
- Completed upgrades and placed in service upgraded facilities at the Wastewater Treatment Plant. The plant has a new lime stabilization system related to the solids handling process. The City also changed the disinfection process from chemical to ultraviolet light.
- Continued work to replace aging sewer lines in the following areas:
 - Kenmore Avenue
 - Smith Run Interceptor
 - Hazel Run Interceptor
 - City Dock (Phase II)

Fiscal Year 2011 Objectives

- Provide training and development opportunities for facility employees.
- Continue to provide employees with the proper tools in better treatment of wastewater effluent.
- Maintain Class 1 reliability throughout the facility.
- Improve on process control monitoring.
- Continued efforts in energy conservation throughout the facility.
- Continued efforts in regional cooperation with localities throughout Virginia.

WASTEWATER FUND

- Continued to be proactive in operator training programs.
- Continue to support employee safety and health programs.
- Continue to perform cleaning and preventative maintenance operations to the sanitary sewer system to minimize sewage overflows and backups.
- Continue with the collection of record drawing (“as-built”) data for the existing sanitary sewer system.
- Improve response time for reported sewer related problems.
- Through the PPEA Design-Build process, renovate pump stations at Normandy Village, Snowden, and Fall Hill Avenue.
- In the capital fund, complete efforts of the City to replace aging collection lines in the following areas:
 - Kenmore Basin (various improvements)

Performance Measures

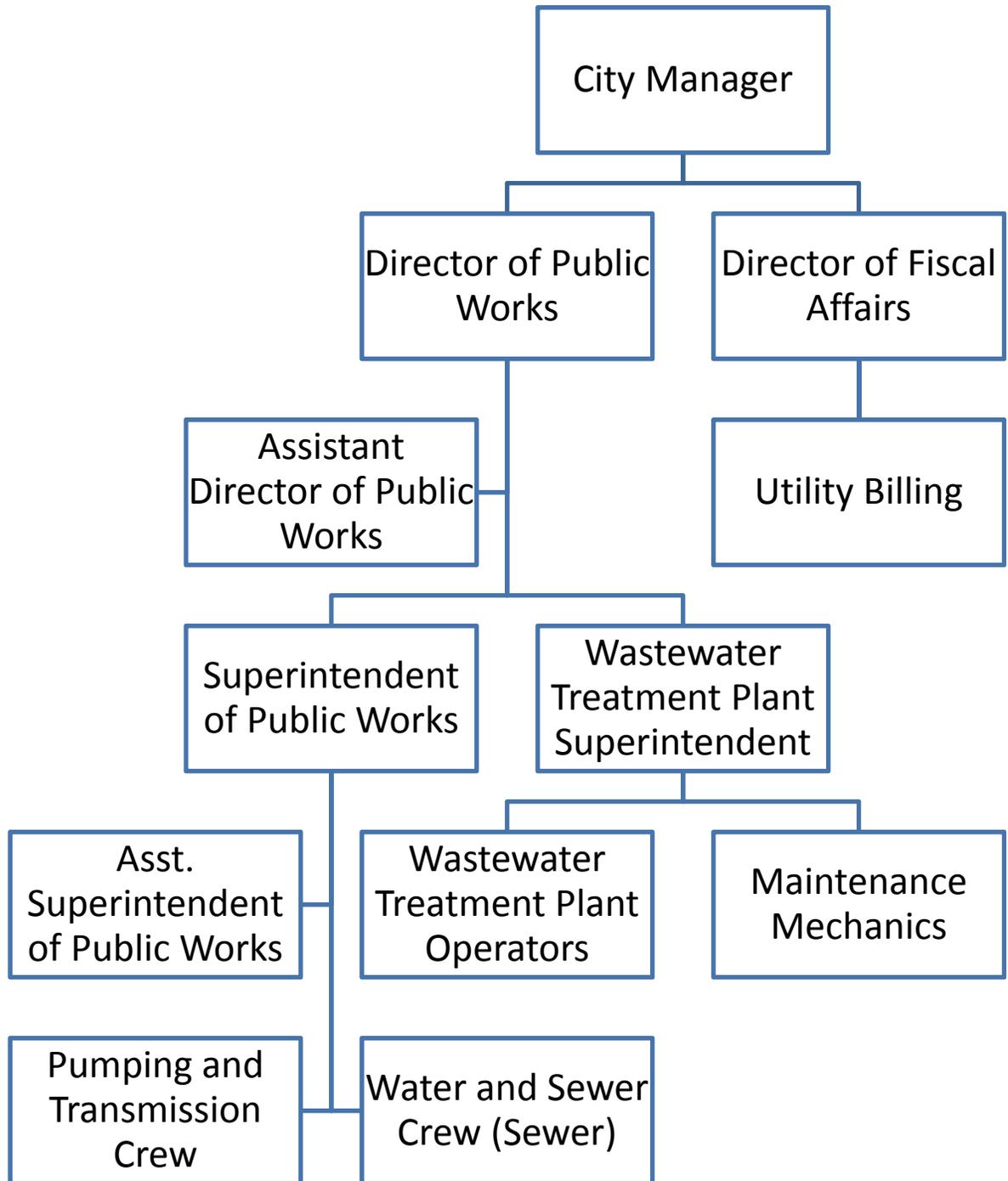
	FY 2006	FY 2007	FY 2008	FY 2009
Current Ratio	4.80	4.52	5.39	2.40
Total Ratio	3.04	3.41	2.14	2.15
Operating Income	\$278,195	(\$121,107)	(\$509,040)	(\$483,359)
Net Income	\$1,997,937	\$266,361	(\$540,122)	(\$425,838)
Net Income / Sales	\$0.65	\$0.08	(\$0.17)	(\$0.12)
Average Customers	6,866	7,179	7,318	7,420
Sales / Customer	\$445.89	\$441.33	\$446.18	\$466.01

*Current Ratio – Current assets over Current liabilities

*Total Ratio – Total assets over Total liabilities

*Net Income – Change in Net Assets from City Comprehensive Annual Financial Report

Organization Chart



WASTEWATER FUND

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Original	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	810,180	784,958	820,850	820,850	838,260	2.12%
Fringe Benefits	382,900	418,236	448,920	448,920	407,020	(9.33%)
Purchased Services	996,776	1,015,895	1,111,164	1,140,976	1,136,670	(0.38%)
Utilities, Communications, and Rentals	212,950	233,618	216,680	197,804	213,150	7.76%
Travel & Training	7,725	542	16,840	7,628	11,100	45.52%
Dues & Memberships	100	2,492	2,000	2,000	1,500	(25%)
Other Non- Personal	5,000	-	5,000	5,000	5,000	0%
Materials and Supplies	276,280	147,059	135,385	153,661	157,385	3.77%
Capital Outlay	690,760	989,365	761,000	741,000	764,200	3.13%
Transfers & Contingency	2,668,131	1,050,577	2,770,128	2,770,128	2,515,715	(9.18%)
Total	6,050,802	4,642,741	6,287,967	6,287,967	6,300,000	0.02%
Sewer Sales	3,885,000	3,628,030	3,925,000	3,925,000	3,960,000	0.09%
Other Income	692,000	1,047,819	692,000	692,000	740,000	6.94%
Fund Balance	1,473,802	-	1,670,967	1,670,967	1,600,000	(4.25%)
Total	6,050,802	4,675,849	6,287,967	6,287,967	6,300,000	0.029%

Significant Program Highlights

- ❖ Other Income includes Availability Fees, which are used to fund items in the Sewer Capital Fund. The Sewer Capital Fund is not shown in this table, but the revenues and expenditures in the Sewer Capital Fund are rolled together with the Operating Fund at the end of the fiscal year.
- ❖ Capital Outlay includes a \$700,000 charge to depreciation, which is necessary in an enterprise fund. The City budgets Fund Balance in the Wastewater Fund to offset this expense.
- ❖ Other Income includes Availability Fees, which are used to fund items in the Sewer Capital Fund. The Sewer Capital Fund is not shown in this table, but the revenues and expenditures in the Sewer Capital Fund are rolled together with the Operating Fund at the end of the fiscal year.

Program Description

The City of Fredericksburg provides drinking water to 7,380 service locations (as of the May / June cycle of 2008). The City purchases all water from Spotsylvania County through a contract with that jurisdiction.

The City has several water crews. The six-member Administration crew and the five-member Water and Sewer crew operate and maintain the water distribution system of the City. These employees are also responsible for meter readings and installations. The two-person Utility Billing Office (which is split between the Water Fund and the Sewer Fund) helps set up utility accounts and answer billing inquiries for customers.

Program Budget Summary

Expenditure Summary	FY 10 Appropriation	FY 10 Actual	FY 11 Budget	FY 11 Amended	FY 12 Adopted	% Change
Personal Services	359,770	372,776	358,010	358,010	365,120	1.99%
Fringe Benefits	193,135	247,261	200,385	200,385	244,720	22.12%
Purchased Services	1,360,655	1,537,310	1,384,200	1,384,200	1,426,150	3.03%
Utilities, Communications, and Rentals	34,930	37,345	21,750	21,750	23,345	7.33%
Travel & Training	3,944	728	4,725	4,725	4,700	(0.53%)
Other Non-Personal	15,375	17,906	15,275	15,275	17,000	11.29%
Materials and Supplies	108,090	119,063	117,510	117,510	116,400	(0.94%)
Capital Outlay	475,360	463,670	447,600	447,600	477,115	6.59%
Transfers & Contingency	980,341	364,213	896,960	896,960	807,450	(9.98%)
Total	3,531,600	3,160,273	3,446,415	3,446,415	3,482,000	1.03%
Water Sales	2,721,200	2,696,338	2,706,015	2,706,015	2,702,000	(0.15%)
Other Income	110,400	320,996	100,400	100,400	100,00	(0.40)
Fund Balance	700,000	-	640,000	640,000	680,000	6.25%
Total	3,531,600	3,017,334	3,446,415	3,446,415	3,482,000	1.03%

Significant Program Highlights

- ❖ Other Income includes Availability Fees, which are used to fund items in the Water Capital Fund. The Water Capital Fund is not shown in this table, but the revenues and expenditures in the Water Capital Fund are rolled together with the Operating Fund at the end of the fiscal year.
- ❖ Purchased Services includes \$1,280,000 for the purchase of treated water from Spotsylvania County, which is unchanged from the budget in FY 2011. Water consumption varies from year-to-year depending on factors such as economic activity, new construction, and weather conditions.
- ❖ Capital Outlay includes a charge of \$440,000 for depreciation expense, which is necessary in an enterprise fund.