Proposed

FY 2014 Operating Budget
FY 2014-2018 Capital Improvement Program

Get Downtown Street Festival • September 2012

THE CITY OF LYNCHBURG
VIRGINIA

Proposed

FY 2014 Operating Budget

FY 2014 – 2018 Capital Improvement Program

Get Downtown Street Festival ● September 2012

THE CITY OF LYNCHBURG
VIRGINIA

PROPOSED
FY 2014 OPERATING BUDGET &
FY 2014 – 2018 CAPITAL IMPROVEMENT PROGRAM
OF THE CITY OF LYNCHBURG, VIRGINIA

General, Fleet, Airport, Water, Sewer, Stormwater, and Other Funds

CITY COUNCIL

Michael A. Gillette, Mayor, Ward I
Ceasor T. Johnson, Vice Mayor, Ward II
Hunsdon "H" Cary, III, At Large
Joan F. Foster, At Large
J. Randolph "Randy" Nelson, At Large
Jeff S. Helgeson, Ward III
Edgar J. T. Perrow, Jr., Ward IV

CITY MANAGER

L. Kimball Payne, III

LEADERSHIP TEAM

Bonnie Svrcek, Deputy City Manager
Walter Erwin, III, City Attorney
William Aldrich, Director of Emergency Services
Valeria Chambers, Clerk of Council
Greg Daniels, City Assessor
Lynn Dodge, Director of Libraries
Michael Doucette, Commonwealth's Attorney
Steven "Brad" Ferguson, Chief of Fire and Emergency Medical Services
Kay Frazier, Director of Parks and Recreation Services
Michael Goetz, Director of Information Technology
JoAnn Martin, Director of Communications and Marketing
John McCorkhill, Director of Fleet Services
Timothy Mitchell, Director of Water Resources
Mitchell Nuckles, Commissioner of the Revenue
David Owen, Director of Public Works
Tamara Rosser, Director of Human Services
Margaret Schmitt, Director of Human Resources
Parks Snead, Chief of Police
Marjette Upshur, Director of Economic Development
Kent White, Director of Community Development
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SPECIAL ACKNOWLEDGMENT

Cover photographs by LuAnn Hunt

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Lynchburg

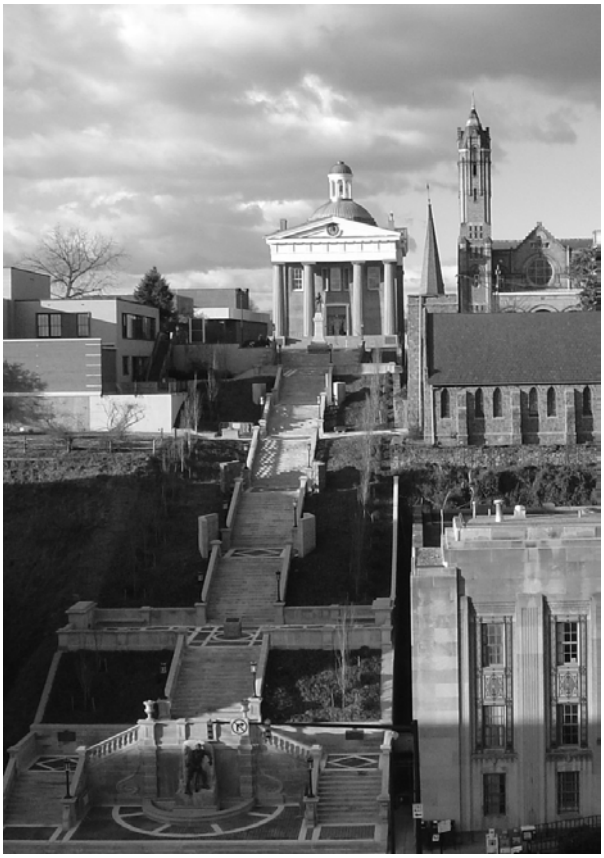
Virginia

For the Fiscal Year Beginning

July 1, 2012

President

Executive Director



Monument Terrace, February 2005

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OFFICE OF THE
CITY MANAGER

CITY HALL, LYNCHBURG, VIRGINIA 24504 ● (434) 455-3990
FAX (434) 847-1536

TO: The Honorable City Council

FROM: L. Kimball Payne, III, City Manager

SUBJECT: *Proposed FY 2014 Budget*

DATE: ~~March 12, 2013~~ **revised March 19, 2013**

Introduction

The *Proposed FY 2014 Budget* for the City of Lynchburg, which includes the General, Fleet, Capital, Airport, Water, Sewer, Stormwater, and other minor funds, as well as component units, minus beginning funds and transfers between funds, totals $318.1 million. For comparison, the *Adopted FY 2013 Budget* totaled $294.6 million and the *Adopted FY 2012 Budget* totaled $306.6 million. The increase is mainly attributable to an increase in spending for capital projects ($16.2 million), fleet expenditures ($2.5 million) and in the General Fund ($6.1 million).

The *Proposed FY 2014 Budget* is quite different from those of the recent past. Perhaps it reflects a successful adaption to "the new normal," to the recession induced and post-recessionary fiscal realities that have required significant organizational adjustments. It also takes advantage of an improving economy that has resulted in increasing consumption tax revenues, strong personal property tax returns, and less of a decline in real property assessed value than anticipated.

Unlike previous years, the proposed budget is characterized more by what it can do than by what it cannot. For the first time since 2008 the proposed budget supports an across-the-board pay increase for City and Schools employees. It also supports the implementation of the comprehensive school improvement plan introduced by the new School Superintendent and provides necessary funding for school bus replacement and school building repairs. Of particular importance, the proposed budget continues to set aside ongoing revenues to fund the debt service that will be required for the new Heritage High School. The proposed budget also funds other important infrastructure projects.

The *Proposed FY 2014 Budget* does not include any significant cuts in City services and complies with the fiscal policies adopted by City Council. It does not include any recommendation for tax increases and proposes only a modest increase in the cost of water and sewer services.

After several years of very challenging budgets it may be reasonable to ask how we have arrived at this place. We are not in this position by happenstance. The last four years have been characterized by diligence and discipline, by sacrifice, and by tough decisions such as cutting positions and raising taxes. There have been tradeoffs and choices that have resulted in the restructuring of departments and new approaches to service delivery. City employees have done more with less and their dedication, coupled with strong fiscal management, have allowed us to fulfill our obligation to deliver important services to our citizens and to continue to work to make Lynchburg a great community.

Budget Development

In the abstract, budget development is shaped by a number of factors. They include Financial Management Policies, City Council's vision and priorities, and certain principles of budgeting.

Financial Management Policies

Financial Management Policies address such areas as adopting a balanced budget, the appropriate fund balance to maintain, restrictions on its use for recurring operating expenses, debt management, investments and the establishment of contingency reserves to address unexpected circumstances. If followed, sound financial management policies should do the following:

- Contribute significantly to the City's ability to insulate itself from fiscal crisis and economic disruption.
- Enhance short-term and long-term financial credit ability by helping to achieve the highest credit and bond ratings possible.
- Promote long-term financial stability by establishing clear and consistent guidelines.
- Direct attention to the total financial picture of the City rather than single issue areas.
- Promote the view of linking long-term financial planning with day to day operations.
- Provide City Council and the citizens a framework for measuring the fiscal impact of government services against established fiscal parameters and guidelines.
- Ensure that the organization is sufficiently resourced to perform mandated responsibilities.
- Provide a foundation for evaluating financial analysis and condition.

City Council first adopted Financial Management Policies in 1999 and has revised and reaffirmed them as appropriate, most recently in February 2013.

The Financial Management Policies are included in the General Information section of the budget document. The proposed budget complies with adopted Financial Management Policies.

City Council's Vision and Priorities

In December 2006 City Council adopted a vision statement for the community. The statement has been periodically reviewed and amended, most recently in October 2011.

LYNCHBURG CITY COUNCIL VISION

We will work to ensure an environment in which all of the residents of Lynchburg are free to pursue their dreams, hopes, and aspirations through our understanding and commitment to meet the public's needs in the areas of:

Community Character

The character of our City is defined by the values and behaviors of its residents and its natural and built environments. We are a beautiful, safe and comfortable community with hospitable, friendly, and caring citizens who are free to pursue their values of faith and family according to their individual preferences.

Economic Prosperity

Our City will maintain a vibrant, industrious community that will expand economic opportunities for our citizens. We embrace policies that will enhance economic prosperity with the support of a strong Economic Development Authority, emphasis on education, workforce development, and a continued commitment to business-friendly initiatives.

Good Government

City government will deliver, in an equitable manner, public services through the effective and efficient stewardship of resources. We will also engage in regional efforts that advance the interests of our citizens.

Multicultural Vibrancy

Lynchburg acknowledges and values its rich cultural, ethnic, racial, and religious diversity while promoting a respectful and cohesive community.

A Compelling Destination

The City is a regional draw for entertainment, shopping and business. Our unique historic heritage and tourism attractions draw a national audience. With its breadth of recreational experiences, centers of interactive living history, and opportunities for educational excellence, our City appeals to all generations.

City Council's vision provides a baseline for City policy development and operational priorities.

Budget Principles

There are a number of operating principles important to the sound fiscal management of an organization that must meet mandated and contractual financial commitments while delivering quality services to the citizens of Lynchburg. Those principles include:

- Fund debt service
- Fund mandated programs
- Maintain a fund balance in accordance with fiscal policy
- Provide appropriate compensation for City employees
- Preserve employee benefits
- Replace essential equipment, especially vehicles and computers
- Maintain existing facilities and infrastructure
- Provide excellent core services
- Provide quality customer service

Compared to previous fiscal years, the proposed budget is better able to support these principles.

Budget Preparation

Throughout the fiscal year budget personnel have closely monitored current revenues and expenditures compared to the *Adopted FY 2013 Budget*. They have gathered information on significant events that might affect either costs or revenues and have kept abreast of the State budget situation in

preparation for FY 2014 budget development. A number of issues or concerns impacting the budget were noted. They are:

- **Employee Compensation and Benefits:** There has not been an across-the-board salary increase for City employees since July 2008 and concern has been expressed regarding recruitment and retention. The FY 2013 Budget did include an adjustment for sworn Public Safety employees and Council has identified addressing compensation for the rest of the workforce as a priority for FY 2014. Although the City has been proactive in containing them, increasing costs for medical and dental benefits are an ongoing concern. Additional costs are anticipated due to the implementation of the Affordable Care Act.

- **Consumption Tax Revenues:** Although there was concern that a double-dip recession would reduce these revenues in FY 2013, sales tax revenue has shown some minor growth and meals tax revenue has far exceeded projections.

- **Property Tax Revenues:** While Personal Property Tax revenue has exceeded projections for FY 2013, the biennial reassessment of Real Property was anticipated to reduce revenue from this tax by one to two percent (1-2%).

- **State Funding:** The State's fiscal situation has improved, as demonstrated by good year-end surpluses. The budget proposed by Governor McDonnell included the elimination of the "Local Aid to the Commonwealth" reductions applied to state-mandated, locally-delivered services.

- **Infrastructure:** Heritage High School, other school buildings, public safety facilities, City Stadium, roads, bridges and other components of the City's infrastructure continue to be an ongoing funding challenge. The amount of funds available for pay-as-you-go projects has been decreasing due to tighter budgeting producing smaller end of year surpluses.

- **Schools Funding:** The Governor's proposed budget included funding for a salary increase for teachers; however, a local match is required. The Superintendent is seeking funding to support a 2.5% compensation increase for all school employees and additional funds to implement the Schools Comprehensive Improvement Plan. The Superintendent's proposed School Budget seeks ~~an~~ additional local funding of $2.6 million ~~in local funding~~ for school operations and $1.0 million for school bus replacement. ~~In addition, the Capital Improvement Plan adopted by the School Board identified a need for $1.0 million for school bus replacement.~~ Additional capital funding is sought for school building maintenance and roof replacements.

- **Blue Ridge Regional Jail:** Holding state responsible prisoners in the local jail has resulted in increased costs for localities. Lynchburg has had an annual deficit in jail funding of approximately $300,000 for several years as a consequence. Although there are funds in the proposed state budget to reopen a state prison which might provide some relief, the City must address the ongoing shortfall in funding.

In November, preliminary budget projections indicated a potential funding gap of about $2 million. Although of concern, this was better than in previous years.

A different approach toward budget development was taken this year. For some time there has been an interest in "priority-based budgeting" and this year's process represents an initial foray into that approach. In order to build a base on which budget decisions could be made, departments were directed to prepare budget submissions representing a five percent (5%) reduction in spending. Although across-the-board cuts are neither good budgeting nor good management, the intent was to identify enough resources to close the anticipated funding gap and provide additional funds to address organizational priorities.

Departmental submissions included a list of services in priority order and showed a line below which the listed services could not be provided due to the required five percent reduction. The cumulative services "below the line" provided items that could be "bought back" if additional resources could be identified. This exercise proved to be critical to the success of producing the *Proposed FY 2014 Budget.* In a number of cases the five percent reduction submissions identified items that could be eliminated in favor of higher priorities.

After the receipt of departmental budget submissions, Budget Office staff conducted a thorough review of each budget submission. The City Manager, Deputy City Manager, Director of Financial Services and budget staff followed up with department heads to clarify issues and to discuss the possible consequences of the five percent cuts. Information on the budget process to date, along with the repercussions of the five percent cuts, was shared with City Council during its annual budget retreat in January. Council provided feedback and discussed priorities. A budget balancing scenario was then developed and decisions made that resulted in this *Proposed FY 2014 Budget.*

The Budget Document

The budget document provides a complete description of the resources received by the City from all sources and their uses. All of the various funds utilized by the City are shown along with their proposed revenues, expenditures, and balances.

For major revenue categories generating in excess of $1 million annually, information is provided on the enabling legislation, rate history, the amount of revenue generated, the percent change from year to year, and a brief analysis of the FY 2014 estimate. Graphs are included to illustrate revenue history. This information can be found in the summary pages behind the General Fund tab.

Major categories within the General Fund are grouped substantially in accordance with guidance provided by the State Auditor of Public Accounts for comparative cost reporting. Under each General Fund department is information comparing the departmental submission to the proposed FY 2014 funding and a description of significant changes from the *Adopted FY 2013 Budget*. The most significant change in the budget document for FY 2014 is the conversion of the former Juvenile Services and Social Services departments into divisions within a new Human Services Department.

The department pages are presented in summary format using seven major categories:

Salaries – Compensation for direct labor of persons in the employment of the City. Salaries and wages paid to employees for full-time, part-time and temporary work, including overtime and automobile, clothing and tool allowances.

Employee Benefits – Employment related benefits provided to employees as part of their total compensation. Includes the following:

Group Life Insurance – Payments for both the employer's and employees' portions of premiums for employees' life insurance coverage.

Virginia Retirement System – Payments for the employer's portion of premiums for the employees' retirement program.

Employer's FICA Contribution – Payments for employer's share of Social Security Program contribution.

Workers' Compensation Claims – Payments for authorized claims involving employees' work related injuries.

Group Hospitalization – Payments made for employer's share of insurance for full-time classified employees.

Unemployment Compensation – Payments for benefits related to unemployment claims.

Tuition Reimbursements – Payments to employees to assist with costs for college or other courses related to City work functions.

Contractual Services – Services acquired on a fee basis or a fixed time contract basis from outside sources (e.g., private vendors, public authorities or other governmental entities). This includes maintenance and repairs for City equipment; facilities and infrastructure; legal, architectural, environmental testing, medical, auditing and financial professional services; information technology services and software purchases; dietary, advertising, printing; and payments to the Economic Development Authority.

Internal Services – Charges to departments for services provided by Fleet Services.

Other Charges – This category includes various types of charges such as: supplies and materials; fuel and natural gas; chemicals; parts; and items for buildings, grounds, traffic and computer related maintenance. Safety, law enforcement and laboratory items as well as food, laundry and medical items are included. Utilities and telecommunication charges; postage; insurance premiums and claims; travel and training; dues and memberships; inventory purchases; payments to other funds for services; as well as contributions to other governmental, community and civic organizations are included.

Rentals and Leases – Charges to departments for rentals and leases.

Capital Outlay – Includes expenditures for the acquisition of fixed assets in excess of $5,000 excluding land, buildings and infrastructure which are major capital expenditures. Also includes equipment, furniture and fixtures, heavy equipment such as machinery and tools, computer and radio systems, and specific use equipment for public safety.

To help readers of the document grasp the magnitude of changes in departmental budgets compared to the *Adopted FY 2013 Budget* an increase/decrease column, as well as subtotals for personnel and operating (non-personnel related) costs, has been added to those budget pages.

Performance Measures

Performance measures are meant to demonstrate the City's commitment to results oriented government that promotes the City's mission of providing services in the most efficient, effective, and equitable manner possible and improving the quality of life in Lynchburg. Just as overall financial performance is measured against adopted policy goals, program performance can be measured against set objectives.

General Fund Revenues

Total General Fund revenues for FY 2014 are projected to be $165.9 million, an increase of $5.1 million compared to the *FY 2013 Budget*. General Fund revenues consist of both Dedicated Revenues ($34.0 million) and Non-Dedicated Revenues ($131.9 million). Over half of the increase in General Fund revenues is the result of an increase in dedicated revenues.

Dedicated Revenues

Dedicated revenues are revenues specifically designated by the federal, state or city government to be used for specific programs and include charges for services, reimbursement for indirect costs from enterprise funds, and federal and state categorical aid and grants. Dedicated revenues in the *Proposed FY 2014 Budget* total $34.0 million, an increase of $3.0 million from the current year. Much of the increase comes from approximately $1.6 million in additional funding budgeted from both the state and federal governments for Social Services programs. This does not represent "new" funding but is merely reflective of the amount of reimbursements in prior fiscal years for program costs. Of particular significance is the elimination of the "Local Aid to the Commonwealth" which had reduced state funding for state-mandated, locally-delivered programs. The restoration of funding for these programs provides an additional $535,000 in resources for FY 2014. The remainder of the increase in dedicated revenues is the result of increases in indirect cost reimbursements, the implementation of an off-duty police fee, and an increase in parking program revenues.

Charges for Services are projected to increase by $382,000 primarily due to the implementation of a fee associated with the costs of providing off-duty police services. That fee is anticipated to generate approximately $525,000. This category also includes adjustments to stormwater charges in the Public Works and Community Development departments and a reduction in engineering service charges from the Water Resources Fund.

Recreation Revenues are projected to remain stable at $374,000.

Miscellaneous Revenue totals approximately $2.1 million and is comprised mostly of indirect cost allocations to the Water, Sewer, Stormwater, Airport, Juvenile Services, and Detention Home Funds for services provided by General Fund departments. These allocations are programmed to increase by about $247,000; however, in some cases the increase is offset by a reduction in direct payments to the General Fund.

Parking Revenues are projected to increase by $63,000 from $380,000 to $443,000 due to increased enforcement and the success of the managed parking program.

State Categorical Aid provides funding for Constitutional Officers, local law enforcement, juvenile corrections, highway maintenance, social services programs, and supports the public library. Funding is expected to total $20.0 million, an increase of $1.6 million. $970,000 of that increase is additional funding for Social Services; $535,000 comes from the elimination of "Local Aid to the Commonwealth;" and, an increase in highway maintenance funding of about $88,000 is anticipated.

Federal Categorical Aid is primarily funding for social services programs and totals $7.1 million, a $655,000 increase from the current year.

Non-Dedicated Revenues

Non-dedicated revenues, or revenues that can be used at the City's discretion, are projected to show an increase of approximately $2.1 million from the *Adopted FY 2013 Budget*.

In the proposed budget about eighty-nine percent (88.9%) of non-dedicated revenues and more than two-thirds (70.6%) of total General Fund revenues are generated by seven local taxes: the Real Property Tax ($54.9 million), the Personal Property Tax ($22.0 million, including the State reimbursement), the Local Sales Tax ($13.4 million), the Meals Tax ($11.8 million), the Business License Tax ($7.4 million), Consumer Utility Taxes ($4.2 million), and the Communications Sales and Use Tax ($3.5 million).

General Property Taxes

Revenues from the **Real Property Tax** are projected to total $54.9 million, a decrease of approximately $500,000, or about one percent (0.9%), from the *Adopted FY 2013 Budget*.

Real Property Tax revenue projections are adjusted for a historically uncollectible percentage of two percent (2.0%, about $1.1 million), rehabilitation tax credits ($500,000) and tax relief for the elderly ($780,000).

The Assessor's Office has completed the biennial reassessment of real property which will take effect on July 1, 2013. Notices to property owners were mailed on March 1st. At this point, it is projected that the total assessed value of taxable real property in the City will decrease by less than one percent (0.5%, about $250,000) compared to the July 1, 2012 value. This is a combination of a decrease (-1.2%) in total assessed value since the last reassessment and slight growth (+0.7%) due to new construction. Earlier projections had anticipated a decrease of as much as two percent (2.0%); however, that did not prove to be the case. Some slight adjustment downward is possible depending on the results of anticipated appeals. In anticipation of potential appeals, and pending litigation on an earlier assessment, the revenues estimate for the Real Property Tax is based on a one percent (1.0%) reduction from the July 1, 2012 value.

This budget does not propose increasing the Real Property Tax rate to equalize revenues or for any other purpose. For budget discussions, each penny on the Real Property Tax rate will generate approximately $473,000. This revenue source represents approximately forty-two percent (41.6%) of General Fund non-dedicated revenues.

The Assessor's Office has projected the total real estate value of property in the City of Lynchburg to be over six billion dollars ($6,324,400,000), a decrease of approximately $32 million from the assessed value used for the FY 2013 Real Property Tax revenue projection. Nearly twenty-two percent (21.8%) is tax-exempt. The total assessed value of taxable real property in the City is estimated to be almost five billion dollars ($4,944,240,000) as of July 1, 2013, about $49.9 million less than the previous year.

Personal Property Tax revenues are projected to increase about $777,000 or 4.9%. This revenue category was under budgeted for FY 2013. The local share of the Personal Property Tax category totals $16.5 million. The State reimbursement, which is accounted for as Non-Categorical Aid, will be $5.5 million.

The total statewide reimbursement for the Personal Property Tax has been fixed by the General Assembly at $950 million. Lynchburg's reimbursement, of approximately $5.5 million, is based on the amount of taxes collected by the City in 2005 in proportion to the total collected across the State. Because it is a fixed amount, when the value of personal property tax assessments grows, the State's share of individual personal property tax payments falls. The percentage of State reimbursement that makes up an individual's Personal Property Tax bill will decrease from 52.80% in Calendar Year 2013 to 46.65% for Calendar Year 2014. The State Code requires that the State relief percentage be determined with the adoption of the local budget.

The combination of the local and State portions of the Personal Property Tax represents almost seventeen percent (16.7%) of General Fund non-dedicated revenues in the proposed budget.

Public Service Corporations Tax revenue is projected to increase by about $185,000 to $2.3 million. The value of public service corporation real property in the City is assessed by the State.

Other Local Taxes

Local Sales Tax revenue is the third largest portion of non-dedicated revenues received by the City, representing just over ten percent (10.2%) of those funds. Sales Tax revenues have been relatively stable, with some slight growth, since bottoming out in FY 2010. The estimated revenue of about $13.4 million represents a very small increase ($156,000) compared to the FY 2013 Budget.

Electric and Gas Utility Consumption Tax revenues are projected to fall by about $180,000 to $4.2 million in FY 2014.

Communications Sales and Use Tax revenues are projected to remain just under $3.5 million.

Meals Tax revenues have been a bright spot over the last several fiscal years. Despite the expectation of a reduction in revenues arising from fears of a double dip recession, they have continued to grow beyond budget projections. Meals Tax revenues are projected to total $11.8 million compared to $10.8 million in FY 2013. Meals Tax revenue represents just under nine percent (8.9%) of General Fund non-dedicated revenues.

Business License Tax revenues of $7.4 million reflect an increase of $200,000 from the current year. This source makes up over five percent (5.6%) of General Fund non-dedicated revenues.

Motor Vehicle License revenues are projected to remain flat at approximately $1.4 million.

Amusement Tax revenues are projected to increase slightly ($75,000) to $625,000.

Other revenues in this category make up approximately $4.3 million of the FY 2014 revenue stream. This category includes **Right-of-Way Fees** ($243,000), **Electricity and Gas Consumption Taxes** ($341,000), **Bank Stock Taxes** ($650,000), **Recordation Taxes** ($400,000), **Tobacco Taxes** ($950,000), and **Lodging Tax** ($1.7 million). In combination, these revenues are projected to increase by about $146,000 in FY 2014 compared to FY 2013. The most significant change is a projected increase of $150,000 in Bank Stock Taxes.

Permits, Fees, and Licenses ($570,000) are projected to increase by $121,000 reflecting additional development activity. **Fines and Forfeitures** ($481,000) are projected to remain at current levels. **Revenue from the Use of Money and Property** ($388,000) is expected to fall by about $127,000 due to low interest earnings on investments and extending the use of compensating balances to offset banking service fees.

Charges for Services are projected to be $3.9 million, an increase of $218,000 from the current year. The majority of this ($2.5 million) will be from charges for Ambulance Services. About $793,000 in this category is revenue from Residential Disposal Fees (decals and tags). The increase is primarily attributed to additional DMV Administration fees and Commonwealth Attorney collection fees from the three courts.

Non-Categorical State Aid totals $6.0 million and includes a number of sources. The largest is the State reimbursement for the Personal Property Tax Relief Act ($5.5 million) which is fixed by State law.

Miscellaneous Non-Dedicated Revenues are projected to be approximately $271,000.

General Fund Expenditures

The General Fund finances all government activities with the exception of those operations financed in the Airport, Water, Sewer, Stormwater, and other, smaller funds. All major funds contribute to the operations of the Fleet Services Fund.

Proposed General Fund expenditures of $172.5 million represent an increase of approximately $6.1 million, or 3.7%, from the *Adopted FY 2013 Budget*.

The chart on the next page compares proposed FY 2014 expenditures by categories to the *Adopted FY 2013 Budget* and shows the proportion of the General Fund utilized by each service area.

Proposed FY 2014 Expenditures Compared to Adopted FY 2013 and as a Percent of Total General Fund Expenditures

	Adopted FY 2013	Manager's Proposed FY 2014	FY 2014 Percent Increase/ (Decrease)	Percent of FY 2014 General Fund
GENERAL FUND EXPENDITURES				
Operations - Departmental				
General Government	$12,079,900	$11,991,478	-0.7%	6.9%
Judicial Administration	4,585,055	4,637,312	1.1%	2.7%
Public Safety	32,580,178	33,273,880	2.1%	19.3%
Public Works	16,154,942	15,535,031	-3.8%	9.0%
Health and Welfare	16,923,380	18,076,611	6.8%	10.5%
Parks, Recreation, and Cultural	5,056,390	4,967,888	-1.8%	2.9%
Community Development	2,291,477	2,253,574	-1.7%	1.3%
Total Operations - Departmental	**$89,671,322**	**$90,735,774**	**1.2%**	
Operations - Non-Departmental/Other				
Non-Departmental	$6,325,113	$6,723,315	6.3%	3.9%
Transfers to Other Funds	1,018,157	956,486	-6.1%	0.6%
Transfer to City Capital	4,291,759	3,777,878	-12.0%	2.2%
~~Transfer to Schools Capital~~	~~975,000~~	~~3,252,460~~	~~233.6%~~	~~1.9%~~
Transfer to Schools Capital *(revised)*	975,000	2,250,000	130.8%	1.3%
~~Schools Operations~~	~~35,601,147~~	~~38,201,147~~	~~7.3%~~	~~22.1%~~
Schools Operations *(revised)*	35,601,147	39,203,607	10.1%	22.7%
Greater Lynchburg Transit Company	1,369,262	1,194,239	-12.8%	0.7%
External Service Providers	9,315,465	9,838,909	5.6%	5.7%
Debt Service	14,657,657	13,814,569	-5.8%	8.0%
Reserves	3,204,937	4,046,741	26.3%	2.3%
Total Operations - Non-Departmental/Other	**$76,758,497**	**$81,805,744**	**6.6%**	
TOTAL GENERAL FUND EXPENDITURES	**$166,429,819**	**$172,541,518**	**3.7%**	

General Government includes the Council/Manager Offices, the City Attorney, the City Assessor, the Commissioner of the Revenue, Communications and Marketing, Financial Services, Human Resources, Information Technology, the Electoral Board, the Registrar, and the Treasurer. **Judicial Administration** includes the Circuit, General District, and Juvenile and Domestic Relations Courts; the Clerk of the Circuit Court; the Commonwealth's Attorney; the Magistrate's Office; the Sheriff; and the Court Services Unit. **Public Safety** includes the Police Department, the Fire and EMS Department, the Animal Warden, and Emergency Services. **Public Works** includes Engineering, Buildings and Grounds, Refuse, Snow and Ice Removal, and Streets. **Health and Welfare** includes the Human Services Department, with the divisions of Social Services and Juvenile Services. **Parks, Recreation, and Cultural** includes Parks and Recreation, the Library, and the Museum System. **Community Development** includes Planning, Inspections and Code Compliance, Zoning, Parking Management, and Economic Development.

External Services Providers are groups that provide services to the City outside of general government activities. Some activities, such as the regional jail, are mandated. The City has contractual relationships with other agencies. Funding of some organizations is discretionary. Some of the

organizations historically funded in this area are non-profits that provide services through volunteers, private donations, and grants along with a supplement from the City. The services they provide are typically not offered by local government but may impact local government services indirectly.

Non-departmental includes those miscellaneous components of the City budget that generally do not fit nicely into an individual departmental budget but are widespread throughout, such as medical and dental costs and a general salary increase, if programmed. **Transfers** include payments from the General Fund to other funds as a subsidy or payment for services.

Significant Changes from FY 2013

Significant changes from the current year in the proposed General Fund budget include the following:

Reduced Expenditures:

- The elimination of demolition funding in Community Development ($37,000).
- A $1.0 million reduction in funding for the costs of providing health insurance benefits to retired employees over the age of 65. This cost has been over-funded in previous years producing a balance that the City's auditors have said exceeds requirements. (This reduction will have no impact on retiree health benefits provided by the City.)
- A reduction in funding for the Comprehensive Services Act due to lower utilization ($100,000).
- A decrease in Detention Home per diem costs ($40,000).
- Across the board decreases in expenditures in Public Works for utilities; snow removal; maintenance materials and supplies; and for paving, sidewalks, and guardrails ($251,000).
- A reduction in the subsidy for the Lynchburg Regional Airport ($94,000).
- A reduction in funding for Greater Lynchburg Transit Company (GLTC) ($175,000).
- A reduction in funding for the tourism program ($574,000).
- A reduction in pay-as-you-go funding for City Capital Projects ($514,000).
- A reduction in debt service ($843,000).

Increased Expenditures:

- The provision of funds in Communications and Marketing to support local marketing efforts ($50,000).
- One-time funding for the Local Government Channel to replace aged cameras ($50,000).
- Additional funding for the Registrar's Office and Electoral Board to support election activities ($7,500).
- Additional funding in the Sheriff's Office due to the restoration of a state-funded position ($49,000).
- Additional funding from a federal SAFER grant for nine (9) positions in the Fire Department ($496,000). The grant is accounted for in the City/Federal/State Aid Fund.
- An increase in spending for Public Assistance ($1.5 million), offset by state and federal reimbursements.

- An increase in local funding for the operation of Lynchburg City Schools ($2.6 million) plus ~~pay-as-you-go~~ funding to replace school buses ($1.0 million) and for the maintenance of school buildings ($2.3 million).
- Additional funding ($300,000) for inmate costs at the Blue Ridge Regional Jail.
- Additional funding for the lease with the Lynchburg Humane Society ($200,000).
- Additional depreciation for Fleet assets ($587,000).
- The designation of an additional $1.0 million for Heritage High School debt service.
- Funding for a 2.5% increase in compensation for non-public safety employees and 1.0% for sworn public safety employees ($1.1 million).
- Additional funding to provide equipment and supplies for the Police Department ($96,000).
- Funding to create a program in the Police Department for off-duty police services, offset by fees collected ($525,000).

Personnel Changes:

- The elimination of a full-time Appraiser I position and the creation of a part-time Appraiser III position in the Assessor's Office.
- The conversion of a vacant full-time position in Financial Services to temporary to support collections efforts. It is anticipated this position will generate revenues in excess of cost.
- The elimination of one vacant full-time and one part-time position in the Human Services Finance Division of the Financial Services Department.
- The transfer of a Caseworker position in Juvenile Services to Social Services.
- The reclassification of a Deputy Director to a Benefits Specialist in Juvenile Services.
- The elimination of a part-time Cook position and a full-time Youth Care Worker in Juvenile Services.
- The elimination of two full-time positions related to the Recycling Program in Public Works.
- The restructuring of positions in the Public Works Engineering Division.
- The Library Director position will be kept vacant and an Interim Library Director is planned to be shared with Bedford County while the development of a regional library system is explored. An interim Chief Librarian for the Lynchburg Library will be designated.
- A vacant part-time Shelver position in the Library is eliminated.
- The addition of a full-time Parking Technician position supported by Parking Program revenues.
- The elimination of a vacant full-time Apprentice Technician position in Fleet Services.
- The elimination of a vacant part-time position in the Customer Service Division of Communications and Marketing.
- The reinstatement of two full-time Battalion Chief positions previously eliminated from the FY 2013 Fire Department budget. This cost is offset by a comprehensive restructuring of the Department.
- The restoration of a state-funded full-time Deputy Sheriff position in the Sheriff's Office.
- The addition of a temporary position in Emergency Services to assist in the coordination of personnel and training.
- Changing the funding source for two full-time positions in Financial Services from the Water Fund to the General Fund. This cost is offset with indirect cost revenues.
- Changing the funding source of one full-time position in the Information Technology Application Services Division to the Stormwater Fund.

- Addition of nine full-time Firefighter II positions in the Fire Department funded by the SAFER Grant.

Other Changes of Note:

- The proposed budget does not utilize Managed Vacancy Savings. This means the budget assumes full employment of all positions throughout the fiscal year. Any year end savings will be used for pay-as-you-go capital projects in FY 2015.
- The postponement of the planned issuance of new general obligation debt provided additional resources of approximately $1 million by deferring debt service payments.
- The proposed budget uses $155,000 from the Technology Fund to support the Information Technology budget.
- Service impacts include:
  - The elimination of an Appraiser may result in slower reaction to permits and review work.
  - The Recycling Program will be privatized.
  - A realignment of resources in the Parks and Recreation Department will result in the closure of a community center when the renovation of the Miller Center is completed and it reopens. Depending on the timing, this could occur toward the end of FY 2014 or in FY 2015.
  - Transportation for senior adult recreation programs in Parks and Recreation will be eliminated.
  - The Adult Open Gym recreation program will no longer be offered.
  - The Lynchburg Public Library will cut its "Books and Materials" purchases by $20,000 (18%) resulting in approximately 1,000 fewer books; books on CD and DVDs will be added to the adult and youth collections.
  - The Lynchburg Museum System will cut its events and advertising budgets by $8,000. *Day at the Point*, a major fall event which draws about 2,000 attendees, will not be held.

Local Contribution to City Schools

Local funding in an amount of $48 million is proposed for School Operations (~~$38.2~~ $39.2 million), Schools Capital Projects (~~$3.2~~ $2.2 million), ~~including $1.0 million for school bus replacements~~, and Debt Service ($6.6 million). This represents an increase of ~~$2.6~~ $3.6 million for operations. The proposed budget also includes a significant increase in pay-as-you-go funding for capital projects.

Every year, the State Superintendent's Office publishes information on the local match required by State law to meet the Standards of Quality (SOQ). That match is referred to as the Required Local Effort (RLE). The State Superintendent's Office has reported the following for Lynchburg:

In FY 2008, Lynchburg's RLE was $16,466,165 and the City actually funded $33,795,991, 105.25% more than the RLE. This compared to a First Cities average of 108.38%.

For FY 2009, Lynchburg's RLE was $17,801,027 and the City actually funded $30,875,443, 73.45% more than the RLE. This compared to a First Cities average of 82.58%.

For FY 2010, Lynchburg's RLE was $15,730,049 and the City budgeted $33,769,049, 114.68% more than the RLE. This compared to a First Cities average of 113.80%.

For FY 2011, Lynchburg's RLE was $15,155,956 and the City budgeted $33,195,230, 119.02% more than the RLE. This compared to a First Cities average of 87.22%.

For FY 2012, Lynchburg's RLE was $15,255,668 and the City budgeted $31,942,103, 109.38% more than the RLE. This compared to a First Cities average of 98.83%.

For FY 2013, Lynchburg's budgeted RLE was $16,466,079 and the City budgeted $35,601,147, or 116.21% more than the RLE. The state's report on RLE for FY 2013 has not yet been released so comparison to First Cities is not possible at this time.

As reported by the State Superintendent of Public Instruction, the FY 2014 Required Local Effort will be ~~$16,126,011~~ $16,403,520 based on the State budget adopted by the General Assembly. This number could be modified by subsequent action taken by the Governor. If it remains unchanged and the amount in the *Proposed FY 2014 Budget* for schools ($39,203,607) is approved, local funding for schools operations will be ~~137.28%~~ 139.00% more than the RLE.

The budget proposal approved by the School Board will include State funding approved by the General Assembly. As this message was being written, final information had not been received from the State Superintendent of Public Instruction and the School Board had not adopted its proposed budget for FY 2014.

With a projected enrollment of 8,024.4 students in FY 2014, local per student support for operations would increase from $4,341 to ~~$4,761~~ $4,886.

In the *Proposed FY 2014 Budget* total appropriations for Schools, including all activities and funding sources, is estimated to be ~~$92.9~~ $93.9 million.

Debt Service

The City finances a large component of the Capital Improvement Program (CIP) with general obligation bonds. The last major bond issue occurred in the Summer of 2009 and utilized a combination of general obligation bonds and Qualified School Construction Bonds made available through the American Recovery and Reinvestment Act (ARRA). In addition, $29.7 million in existing debt was refinanced in September 2010, resulting in savings of $2.4 million (all funds). A bond issue is proposed for spring 2014 with related debt service due in FY 2015. Interest expense of $40,000 is included in the proposed budget to allow for use of the Line of Credit for City Capital projects.

City Council's Debt Management Policy requires annual debt service expenditures for tax-supported debt not to exceed 10% of total General Fund expenditures plus School Component Unit expenditures, minus the transfer to Schools. FY 2014 debt service as a percent of expenditures is projected to be just over six percent (6.1%).

Reserves

The City budget includes a number of reserve funds, described below, either in anticipation of future expenses or as a contingency. The *Proposed FY 2014 Budget* includes additional funding for the following reserves:

Debt Service Reserve - Heritage High School	$3,044,657
General Fund Reserve for Contingencies	700,000
Other Post Employment Benefits (OPEB)	250,000
Parking Program Reserve	52,004
Reserve for Snow, Streets, and Bridges *(in the CIP)*	250,000
	$4,296,661

An additional contribution of $1.0 million, over the FY 2013 contribution, is proposed for the **Heritage High School Debt Service Reserve**. With this additional allocation, at the end of FY 2014, a total of $3.7 million will be available for Heritage High School debt service.

The **General Fund Reserve for Contingencies** funds expenditures during the fiscal year that were unanticipated during budget development. Consistent with the financial management policy goal, $1.2 million is proposed for the General Fund Reserve for Contingencies. Any funds remaining in this reserve at the end of the fiscal year revert to the General Fund unassigned fund balance. As of March 1, 2013 it is projected that as much as $500,000 will be unspent in the General Fund Reserve for Contingencies at the end of the fiscal year. It is recommended those funds roll over into the FY 2014 Reserve for Contingencies. That, with $700,000 in proposed funding, will maintain the reserve at $1.2 million.

Rules promulgated by the Governmental Accounting Standards Board (GASB) require localities to address the costs of Other Post-Employment Benefits (OPEB). In FY 2009, an **OPEB Reserve** was established to address that requirement. The City currently funds post-employment health care benefits on a pay-as-you-go basis based on an actuarial study and a plan to achieve full funding of the reserve over a fifteen (15) year period. Due to budget restraints and the concern of setting aside funding that offers no direct services to citizens, the phased in approach is being used. For FY 2014 a General Fund contribution of $250,000 is proposed. The balance in the OPEB Reserve for General Fund activities will be $1,581,231 after the FY 2014 contributions.

The **Parking Program Reserve** was established in FY 2012 as a result of the revenues from the Parking Program exceeding expenditures. This reserve will be used as needed for maintaining the parking garages and lots. At the end of FY 2014, the balance in the Parking Program Reserve will be $114,413.

The **Reserve for Snow, Streets, and Bridges** serves as a contingency should the costs of snow removal exceed budgeted resources. These funds are transferred from the General Fund to the City Capital Projects Fund; any unspent funds are used for pay-as-you-go financing of street and bridge projects.

There are other committed and assigned funds identified in the budget document that are reserved for specific purposes:

Detention Home Workers' Compensation	$100,000
Law Library	80,021
Debt Service - Solid Waste	841,605
Debt Service - Central Virginia Regional Radio Board	5,929
Future Landfill Post-Closure	808,722
Health Management Plan	500,000
Public Safety Compensation Adjustments	13,968
Police Range Operations	569
Museums	50,028
Point of Honor	2,653
Medical Benefits	1,021,155
Dental Benefits	150,000
Line of Duty Death Benefit	211,904
Line of Duty Health Claims	145,000
Fire Equipment	50,000
Recreation Programs	1,008
	$3,982,562

The **Detention Home Workers' Compensation Reserve** was established to fund any workers' compensation claims at the detention home so participating localities would not see an increase in the per diem for these claims.

When the Law Library Fund was closed into the General Fund the **Law Library Reserve** was established for future needs.

The **Reserve for Solid Waste Fund Debt Service** was established when the City's landfill was sold to the Regional Authority. This reserve is used to pay the remainder of the annual debt service related to the landfill.

The City participates in the **Central Virginia Regional Radio Board** and this reserve was established in anticipation of the agreement signed in FY 2012. This reserve will be used to fund the City's portion of debt service for the Radio Board.

In anticipation of the City closing the landfill site, a **Future Landfill Post-Closure Reserve** was established to cover that cost.

The **Health Management Plan Reserve** was established since General Fund revenues were being used to fund the program. There was concern program costs would escalate as the program grew. This reserve has served its purpose and the assets can be shifted to support capital projects.

The **Public Safety Compensation Adjustment** and **Police Range Operations Reserves** were established with carry forward funds from the Police Department budget to be used for future expenditures.

The **Museums and Point of Honor Reserves** were created when the Museums Fund was closed into the General Fund. These funds will be used for future needs of the Museum System.

While no additional funding is provided in FY 2014, the previously established **Medical Benefits and Dental Benefits Reserves** will be maintained as an assigned fund balance reserve. The reserve was established to ameliorate the impact of increasing medical benefits costs.

A new **Line of Duty Reserve** was established in FY 2013 to accrue funds in the event death benefits or survivor medical benefits need to be paid out. The creation of this reserve was necessary since the State shifted to the localities the costs of benefits provided by the Line of Duty Act. The current balance is $356,904.

The **Fire Equipment Reserve** was created in FY 2012 with carry forward funds from the Fire Department budget to be used for large fire apparatus purchases.

The **Recreation Programs Reserve** is used to balance the Recreation Programs budget each year based on needs.

In addition to the list of committed and assigned funds above, the City also maintains the **Schools' Reserve for Textbooks** ($1.4 million), **Health Insurance** ($1.4 million) and a **Special Education Reserve** ($321,000).

Fund Balance

City Council's Financial Management Policies require an Unassigned Fund Balance equal to 10% of General Fund revenues. In the event the Unassigned General Fund Balance is used to provide for temporary funding of unforeseen emergency needs, the fund balance shall be restored to 10% within five fiscal years. The proposed budget provides for a 10.0% fund balance, amounting to $16.6 million. It also recommends utilizing $6.1 million in fund balance for pay-as-you-go capital outlay. An additional $846,000 of recurring revenues is being used to fund pay-as-you-go projects.

Personnel

As with any service based organization, the largest part of the City's operating budget, approximately sixty-one percent (60.9%), is devoted to employee compensation through salaries, wages, and benefits.

A stable and proficient workforce is the cornerstone of effective service delivery to the community and the operating budget reflects the investment made in the City's employees. The foundation of the City's compensation plan rests on the goal of attracting and retaining employees who are qualified, competent, and representative of the community through pay and benefits levels that are competitive with the relevant labor market. The Human Resources Department tracks turnover and recruitment and regularly measures market competitiveness. Through continued efforts to promote workforce stability the City has experienced acceptable voluntary turnover rates and positive recruiting experience for the vacant

positions that have been advertised. Voluntary turnover has increased slightly (about a half percent from last year) to just over five percent (5.4%). Total turnover, separations for all reasons, increased to over ten percent (10.4%) compared to last year's rate of 9.4% primarily due to increased retirements. Significant adjustments to public safety pay resulted in average sworn employee wages that lead the market by eight percent (8.0%) while the average pay of the general workforce lags comparative market averages by approximately five percent (5.0%).

The principles of the City's *Compensation Philosophy*, adopted in 2003, continue to serve the organization well although limited resources have prevented full realization of the goals. The last general base pay increase for City employees, other than sworn public safety employees, was in July 2008, for FY 2009. The cost of a 1% adjustment to total General Fund salaries, with benefits, is approximately $562,000. While sworn public safety personnel received increases in July 2012, market forces continue to exert pressure for compensation adjustments in the general workforce. Some City departments, especially Human Services and Water Resources, have an on-going history of above average turnover.

The *Proposed FY 2014 Budget* includes funds to support a two and a half percent (2.5%) pay increase for those employees who did not receive an increase last year. In addition, an increase of one percent (1%) is proposed for sworn public safety employees to help maintain a position of market leadership.

The required local contribution toward employee retirement pensions and life insurance in the Virginia Retirement System (VRS) is calculated each biennium. FY 2014 will be the second year of the current biennium and the City has a VRS contribution rate of 25.89%, of which five percent (5.0%) is contributed by employees. In addition, the City fully funds a Group Life Insurance rate of 1.19%. FY 2014 will bring additional changes in VRS with the requirement for participation in a Local Disability Program starting January 1, 2014 for certain employees. It is projected that implementation of this requirement will cost about one percent (0.91%) of payroll for the covered employees. Furthermore, VRS has indicated that the City's contribution rate will continue to increase in the coming years with a projected rate of 28.12% in FY 2015 and 28.54% in FY 2017, including the 5% employee contribution.

While the City continues to effectively manage health care costs, overall City costs are projected to increase in FY 2014, primarily due to the full implementation of the Affordable Care Act (ACA). No increase in the City contribution for medical coverage is included in the proposed budget due to a multi-year history of stable or declining costs which have resulted in surplus funding. On-going work with Lynchburg City Schools has resulted in the full consolidation of dental and vision plans and much more similarity between medical plans. A collaborative effort continues to achieve full consolidation of medical plan design, similar contribution strategies and improve administrative efficiencies in the near future.

The Health Management Program (HMP) provides on-going savings in medical claims, while it helps manage chronic disease and improve the overall health of the members. Over ninety-five percent (95%) of eligible employees are participating in the HMP. New employees typically enroll and complete a health risk assessment within the first thirty days of employment. Measured by lower claims and the direct provision of medical services, the program continues to deliver an excellent return on investment.

The General Fund workforce supported by the *Proposed FY 2014 Budget* totals 1,073.52 Full Time Equivalent (FTE) employees, comprised of 924.20 full-time classified (compared to 924.18 in the *FY 2013 Adopted Budget*), 49.70 part-time classified, 3.00 grant full-time, 36.68 temporary, and 59.94

State-funded positions. The City's workforce in all funds totals 1,307.78 FTEs. This includes 1,108.30 full-time classified, 58.32 part-time classified, 37.49 grant full-time equivalents, 43.73 temporary, and 59.94 State-funded positions.

Fleet Services Fund

The Fleet Services Fund is an internal services fund that manages the City's fleet of over 700 vehicles and equipment. The Fleet Services Director reports to a Board of Directors consisting of representatives from various departments that utilize fleet services.

The total operating budget of $8.2 million for Fleet Services is an increase of over forty-four percent (44.4%) from FY 2013. The increase is a result of the need to replace a ladder truck and two pumper engines for the Fire Department. The proposed budget recommends replacing forty (40) vehicles and equipment in the General Fund, two (2) vehicles and equipment in the Airport Fund, four (4) vehicles and equipment in the Water Fund, and three (3) vehicles and equipment in the Sewer Fund.

Annually, Fleet Services, in consultation with each department, determines the most efficient fleet replacement program for the next year based on actual miles driven and maintenance costs. Vehicle and equipment depreciation is budgeted as a non-departmental expense in the General Fund and in the individual enterprise funds as contributions to the annual replacement costs in the Fleet Services Fund.

Capital Fund

The *Proposed FY 2014-2018 Capital Improvement Program* (CIP) includes $105.8 million for City capital projects and ~~$127.2~~ $126.2 million for school capital projects. With the addition of the planned capital projects in the Airport, Water, Sewer, and Stormwater funds the proposed five year CIP totals ~~$273.7~~ $272.7 million. Adoption of the CIP is anticipated coincident with adoption of the annual budget. Proposed capital project appropriations total approximately ~~$25.4~~ $24.4 million in FY 2014 for the City and Schools. The FY 2014 Capital Budget also includes contributions for major building repairs and roof replacements for both City and Schools. The Major Building Repairs amount includes three generators that were identified as needs during last summer's post-derecho review. Major transportation projects include the design of College Lake Dam Improvements, Phase III of Fifth Street Utility and Streetscape Improvements, land acquisition for Greenview Drive Phase II and also for realignment of the intersection at Timberlake Road and Logans Lane. The capital budget also supports continued investment in downtown revitalization. The largest project looming in the five year plan is Heritage High School. City Schools has also proposed the renovation of three elementary schools in this five year plan.

A bond issue is proposed for spring 2014 with related debt service due in FY 2015. The Line of Credit will be utilized for short term borrowing. Ideally, a portion of the Capital Improvement Program should be funded each year on a "pay-as-you-go" basis. Beginning in FY 2001, a portion of the undesignated fund balance above the targeted ten percent (10%) of General Fund Revenues was allocated to pay-as-you-go capital construction for smaller projects and/or projects that have a life of less than 20 years. Subsequently, the following budget policy was adopted as a part of the City's Financial Management Policies: "Pay-as-you-go funding as a percentage of the City's Five-Year CIP shall not be less than ten percent (10%) with a goal of fifteen percent (15%)." For FY 2014, over nineteen percent (19.3%) of the proposed appropriations are to be funded with pay-as-you-go funds.

The *Proposed FY 2014 Budget* provides $7.0 million for pay-as-you-go projects. This is an increase of $1.7 million from the current year and is indicative of departments continuously watching their spending to allow funds remaining at year-end to be available for pay-as-you-go projects. In addition to utilizing fund balance, approximately $846,000 in recurring revenue is being used to fund projects in FY 2014.

A list of proposed pay-as-you-go projects is provided on the next page.

FY 2014 PROPOSED GENERAL FUND AND SCHOOLS PAY-AS-YOU-GO CAPITAL PROJECTS

Buildings	
Major Building Repairs - Generators	$417,616
Major Building Repairs	330,460
Monument Terrace Building Improvements	277,079
Total Buildings	**$1,025,155**
Transportation	
Public Transportation Improvements (GLTC)	$427,723
Public Works Infrastructure	202,000
Total Transportation	**$629,723**
Economic Development	
Downtown Redevelopment	$1,000,000
General Development Support	250,000
Street and Utility Extensions to Promote Economic Development	125,000
Total Economic Development	**$1,375,000**
Parks and Recreation	
General Park Maintenance	$100,000
Jefferson Park Master Plan Development	75,000
Parks Paving and Lighting/Reconstruction	278,000
Riverside Park Overlook Restoration	45,000
Total Parks and Recreation	**$498,000**
Reserves	
Snow, Streets and Bridges Reserve	$250,000
Total Reserves	**$250,000**
TOTAL GENERAL FUND PAY-AS-YOU-GO	**$3,777,878**
Schools	
Major Building Repairs - Schools	$1,970,000
Athletic Complexes	30,000
Paving and Fencing	140,000
Playground Equipment Replacement	110,000
School Bus Replacements	1,002,460
Total Schools	**$3,252,460**
TOTAL SCHOOLS PAY-AS-YOU-GO	**$3,252,460**
TOTAL GENERAL FUND and SCHOOLS PAY-AS-YOU-GO	**$7,030,338**

Airport Fund

The Lynchburg Regional Airport is budgeted as a separate fund to clearly delineate its financial operation and the support from the General Fund. Cost center revenues and a General Fund subsidy of approximately $289,000 will cover total expenditures of $2.43 million. FY 2014 operating expenditures are projected to decrease approximately $4,000 from the current year. Airport passenger activity has recovered from the loss of Delta Airlines service and revenues from landing fees, terminal rents, rental car concessions, parking and fuel sales are projected to be $90,000 higher for FY 2014 compared to the *Adopted FY 2013 Budget*. As a result, the budgeted subsidy can be reduced by nearly $100,000 from FY 2013.

Water Fund

Managed by the Department of Water Resources, the Water Fund operates as an enterprise fund and requires no subsidy from the General Fund. In fact, it makes payments to the General Fund through an indirect cost allocation for administrative support.

The City's water system can be characterized as having low rates and ample capacity while being positioned for significant growth opportunities in its customer base. In addition to serving 23,308 City accounts, water is sold by contract to the counties of Amherst, Bedford, and Campbell and to two large industrial customers. Over the past several years demand has fallen by nearly one million gallons per day despite a growing customer base. This reduction in consumption is of concern because of the high percentage of fixed costs in the water system.

The City's water system is also known for the quality of its product. The Water Resources Department has received the *Excellence in Waterworks Operations and Performance Award* from the Virginia Department of Health for six straight years.

Another significant characteristic of the water system is its age. Some components of the distribution system, particularly in the downtown area, are over one hundred years old. Those components are beyond their useful life and are in need of replacement. The incidence of water line breaks is increasing, resulting in service disruptions, higher operational costs, and, in some cases, damage to private property. The water system downtown is of particular concern and a master plan has been developed to address the aging system. Unfortunately, limited resources may delay the implementation of that plan. There are also numerous small water mains throughout the City that need attention.

Other important components of the water system that require ongoing maintenance and periodic upgrades are the Pedlar Dam, the 21 mile long, 36-inch raw water line from Pedlar Reservoir to the City, nine (9) pump stations and fourteen (14) water tanks. A new water storage tank is planned on Candlers Mountain to meet growing needs in the area of Liberty University and to be able to take the only tank currently existing in that pressure zone off line for periodic maintenance. Another significant capital project that will be completed in the coming year is the replacement of the Fifth Street water line which serves as the backbone of the downtown water system.

The FY 2014 rate study conducted for the Water Resources Department recommends a $2.00 per month increase in the account charge to start to better cover fixed costs. The current account charge is $3.69 per month per equivalent meter size, does not cover costs, and has not been adjusted in over twenty

years. The increase will result in an increase in a typical customer's monthly bill of between two and four percent (2-4%) depending on consumption. Funds from the increase will be split between the Water Fund and the Sewer Fund with approximately $250,000 going to the former.

A final decision on the proposed increase in the account charge will be made after receiving public comment.

There are no significant changes proposed in Water Fund operations. Small increases in expenditures are planned for technology applications and equipment replacement.

In the *FY 2014 Proposed Budget*, Water Fund total revenues are projected to increase by approximately $183,000, from $13.4 million to $13.6 million. Expenditures, including debt service, are projected to increase from $13.5 million to $13.7 million. Operating expenses are expected to total $9.2 million, with debt service of $3.7 million. An additional capital transfer of $800,000 is proposed for pay-as-you-go funding.

With the proposed fixed charge increase, the unrestricted cash balance is projected to be forty-two percent (42%) of total fund expenditures for FY 2014, slightly above City Council's policy to maintain a fund balance of between twenty-five and forty percent (25-40%). Staff will be considering a recommendation to move some of the cash balance into the capital account for infrastructure improvements. Council's policy also calls for a debt coverage ratio at least 1.2. The proposed budget would result in a projected debt coverage ratio of 1.23.

Sewer Fund

Like the Water Fund, the Sewer Fund is managed by the Department of Water Resources, operates as an enterprise fund and requires no subsidy from the General Fund. It also provides payments to the General Fund through an indirect cost allocation for administrative support.

The City's sewer system serves Lynchburg and portions of the surrounding counties. Although operated by the City, the wastewater treatment plant is a regional asset with capital and operating costs shared proportionally by the participating localities. The City also has contracts with two large industrial users. Wastewater flows have declined over the recent years, coincident with reduced demand in the water system.

As with the Water Fund, the Sewer Fund is challenged by an aging infrastructure, increasing regulation, and higher costs in a number of areas. Over the last twenty years the biggest challenge facing the Sewer Fund has been the requirement to eliminate overflows that occur during periods of high rainfall from the City's combined sewer/stormwater system. The effort to eliminate the overflows has required significant capital expenditure, with resulting debt service, and places a heavy burden on City utility users.

The City is subject to a Special Order with the Department of Environmental Quality (DEQ) that regulates efforts to eliminate the Combined Sewer Overflow (CSO) problem. The Special Order establishes a compliance schedule and project priorities for implementation of the City's CSO control plan.

The compliance schedule established by the Special Order does not contain fixed dates for implementing the CSO control plan, but rather provides for implementation based on three criteria that reflect the limits of the City's financial capability. These criteria are:

1. The City is required to maintain rates so that the annual sewer bill for the average residential customer, using 7 hundred cubic feet (hcf) a month, equals or exceeds 1.25% of median household income (MHI).
2. The City is required to maintain a sewer operating debt coverage ratio within a range of 1.15 to 1.5.
3. The City is required to have reserve funds equal to no more than 25% of the prior year's budgeted operating expenditures.

Since signing the Special Order in 1993 the City has eliminated 112 out of 132 overflow points and has reduced the pollution loading into the James River and its tributaries by over eighty percent (80%). Although the City has spent $233 million on the CSO control program, the estimated cost to complete the remaining work, under the current approach, is over $300 million. While separation projects continue in selected areas of the City, recent capital projects have focused on replacement of the James River Interceptor, a critical and threatened component of the wastewater collection system. Progress has been steady; however, despite being in compliance with the criteria listed above, the reduction in consumption and the existing debt in the Sewer Fund have exhausted the fund's capacity to support further debt in the short term. This situation threatened to stop further construction in the CSO program. Fortunately, recent developments suggest a much brighter future for the program, and even the promise of its completion within a decade.

A significant initiative was the development of an updated CSO Long Term Control Plan to evaluate the best approach for achieving water quality requirements. Due to a combination of events, including new stormwater management regulations and enhanced treatment capacity at the wastewater treatment plant, the Water Resources Department has crafted a revised plan that will potentially enable the City to complete the CSO program in the next ten years at a cost of about $60 million rather than $300 million. The plan relies on treatment of the combined flow rather than separation in the downtown area and extensive modeling indicates that proposed process will meet water quality standards. The revised Long Term Control Plan is currently under review by the Department of Environmental Quality and approval is anticipated in the summer.

Approval of the new Long Term Control Plan will be a major accomplishment; however, its implementation will still require significant investment that would be problematic with the exhaustion of debt capacity in the Sewer Fund. In an effort to bridge the funding gap and provide the Sewer Fund the time to retire some debt and restore capacity, the City sought funding from the General Assembly. It was wildly successful. With strong support and leadership from its delegation Lynchburg received a commitment to grant funding of $30 million in the State budget. This is equal to one-half of remaining costs of the program under the revised plan and will allow the City to proceed toward completion on an accelerated timetable.

The Department of Water Resources contracts annually with a utility rate consultant to review operating budget and capital program assumptions and to recommend if any rate adjustment is necessary, beyond that required by DEQ, in order to adequately finance Sewer Fund activities and to ensure compliance with the provisions of the Special Order.

The FY 2014 rate study proposes no increase in the sewer volume rate as compliance with the special order can be maintained without an increase. It is proposed, however, that a portion of the revenues from the proposed $2.00 per month increase in the account charge be allocated to the Sewer Fund. This should generate approximately $500,000 in additional revenue. The rate study also proposes a five percent (5%) increase in septic hauler charges, and a ten percent (10%) increase in connection fees to recover more costs.

The *Proposed FY 2014 Budget* projects revenues of $19.7 million, compared to expenditures of $19.6 million ($9.46 million for operations and $8.6 million for debt service and a $1.5 million transfer to capital for pay-as-you-go funding). Overall costs are projected to increase less than one per cent (0.6%) primarily due to sludge hauling costs and plant operator overtime.

The unrestricted cash balance in the Sewer Fund is projected to be twenty-four percent (24%) of fund expenses for FY 2014. The debt coverage ratio is projected at 1.22 and the annual sewer bill for the average residential customer is estimated to be 1.29% of median household income.

Stormwater Fund

The Stormwater Fund will be in its second year in FY 2014. It was created in the Department of Water Resources in response to increasing federal and State regulations and to address the need to adequately maintain the City's existing stormwater infrastructure. Stormwater management expenses in FY 2014 are anticipated to total $3.12 million. An additional capital transfer of $750,000 is proposed for master planning, condition assessment, mapping and infrastructure repairs and replacement. The most significant change in expenditures is $146,000 for two positions; one is an existing IT position that primarily supports the program and the other is for an Outreach and Education Coordinator required for compliance with the City's Municipal Separate Storm Sewer System (MS4) permit. No increase in the current stormwater management fee of $4.00 is proposed. $1.7 million will be transferred to the General Fund to support stormwater management services provided by the staff of the Public Works and Community Development Departments.

[Note: More complete information about the Water, Sewer, and Stormwater Funds can be found in the Department of Water Resources, FY 2014 Rate Study and Annual Report that was presented to City Council on February 26, 2013. It can be found on the City website.]

Outstanding Issues

There are several outstanding issues that may impact budget deliberations.

- Revenue projections in the *Proposed FY 2014 Budget* are based on an analysis of actual revenues and trends up to January 1, 2013. Staff will re-examine revenues after April 1, 2013, and suggest appropriate adjustments.

- Staff is analyzing legislation adopted by the General Assembly to determine its impact on costs and revenues. The State budget finally approved by the General Assembly could also affect revenues.

- The Virginia Department of Transportation (VDOT) is considering a reclassification of urban roads that receive maintenance funding. This could reduce the allocation to Lynchburg.

- There is concern about the reduced amount of funding being provided for major building repairs and general infrastructure maintenance. If any additional one-time funds are identified they should be dedicated for these purposes. One possible source of those funds is the $500,000 in the Health Management Reserve that is no longer needed.

- The Counties adjacent to the City are considering a three percent (3%) pay increase for their employees. To maintain market competitiveness, City Council may want to explore increasing the proposed increase for City employees by one half percent (0.5%). This would cost about $280,000.

Outlook

For the first time in several years the outlook appears to be brighter. It remains to be seen, however, if we are really in a new place or are merely experiencing a temporary reprieve. The State budget is stronger and it has resulted in some restoration of state funding. The national economy, on the other hand, is still very fragile and gridlock in the federal government threatens both the economy and the funding of programs delivered by state and local government.

At the local level, time will tell whether the adjustments and reductions made over the last four years are sustainable. The City's population is growing and the demand for services, infrastructure and amenities continues to increase faster than the resources necessary to address it. Perhaps the greatest challenge is related to the capital needs of the community. Heritage High School looms over all; however, elementary schools, athletic facilities, roads, bridges, utilities and government facilities also need to be addressed. The City will be required to take on new debt and paying the required debt service will be the most difficult task in future budgets.

Developing and supporting an excellent City workforce will remain a priority. Through the recession funding for training was maintained so employees could learn to do more with less. The pay increase in the proposed budget will help the City to remain competitive so that we don't give our employees new skills only to see them leave for better opportunities in another community. The need to be market competitive will be even more important as the upper management of the City undergoes significant turnover. In the next three to five years over 60% of the Leadership Team is expected to retire. Developing an effective succession plan and supporting employee development with training and appropriate compensation will be critical to sustaining service delivery and good governance through this transition.

Conclusion

The *Proposed FY 2014 Budget* is offered for City Council consideration, deliberation, amendment, and adoption. Over the next several weeks, Council will have the opportunity to hear from and question the representatives of the various departments and agencies seeking funding in FY 2014. Work sessions will be held on Tuesday afternoons throughout the months of March and April.

Two citizen engagement sessions are scheduled for March 16th (E. C. Glass High School) and March 19th (Sandusky Middle School). A public hearing on the proposed budget is scheduled for April 2, 2013, at 7:00 p.m., in Council Chambers.

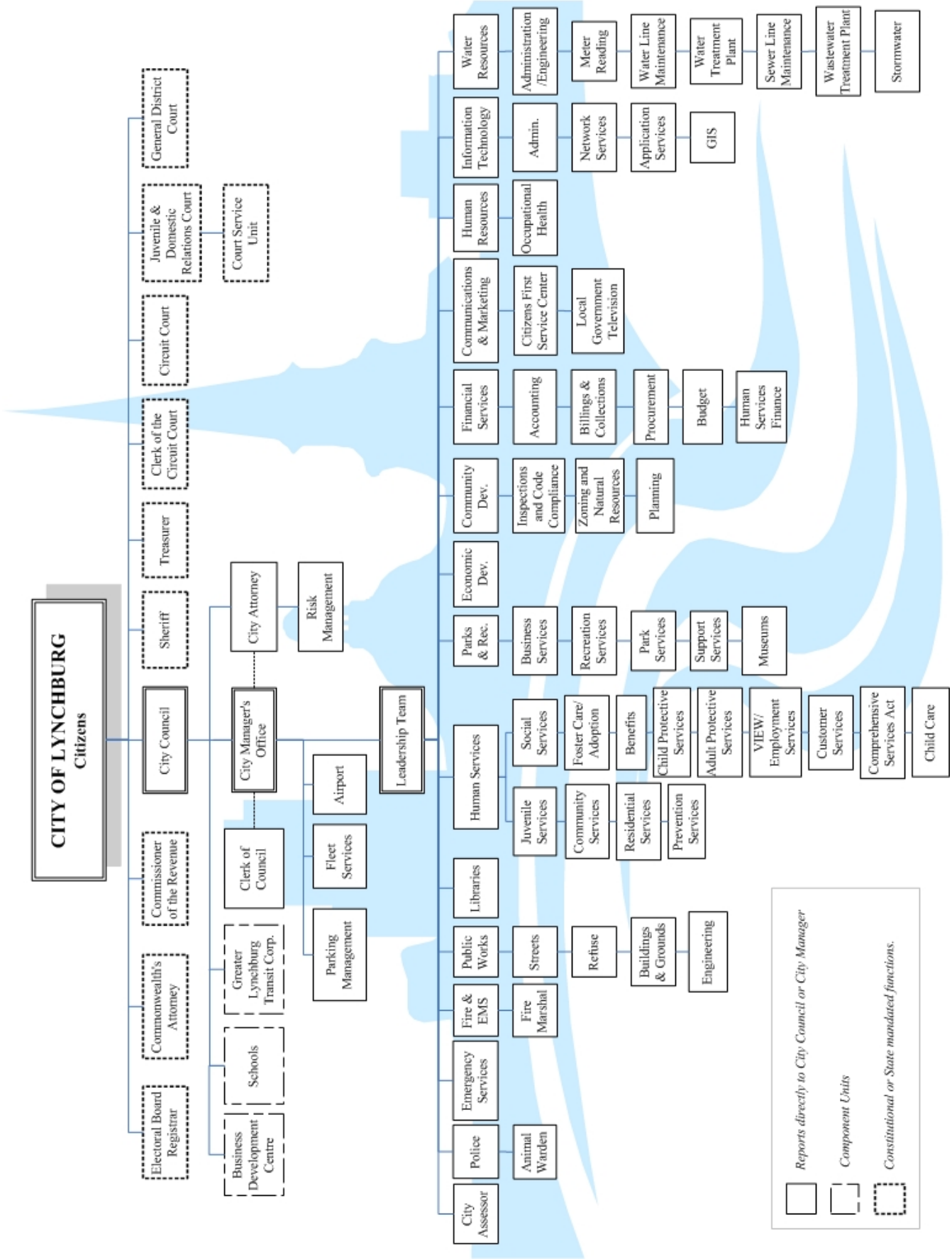
During Council's deliberations, staff is prepared to provide assistance and additional information as Council works through the difficult decisions necessary for budget adoption.

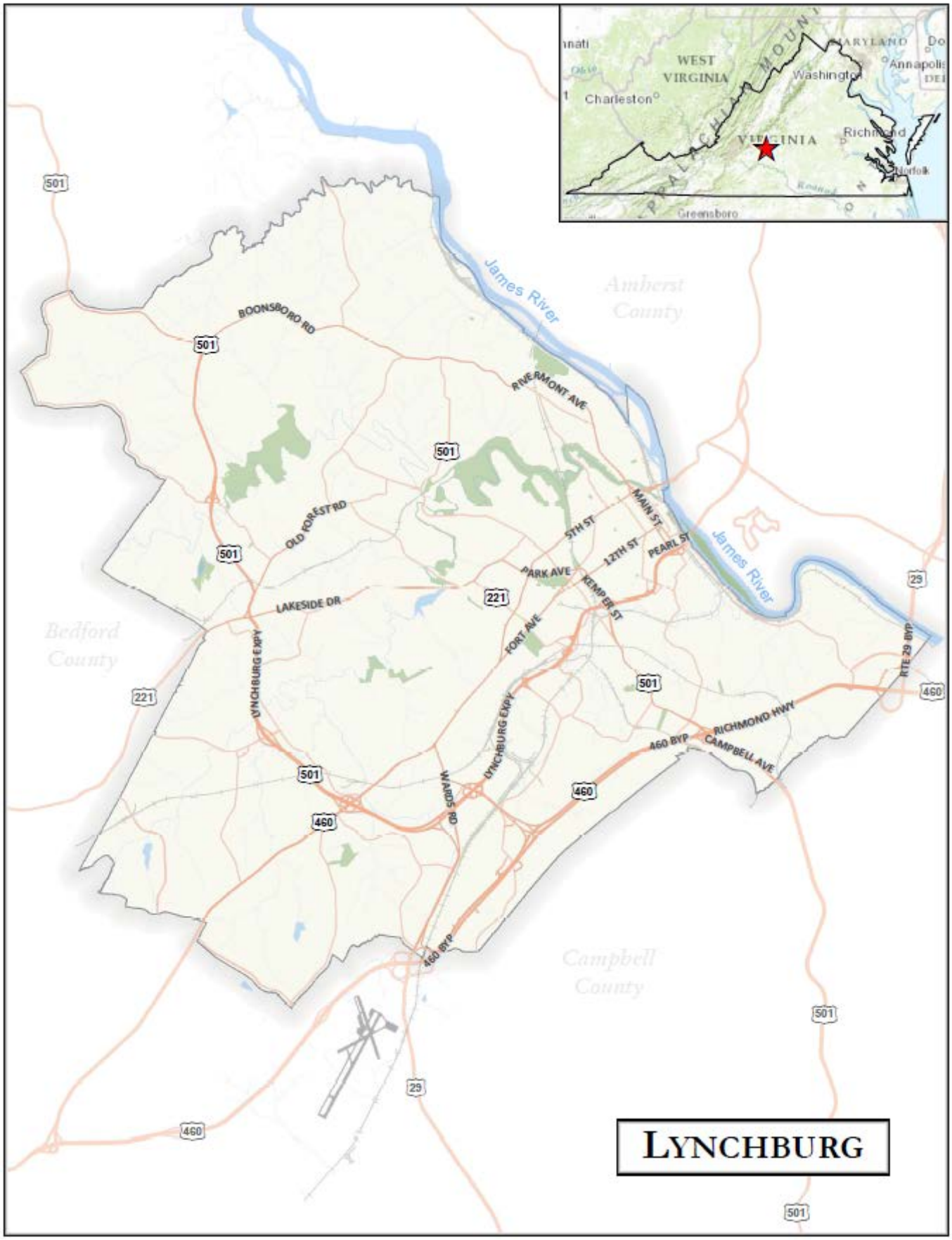
Copies of the *Proposed FY 2014 Budget* are available for public review at the main public library and the downtown branch as well as on the City's website at www.lynchburgva.gov.

Acknowledgements

I would like to acknowledge the hard work of City staff who developed and produced the *Proposed FY 2014 Budget*. Once again Deputy City Manager Bonnie Svrcek and Director of Financial Services Donna Witt provided outstanding leadership for the overall budget process. Michelle White, Megan Palmer, and Cindy Speck in the Budget Office provided valuable analysis, review, and logistical support in the development and production of the budget document. Human Resources Director Margaret Schmitt did important research for the Personnel section. Financial Services staff Barbara Hudson, Reid Lanham, Amanda Smith, Lee Waller, Toni Butler, La'Shonna Wright, Robin Mamola, Courtney Blankenstein, Kathy Collins, and Financial Services Assistant Director Rhonda Allbeck, also provided assistance in budget development.

Finally, I want to recognize the directors and staff of the various City departments who are committed to our mission to deliver services to Lynchburg's residents, workers, and visitors in an efficient, effective, and equitable manner and to build a stronger community. Its employees are the City government's greatest assets and they do an outstanding job.

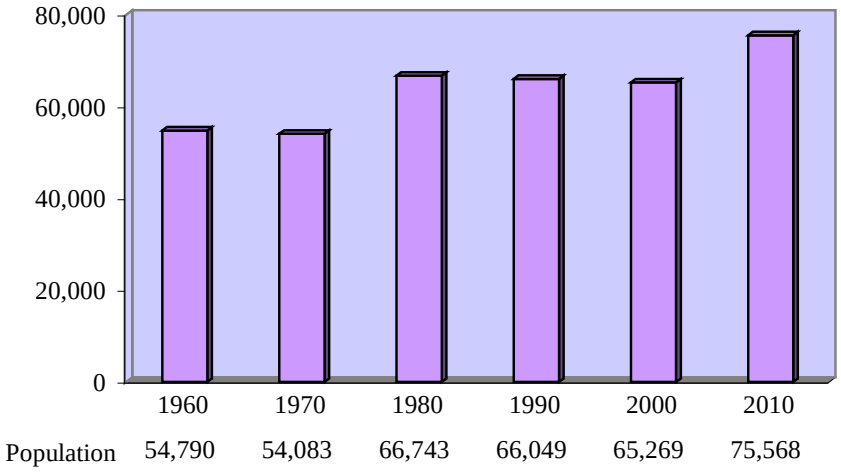

CITY OF LYNCHBURG
Citizens
Electoral Board Registrar
Commonwealth's Attorney
Commissioner of the Revenue
City Council
Sheriff
Treasurer
Clerk of the Circuit Court
Circuit Court
Juvenile & Domestic Relations Court
Court Service Unit
General District Court
Business Development Centre
Schools
Greater Lynchburg Transit Corp.
Clerk of Council
City Manager's Office
City Attorney
Risk Management
Parking Management
Fleet Services
Airport
Leadership Team
City Assessor
Police
Animal Warden
Emergency Services
Fire & EMS
Fire Marshal
Public Works
Streets
Refuse
Buildings & Grounds
Engineering
Libraries
Human Services
Juvenile Services
Community Services
Residential Services
Prevention Services
Social Services
Foster Care/ Adoption
Benefits
Child Protective Services
Adult Protective Services
VIEW/ Employment Services
Customer Services
Comprehensive Services Act
Child Care
Parks & Rec.
Business Services
Recreation Services
Park Services
Support Services
Museums
Economic Dev.
Community Dev.
Inspections and Code Compliance
Zoning and Natural Resources
Planning
Financial Services
Accounting
Billings & Collections
Procurement
Budget
Human Services Finance
Communications & Marketing
Citizens First Service Center
Local Government Television
Human Resources
Occupational Health
Information Technology
Admin.
Network Services
Application Services
GIS
Water Resources
Administration /Engineering
Meter Reading
Water Line Maintenance
Water Treatment Plant
Sewer Line Maintenance
Wastewater Treatment Plant
Stormwater
Reports directly to City Council or City Manager
Component Units
Constitutional or State mandated functions.


LYNCHBURG
James River
Amherst County
Bedford County
Campbell County
BOONSBORO RD
RIVERMONT AVE
OLD FOREST RD
LAKESIDE DR
LYNCHBURG EXPY
FORT AVE
PARK AVE
5TH ST
12TH ST
MAIN ST
PEARL ST
KEMPER ST
WARDS RD
460 BYP
RICHMOND HWY
CAMPBELL AVE
RTE 29 BYP
WEST VIRGINIA
VIRGINIA
MARYLAND
Charleston
Washington
Richmond
Norfolk
Greensboro
Annapolis

Date of Incorporation
Lynchburg was founded by John Lynch in 1757; established as a town in October 1786; incorporated as a town on January 10, 1805; and received independent city status in 1852.

Area of City
The area of the City consists of 50.107 square miles.

Population by decade (U. S. Census Bureau)



Note: The most recent figure from the Weldon Cooper Center for Public Service (www.coopercenter.org) estimates the City's July 1, 2012, population to be 77,203.

Form of Government
Lynchburg is organized under the Council – Manager form of government. The City Council, comprised of seven members, is elected on either an at-large (3 members) or ward (4 members) representative basis for four-year staggered terms of office. From among the elected City Council members, they choose on or near July 1 of each election year by simple majority vote a Mayor, who serves a two-year term.

Appointed by the City Council, the City Manager serves as the chief administrative officer of the municipal corporation. The City Manager performs the City's administrative and policy-related duties, directs business procedures and has the power of appointment and removal of the heads of all administrative departments as well as other employees of the City. The City Manager's primary focus is on helping Council set priorities; interpreting City Council's actions to the appropriate department, outside organizations, and citizens; and providing professional leadership in executing the adopted policies of City Council.

Segregation of Taxable Subjects for Local Taxation Only
By an Act of the General Assembly of Virginia, approved March 31, 1926, all real estate, tangible personal property, and machinery used for manufacturing purposes, were segregated to the City, and those subjects are not liable to any general tax except the City tax.

Assessments
The City Assessor of real property appraises the market value of real estate on a biannual assessment cycle. The entire City is reviewed every other year (with values effective the first day of July of the odd years) and adjustments are made where necessary based upon market evidence indicating a change in the value.

The Commissioner of Revenue is required by law to assess vehicles and motorcycles by means of a recognized pricing guide. For most other personal property, the assessed value is based on a percentage of original cost.

The Commissioner of Revenue as required by the *Code of Virginia* assesses tangible personal property and machinery and tools. The City prorates personal property on a monthly basis.

Lynchburg, Virginia is a city which remembers its past while focusing on the future - a vibrant central city fostering a strong sense of community, economic opportunity for all our citizens and responsive, results-oriented local government.

Lynchburg is a city of 50 square miles located near the geographic center of the state, bordered by the eastern edge of the beautiful Blue Ridge Mountains. It is located approximately 180 miles southwest of the nation's capital, Washington, D.C.

An active community boasting friendly residential neighborhoods, Lynchburg has a tradition of outstanding public education. Lynchburg operates one of the top school systems in the state and is recognized for its unique Partners in Education program that partners the business and government sector with the schools. The City is also home to five public/private colleges and universities.

A city with outstanding cultural, educational, and recreation opportunities, Lynchburg has over 800 acres of parkland and a nationally recognized urban trail system. The parks and trails provide a full range of recreation opportunities including tennis, basketball, recreational and competitive sports, horseshoes, hiking, biking, and Frisbee golf. Citizens and visitors alike can swim at an Olympic size swimming pool, take in a minor-league baseball game, launch a canoe on the James River, and participate in a recreation class or program at one of the eight community centers (including the Templeton Senior Center).

Lynchburg has operated under a Council/Manager form of government since 1920. The City Council, comprised of seven members, is elected for four-year staggered terms of office. The Mayor and Vice Mayor are elected by the City Council every two years following a Council election. In November 2006, City Council adopted a vision statement that focuses on community character, economic prosperity, good government, multicultural vibrancy, and making Lynchburg a compelling destination.

The City Manager is responsible to the City Council for the effective operation of all government functions. In 2005, the City began a basic performance measurement program whereby each City Department identified at least three measures of the work it delivered. Subsequently, the measures were reviewed and adjusted by City Council. In December 2005, the City, along with 27 other Virginia localities, joined the International City-County Management Association (ICMA) Center for Performance Measurement (CPM). Even though the City no longer participates in the CPM Program, the City understands that by focusing on performance measurement, the City will better determine the efficiency and effectiveness of service delivery and program objectives.

From left to right, downtown Lynchburg is featured with the James River in the foreground; Hollins Mill Dam with a bike rider is in the middle of the collage; and at the end is a young lady in period costume writing in calligraphy at the James River Batteau Festival. Photographs courtesy of Nancy Blackwell-Marion

LYNCHBURG CITY COUNCIL VISION

We will work to ensure an environment in which all of the residents of Lynchburg are free to pursue their dreams, hopes, and aspirations through our understanding and commitment to meet the public's needs in the areas of:

Community Character

The character of our City is defined by the values and behaviors of its residents and its natural and built environments. We are a beautiful, safe and comfortable community with hospitable, friendly, and caring citizens who are free to pursue their values of faith and family according to their individual preferences.

Economic Prosperity

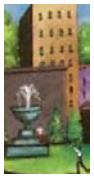
Our City will maintain a vibrant, industrious community that will expand economic opportunities for our citizens. We embrace policies that will enhance economic prosperity with the support of a strong Economic Development Authority, emphasis on education, workforce development, and a continued commitment to business-friendly initiatives.

Good Government

City government will deliver, in an equitable manner, public services through the effective and efficient stewardship of resources. We will also engage in regional efforts that advance the interests of our citizens.

Multicultural Vibrancy

Lynchburg acknowledges and values its rich cultural, ethnic, racial, and religious diversity while promoting a respectful and cohesive community.



A Compelling Destination

The City is a regional draw for entertainment, shopping and business. Our unique historic heritage and tourism attractions draw a national audience. With its breadth of recreational experiences, centers of interactive living history, and opportunities for educational excellence, our City appeals to all generations.

Adopted December 2006, Revised October 2011

Organizational
Vision, Mission, and Valued Behaviors:

City Council's vision for the community includes the organizational vision, "Working together, we will be a progressive community shaped by new ideas and solutions, a skilled and innovative workforce, and citizen leadership – all distinguished by responsible and traditional values, involvement, new technology and quality citizen services."

Inherent in City Council's Vision is the Mission of the Employees of the City of Lynchburg:

We, the employees of the City of Lynchburg, are dedicated, service-oriented individuals working together to serve our community. We act responsibly and with integrity; we value open and honest communication; we respect all individuals. We recognize that our actions and behaviors reflect upon ourselves, our co-workers and the City.

The City's Valued Behaviors are the ways employees are expected to treat customers, citizens, and each other; and how they expect to be treated in return:

- **Open Communication**: listens to others, offers suggestions and receives feedback in an open, honest and constructive way;
- **Customer-Focused**: considers customer needs and delivers professional, polite and respectful service to all internal and external customers ;
- **Personal Responsibility**: monitors self and takes responsibility for actions and decisions and does not blame others; and
- **Integrity**: operates with honesty, respect and the highest ethical and moral principles.

FY 2012 Accomplishments and Recognitions

ECONOMIC DEVELOPMENT

Areva NP, with North American headquarters in Lynchburg, is the world's largest nuclear power plant designer, manufacturer and service provider and has built one-third of the three hundred plus plants in existence in the world. In February 2012, Areva's new nuclear reactor design cleared the final stages of the second phase of the Nuclear Regulatory Commission safety review. The company's Evolutionary Power Reactor is a new generation pressurized-water reactor capable of producing a thermal output of 4,500 megawatts. The completion dates of the third through sixth phases are still under review. The City is also headquarters for two of Babcock & Wilcox Company Technologies (B&W) four main subsidiaries. In February 2012, one of the subsidiaries, Babcock & Wilcox Nuclear Operations Group, announced that it had received a $600 million dollar order for its nuclear components to support the United States defense program. In May 2012, the Babcock & Wilcox Company received a $130 million contract to provide parts to United States Navy nuclear submarines. The company has also experienced significant employee growth in Lynchburg to support the design of the mPower modular nuclear reactors.

In the health services sector, CENTRA, which owns and operates both Lynchburg General and Virginia Baptist hospitals in the City, has earned national recognition for excellence in treating cardiac patients. CENTRA received the American Heart Association's Mission Lifeline® Heart Attack Receiving Center Accreditation and CENTRA's Primary Stroke Center received national recognition for its care of stroke patients. Recently recertified, CENTRA's Primary Stroke Center has also received the 2011 Get With the Guidelines-Stroke® Gold Plus Performance Achievement Award from the American Heart Association/American Stroke Association.

Liberty University (LU) announced in May 2012 that it has become the nation's seventh-largest four-year university and the largest college in Virginia (two-year and four-year) by head count, including its on-line enrollment, according to the latest data from the U.S. Department of Education. This data also confirms Liberty University continues to be the largest, private four-year, nonprofit university in the United States and the world's largest Christian university due to its on-line enrollment. Resident enrollment for the spring 2012 semester was almost 12,000. In April, 2012, Liberty University Online reached an enrollment of 75,000. In October, 2011, LU announced that its $50 million library was part of a quarter of a billion dollar campus transformation planned in the next five years. The library is scheduled to open for the fall 2013 semester. A new basketball practice facility and a new baseball stadium are currently under construction and there are plans for additional sports facilities improvements with a goal of achieving NCAA Division One status. Recently completed projects include a 33,000 square-foot Welcome Center, a 25,000 square-foot addition to the LaHaye Student Union, additional parking lots and a pedestrian tunnel to connect campus to Wards Road, the City's leading retail area. The City and LU shared in the cost of a new pedestrian bridge over Wards Road, a heavily traveled commercial corridor. The City is installing additional pedestrian features in this commercial area as well.

Other academic institutions in the City are also making significant capital investments. Lynchburg College has launched a fund raising campaign to expand its student center. This $12 million project will supply additional meeting spaces, improved dining facilities, a multicultural center, veterans lounge, and fitness rooms. Randolph College is also completing a $6 million renovation to its student center to include a cardio fitness area and other exercise facilities. Virginia University of Lynchburg is constructing dormitory space and has acquired additional property for future growth.

In 2012, the Economic Development Authority (EDA) launched its "OpportunityLynchburg.com" website to provide 24/7 access to information and services in order to retain, grow and attract business in the City. Lynchburg's Enterprise Zones, administered by the Office of Economic Development (OED), facilitated the award of over $375,000 in grants to commercial property owners and businesses in support of over $47 million in capital investment and the creation of 107 new jobs. Three companies, Griffin Pipe, Delta Star, and L & R Precision Tooling received Virginia Enterprise Zone Job Creation Grants which made them eligible for the City's Enterprise Zone Grant from the EDA. Another company, Trax International was approved for the City's first Technology Zone grant. The Economic Development Authority also collaborated with two major existing business expansions by Tessy Plastics & B&W totaling $9 million in capital investments and the creation of over 100 jobs.

The Office of Economic Development was awarded a Brownfields Grant from the Virginia Economic Development Partnership for $41,000 to assist with assessment, remediation and stabilization in the 700 block of 5th Street in support of ongoing revitalization efforts in this important corridor. To further encourage private development OED provided funding for the application for 5th Street to be designated a State & Federal Historic District. The Virginia historical designation was conferred in December 2011, and the listing on the National Register of Historic Places was confirmed in February 2012.

As a testament to the strong business community, the Lynchburg Regional Chamber received a 5-Star Accreditation which is the highest honor from the U.S. Chamber of Commerce. Accreditation validates a chamber as having programs that benefit the local economy and for positively influencing the community. The City was also recognized in the Forbes Top 25 Best Places to Retire. Lynchburg received this recognition for the stable economy and low cost of living.

Lynchburg also received designation by the Road Runners Club of America as a Runner Friendly Community®. To receive this designation, the City had to meet the program's criteria for infrastructure, community support and the local government's support to promote running as a as a healthy exercise and sport.

FINANCIAL SERVICES

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Lynchburg for its CAFR for the fiscal year ended June 30, 2011. This is the City's fifteenth consecutive year in receiving this award.

GFOA also awarded the Distinguished Budget Presentation Award to the City of Lynchburg for its FY 2011 Adopted Budget. This is the City's seventh consecutive year in receiving this award.

LYNCHBURG CITY SCHOOLS

For 2012, the Commonwealth of Virginia Department of Education notified Lynchburg City Schools that fourteen of the sixteen public schools earned full accreditation and two were accredited with a warning in mathematics. Both E. C. Glass and Heritage high schools were included in the May 2012 ranking of the *Washington Post's* most challenging high schools. Eligibility for this honor is based on the number of college-level tests given in the school year divided by the number of graduates for that year. Lynchburg City Schools continues to provide the most Advanced Placement courses in this area. A new school superintendent has engendered a renewed focus on achievement, behavior and culture for all students and staff in the school system.

WATER RESOURCES

The Water Resources Department has repeatedly earned the Virginia Department of Health (VDH) Office of Drinking Water's Excellence in Water Treatment Plant Performance Award. The VDH Office of Drinking Water Recognition Program rewards water systems that have demonstrated excellence in performance and operations and for the treatment and distribution of drinking water to the public. Excellence in performance and operations is measured by achieving goals well beyond the established regulations and making a commitment to customer satisfaction. The City's commitment to environmental stewardship is also demonstrated by the quality of its wastewater treatment operations and the adoption of a stormwater management program and fee structure.

INFRASTRUCTURE

FY 2012 was a year of continued work on downtown redevelopment, the Combined Sewer Overflow (CSO) Program and maintenance type projects. The overhaul of Rivermont Bridge was completed this year and work on the Kemper Street Bridge began. The official groundbreaking was held for the first phase of the Midtown Connector which includes the re-working of a major intersection. Work continued on the 5th Street corridor. This second phase includes replacing the water and sewer lines, streetscape, and on-street parking. 5th Street serves as a major gateway into the downtown and midtown areas of the city and has become a focal point of public and private redevelopment and revitalization efforts.

TRANSPORTATION

Amtrak provides rail passenger service through Lynchburg between Boston and New Orleans via the Crescent Train Route. In addition, a new intercity route that starts and terminates in Lynchburg provides service up the East Coast as far as Boston. The service, which started in 2010 has outperformed everyone's expectations and has exceeded its ridership target by over 147%.

The City is also served by the Lynchburg Regional Airport, a small-sized commercial airport with a significant general aviation presence. In October 2010, the City received notice that Delta Airlines would stop serving Lynchburg as of January 1, 2011. In response, U. S. Airways stepped up its service, adding regional jet service between Lynchburg and Charlotte. Passenger loads on daily flights average around 80% and airport revenues have improved due to increased traffic. Through its Air Service Development Partnership with the Chamber of Commerce and area businesses the City is actively seeking new regional service to a northern hub airport.

The Lynchburg Regional Airport has two fixed base operators which provide fueling, maintenance and charter service. In addition, Liberty University's rapidly growing Aeronautical Program is based at the airport.

TECHNOLOGY

The City continues to be a leader in using technology to assist in service delivery. Again, in 2011, the City received top honors in the Governor's Technology Awards Program. The City was a winner in the IT as Efficiency Driver category for its Work and Asset Management System program.

UNDERSTANDING THE BUDGET

The City of Lynchburg, Virginia (the "City") was founded by John Lynch in 1757, established as a town in 1786, and incorporated as a city in 1852. The City operates as a Council-Manager form of government and provides all municipal services to its residents.

Purpose of the Lynchburg Operating Budget and Capital Improvement Program

Lynchburg's operating budget provides information about the annual financial plan of the City. Included in this budget document is information on the General Fund, Enterprise Funds, and other funds. The document has program descriptions that explain the function of City departments, performance measures and financial tables that show the revenues, expenses, and other fiscal details of the City's programs and activities.

The five-year Capital Improvement Program is both a financial plan and planning document to guide new and ongoing building, transportation, parks and recreation, economic development, and school projects.

What is an Operating Budget and Capital Improvement Program?

An operating budget shows how much money the City will collect to pay for the normal costs of doing its work and how much it will spend. The proposed operating budget is the City Manager's recommendation to the City Council on how the City should collect and spend money during a fiscal year (July 1 through June 30).

The Capital Improvement Program includes the cost of investing in major capital assets, such as a new building, infrastructure and maintenance of existing assets. The first year of the five-year Capital Improvement Program appears in the appropriated budget. City Council only has the authority to appropriate funds on an annual basis. The costs of the normal work of using and maintaining capital assets appear in the operating budget.

Legal Requirements for the Operating Budget

Section 14 of the City Charter requires the City Manager to act as Budget Commissioner, and as such to prepare and submit an annual budget to the City Council. Further, Section 14 states that "At such time as the Council may direct, but not later than forty-five days before the end of each fiscal year, the City Manager shall prepare and submit to the Council for informative and fiscal planning purposes only, an annual budget for the ensuing year, based upon detailed estimates furnished by the several departments and other divisions in the City government according to a classification as nearly uniform as possible. The budget shall contain such other information as may be prescribed by Council." (Act 1960, Ch. 479, Sec. 1, p. 740)

Budget Process

The budget process should be responsive to the overall budget needs of the entire City government, including the fiscal policy concerns of the Council, the financial management responsibility of City staff, the day-to-day operating requirements of City agencies and the needs of citizens for information concerning the budget.

Budget Timetable

Typically, in early March, the City Manager submits to the City Council a proposed operating budget for the fiscal year starting July 1 and ending June 30 of the following year. The City Manager includes a budget message that explains budget issues and presents recommendations. The operating budget includes proposed expenditures and the means of financing them. Council studies the proposed budget at work sessions throughout the months of March and April and holds a public hearing to receive citizens' comments. The Council makes final budget decisions and adopts the budget through passage of an appropriations resolution during the month of May. By July 1st, the beginning of the fiscal year, the City Manager prepares and distributes the adopted budget.

DESCRIPTION OF CITY FUNDS

For accounting purposes, a local government is not treated as a single, integral entity. Rather, a government is viewed instead as a collection of smaller, separate entities known as "funds". The Governmental Accounting Standards Board's (GASB) *Codification of Governmental Accounting and Financial Reporting Standards (Codification)*, Section 1300, defines a fund as:

> "A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations."

All of the funds used by a government must be classified into one of eleven "fund types." Five of these fund types are used to account for a state or local government's "governmental-type" activities and are known as "governmental funds." Two of these fund types are used to account for a government's "business-type" activities and are known as "proprietary funds." Finally, the remaining four fund types are reserved for a government's "fiduciary activities."

Governmental Funds

Three fund types are used to account for City governmental-type activities: General Fund, Special Revenue Funds, and Capital Funds.

General Fund

The General Fund is used to account for most of the day-to-day operations of the City, which are financed from taxes and other general revenues. Activities financed by the General Fund include those of line and staff departments within the City except for activities of the Proprietary Funds.

Special Revenue Funds

Special Revenue Funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes other than debt service or capital projects. These revenues are either legally restricted by outside parties such as Federal and State governments for grants or the local governing body imposes restrictions. The City has the following Special Revenue Funds:

- Forfeited Assets Fund – Accounts for revenues received from the sale of confiscated assets, which are related to illegal drug sales and are used for law enforcement activities.
- Community Development Block Grant Fund – Accounts for revenues received from the Department of Housing and Urban Development, which are used for various development projects to accomplish the goals of the block grant program.
- Comprehensive Services Act Fund – Accounts for revenues received and expenditures made to support the Comprehensive Services Act for At-Risk Youth and Families adopted by the Virginia General Assembly.
- HOME Investment Trust Fund – Accounts for revenues received from the Department of Housing and Urban Development for support of affordable housing needs in the City.
- Lynchburg Business Development Centre Fund – Accounts for revenues received to support a local business incubator and for monies received from the Economic Development Administration for a revolving loan fund and certain other economic development assistance.
- Lynchburg Expressway Appearance Fund (LEAF) – Accounts for the revenues and expenditures associated with beautification of the Lynchburg Expressway.
- Regional Juvenile Detention Center Fund – Accounts for revenues received and expenditures made to support the operations of the City's Juvenile Detention Home.
- Technology Fund – Accounts for revenues received to support the acquisition of computer equipment and maintaining network equipment, servers and the AS400.
- City/Federal/State Aid Fund – Accounts for the City's various federal and state grants for such purposes as building projects, certain social service and community development programs and public safety.

Capital Projects Funds

The Capital Projects Fund accounts for all resources used for the acquisition and/or construction of capital equipment and facilities by the City except those financed by the Enterprise Funds and Trust Funds. These funds consist of City, Schools, Airport, Water, Sewer, and Stormwater Capital Projects Funds.

DESCRIPTION OF CITY FUNDS *(continued)*

Proprietary Funds

Two fund types are used to account for a government's business-type activities (activities that receive a significant portion of their funding through user fees). These are the enterprise funds and the internal service fund.

Enterprise Funds
Water, Sewer, Stormwater and Airport Funds are used to account for the acquisition, operation and maintenance of City-owned water and sewer facilities, stormwater facilities and airport operations. These funds are entirely or predominantly self-supported by user charges. The operations of these funds are accounted for in such a manner as to show a profit or loss similar to comparable private enterprises. The Airport Fund receives some support from the General Fund in the form of an interfund transfer.

Internal Service Fund
Internal Service Fund accounts for the financing of goods and services supplied to other funds of the City and to other governments, on a cost-reimbursement basis the Fleet Services Fund contains funding for maintaining the City's equipment and vehicle fleet. Each department using Fleet Services contains funding to pay for the actual cost of maintaining vehicles utilized by the department. Fleet Services bills departments on a monthly basis for their fleet related expenses. The depreciation of fleet vehicles and equipment is accounted for in non-departmental.

The Risk Management Fund is used to account for the self-insurance related activities including property/casualty and liability insurance.

Fiduciary Funds

These funds are used when a government holds or manages financial resources in a trustee or agency capacity; therefore, these resources cannot be used to support government programs. There are four fund types to account for various types of fiduciary obligations. These are pension trust funds, investment trust funds, private purpose trust funds and agency funds.

The City's Agency Funds are custodial in nature (assets equal liabilities). These funds consist of the City Payroll Agency Fund (which includes health and dental claims), School Fiscal Agent Fund, and Special Welfare Fund.

Lynchburg City Schools

Federal, State, and City funds support the operating needs of the Lynchburg City Schools. Capital construction needs of the schools are primarily supported by City funds with additional State funding as approved by the General Assembly.

The Lynchburg City Schools operates one pre-school, eleven elementary schools, three middle schools, and two high schools in the City. The Schools are fiscally dependent on the City and are prohibited from issuing bonded debt without approval of City Council.

BUDGET PROCESS

Basis of Accounting:

Basis of accounting refers to when revenues and expenditures are recognized in the accounts and reported in the financial statements.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both "measurable" and "available." Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 45 days of the end of the fiscal period for most revenues. Accordingly, real and personal property tax revenues are recorded as revenues principally on the cash basis until year end, at which time current property tax receipts received within 45 days of year end are accrued. Property taxes not collected within 45 days after year-end, net of allowances for uncollectible accounts are reflected as deferred revenues.

Intergovernmental revenues, consisting principally of categorical aid from federal and state agencies are recognized when earned or at the time of the specific expenditure. Sales, public utility, and Communications Sales and Use taxes, which are collected by the Commonwealth of Virginia and public utilities, respectively, and subsequently remitted to the City, are recognized as revenues and receivables when measurable and available.

Expenditures in governmental funds are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. The exceptions to this general rule are principal and interest on general long-term debt, which are recognized when due.

Proprietary fund types utilize the accrual basis of accounting. Revenues are recognized when earned, including unbilled utility receivables, and expenses are recognized when incurred.

Basis of Budgeting:

The budgets for the General, Airport, Sewer, Water, Stormwater, Capital Projects and all Special Revenue Funds are prepared in accordance with the City Charter on a modified accrual basis of accounting. Encumbrances are treated as a reservation of fund equity and reappropriated in the next fiscal year. Revenues, expenditures, and transfers related to internal service type functions are included for budget purposes. The budget for the Lynchburg City Schools (School Operating Fund) is prepared on the modified accrual basis of accounting.

Project budgets are utilized in the Capital Project Funds. All Operating Budget appropriations which are not encumbered lapse at year-end. Appropriations for the Capital Project Funds are continued until completion of applicable projects, even when projects extend for more than one fiscal year, or until repealed.

Encumbrances:

Encumbrance accounting is a process in which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the appropriation for future expenditure. Encumbrances are treated as a reservation of fund equity and re-appropriated in the next fiscal year.

Amending the Budget:

The City Manager is authorized to transfer budgeted amounts between departments within any fund; however, any revisions that alter the total budget amounts and /or appropriations of any fund require an amendment to the budget. The Code of Virginia requires that City Council approve any amendment. If the total of the proposed amendment exceeds one percent of the total expenditures shown in the currently adopted budget, the proposed amendment must be advertised and a public hearing must be held before City Council can act. After the public hearing, City Council can act on the proposed amendment.

The Relationship between the Budget and the Capital Improvement Program:

The City also prepares a five-year Capital Improvement Program (CIP) for City Capital Projects, School Capital Projects, Water, Sewer, Stormwater, and Airport funds. The CIP specifies capital improvement or construction projects, which are tentatively identified for funding during the next five years, with the first year of the plan serving as the capital budget. General obligation bonds, revenue bonds, grants and low interest as well as no-cost loans from the State government are the primary means for funding capital improvements. Additionally, "pay-as-you-go financing" (cash) is used to provide capital funding. Restricted sources from user fees such as the Passenger Facility Charge on airfares are another source of funding for Airport Capital Improvements. A debt service schedule for all bonds and loans is included in the Budget and CIP summaries by Fund.

CITY OF LYNCHBURG

BUDGET CALENDAR

FY 2014

September 11, 2012	Council Meeting - First Reading of Carryforward
September 25, 2012	Council Meeting - Second Reading of Carryforward
October 19, 2012	Council Retreat
October 25, 2012	E-mail CIP Budget Instructions
November 21, 2012	City and Schools CIP Budget Submission due
November 29, 2012	E-mail Budget Instructions to All Departments and Schools
January 3, 2013	City and Schools Budget Submission due
January 21, 2013	Water & Sewer Operating and CIP Budget Submissions due
January 29, 2013	Council Budget Retreat
March 12, 2013	Regular Council Work Session - Budget Message: City and City Schools, Revenues, Begin to walk through FY 2014 Proposed Budget; Regular Work Session Items
March 16, 2013	Citizen Engagement
March 19, 2013	Council Budget Work Session - Continue to walk through FY 2014 Proposed Budget
March 19, 2013	Citizen Engagement
March 26, 2013	Regular Council Work Session - CIP, Schools; Regular Work Session Items
April 2, 2013	Budget Public Hearing
April 9, 2013	Regular Council Work Session - Budget Balancing; Regular Work Session Items
April 16, 2013	Council Budget Work Session - Budget Balancing (optional)
April 23, 2013	Regular Council Work Session - Budget Balancing; Regular Work Session Items
April 30, 2013	Council Budget Work Session - Budget Balancing (if necessary)
May 14, 2013	Council Meeting - First Reading of the Budget
May 28, 2013	Council Meeting - Second Reading of the Budget and Adoption of the Budget
June 30, 2013	Distribution of FY 2014 Adopted Budget

DEFINITION OF TERMS

Accrual Basis of Accounting – Method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

Adopted budget – The budget approved by City Council and enacted through a budget appropriation resolution.

Airport fund – Supports the operation and maintenance of the Lynchburg Regional Airport. This fund is intended to operate on a self-sustaining or enterprise basis.

Appropriation – The legal authority granted by City Council to expend or obligate funds for a specific purpose. Appropriations may be adjusted during the fiscal year, either up or down, by amendment of City Council.

American Recovery and Reinvestment Act (ARRA) – The American Recovery and Reinvestment Act of 2009, abbreviated ARRA and commonly referred to as the Stimulus, is an economic stimulus package enacted by the 111th United States Congress in February 2009.

Assessment – The official valuation of property for purposes of taxation.

Assessment ratio – The ratio which the assessed value of a taxed item bears to market value of that item. In the City of Lynchburg, real estate is assessed every other year at market value.

Balanced budget – Occurs when total revenues equal total expenditures for a fiscal year; fund balance dollars above the Financial Policy limit of ten percent may be used to offset non-recurring expenditures.

Basis of accounting – A term used to indicate when revenues, expenditures, expenses and transfers, as well as the related assets and liabilities are recognized in the accounts and reported in the financial statements.

Beginning balance – Unexpended funds from the previous fiscal year, which may be used to fund one-time expenditures during the current fiscal year. This is also referred to as fund balance.

Blue Ridge Regional Jail Authority – The Blue Ridge Regional Jail Authority, (the "Authority"), was created by member jurisdictions for the purpose of developing and operating a regional jail system by acquiring, renovating and expanding certain existing jail facilities and constructing additional jail facilities. The member jurisdictions are the cities of Lynchburg and Bedford, as well as the counties of Halifax, Bedford and Campbell. The Authority began operating the existing jail facilities in the member jurisdiction on July 1, 1998. The City sold its existing jail facilities to the Authority during fiscal year 1997. A new central jail facility was constructed in Lynchburg and opened in FY 2000. It is owned and operated by the Authority. Each member jurisdiction pays a per diem charge for each day that one of its prisoners is at any Regional Jail Facility. In accordance with the Service Agreement, the Authority has divided the per diem charge into an operating component and a debt service component. The per diem charge is based on an agreed upon number of prisoner days, and is subject to adjustment at the end of each fiscal year.

Bond – A written promise to pay a specified sum of money (called the principal) at a specified date in the future, together with periodic interest at a specified rate. In the budget document, these payments are identified as debt service. Bonds may be used as an alternative to tax receipts to secure funding for long-term capital improvements. General Obligation Bonds are debt approved by City Council to which the full faith and credit of the City is pledged. The State Constitution mandates that taxes on real property be sufficient to pay the principal and interest of such bonds.

Budget – A plan for the acquisition and allocation of resources to accomplish specified purposes. A plan of financial operations comprising an estimate of proposed expenditures for a fiscal year and the proposed means of financing those expenditures (revenues). The term may be used to describe special purpose fiscal plans or parts of a fiscal plan, such as "the budget of the Police Department or the Capital Budget" or may relate to a fiscal plan for an entire jurisdiction, such as "the budget of the City of Lynchburg."

Budget adoption – The official enactment by City Council to establish authority for the obligation and expenditure of resources.

Budget document – The official written statement that outlines the annual budget.

Budget Message – A general discussion of the proposed budget presented to City Council by the City Manager as a part of or supplement to the budget document. The budget message explains principal budget issues against the background of financial experience in recent years, and presents recommendations made by the City Manager.

Budget schedule – The key dates or milestones that the City follows in preparing, considering and adopting the budget.

Budgetary control – A mechanism whereby expenditures are monitored to ensure compliance with legal provisions embodied in the annual appropriated budget approved by City Council.

Calendar year – Twelve months beginning January 1 and ending December 31.

Capital Assets – Assets of long-term character which are intended to continue to be held or used by the City, including land, buildings, machinery and other equipment.

Capital Expenditure – An expenditure that results in the creation of an asset beyond the year in which that asset is provided.

Capital Improvement Program – A five-year plan for public facilities, which results in construction or acquisition of capital assets, primarily buildings and infrastructure needs such as street re-paving. The program also includes funding for parks, sewers, sidewalks, major equipment and major items of capital equipment related to the new facilities. The following funds are included in the capital improvement program: City Capital Projects, School Capital Projects, Airport, Sewer, Stormwater and Water funds.

Capital Project Funds – Fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities other than those financed by enterprise funds or trust funds.

Cash Management – A conscious effort to manage cash flows in such a way that interest and penalties paid are minimized and interest earned is maximized. Checks received are deposited the same day, bills are paid no sooner that the due date unless discounts can be obtained by paying earlier, future needs for cash are determined with exactness and cash-on-hand not needed immediately is invested in short-term interest-bearing investments.

Component Unit – A legally separate organization that a primary government must include as part of its financial reporting entity for fair presentation in conformity with generally accepted accounting principles.

Comprehensive Plan – Presents a vision of what the community will be like in the future and identifies the steps required to move toward that vision. The 2002-2020 Comprehensive Plan was adopted by City Council in FY 2003, updated in FY 2010, and can be found on the City's website at www.lynchburgva.gov.

Debt Service – Principal and interest payments on bond and capital lease long term debt.

Dedicated Revenue – Revenue specifically designated by the Federal or State government to be used for specific programs in the City.

Department – An entity within the City organization established either by State Code or identified need, for the administration of specifically related duties or responsibilities. A department head is responsible for all expenditures and other activities assigned to that department.

Depreciation – The systematic and rational distribution of the cost of a tangible capital asset (less salvage value) over its estimated useful life.

Disbursement – A cash payment to an outside party, or a transfer of funds to another accounting entity within the City's financial system.

Division – For manageability and accounting purposes, some departments are further divided into smaller units of control, called divisions. For example, the Streets Division is part of the Department of Public Works.

Economic Development Authority (EDA) – Under the Code of Virginia, City Council passed an ordinance on March 14, 1967, which created the Industrial Development Authority of the City of Lynchburg (the "IDA"). The IDA was established to promote industry and develop trade within the City. The IDA is governed by a board of seven directors appointed by City Council. City Council, however, is not financially accountable for the IDA. In 2008 City Council changed the name from the Industrial Development Authority (IDA) to an Economic Development Authority (EDA) to more accurately reflect the work of the Authority beyond the focus of industrial development.

Encumbrance – A reservation of funds for an anticipated expenditure prior to actual payment for an item. Funds usually are reserved or encumbered once a contracted obligation has been entered into for an item, but prior to the cash payment actually being disbursed.

Enterprise Fund – A type of proprietary fund used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Expenditure – The authorized payment of City funds for goods and services. Expenditures include payment in cash for current operating expenses, capital improvement and debt service.

Fiscal Year – A year-long accounting period. For the City of Lynchburg, the fiscal year is from July 1 to June 30 of the following year.

Fringe Benefits – The fringe benefit expenditures included in the budget are the City's share of an employee's fringe benefits. Fringe benefits provided by the City include: FICA taxes (Social Security), health insurance, life insurance, retirement, unemployment insurance and worker's compensation insurance.

Fund – A fiscal and accounting entity with a self-balancing set of accounts, which is segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance – GASB 54 identifies the following as Fund Balance classifications:

Nonspendable Fund Balance – Nonspendable Fund balance includes amounts that cannot be spent because they are either not in spendable form such as inventories and prepaids or they are legally or contractually required to be maintained intact.

Restricted Fund Balance – Restricted Fund balance includes amounts that have constraints placed on their use by external sources such as creditors, grantors, contributors, laws or regulations of other governments or imposed by law through constitutional provisions or enabling legislation.

Committed Fund Balance – Committed Fund balance includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the highest level of decision making authority – City Council. Formal Council action includes the annual adoption of the City's Budget Resolution, Council Resolutions appropriating funds and/or resources, Budget amendments appropriating funds and resources from third quarter adjustments and Budget amendments to carry forward appropriations that were unexpended at fiscal year end.

Assigned Fund Balance – Assigned Fund balance includes amounts that are constrained by the government's intent to be used for specific purposes but are neither restricted nor committed. Fund Balance may be assigned either through the encumbrance process as a result of normal purchasing activity (which includes the issuance of a purchase order), or by the City Manager or his designee.

Unassigned Fund Balance – Unassigned Fund balance is the positive fund balance within the General fund which has not been classified as Restricted, Committed or Assigned and negative fund balances in other governmental funds. These funds are not appropriated for expenditure. The Unassigned Fund balance is targeted at approximately 10% of net operating revenues.

General Accepted Accounting Principles (GAAP) – Uniform minimum standards and guidelines for financial accounting and reporting. GAAP encompasses the conventions, rules and procedures necessary to define accepted accounting practices.

General Fund – A fund type used to account for all revenues and expenditures of the City not required to be accounted for in other funds. Revenues are derived primarily from property taxes, local sales tax, utility taxes, licenses, permits, user fees and other sources. General Fund expenditures finance the daily operations of the City and include the costs of general government activities, transfers to other funds and debt service requirements. Included in the General Fund are the groups and programs discussed in that section of this budget.

Governmental Funds – Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

Intergovernmental Revenues – Revenues from other governments, such as the State and Federal government in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

Investment Earnings – Revenue earned on investments with a third party. The City uses a pooled cash system, investing the total amount of cash regardless of fund boundaries. The interest earned is then allocated back to individual funds by average cash balance in that fund.

Internal Service Fund – A type of proprietary fund used to account for the financing of goods or services provided to other funds of the City, or to other governments, on a cost-reimbursement basis.

Lease-Purchase Agreement – An agreement that conveys the right to property or equipment for a stated period of time. It allows the City to spread the cost of the acquisition over several budget years.

Line Item – A specific expenditure category within a department budget. For example: supplies and materials, utilities or gasoline/diesel.

Maturities – The dates on which the principal or stated values of investments or debt obligations become due and/or may be reclaimed.

Non-dedicated Revenue – Revenue that can be used at the City's discretion.

Operating Expenses – The portion of the budget pertaining to the daily operations that provides basic governmental services. Expenditures such as supplies and materials, utilities and gasoline/diesel fuel are considered operating expenditures.

Operating Transfers – Authorized amounts transferred between funds in the city's financial records that are not related to the provision of a specific service.

Performance Measures – Indicators that help define effective service delivery.

Personal Services – A category of expenditures which primarily covers wages, salaries, overtime and fringe benefit costs paid to or on behalf of City employees.

Personnel (FTE) – Full-time equivalents; the total count of full-time and part-time classified as well as temporary personnel in a department or sub-department. Part-time classified and temporary personnel are shown as a percentage of a full-time position.

Position – A group of duties and responsibilities, as prescribed by an office or agency, to be performed by a person on a full-time, part-time, or temporary basis.

Proposed Budget – The budget recommended for adoption by the City Manager to City Council.

Public Assistance Payments – Payments made to individuals or organizations providing goods or services for individuals in accordance with the requirements of the federal and state public assistance programs.

Proprietary Funds – Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two types of proprietary funds: enterprise funds and internal service funds.

Real Property – Real estate, including land and improvements (buildings, fences, pavements, etc.) classified for assessment.

Regional Services Authority (RSA) – Established in 2008, the RSA serves the City of Lynchburg and Campbell County residents and businesses, as well as participating localities (the City of Bedford, Appomattox County, and Nelson County), that transfer solid waste to the regional landfill.

Reserve – These accounts contain funds that have been set-aside for a specific purpose or use.

Revenue – Government income including but not limited to taxes, permits, fees, licenses, fines, and grants, and also payments from other governmental entities.

Sewer Fund – Consists of the operating budget of the sewer and wastewater treatment programs of the City. Revenues from the operation, such as user fees finance this fund.

Special Revenue Funds – Governmental fund type used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes other than debt service or capital projects.

Stadium Fund – Consists of revenue and expenditures for the baseball stadium including operating costs and debt service.

Stormwater Fund –Consists of the operating budget of the stormwater program of the City. Revenues from user fees and other governmental revenue finance this fund.

Tax Base – The aggregate value of the items being taxed. The base of the City's real property tax is the assessed value of all real estate in the City.

Tax Rate – The level of taxation stated in terms of either a dollar amount (e.g., $1.05 per $100 assessed valuation), or a percentage of the value of the tax base (e.g., 5 percent sales tax).

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

Water Fund – Consists of the operating budget of the water program of the City. This fund depends on the specific revenues generated by this operation, such as user fees or contracts to supply water to entities.

BUDGET CATEGORIES

Salaries – Compensation for direct labor of persons in the employment of the City. Salaries and wages paid to employees for full-time, part-time and temporary work, including overtime and automobile, clothing and tool allowances.

Employee Benefits – Employment related benefits provided to employees as part of their total compensation. Includes the following:

Group Life Insurance – Payments for both employer's and employees' portions of premiums for employees' life insurance coverage.

Virginia Retirement System – Payments for the employer's portion of premiums for the employees' retirement program.

Employer's FICA Contribution – Payments for employer's share of Social Security Program contribution.

Workers' Compensation Claims – Payments for authorized claims involving employees' work related injuries.

Group Hospitalization – Payments made for employer's share of insurance for full-time classified employees.

Unemployment Compensation – Payments for benefits related to unemployment claims.

Tuition Reimbursements – Payments to employees to assist with costs for college or other courses related to City work functions.

Contractual Services – Services acquired on a fee basis or a fixed time contract basis from outside sources (e.g., private vendors, public authorities or other governmental entities). Includes maintenance and repairs for City equipment; facilities and infrastructure; legal, architectural, environmental testing, medical, auditing and financial professional services; information technology services and software purchases; dietary, advertising, printing; and payments to the Economic Development Authority.

Internal Services – Charges to departments for services provided by Fleet Services.

Other Charges – This category includes various types of charges such as: supplies and materials items for the office including books, publications; fuel and natural gas; chemicals; parts; and items for buildings, grounds, traffic and computer related maintenance. Safety, law enforcement and laboratory items as well as food, laundry and medical items are included. Utilities, telecommunication charges; postage; insurance premiums and claims; travel and training; dues and memberships; inventory purchases; payments to other funds for services, rentals and leases; as well as contributions to other governmental, community and civic organizations are included.

Capital Outlay – Includes expenditures for the acquisition of capital assets in excess of $5,000 excluding land, buildings and infrastructure which are major capital expenditures. Includes equipment, furniture and fixtures, heavy equipment such as machinery and tools, computer and radio systems, and specific use equipment for public safety.

FINANCIAL MANAGEMENT POLICIES

Policy I	***Fund Balance***	**Adopted August 10, 1999** **Reaffirmed November 14, 2000** **Revised October 29, 2002** **Reaffirmed September 28, 2004** **Reaffirmed December 12, 2006** **Reaffirmed December 9, 2008** **Reaffirmed November 23, 2010** **Revised May 10, 2011** **Revised February 26, 2013**
Policy II	***Debt Management***	**Adopted August 10, 1999** **Reaffirmed November 14, 2000** **Revised October 29, 2002** **Reaffirmed September 28, 2004** **Revised December 12, 2006** **Revised December 9, 2008** **Revised November 23, 2010** **Revised February 26, 2013**
Policy III	***Budget***	**Adopted November 14, 2000** **Revised October 29, 2002** **Reaffirmed September 28, 2004** **Revised December 12, 2006** **Revised December 9, 2008** **Reaffirmed November 23, 2010** **Revised February 26, 2013**
Policy IV	***Investment***	**Adopted September 25, 2001** **Revised October 29, 2002** **Reaffirmed September 28, 2004** **Revised December 12, 2006** **Revised December 9, 2008** **Reaffirmed November 23, 2010** **Revised February 26, 2013**

BASIS FOR SOUND FINANCIAL MANAGEMENT POLICIES

The primary objective of sound financial management policies is for the City Council to create a framework within which financial decisions can be made. These policies are a statement of the guidelines and goals that influence and guide the financial management practices of the City of Lynchburg. Financial management policies that are adopted, adhered to, and regularly reviewed are recognized as the cornerstone of sound financial management. Sound financial management policies:

- Contribute significantly to the City's ability to insulate itself from fiscal crisis and economic disruption.
- Enhance short-term and long-term financial credit ability by helping to achieve the highest credit and bond ratings possible.
- Promote long-term financial stability by establishing clear and consistent guidelines.
- Direct attention to the total financial picture of the City rather than single-issue areas.
- Promote the view of linking long-term financial planning with day-to-day operations.
- Provide the City Council and citizens a framework for measuring the fiscal impact of government services against established fiscal parameters and guidelines.
- Ensure that the organization has sufficient resources to perform mandated responsibilities.
- Provide a foundation for evaluating financial analysis and condition.

FINANCIAL MANAGEMENT POLICIES

Policy I - Fund Balance

General Fund

Unassigned Fund Balance

- The City of Lynchburg's Unassigned General Fund Balance will be maintained at a level to provide the City with sufficient working capital and a comfortable margin of safety to address emergencies and unexpected declines in revenue without borrowing.
- The City shall not use the Unassigned General Fund Balance to finance recurring operating expenditures.
- The City will maintain an Unassigned General Fund Balance (UGFB) equal to 10% of General Fund revenues. In the event the UGFB is used to provide for temporary funding of unforeseen emergency needs, the City shall restore the Unassigned General Fund Balance to the minimum of 10% over five years.
- Funds in excess of the targeted 10% fund balance may be considered to supplement "pay-as-you-go" capital outlay expenditures, other non-recurring expenditures or as additions to fund balance.

Committed Fund Balance

- Committed fund balance includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the highest level of decision making authority - City Council. Formal Council action includes the annual adoption of the City's Budget Resolution, Council Resolutions appropriating funds and/or resources, Budget amendments appropriating funds and resources from third quarter adjustments and Budget amendments to carry forward appropriations that were unexpended at fiscal year end.

Assigned Fund Balance

- Assigned fund balance includes amounts that are constrained by the government's intent to be used for specific purposes but are neither restricted nor committed. Fund Balance may be assigned either through the encumbrance process as a result of normal purchasing activity (which includes the issuance of a purchase order), or by the City Manager or his designee.

Restricted Fund Balance

- Restricted fund balance includes amounts that have constraints placed on their use by external sources such as creditors, grantors, contributors, laws or regulations of other governments or imposed by law through constitutional provisions or enabling legislation.

Non-Spendable Fund Balance

- Non-spendable Fund Balance includes amounts that cannot be spent because they are either not in spendable form such as inventories and prepaids or they are legally or contractually required to be maintained intact.

Policy on the order of spending resources

- The City considers restricted fund balance to be spent when an expenditure is incurred for purposes for which restricted and unrestricted fund balance are available unless prohibited by legal documents or contracts. When an expenditure is incurred for purposes for which committed, assigned or unassigned amounts are available, the City considers committed fund balance to be spent first, then assigned fund balance, and lastly unassigned fund balance.

Enterprise Funds

Water Fund

- Minimum ending fund balance shall not be less than 25% of total fund appropriations with a target balance of 40% of total fund appropriations.
- Funds in excess of the annual requirements may be considered for "pay-as-you-go" capital outlay expenditures, other non-recurring expenditures or funding of necessary reserves.
- A rate review will be conducted at least every two years.

Sewer Fund

- In accordance with the Virginia Department of Environmental Quality Special Order for the correction of the Combined Sewer Overflows, the maximum ending fund balance shall not exceed 25% of total fund appropriations; however, the City shall endeavor to maintain a fund balance as close to 25% as practicable.
- As provided by the Special Order, any excess funds will be directed to "pay-as-you-go" capital outlay expenditures.
- A rate review will be conducted at least every two years.

Policy II - Debt Management

Tax-Supported Debt

Tax-supported obligations are those that are expected to be repaid from the General Fund tax revenue of the City of Lynchburg. These include general obligation bonds (except self-supporting bonds) and capital leases. General obligation bonds issued for self-supporting enterprise funds are not included in calculations of tax-supported bonds.

- The City will not use long-term debt to fund current operations.
- The City will not use short-term borrowing to fund current operations.
- Whenever the City finds it necessary to issue tax-supported bonds, the following policy will be adhered to:
    1. The City will never borrow more than it has the capacity to repay.
    2. The term of any bond issue will not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended.
    3. Annual debt service expenditures for tax-supported debt should not exceed 10% of total General Fund Expenditures plus School Component Unit Expenditures minus the General Fund Transfer to Schools.

4. Total tax-supported debt will not exceed 4.50% of the net assessed valuation of taxable property in the City of Lynchburg.
5. Total tax-supported debt per capita should be maintained at a reasonable level.
6. The 10-Year Principal Payout Ratio shall not be less than 60% at the end of each adopted five-year Capital Improvement Program for Tax-Supported General Obligation Indebtedness.

Revenue-Supported Debt

Revenue-supported obligations are those for which the debt service is payable solely from the revenue generated from the operation of the project being financed or a category of facilities (i.e. water, sewer). These are not considered tax-supported debt of the City. Whenever the City finds it necessary to issue revenue-supported bonds, the following guidelines will be adhered to:

1. The term of any revenue-supported bond issue will not exceed the useful life of the capital project/facility or equipment for which borrowing is intended.
2. Revenue-supported bonds will be structured to allow equal or declining annual debt service payments over a term not to exceed the life of the project being financed. For those revenue-supported bonds issued through the Virginia Revolving Loan Fund, annual debt service payments shall not exceed thirty years.
3. For any enterprise fund issuing revenue-supported bonds, net revenues available for debt service shall not be less than 1.2 times annual debt service for each fiscal year. Net revenues available for debt service will be calculated as operating income, plus depreciation and amortization and plus interest income. Debt service will include all debt service paid by the respective fund; however, the principal portion of any bond anticipation notes or other short-term financing should be excluded.

Refinancing of Debt

- The City shall issue refunding bonds to achieve debt service savings, eliminate onerous covenants or provisions in outstanding bond documents, or to respond to a financial emergency.
- The City shall continually monitor its outstanding debt to identify instances where the City may achieve savings through an advance refunding or current refunding transaction.
- The City shall receive a written refunding analysis indicating the amount of net present value savings from its financial advisor prior to selling bonds to refund any outstanding bonds.
- A refunding transaction to achieve debt service savings should only be undertaken when the net present value of the savings, net of issuance costs, will be at least 3% of the principal amount of the refunded bonds. Refunding transactions for revenue bonds can be structured so that savings are realized over the life of the refunding bonds or up-front, depending on the results of a cost-benefit analysis.

General Debt Policies

- The City will maintain communication with bond rating agencies to keep them abreast of its financial condition and will provide them with information on a timely basis including the City's *Comprehensive Annual Financial Report*, *Annual Adopted Budget* and *Capital Improvement Program*.
- The City shall comply with all of its undertakings in accordance with Securities and Exchange Commission Rule 15c2-12 and will follow the Government Finance Officers' Association and Securities and Exchange Commission requirements for continuing disclosure.
- The City may use the Virginia Public School Authority (VPSA) or State Literary Fund loans to finance school capital projects. City bonds sold to the VPSA and Literary Fund loans constitute general obligation debt of the City. City Council shall approve any application to the VPSA or the Department of Education for a Literary Fund loan. City Council shall approve the issuance of the bonds as required by the Public Finance Act. The School Board shall recommend such financings before a proposed financing is brought to City Council for approval.

Policy III - Budget

Principles

- Public participation in the budgetary process will be encouraged.
- The City will avoid dedicating revenue to a specific project or program because of the constraint this may place on flexibility in resource allocation except in instances where programs are expected to be self-sufficient or where revenue is dedicated to a program for statutory or policy reasons.
- The budget process will be coordinated in a way that major policy issues are identified for City Council several months prior to consideration of budget approval. This will allow adequate time for appropriate decisions and analysis of financial impacts.

Policies

- City Council shall adopt a balanced budget in accordance with all legal requirements.
- A structured budget preparation and formulation process shall be used for all departments and agencies receiving funding from the City.
- Departmental budgets shall be managed within the total appropriated budget for each fiscal year.
- All operating budget appropriations shall lapse at the end of the fiscal year to the extent that they are not expended or encumbered, with the exception of year-end carry-forward items approved by City Council.
- The budget shall be adopted by the favorable vote of a majority of members of City Council.
- The Vision and priorities established by City Council as well as the *Comprehensive Plan* will serve as the framework for the budget proposed by the City Manager.
- The fiscal year for the City is July 1 through June 30 as defined by the *City Code*, Section 18-1.
- One-time revenues shall be used for one-time expenditures only.
- A General Fund Reserve for Contingencies of $1.2 million shall be used as a source of funding for unanticipated expenditures during the budget year. The Reserve for Contingencies is limited to one-time expenditures and shall not be considered a source for recurring financing.

Process

- The City Manager shall annually prepare a *Proposed Budget* for City Council review. The *Proposed Budget* shall serve as a financial plan for the upcoming fiscal year and shall contain the following information:
    1. A budget message that outlines the proposed revenue and expenditures for the upcoming fiscal year together with an explanation of any major changes from the previous fiscal year. The budget message should also include any proposals for major changes in financial policy.
    2. Charts indicating the major revenues and expenditures in each major fund (General, Water, Sewer, Airport) as well as changes in fund balance for all funds.
    3. Summaries of proposed expenditures by function, department and activity for all funds proposed to be expended in a fiscal year.
    4. A schedule of estimated requirements for the principal and interest of each bond issue.
    5. A three-year history of revenues and expenditures to include the prior year actual, current year adopted, amended, and proposed budgets for each major fund.
    6. The proposed budget appropriation resolution, including the tax levy.
- The City Council shall hold a public hearing on the budget submitted by the City Manager and all interested citizens shall be given an opportunity to be heard on issues related to the proposed budget, including the *Capital Improvement Program*.
- Following the public hearing on the *Proposed Budget*, City Council may make adjustments. In instances where City Council increases the total proposed expenditures, it shall also identify a source of funding at least equal to the proposed expenditures.

Capital Improvement Program

- A five-year *Capital Improvement Program (CIP)* that serves as the basis for annual capital appropriations and debt financing requirements shall be prepared and updated annually.
- The *CIP* shall include descriptions, timeline, cost estimates, and a schedule of expected expenditures for each project.
- Debt service requirements and funding needs for schools and City government shall be determined based on the *Adopted CIP*.
- Long-term borrowing shall be confined to major capital improvements and equipment purchases.
- Short-term borrowing shall be limited to bond anticipation notes and equipment leasing, where feasible, with a life of less than 8 years.
- Capital project appropriations shall lapse upon project completion, allowing for an adequate warranty period. Lapsed appropriations shall remain in the Capital Fund for reallocation to other projects.
- Incremental operating costs associated with capital projects shall be funded in the operating budget after being identified and approved in the Capital Improvement Program.
- Pay-as-you-go funding shall not be less than 10% with a goal of 15% as a percentage of the City's 5-Year CIP.

Quarterly Financial Reporting

The City Manager will present to the City Council's Finance Committee (with copies to the remainder of Council) quarterly financial reports identifying meaningful trends in revenues and expenditures for the General, Water and Sewer, Airport, Stormwater, Comprehensive Services Act, and Juvenile Detention Funds.

Third Quarter Review

In mid-March, City staff will evaluate all expenditures and revenues as compared to budget and make recommendations to City Council regarding possible adjustments. Section 15.2-2507 of the *Code of Virginia* requires that a public hearing be held prior to City Council action when the potential increases in the appropriation exceed one percent of the total expenditures shown in the currently adopted budget.

Policy IV - Investment

I. Policy Statement

It is the policy of The City of Lynchburg, Virginia ("the City") that the investment and administration of its funds be made in accordance with the Code of Virginia Investment of Public Funds Act, the applicable provisions of any outstanding bond indebtedness, and this policy. The City shall be in complete compliance with all applicable federal, state and local laws, and other regulations and statutes governing the investment of public funds. Within those parameters, the goal of this policy is to achieve the highest rate of return that is reasonable. The City will establish an Investment Committee consisting of the City Manager, Deputy City Manager, and Director of Financial Services. This Committee will provide broad policy oversight over investments. This policy will be reviewed on an annual basis. Any changes must be approved by the Investment Committee and be reaffirmed by City Council. See Appendix 1 for a Glossary of Investment Terms.

II. Scope

This policy applies to the investment of all the financial assets and funds held by the City. Specific requirements or limitations imposed upon the investment of Bond Proceeds, Debt Service Funds and Debt Service Reserve Funds are located in Section X of this Policy. These Funds are accounted for in the City of Lynchburg's Comprehensive Annual Financial Report and include the General, Special Revenue, Capital Projects, and Proprietary Funds.

III. Objectives

Funds shall be invested in only those investments permitted by Federal, State and local law as it relates to public funds, as well as any contractual agreements entered into by the City.

All of the City's funds, regardless of term, shall be invested with the following objectives listed in the order of priority:

1. *Safety* - Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the portfolio. Specifically, the City will:

    a. seek to avoid realizing any loss through the sale or disposal of an investment; and

    b. seek to mitigate the risk of unrealized losses due to a decline in value of investments held in the portfolio.

2. *Liquidity* - The investment portfolio shall remain sufficiently liquid to meet all cash requirements that may be reasonably anticipated. This shall be accomplished by structuring the portfolio in the following manner:

    a. The City will purchase investments scheduled to mature in accordance with its anticipated cash needs, in order to minimize the need to sell investments prior to maturity;

    b. A portion of City Funds will be maintained in cash equivalents, including money market funds, investment pools and overnight securities, which may be easily liquidated without a loss of principal should an unexpected need for cash arise; and

    c. The portfolio will consist largely of investments with active secondary markets.

3. *Yield* - The City's investment portfolio shall be designed with the objective of maximizing a fair rate of return consistent with the investment risk constraints and cash flow characteristics of the portfolio. The Investment Committee shall establish suitable benchmarks for the measurement of the portfolio's return.

IV. Delegation of Authority

Under the guidance of the Investment Committee, the City's Director of Financial Services is the official charged with collecting, safeguarding and disbursing City funds. In this capacity, and with consensus from the Investment Committee, the Director of Financial Services is responsible for establishing staff roles and responsibilities, considering the quality and capability of staff, selecting investment advisors and consultants involved in investment management, and developing and maintaining appropriate administrative procedures for the operation of the investment program. Examples of key staff roles and responsibilities include, but are not limited to, solicitation of investment offerings, placement of purchase and sell orders, confirmation of trades, and preparation of reports and other activities as required for the daily operations of the investment area. The Director of Financial Services is also charged with developing written standard Investment procedures and an asset allocation plan consistent with this policy. Such procedures shall be reviewed and approved by the Investment Committee. Subject to the approval of the Investment Committee and City Council, the Director of Financial Services may employ financial consultants on a contractual basis to assist in the development and implementation of investment procedures and policies, to monitor the effectiveness and continued compliance with such policies and procedures, and to provide guidance in investment matters.

V. Standards of Care

The standard of prudence to be used by investment personnel shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. The "prudent person" standard states:

> "Investments shall be made with judgment and care – under circumstances then prevailing – which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."

The Director of Financial Services, and those delegated investment authority under this Policy, when acting in accordance with written procedures and this Investment Policy and exercising due diligence, shall be relieved of personal responsibility for an

individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely manner and appropriate action is taken to control adverse developments.

VI. Ethics and Conflicts of Interest

Officers and employees of the City involved in the investment process shall refrain from personal business activities that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose to the Office of the Clerk of Council any material interests in financial institutions with which they conduct business and any personal investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the City. Officers and employees are required to abide by the provisions of the Virginia Conflict of Interests Act. The Act prohibits City officers and employees from seeking or accepting money or any other thing of value for the performance of their duties, using confidential information for their own benefit and having a personal interest in a company with which the City is doing business. "Officer" means any person appointed or elected to the City's government whether or not he/she receives compensation or other emolument of office. "Employee" means all persons employed by the City.

VII. Collateral and Safekeeping Arrangements

The City's investments shall be held in safekeeping by a third party and evidenced by safekeeping receipts. As required by Virginia Code, all security holdings with maturities over 30 days may not be held in safekeeping with the "counterparty" to the investment transaction. The Code refers to a counterparty as the issuer or seller of the security and any repurchase agreement provider. All securities purchased or sold will be transferred when possible only under "delivery vs. payment method" to ensure that funds or securities are not released until all criteria relating to the specific transaction are met.

VIII. Competitive Selection of Investment Instruments

It is desirable to select investments on a competitive basis when possible to ensure that the City receives the best price available on a particular investment and avoids paying excessive fees, mark-ups or other compensation to the provider. A list will be maintained of approved financial institutions and security broker/dealers selected by creditworthiness (*e.g.*, a minimum capital requirement of $10,000,000 and at least five years of operations). These may include "primary" dealers or regional dealers that qualify under Securities and Exchange Commission (SEC) Rule 15C3-1 (uniform net capital rule).

All financial institutions and broker/dealers who desire to become qualified for investment transactions will supply the following as appropriate:

- Audited financial statements
- Proof of National Association of Securities Dealers (NASD) certification
- Proof of state registration
- Certification of having read and understood and agreeing to comply with the City of Lynchburg Investment Policy

Under the guidance and oversight of the Investment Committee, the Director of Financial Services shall adhere to the following procedures, with assistance from the City's Investment Advisor where appropriate, when funds become available for investment to the extent practical:

1. The Director of Financial Services shall determine the class of investment and maturity range most appropriate for investment of the funds available, based upon the anticipated expenditure schedule of the City, the desired asset allocation of the City's portfolio and the City's Investment Plan.
2. Offers will be solicited for the selected investment from the list of pre-approved providers as noted above.

3. The Director of Financial Services will accept the offer (or bid, if the City is selling an investment) which provides the highest rate of return or which is otherwise deemed most suitable while complying with this Policy and any other criteria specified in the solicitation of offers.

The City shall retain a record of the offers received, the instruments chosen, and the rationale for making the decision.

From time to time, certain investment dealers may present the City with offers that are attractive for investment. Although the City should endeavor to verify (and document) that the price is "fair," it may occasionally purchase such a security without a competitive process if the investment is for $500,000 or less.

Additionally, a competitive process shall not be required for the investment of funds in money market funds, investment pools and overnight securities. However, it shall be the responsibility of the Director of Financial Services to be aware of the yields being offered by various highly liquid investments, and to invest the City's overnight funds in the vehicle(s) which provide a competitive return to the City while complying with this policy and any other criteria established by the Investment Committee or City Council.

IX. Suitable and Authorized Investments – Without Exception, Only the Following Investments Are Suitable and Authorized

1. Treasury Securities
Bonds, Notes and Bills issued by the United States Treasury or certificates representing ownership of treasury bond principal or coupons.

2. Agency Securities (FHLB, FNMA, FFCB, FHLMC, GNMA)
Obligations issued and guaranteed as to principal and interest by the Federal Home Loan Bank, the Federal National Mortgage Association, the Federal Farm Credit Bank, Federal Home Loan Mortgage Corporation, or the Government National Mortgage Association, maturing within five years of the date of purchase.

3. Prime Commercial Paper
Commercial Paper maturing within 270 days of the day of purchase rated P-1 or higher by Moody's and A-l or higher by Standard & Poor's, provided that the issuing domestic corporation has a net worth of $50 million and its long-term debt is rated A or better by Moody's and Standard & Poor's.

4. Certificates of Deposit
Certificates of Deposit maturing within one year and issued by domestic banks rated P-l by Moody's and A-l by Standard & Poor's.

5. Banker's Acceptances
Banker's Acceptances maturing within 180 days rated P-l or higher by Moody's and A-l or higher by Standard & Poor's, provided the issuer is a major domestic bank or the domestic office of an international bank rated AA category or higher by Moody's and Standard & Poor's.

6. Commonwealth of Virginia and Virginia Local Government Obligations
General Obligations, Insured Obligations or Revenue Bonds secured by Debt Service Reserve Funds not subject to annual appropriation rated AA category or higher by Moody's or Standard & Poor's.

7. Repurchase Agreements
Repurchase Agreements collateralized by securities approved for investment herein, provided that the counterparty is rate A or better by Moody's and Standard & Poor's and the collateral is held by an independent third party. All Repurchase Agreements are purchased with a Master Repurchase Agreement in place with a third-party custodian.

8. Open-End Investment Funds
Open-end Investment Funds registered under the Securities Act of the Commonwealth or the Federal Investment Company Act of 1940, provided that they invest only in securities approved for investment herein.

9. Virginia Local Government Investment Pool

10. Virginia State Non-Arbitrage Program or Other Authorized Arbitrage Investment Management Programs

X. Suitable and Authorized Investments – Restricted Funds

Funds defined as sinking funds under the Virginia Code may be invested in items listed in Section IX.1 and IX.6 above, repurchase agreements collateralized by those investments, and in the Virginia State Non-Arbitrage Program or other authorized Arbitrage Investment Management programs.

XI. Internal Controls

Under the guidance of the Investment Committee, the Director of Financial Services will establish and maintain an internal control structure designed to ensure that the assets of the City are protected from loss, theft or misuse. The internal control structure will be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits requires estimates and judgments by management. The Internal Audit Department shall add this Policy and related Procedures to their Audit Universe for audit consideration. The internal control structure will address the following points:

- Control of collusion
- Separation of transaction authority from accounting and record keeping
- Custodial safekeeping
- Avoidance of physical delivery of securities
- Clear delegation of authority to subordinate staff members
- Written confirmation of transactions for investments and wire transfers
- Development of a wire transfer agreement with the lead bank and third-party custodian

XII. Reporting

Under the guidance of the Investment Committee, the Director of Financial Services will ensure that a Management Report will be prepared on a quarterly basis. The information from this Report may be derived from the Investment Advisor and/or the Safekeeping Agent, or both, where appropriate. This Report will include information that provides an analysis of the status of the current investment portfolio and whether investment activities during the reporting period have conformed to the investment policy herein. The Report will be presented to City Council for information and comment. To the extent practical, the report detail may include such items as the following:

- Listing of securities held at the end of the reporting period
- Realized and unrealized gains or losses resulting from appreciation or depreciation
- Average weighted yield to maturity of portfolio on investments compared to benchmarks
- Listing of investment by maturity type
- Percentage of the total portfolio which each type of investment represents

XIII. Diversification

The City will endeavor to diversify its investment portfolio to avoid incurring unreasonable risks regarding (i) security type, (ii) individual financial institution or issuing entity, and (iii) maturity. Target asset allocation strategies shall be developed by the Investment Committee to provide guidance as to appropriate levels of diversification. With the exception of U. S. Treasury securities and authorized pools, no more than 50% of the City's total investment will be the obligations of a single financial institution.

XIV. Maximum Maturities

To the extent possible, the City will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the City will not directly invest in securities maturing more than one year from the date of purchase.

Appendix 1: Glossary of Investment Terms

Accrued Interest – The accumulated interest due on a bond as of the last interest payment made by the issuer.

Agency – A debt security issued by a federal or federally sponsored agency. Federal agencies are backed by the full faith and credit of the U.S. Government. Federally sponsored agencies (FSA's) are backed by each particular agency with a market perception that there is an implicit government guarantee. An example of a federal agency is the Government National Mortgage Association (GNMA). An example of a FSA is the Federal National Mortgage Association (FNMA).

Amortization – The systematic reduction of the amount owed on a debt issue through periodic payments of principal.

Average Life – The average length of time that an issue of serial bonds and/or term bonds with a mandatory sinking fund feature is expected to be outstanding.

Basis Point – A unit of measurement used in the valuation of fixed -income securities equal to l/l00 of 1 percent of yield, e.g., "one-quarter" of 1 percent is equal to 25 basis points.

Bid – The indicated price at which a buyer is willing to purchase a security or commodity.

Book Value – The value at which a security is carried on the inventory lists or other financial records of an investor. The book value may differ significantly from the security's current value in the market.

Callable Bond – A bond issue in which all or part of its outstanding principal amount may be redeemed before maturity by the issuer under specified conditions.

Call Price – The price at which an issuer may redeem a bond prior to maturity. The price is usually at a slight premium to the bond's original issue price to compensate the holder for loss of income and ownership.

Call Risk – The risk to a bondholder that a bond may be redeemed prior to maturity.

Cash Sale/Purchase – A transaction which calls for delivery and payment of securities on the same day that the transaction is initiated.

Collateralization – Process by which a borrower pledges securities, property, or other deposits for the purpose of securing the repayment of a loan and/or security.

Commercial Paper – An unsecured short-term promissory note issued by corporations, with maturities ranging from 2 to 270 days.

Convexity – A measure of a bond's price sensitivity to changing interest rates. A high convexity indicates greater sensitivity of a bond's price to interest rate changes.

Coupon Rate – The annual rate of interest received by an investor from the issuer of certain types of fixed-income securities. Also known as the "interest rate."

Credit Quality – The measurement of the financial strength of a bond issuer to help an investor to understand an issuer's ability to make timely interest payments and repay the loan principal upon maturity. Generally, the higher the credit quality of a bond issuer, the lower the interest rate paid by the issuer because the risk of default is lower. Credit quality ratings are provided by nationally recognized rating agencies.

Credit Risk – The risk to an investor that an issuer will default in the payment of interest and/or principal on a security.

Current Yield (Current Return) **–** A yield calculation determined by dividing the annual interest received on a security by the current market price of that security.

Delivery Versus Payment (DVP) **–** A type of securities transaction in which the purchaser pays for the securities when they are delivered either to the purchaser or his/her custodian.

Discount – The amount by which the par value of a security exceeds the price paid for the security.

Diversification – A process of investing assets among a range of security types by sector, maturity, and quality rating.

Duration – A measure of the timing of the cash flows, such as the interest payments and the principal repayment, to be received from a given fixed-income security. This calculation is based on three variables: term to maturity, coupon rate, and yield to maturity. The duration of a security is a useful indicator of its price volatility for given changes in interest rates.

Fair Value – The amount at which an investment could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

Federal Funds (Fed Funds) – Funds placed in Federal Reserve banks by depository institutions in excess of current reserve requirements. These depository institutions may lend fed funds to each other overnight or on a longer basis. They may also transfer funds among each other on a same-day basis through the Federal Reserve banking system. Fed funds are considered to be immediately available funds.

Federal Funds Rate – Interest rate charged by one institution lending federal funds to the other.

Government Securities – An obligation of the U.S. government, backed by the full faith and credit of the government. These securities are regarded as the highest quality of investment securities available in the U.S. securities market See "Treasury Bills, Notes, and Bonds."

Interest Rate – See "Coupon Rate."

Interest Rate Risk – The risk associated with declines or rises in interest rates which cause an investment in a fixed-income security to increase or decrease in value.

Internal Controls – An internal control structure designed to ensure that the assets of the entity are protected from loss, theft, or misuse. The internal control structure is designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that 1) the cost of a control should not exceed the benefits likely to be derived and 2) the valuation of costs and benefits requires estimates and judgments by management. Internal controls should address the following points:

1. Control of collusion - Collusion is a situation where two or more employees are working in conjunction to defraud their employer.
2. Separation of transaction authority from accounting and record keeping - By separating the person who authorizes or performs the transaction from the people who record or otherwise account for the transaction, a separation of duties is achieved.
3. Custodial safekeeping - Securities purchased from any bank or dealer including appropriate collateral (as defined by state law) shall be placed with an independent third party for custodial safekeeping.
4. Avoidance of physical delivery securities - Book-entry securities are much easier to transfer and account for since actual delivery of a document never takes place. Delivered securities must be properly safeguarded against loss or destruction. The potential for fraud and loss increases with physically delivered securities.
5. Clear delegation of authority to subordinate staff members - Subordinate staff members must have a clear understanding of their authority and responsibilities to avoid improper actions. Clear delegation of authority also preserves the internal control structure that is contingent on the various staff positions and their respective responsibilities.
6. Written confirmation of transactions for investments and wire transfers -Due to the potential for error and improprieties arising from telephone and electronic transactions, all transactions should be supported by written communications and approved by the appropriate person written communications may be via fax if on letterhead and if the safekeeping institution has a list of authorized signatures.
7. Development of a wire transfer agreement with the lead bank and third-party custodian – The designated official should ensure that an agreement will be entered into and will address the following points: controls, security provisions, and responsibilities of each party making and receiving wire transfers.

Inverted Yield Curve – A chart formation that illustrates long-term securities having lower yields than short-term securities. This configuration usually occurs during periods of high inflation coupled with low levels of confidence in the economy and a restrictive monetary policy.

Investment Company Act of 1940 – Federal legislation which sets the standards by which investment such as mutual funds, are regulated in the areas of advertising, promotion, performance reporting requirements, and securities valuations.

Investment Policy – A concise and clear statement of the objectives and parameters formulated by an investor or investment manager for a portfolio of investment securities.

Liquidity – An asset that can be converted easily and quickly into cash.

Local Government Investment Pool (LGIP) – An investment by local governments in which their money is pooled as a method for managing local funds.

Mark-to-market – The process whereby the book value or collateral value of a security is adjusted to reflect its current market value.

Market risk – The risk that the value of a security will rise or decline as a result of changes in market conditions.

Market Value – Current market price of a security.

Maturity – The date on which payment of a financial obligation is due. The final stated maturity is the date on which the issuer must retire a bond and pay the face value to the bondholder. See 'Weighted Average Maturity."

Money Market Mutual Fund – Mutual funds that invest, solely in money market instruments (short-term debt instruments, such as Treasury bills, commercial paper, bankers' acceptances, repos and federal funds).

Mutual Fund – An investment company that pools money and can invest in a variety of securities, including fixed-income securities and money market instruments. Mutual funds are regulated by the Investment Company Act of 1940 and must abide by the following Securities and Exchange Commission (SEC) disclosure guidelines:

1. Report standardized performance calculations.
2. Disseminate timely and accurate information regarding the fund's holdings, performance, management and general investment policy.
3. Have the fund's investment policies and activities supervised by a board of trustees, which are independent of the adviser, administrator or other vendor of the fund.
4. Maintain the daily liquidity of the fund's shares.
5. Value their portfolios on a daily basis.
6. Have all individuals who sell SEC-registered products licensed with a self-regulating organization (SRO) such as the National Association of Securities Dealers (NASD).
7. Have an investment policy governed by a prospectus which is updated and filed by the SEC annually.

Mutual Fund Statistical Services – Companies that track and rate mutual funds, e.g., IBC/Donoghue, Lipper Analytical Services, and Morningstar.

National Association of Securities Dealers (NASD) – A self-regulatory organization (SRO) of brokers and dealers in the over-the-counter securities business. Its regulatory mandate includes authority over firms that distribute mutual fund shares as well as other securities.

Net Asset Value – The market value of one share of an investment company, such as a mutual fund. This figure is calculated by totaling a fund's assets which includes securities, cash, and any accrued earnings, subtracting this from the fund's liabilities and dividing this total by the number of shares outstanding. This is calculated once a day based on the closing price for each security in the fund's portfolio. (See below.) [(Total assets) - (Liabilities)] / (Number of shares outstanding)

No Load Fund – A mutual fund which does not levy a sales charge on the purchase of its shares.

Nominal Yield – The stated rate of interest that a bond pays its current owner, based on par value of the security. It is also known as the "coupon," "coupon rate," or 'interest rate."

Offer – An indicated price at which market participants are willing to sell a security or commodity. Also referred to as the "Ask price."

Par – Face value or principal value of a bond, typically $1,000 per bond.

Positive Yield Curve – A chart formation that illustrates short-term securities having lower yields than long-term securities.

Premium – The amount by which the price paid for a security exceeds the security's par value.

Prime Rate – A preferred interest rate charged by commercial banks to their most creditworthy customers. Many interest rates are keyed to this rate.

Principal – The face value or par value of a debt instrument. Also may refer to the amount of capital invested in a given security.

Prospectus – A legal document that must be provided to any prospective purchaser of a new securities offering registered with the SEC. This can include information on the issuer, the issuer's business, the proposed use of proceeds, the experience of the issuer's management, and certain certified financial statements.

Prudent Person Rule – An investment standard outlining the fiduciary responsibilities of public funds investors relating to investment practices.

Regular Way Delivery – Securities settlement that calls for delivery and payment on the third business day following the trade date (T+3); payment on a T+l basis is currently under consideration. Mutual funds are settled on a same day basis; government securities are settled on the next business day.

Reinvestment Risk – The risk that a fixed-income investor will be unable to reinvest income proceeds from a security holding at the same rate of return currently generated by that holding.

Repurchase Agreement (repo or RP) – An agreement of one party to sell securities at a specified price to a second party and a simultaneous agreement of the first party to repurchase the securities at a specified price or at a specified later date.

Reverse Repurchase Agreement (Reverse Repo) – An agreement of one party to purchase securities at a specified price from a second party and a simultaneous agreement by the first party to resell the securities at a specified price to the second party on demand or at a specified date.

Rule 2a-7 of the Investment Company Act – Applies to all money market mutual funds and mandates such funds to maintain certain standards, including a 13-month maturity limit and a 90-day average maturity on investments, to help maintain a constant net asset value of one dollar ($1.00).

Safekeeping – Holding of assets (e.g., securities) by a financial institution.

Serial Bond – A bond issue, usually of a municipality, with various maturity dates scheduled at regular intervals until the entire issue is retired.

Sinking fund – Money accumulated on a regular basis in a separate custodial account that is used to redeem debt securities or preferred stock issues.

Swap – Trading one asset for another.

Term Bond – Bonds comprising a large part or all of a particular issue which come due in a single maturity. The issuer usually agrees to make periodic payments into a sinking fund for mandatory redemption of term bonds before maturity.

Total Return – The sum of all investment income plus changes in the capital value of the portfolio. For mutual funds, return on an investment is composed of share price appreciation plus any realized dividends or capital gains. This is calculated by taking the following components during a certain time period. (Price Appreciation) + (Dividends paid) + (Capital gains) = Total Return.

Treasury Bills – Short-term U.S. government non-interest bearing debt securities with maturities of no longer than one year and issued in minimum denominations of $10,000. Auctions of three- and six-month bills are weekly, while auctions of one-year bills are monthly. The yields on these bills are monitored closely in the money markets for signs of interest rate trends.

Treasury Bonds – Long-term U.S. government debt securities with maturities of ten years or longer and issued in minimum denominations of $1,000. Currently, the longest outstanding maturity for such securities is 30 years.

Treasury Notes – Intermediate U.S. government debt securities with maturities of one to 10 years and issued in denominations ranging from $1,000 to $1 million or more.

Uniform Net Capital Rule – SEC Rule 15C3-1 outlining capital requirements for broker/dealers.

Volatility – A degree of fluctuation in the price and valuation of securities.

"Volatility Risk" Rating – A rating system to clearly indicate the level of volatility and other non-credit risks associated with securities and certain bonds funds. The ratings for bond funds range from those that have extremely low sensitivity to changing market conditions and offer the greatest stability of the returns ("AAA" by S&P; "V- 1" by Fitch) to those that are highly sensitive with currently identifiable market volatility risk ("CCC"- S&P, "V-10" by Fitch).

Weighted Average Maturity (WAM) **–** The average maturity of all the securities that comprise a portfolio. According to SEC rule 2a-7, the WAM for SEC registered money market mutual funds may not exceed 90 days and no one security may have a maturity that exceeds 397 days.

When Issued (WI) **–** A conditional transaction in which an authorized new security has not been issued. All "when issued' transactions are settled when the actual security is issued.

Yield – The current rate of return on an investment security generally expressed as a percentage of the security's current price.

Yield-to-call (YTC) **–** The rate of return an investor earns on a bond assuming the bond is redeemed (called) prior to its nominal maturity date.

Yield Curve – A graphic representation that depicts the relationship at a given point in time between yields and maturity for bonds that are identical in every way except maturity. A normal yield curve may be alternatively referred to as a positive yield curve.

Yield-to-maturity – The rate of return yielded by a debt security held to maturity when both interest payments and the investor's potential capital gain or loss are included in the calculation of return.

Zero-coupon Securities – Security that is issued at a discount and makes no periodic interest payments. The rate of return consists of a gradual accretion of the principal of the security and is payable at par upon maturity.

MISCELLANEOUS STATISTICS

Date of Incorporation	1805
Date of Independent City Status	1852
2011 City Population [1]	77,203
Metropolitan Statistical Area Population	255,759
Composition of Population	
White	64.40%
Black	29.30%
Other	6.30%
Median Household Income, 2 Person Family	$46,734
Form of Government	Council-Manager
Number of Employees – All Funds (excluding Police and Fire):	
Full and Part-Time FTE	869.8
Temporary FTE	34.8
City of Lynchburg Facilities and Services:	
Miles of Streets	378
Number of Street Lights	9,982
Number of Traffic Signals	119
Culture and Recreation:	
Community Centers	7
Senior Centers	1
Parks	21
Park acreage	948
Swimming Pools	2
Tennis Courts	40
Gymnasiums	7
Fire and Emergency Medical Services (EMS):	
Number of Stations	8
Number of Fire Personnel and Officers	187
Number of Calls Answered per month [2]	511
Number of Inspections Conducted	469
Number of EMS Calls	14,393
Police protection:	
Number of Stations	1
Number of Police Personnel and Officers [3]	235
Number of Patrol Units	57
Number of Law Violations:	
Physical Arrests	6,879
Traffic Violations	12,506
Sewage System:	
Number of Service Connections	19,572
Daily Average Treatment in Gallons	11 million
Maximum Daily Capacity of Treatment Plant in Gallons	44 million
Water System:	
Number of Service Connections	23,308
Number of Fire Hydrants	3,156
Daily Average Consumption in Gallons	10 million
Maximum Daily Capacity of Plant in Gallons	26 million
Education:	
Number of Elementary Schools	11
Number of Secondary Schools	5
Number of Teachers and Administrators	851
Number of Community Colleges	1
Number of Universities	4
Facilities and Service not included in the Reporting Entity:	
Hospitals:	
Number of Hospitals	2
Number of Patient Beds	519

[1] Weldon Cooper Center for Public Service, University of Virginia; www.coopercenter.org
[2] Fire calls only, not EMS
[3] Includes Emergency Services

Source: Comprehensive Annual Financial Report for Fiscal Year ended June 30, 2012

PRINCIPAL PROPERTY TAXPAYERS IN 2012

Taxpayer	Type of Business	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
AEP	Utility	$ 73,823,326	1	1.27 %
Areva NP Inc.	Nuclear Power Design & Fuel	59,979,046	2	1.03
Verizon Va, Inc.	Utility	58,004,265	3	1.00
Frito Lay, Inc.	Food Manufacturer	51,171,394	4	0.88
Meredith-Burda (fmr R R Donnelley)	Periodical Publication Printing	48,595,250	5	0.84
River Ridge, Ltd.	Shopping Mall	46,604,400	6	0.80
Genworth Financial, Inc.	Life Insurance	41,082,373	7	0.71
Wal-Mart Real Estate Business Trust	Real Estate Company	35,151,800	8	0.61
CCRC, Inc.	Nursing Home/Assisted Living	18,802,100	9	0.32
LU Candlers Station Holdings LLC	Shopping Mall	17,588,400	10	0.30
Total		$ 450,802,354		7.76 %
Total Assessed Valuation:		$ 5,806,895,243		

Source: Real Estate Assessor and Commissioner of Revenue, City of Lynchburg, Virginia

DEMOGRAPHIC AND ECONOMIC STATISTICS, LAST TEN CALENDAR YEARS

Fiscal Year	Population [1]	Personal Income (thousands of dollars) [2]	Per Capita Personal Income [3]	Median Age [4]	School Enrollment [5]	Unemployment Rate [6]
2003	67,354	$ 1,823,610	$ 27,075	35.1	8,955	6.1
2004	68,319	1,929,329	28,240	35.1	8,775	5.6
2005	69,340	2,023,411	29,181	35.1	8,620	5.2
2006	70,491	2,180,569	30,934	35.1	8,808	4.0
2007	72,331	2,327,105	32,173	35.1	8,883	4.3
2008	73,834	2,450,846	33,194	35.1	8,715	5.6
2009	75,204	2,409,235	32,036	35.1	8,634	9.3
2010	75,568	2,434,650	32,218	30.3	8,597	9.2
2011	76,448	*	*	30.3	8,646	9.1
2012	76,448	*	*	30.3	8,688	8.7

Source: Director of Financial Services, City of Lynchburg, Virginia.

[1] Weldon Cooper Center for Public Service, University of Virginia www.coopercenter.org
Figures given are the final estimate for that year. Since the estimate for the current fiscal year is not available at this time, the prior year data is given. 2003 through 2010 have been revised in accordane with the 2010 census revisions. 2011 is based on a July 1, 2011 estimate.

[2] U.S. Department of Commerce, Economic and Statistic Administration, Bureau of Economic Analysis per Capita Personal Income multiplied by Population. Annual dollars revised due to revisions in Per Capita Personal Income (see note 3 below)

[3] U.S. Department of Commerce, Economic and Statistic Administration, Bureau of Economic Analysis Report CA1-3 - Personal Income Summary - www.bea.gov/regional/docs/income New estimates for 2010 and revisions for 2003 - 2009 were released on April 25, 2012. Table has been revised to reflect these changes.

[4] United States Census - 2010

[5] Virginia Department of Education reported by Lynchburg City Schools. Enrollment as of September 30 for each year presented. These figures were previously reported based on preliminary information provided by Lynchburg City Schools and have been updated with the information available from the Virginia Department of Education. The figures given are as of September 30 of the prior year.

[6] Virginia Employment Commission & U.S. Department of Labor, Bureau of Labor Statistics, as of June 2012 2011 Unemployment Rate has been adjusted to reflect the most current data available.

***** Information unavailable

PRINCIPAL EMPLOYERS,
CURRENT YEAR AND NINE YEARS AGO

	2012			2003		
Employer	Employees	Rank	Percentage of Total City Employment	Employees	Rank	Percentage of Total City Employment
Centra Health, Inc.	5,593	1	15.40%	3,800	1	12.19%
TRBC, Liberty University [1]	4,620	2	12.72%	1,000	9	3.21%
Areva [2]	2,000	3	5.51%	1,400	6	4.49%
Genworth Financial Inc. [3]	1,600	4	4.41%	1,607	3	5.15%
Lynchburg City Schools	1,381	5	3.80%	1,554	5	4.98%
City of Lynchburg	1,183	6	3.26%	1,150	7	3.69%
J. Crew Outfitters	1,100	7	3.03%	1,000	8	3.21%
Walmart	660	8	1.82%	-	-	-
Kroger	607	9	1.67%	-	-	-
Lynchburg College	454	10	1.25%	-	-	-
Horizon Behavioral Health [4]	-	-	-	1,600	4	5.13%
BWX Technologies	-	-	-	1,940	2	6.22%
R.R. Donnelley	-	-	-	739	10	2.37%
Total	19,198			15,790		

Employed Civilian Labor Force (June 2012) Lynchburg City - Virginia Employment Commission	36,312
Employed Civilian Labor Force (June 2003) Lynchburg City - Virginia Employment Commission	31,179

Source: FY 2012 numbers are derived from Office of Economic Development,
City of Lynchburg, Virginia as of June 30, 2012

Source: FY 2003 numbers are derived from Official Statement for bond issue February 1, 2003.

[1] Thomas Road Baptist Church (TRBC)
[2] Formerly Framatome
[3] Formerly First Colony Life Insurance Co. and GE Financial Assurance
[4] Formerly Central Virginia Community Services

Identification of Acronyms

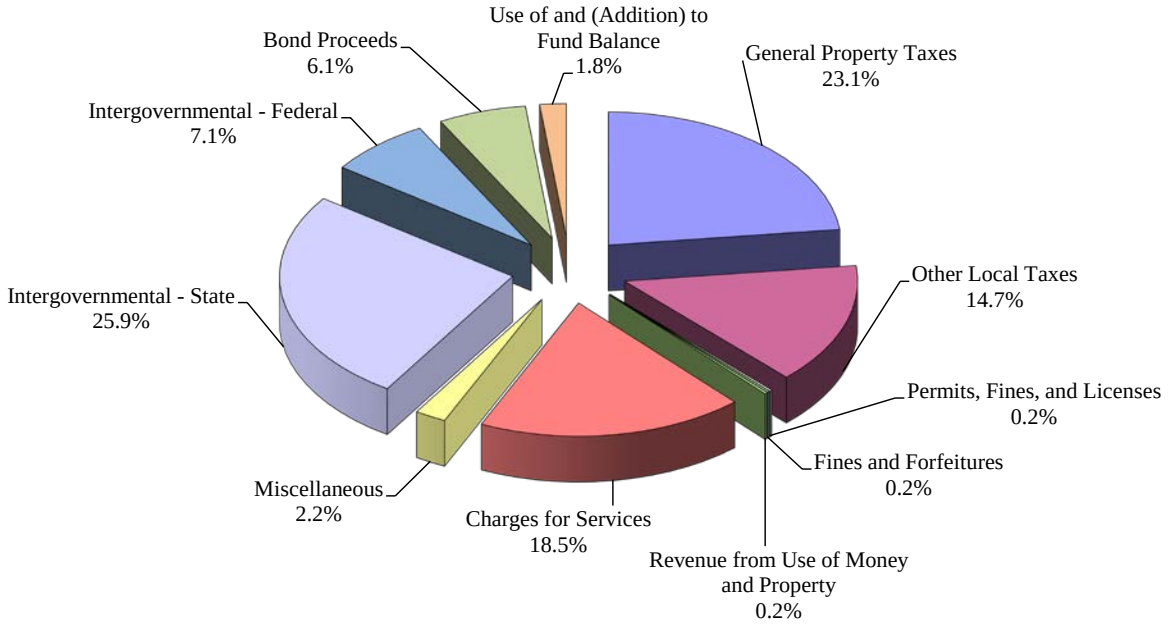
ALS	Advanced Life Support
AMR	Automated Meter Reading
APA	Auditor of Public Accounts
ARRA	American Recovery and Reinvestment Act
BABs	Build America Bonds
BJA	Byrne Justice Assistance
BLS	Basic Life Support
BOE	Board of Equalization
CAD	Computer-Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CCL	Citizens for a Clean Lynchburg
CDAC	Community Development Advisory Committee
CDBG	Community Development Block Grant
CHDO	Community Housing Development Organization
CIP	Capital Improvement Program
CPM	Center for Performance Measurement
CPMT	Community Policy Management Team
CSA	Comprehensive Services Act
CSI	Cost Savings Initiative
CVRCB	Central Virginia Radio Communications Board
CY	Calendar Year
DARE	Drug Abuse Resistance Education
DEQ	Department of Environmental Quality (Virginia)
DHCD	Department of Housing and Community Development (Virginia)
DMV	Department of Motor Vehicles
DOE	Department of Education (U. S.)
DOE	Department of Energy (U. S.)
EDA	Economic Development Authority
EECBG	Energy Efficiency and Conservation Block Grant
EMS	Emergency Medical Services
EPA	Environmental Protection Agency (U. S.)
EZ	Enterprise Zone
FAPT	Family and Planning Assessment Team
FTE	Full-time equivalents
FY	Fiscal Year
GAAP	General Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GLTC	Greater Lynchburg Transit Company
HUD	Department of Housing and Urban Development (U. S.)
ICMA	International City/County Management Association
J&DR	Juvenile and Domestic Relations (District Court)
JAG	Justice Assistance Grant
LEAF	Lynchburg Expressway Appearance Fund
LEDA	Lynchburg Economic Development Authority
LNDF	Lynchburg Neighborhood Development Foundation
LPA	Lynchburg Parking Authority
LRHA	Lynchburg Redevelopment and Housing Authority
LWIA	Local Workforce Investment Area
MHI	Median Household Income
MPO	Metropolitan Planning Organization
MSA	Metropolitan Statistical Area
NADA	National Automobile Dealers Association
OPEB	Other Post-Employment Benefits
OSHA	Occupational Safety and Health Administration
PDC	Planning District Commission
PIER	Partners in Emergency Response
PPTRA	Personal Property Tax Relief Act
PSAP	Public Safety Answering Point
RIF	Reduction-In-Force
RLE	Required Local Effort
RSA	Region 2000 Services Authority
SOQ	Standards of Quality
SRO	School Resource Officer
SUV	Sport Utility Vehicle
SWAC	Stormwater Advisory Committee
TANF	Temporary Assistance for Needy Families
TRT	Technical Rescue Team
TY	Tax Year
USDA	U. S. Department of Agriculture
VAWA	Violence Against Women Act
VFC	Virginia First Cities
VML	Virginia Municipal League
VPSA	Virginia Public School Authority
VRA	Virginia Resources Authority
VRS	Virginia Retirement System
WIA	Workforce Investment Act
WWTP	Wastewater Treatment Plant

SUMMARY OF ALL FUNDS BY REVENUES AND EXPENDITURES

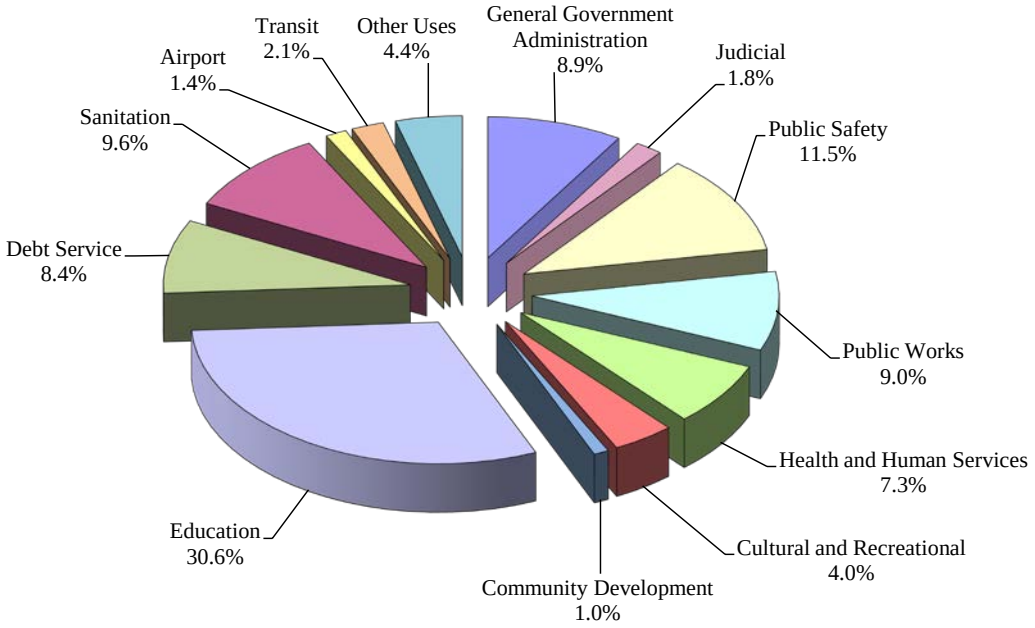
ALL FUNDS	Actual FY 2012	Adopted FY 2013	Manager's Proposed FY 2014
BEGINNING FUNDS	**$53,450,739**	**$40,780,938**	**$45,316,486**
REVENUES			
General Property Taxes	$69,761,431	$72,900,201	$73,558,784
Other Local Taxes	46,998,642	45,384,230	46,688,787
Permits, Fines, and Licenses	735,193	448,700	569,900
Fines and Forfeitures	588,588	481,000	481,000
Revenue from Use of Money and Property	875,955	756,560	631,448
Charges for Services	49,354,367	54,914,741	58,914,544
Miscellaneous	7,804,887	6,347,601	6,923,807
Intergovernmental - State	76,902,744	79,915,237	82,401,489
Intergovernmental - Federal	28,344,744	24,627,046	22,686,819
Lynchburg City Schools (Governor's School/Lottery Proceeds)	385,106	62,911	0
Bond Proceeds	0	4,977,000	19,439,254
Operating Transfers In	50,126,032	47,469,464	52,567,603
Use of and (Addition) to Fund Balance	26,971,672	3,828,420	5,841,924
TOTAL REVENUES	**$358,849,361**	**$342,113,111**	**$370,705,359**
Less Interfund Transfers	(50,126,032)	(47,469,464)	(52,567,603)
TOTAL REVENUES NET OF TRANSFERS	**$308,723,329**	**$294,643,647**	**$318,137,756**
TOTAL AVAILABLE RESOURCES NET OF TRANSFERS	**$362,174,068**	**$335,424,585**	**$363,454,242**
EXPENDITURES			
General Government Administration	$26,095,803	$26,289,143	$28,326,584
Judicial	5,606,308	5,695,313	5,719,707
Public Safety	33,442,028	35,483,889	36,649,966
Public Works	24,089,828	22,409,162	28,737,637
Health and Human Services	21,686,470	21,749,935	23,104,436
Cultural and Recreational	7,441,810	10,119,390	12,870,888
Community Development	3,615,811	3,216,589	3,132,430
Education	91,602,669	92,599,774	97,057,815
Debt Service	27,591,937	27,665,055	26,808,139
Interfund Transfers	50,126,032	47,469,464	52,567,603
Sanitation	49,686,769	25,841,947	30,628,600
Airport	2,417,231	4,023,262	4,426,923
Transit	6,476,694	7,024,786	6,777,936
Other Uses	8,969,971	12,525,402	13,896,695
TOTAL EXPENDITURES	**$358,849,361**	**$342,113,111**	**$370,705,359**
Less Interfund Transfers	(50,126,032)	(47,469,464)	(52,567,603)
TOTAL EXPENDITURES NET OF TRANSFERS	**$308,723,329**	**$294,643,647**	**$318,137,756**
ENDING FUND BALANCES	$53,450,739	$40,780,938	$45,316,486
TOTAL EXPENDITURES AND FUND BALANCES NET OF TRANSFERS	**$362,174,068**	**$335,424,585**	**$363,454,242**

SUMMARY OF ALL FUNDS BY REVENUES AND EXPENDITURES (CONTINUED)

REVENUES - ALL FUNDS
$318,137,756



EXPENDITURES - ALL FUNDS
$318,137,756



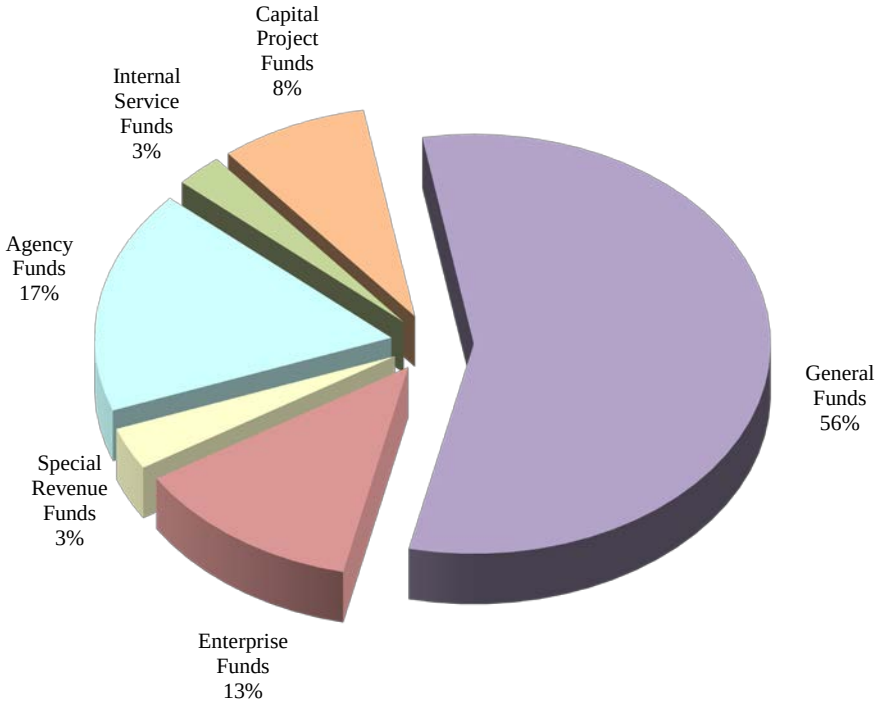
SUMMARY OF REVENUES AND EXPENDITURES BY FUND TYPE

BUDGET SUMMARY BY FUND TYPE FOR FISCAL YEAR 2014	General Funds	Enterprise Funds	Special Revenue Funds	Agency Funds	Internal Service Funds	Capital Project Funds	Grand Total
BEGINNING FUNDS	**$25,337,764**	**$16,213,153**	**$2,181,229**	**$39,680**	**$1,544,660**	**$0**	**$45,316,486**
REVENUES							
General Property Taxes	$73,558,784	$0	$0	$0	$0	$0	$73,558,784
Other Local Taxes	46,688,787	0	0	0	0	0	46,688,787
Permits, Fines, and Licenses	569,900	0	0	0	0	0	569,900
Fines and Forfeitures	481,000	0	0	0	0	0	481,000
Revenue from Use of Money and Property	423,226	191,222	15,000	2,000	0	0	631,448
Charges for Services	10,979,511	37,949,942	1,676,322	0	8,308,769	0	58,914,544
Miscellaneous	3,340,356	285,211	187,650	1,910,590	300,000	900,000	6,923,807
Intergovernmental - State	27,468,751	745,000	5,481,701	43,670,309	0	5,035,728	82,401,489
Intergovernmental - Federal	8,980,562	110,000	2,905,457	9,190,800	0	1,500,000	22,686,819
Lynchburg City Schools (Gov. School/Lottery Proceeds)[1]	0	0	0	0	0	0	0
Bond Proceeds	0	0	0	0	0	19,439,254	19,439,254
Operating Transfers In	1,194,239	289,061	2,102,818	38,201,147	0	10,780,338	52,567,603
Use of Fund Balance	6,591,941	721,897	151,022	25,750	(448,686)	(1,200,000)	5,841,924
TOTAL REVENUES	**$180,277,057**	**$40,292,333**	**$12,519,970**	**$93,000,596**	**$8,160,083**	**$36,455,320**	**$370,705,359**
Less Interfund Transfers	(1,194,239)	(289,061)	(2,102,818)	(38,201,147)	0	(10,780,338)	(52,567,603)
TOTAL REVENUES NET OF TRANSFERS	**$179,082,818**	**$40,003,272**	**$10,417,152**	**$54,799,449**	**$8,160,083**	**$25,674,982**	**$318,137,756**
TOTAL AVAILABLE RESOURCES NET OF TRANSFERS	**$204,420,582**	**$56,216,425**	**$12,598,381**	**$54,839,129**	**$9,704,743**	**$25,674,982**	**$363,454,242**
EXPENDITURES							
General Government Administration	$19,672,396	$0	$795,930	$0	$7,858,258	$0	$28,326,584
Judicial	4,637,312	0	1,082,395	0	0	0	5,719,707
Public Safety	33,273,880	0	3,376,086	0	0	0	36,649,966
Public Works	15,535,031	0	0	0	0	13,202,606	28,737,637
Health and Human Services	16,837,759	0	6,161,977	104,700	0	0	23,104,436
Cultural and Recreational	4,967,888	0	30,000	0	0	7,873,000	12,870,888
Community Development	2,253,574	0	878,856	0	0	0	3,132,430
Education	0	0	0	92,699,355	0	4,358,460	97,057,815
Debt Service	13,814,569	12,508,064	183,681	0	301,825	0	26,808,139
Interfund Transfers	48,621,062	3,750,000	0	196,541	0	0	52,567,603
Sanitation	0	21,807,346	0	0	0	8,821,254	30,628,600
Airport	0	2,226,923	0	0	0	2,200,000	4,426,923
Transit	6,777,936	0	0	0	0	0	6,777,936
Other Uses	13,885,650	0	11,045	0	0	0	13,896,695
TOTAL EXPENDITURES	**$180,277,057**	**$40,292,333**	**$12,519,970**	**$93,000,596**	**$8,160,083**	**$36,455,320**	**$370,705,359**
Less Interfund Transfers	(48,621,062)	(3,750,000)	0	(196,541)	0	0	(52,567,603)
TOTAL EXPENDITURES NET OF TRANSFERS	**$131,655,995**	**$36,542,333**	**$12,519,970**	**$92,804,055**	**$8,160,083**	**$36,455,320**	**$318,137,756**
ENDING FUND BALANCES	25,337,764	16,213,153	2,181,229	39,680	1,544,660	0	45,316,486
TOTAL EXPENDITURES AND FUND BALANCES NET OF TRANSFERS	**$156,993,759**	**$52,755,486**	**$14,701,199**	**$92,843,735**	**$9,704,743**	**$36,455,320**	**$363,454,242**

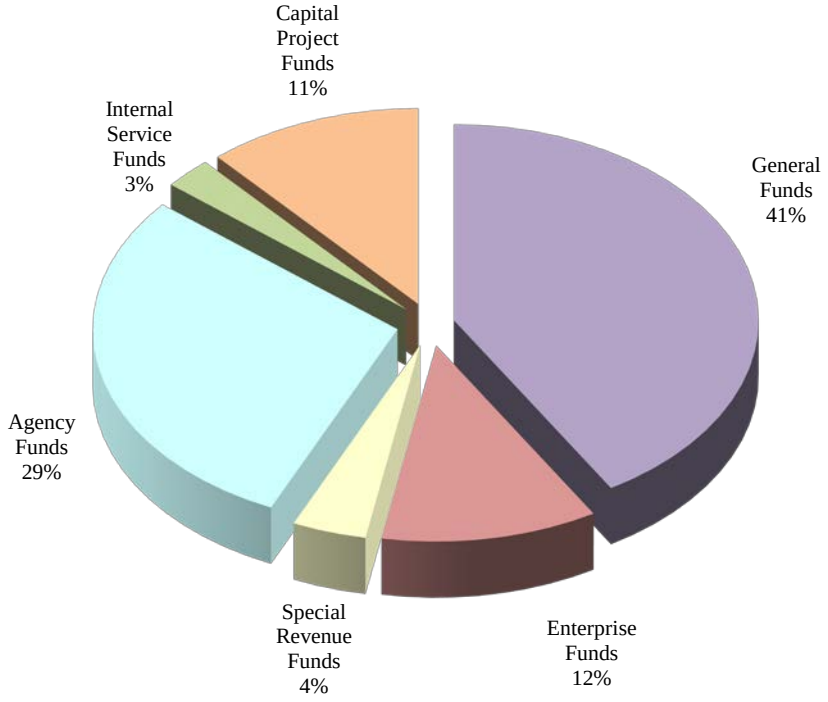
[1] Federal, State, and grant funding for schools for FY 2014 are preliminary estimates and were not adopted by the School Board at the time this document was published.

SUMMARY OF REVENUES AND EXPENDITURES BY FUND TYPE (CONTINUED)

REVENUES BY FUND TYPE
$318,137,756



EXPENDITURE BY FUND TYPE
$318,137,756



Personnel Summary

FY 2014 Benefit Rates: Retirement – 20.89% Life – 1.19% Health – $4,773/yr Dental – $336/yr

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
FUND PERSONNEL SUMMARY					
General Government Administration					
Council/Manager Offices	8.00	6.00	6.00	6.00	0.00
City Assessor					
Full-Time	10.00	10.00	9.00	9.00	(1.00)
Part-Time	0.00	0.30	0.60	0.60	0.30
City Attorney	6.90	6.90	5.90	6.90	0.00
Commissioner of the Revenue					
City Full-Time	4.00	4.00	3.00	4.00	0.00
City Temporary	0.40	0.40	0.73	0.40	0.00
State Full-Time	6.00	6.00	6.00	6.00	0.00
Communications and Marketing	4.00	4.00	4.00	4.00	0.00
Citizens First Customer Service Center					
Full-Time	2.00	2.00	2.00	2.00	0.00
Part-Time	1.50	1.50	1.00	1.00	(0.50)
Local Government Channel	2.00	2.00	2.00	2.00	0.00
Financial Services - Office of the Director	5.00	5.00	6.00	6.00	1.00
Financial Services - Accounting	10.00	10.00	10.00	10.00	0.00
Financial Services - Billings and Collections					
Full-Time	20.00	20.00	19.00	19.00	(1.00)
Temporary	0.00	0.00	0.00	0.73	0.73
Full-Time (Water Fund)	1.00	1.00	0.00	0.00	(1.00)
Financial Services - Budget	2.00	2.00	2.00	2.00	0.00
Financial Services - Procurement					
Full-Time	3.00	3.00	4.00	4.00	1.00
Full-Time (Water Fund)	1.00	1.00	0.00	0.00	(1.00)
Financial Services - Human Services Financial					
Full-Time	8.00	7.00	6.00	6.00	(1.00)
Part-Time	0.80	0.80	0.00	0.00	(0.80)
Human Resources					
Full-Time	8.00	8.00	8.00	8.00	0.00
Part-Time	0.50	0.50	0.00	0.00	(0.50)
Temporary	0.00	0.00	0.70	0.70	0.70
Human Resources - Occupational Health					
Full-Time	1.00	1.00	1.00	1.00	0.00
Part-Time	0.50	0.50	0.50	0.50	0.00
Information Technology Administration	4.00	4.00	4.00	4.00	0.00
Information Technology Application Services					
Full-Time	12.00	11.00	10.00	10.00	(1.00)
Full-Time (Stormwater Fund)	0.00	0.00	1.00	1.00	1.00
Information Technology Geographic Informatn System	3.00	3.00	3.00	3.00	0.00
Information Technology Network Services	12.00	12.00	11.00	12.00	0.00
Internal Audit					
Full-Time	1.00	0.00	0.00	0.00	0.00
Full-Time Not Funded	1.00	0.00	0.00	0.00	0.00

Personnel Summary (continued)

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
FUND PERSONNEL SUMMARY					
General Government Administration (continued)					
Registrar and Electoral Board					
City Full-Time	1.00	1.00	1.00	1.00	0.00
City Part-Time	0.34	0.34	0.09	0.50	0.16
State Full-Time	1.00	1.00	1.00	1.00	0.00
State Treasurer					
State Full-Time	2.00	2.00	2.00	2.00	0.00
State Temporary	0.02	0.04	0.04	0.04	0.00
General Government Administration Total FTEs	**142.96**	**137.28**	**130.56**	**134.37**	**(2.91)**
Judicial Administration					
Circuit Court Clerk					
State Full-Time	13.00	13.00	13.00	13.00	0.00
Circuit Court Judges	2.00	2.00	2.00	2.00	0.00
Commonwealth Attorney					
City Full-Time	0.78	0.78	1.80	1.80	1.02
State Full-Time	15.90	15.90	13.90	14.90	(1.00)
Sheriff					
City Full-Time	3.00	2.00	2.00	2.00	0.00
City Temporary	4.43	5.43	4.26	5.43	0.00
State Full-Time	23.00	22.00	23.00	23.00	1.00
Judicial Administration Total FTEs	**62.11**	**61.11**	**59.96**	**62.13**	**1.02**
Public Safety					
Police Department					
Sworn Full-Time	169.00	169.00	162.00	169.00	0.00
Civilian Full-Time	22.00	22.00	24.00	22.00	0.00
Part-Time	1.50	2.25	1.40	1.40	(0.85)
Temporary	0.38	0.00	0.00	0.00	0.00
Sworn Full-Time Not Funded	1.00	0.00	7.00	0.00	0.00
Civilian Full-Time Not Funded	3.00	0.00	0.00	0.00	0.00
Animal Control Unit					
Civilian Full-Time	4.00	3.00	0.00	3.00	0.00
Part-Time	1.80	1.80	0.00	1.70	(0.10)
Off-Duty					
Temporary	0.00	0.00	0.70	0.70	0.70
Emergency Services					
Full-Time	32.00	35.00	32.00	35.00	0.00
Temporary	0.00	0.00	0.50	0.50	0.50
Fire Department					
Sworn Full-Time	177.00	175.00	170.00	177.00	2.00
Civilian Full-Time	9.00	8.00	8.00	8.00	0.00
Temporary	0.00	0.95	1.45	1.45	0.50
Sworn Full-Time Not Funded	1.00	0.00	0.00	0.00	0.00
Civilian Full-Time Not Funded	0.00	1.00	1.00	1.00	0.00
Public Safety Total FTEs	**421.68**	**418.00**	**408.05**	**420.75**	**2.75**

Personnel Summary (continued)

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
FUND PERSONNEL SUMMARY					
Public Works					
Public Works Administration	11.00	10.00	10.00	10.00	0.00
Buildings Maintenance					
Full-Time	39.50	38.50	38.50	39.00	0.50
Part-Time	0.50	0.50	0.50	0.50	0.00
Temporary	0.95	0.95	0.95	0.95	0.00
Parks and Grounds Maintenance					
Full-Time	28.00	29.00	29.00	29.00	0.00
Part-Time	3.40	1.60	1.44	1.44	(0.16)
Temporary	3.90	6.43	1.44	1.44	(4.99)
Engineering					
Full-Time	29.50	27.50	27.50	27.50	0.00
Part-Time	1.75	1.75	1.70	1.70	(0.05)
Temporary	0.50	0.50	0.50	0.50	0.00
Full-Time (Water Fund)	1.00	1.00	1.00	1.00	0.00
Street Maintenance					
Full-Time	26.00	26.00	26.00	26.00	0.00
Part-Time	1.20	1.20	1.20	1.20	0.00
Temporary	1.40	1.40	1.40	1.40	0.00
Refuse					
Full-Time	21.00	18.00	16.00	16.00	(2.00)
Part-Time	2.80	2.55	2.16	2.16	(0.39)
Temporary	0.00	0.69	0.69	0.69	0.00
Public Works Total FTEs	**172.40**	**167.57**	**159.98**	**160.48**	**(7.09)**
Health and Welfare					
Human Services - Juvenile Services					
Full-Time	31.00	28.00	27.00	27.00	(1.00)
Part-Time	2.00	2.50	1.86	1.86	(0.64)
Temporary	6.40	6.40	6.40	6.40	0.00
Grant Full-Time	3.00	3.00	3.00	3.00	0.00
Human Services - Social Services Administration					
Full-Time	119.00	119.00	122.00	121.00	2.00
Part-Time	5.07	5.07	3.92	3.92	(1.15)
Temporary	3.38	3.38	3.38	3.38	0.00
Health and Welfare Total FTEs	**169.85**	**167.35**	**167.56**	**166.56**	**(0.79)**
Parks, Recreation, and Cultural					
Public Library					
Full-Time	20.00	20.00	20.00	20.00	0.00
Part-Time	11.96	9.34	7.28	7.28	(2.06)
Temporary	0.37	0.37	2.06	2.06	1.69
Law Library					
Temporary	0.00	0.00	0.31	0.31	0.31
Parks and Recreation					
Full-Time	30.54	30.00	29.00	30.00	0.00
Part-Time	9.99	10.04	9.08	9.78	(0.26)
Temporary	4.91	5.86	5.86	5.86	0.00
Full-Time Not Funded	0.00	1.00	1.00	1.00	0.00
Part-Time Not Funded	0.00	0.70	0.70	0.70	0.00
Temporary Not Funded	0.00	0.22	0.22	0.22	0.00

Personnel Summary (continued)

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
FUND PERSONNEL SUMMARY					
Parks, Recreation, and Cultural (continued)					
Recreation Programs					
Part-Time	4.30	4.59	4.77	4.77	0.18
Temporary	0.78	4.17	3.26	3.26	(0.91)
Community Market					
Full-Time	2.00	2.00	2.00	2.00	0.00
Part-Time	2.95	3.02	3.03	3.02	0.00
Museums					
Full-Time	4.00	4.00	4.00	4.00	0.00
Part-Time	4.94	4.94	4.92	4.92	(0.02)
Parks, Recreation, and Cultural Total FTEs	**96.74**	**100.25**	**97.49**	**99.18**	**(1.07)**
Community Development					
Community Development - Office of the Director	3.50	3.50	3.50	3.50	0.00
Inspections and Code Compliance					
Full-Time	12.20	11.50	10.50	11.50	0.00
Part-Time	0.75	0.75	0.75	0.75	0.00
Temporary	0.30	0.30	0.30	0.30	0.00
Planning	4.00	4.00	4.00	4.00	0.00
Zoning and Natural Resources	3.00	2.00	2.00	2.00	0.00
Economic Development	3.00	3.00	3.00	3.00	0.00
Parking Management	4.50	4.50	5.00	5.00	0.50
Community Development Total FTEs	**31.25**	**29.55**	**29.05**	**30.05**	**0.50**
TOTAL GENERAL FUND FTEs	**1,096.99**	**1,081.11**	**1,052.65**	**1,073.52**	**(7.59)**
FLEET SERVICES FUND					
Full-Time	11.00	11.00	10.00	10.00	(1.00)
Part-Time	0.00	0.50	0.50	0.50	0.00
TOTAL FLEET SERVICES FUND FTEs	**11.00**	**11.50**	**10.50**	**10.50**	**(1.00)**
AIRPORT FUND					
Administration					
Full-Time	4.00	4.00	4.00	4.00	0.00
Part-Time	0.70	0.70	0.70	0.70	0.00
Terminal	6.00	6.00	6.00	6.00	0.00
Airfield	3.00	3.00	3.00	3.00	0.00
General Aviation	1.00	1.00	1.00	1.00	0.00
Police and Fire Services Grant	3.00	3.00	3.00	3.00	0.00
TOTAL AIRPORT FUND FTEs	**17.70**	**17.70**	**17.70**	**17.70**	**0.00**
WATER FUND					
Administration/Engineering					
Full-Time	19.00	19.00	19.00	19.00	0.00
Part-Time	0.60	0.60	0.60	0.60	0.00
Meter Reading					
Full-Time	8.00	7.00	7.00	7.00	0.00
Part-Time	0.80	0.80	0.73	0.73	(0.07)
Water Line Maintenance	16.00	14.75	14.75	14.75	0.00
Water Treatment Plant	24.00	24.00	24.00	24.00	0.00
TOTAL WATER FUND FTEs	**68.40**	**66.15**	**66.08**	**66.08**	**(0.07)**

Personnel Summary (continued)

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
FUND PERSONNEL SUMMARY					
SEWER FUND					
Sewer Line Maintenance	13.45	13.45	13.45	13.45	0.00
Wastewater Treatment Plant					
Full-Time	34.00	34.00	34.00	34.00	0.00
Part-Time	0.60	0.60	0.60	0.60	0.00
Temporary	2.40	2.40	2.40	2.40	0.00
Stormwater	4.50	0.00	0.00	0.00	0.00
TOTAL SEWER FUND FTEs	**54.95**	**50.45**	**50.45**	**50.45**	**0.00**
STORMWATER FUND					
Full-Time	0.00	5.80	6.80	6.80	1.00
TOTAL STORMWATER FUND FTEs	**0.00**	**5.80**	**6.80**	**6.80**	**1.00**
OTHER FUNDS					
Comprehensive Services Act (CSA) Fund					
Grant Full-Time	1.20	1.00	1.00	1.00	0.00
Regional Juvenile Detention Center Fund					
Full-Time	40.00	40.00	39.00	39.00	(1.00)
Part-Time	4.75	4.75	4.62	4.62	(0.13)
Temporary	2.50	2.50	2.50	2.50	0.00
Risk Management Fund					
Full-Time	2.10	2.10	2.10	2.10	0.00
Part-Time	0.87	0.87	0.87	0.87	0.00
Community Development Block Grant (CDBG) Fund					
Grant Full-Time	0.50	0.50	0.50	0.50	0.00
Grant Part-Time	0.60	0.60	0.60	0.60	0.00
HOME Investment Trust Fund					
Grant Full-Time	0.15	0.00	0.00	0.00	0.00
Grant Part-Time	0.20	0.20	0.20	0.20	0.00
City/Federal/State Aid Fund					
Office of the Commonwealth's Attorney Grants					
Grant Full-Time	6.39	6.32	6.30	6.30	(0.02)
Grant Part-Time	1.60	1.60	1.54	1.54	(0.06)
Fire Department Grants					
Grant Sworn Full-Time	0.00	0.00	9.00	9.00	9.00
Human Services - Social Services Grants					
Grant Full-Time	4.00	2.00	3.00	3.00	1.00
Grant Part-Time	0.00	0.88	0.73	0.73	(0.15)
Community Corrections and Pre-Trial Svcs Grants					
Grant Full-Time	8.00	8.00	8.00	8.00	0.00
Grant Part-Time	1.48	0.88	0.62	0.62	(0.26)
Grant Temporary	0.69	0.00	0.00	0.00	0.00
City Capital Projects Fund					
Temporary	2.15	2.50	2.15	2.15	(0.35)
TOTAL OTHER FUNDS FTEs	**77.18**	**74.70**	**82.73**	**82.73**	**8.03**
TOTAL FULL TIME EQUIVALENTS	**1,326.22**	**1,307.41**	**1,286.91**	**1,307.78**	**0.37**

HISTORICAL QUOTE:

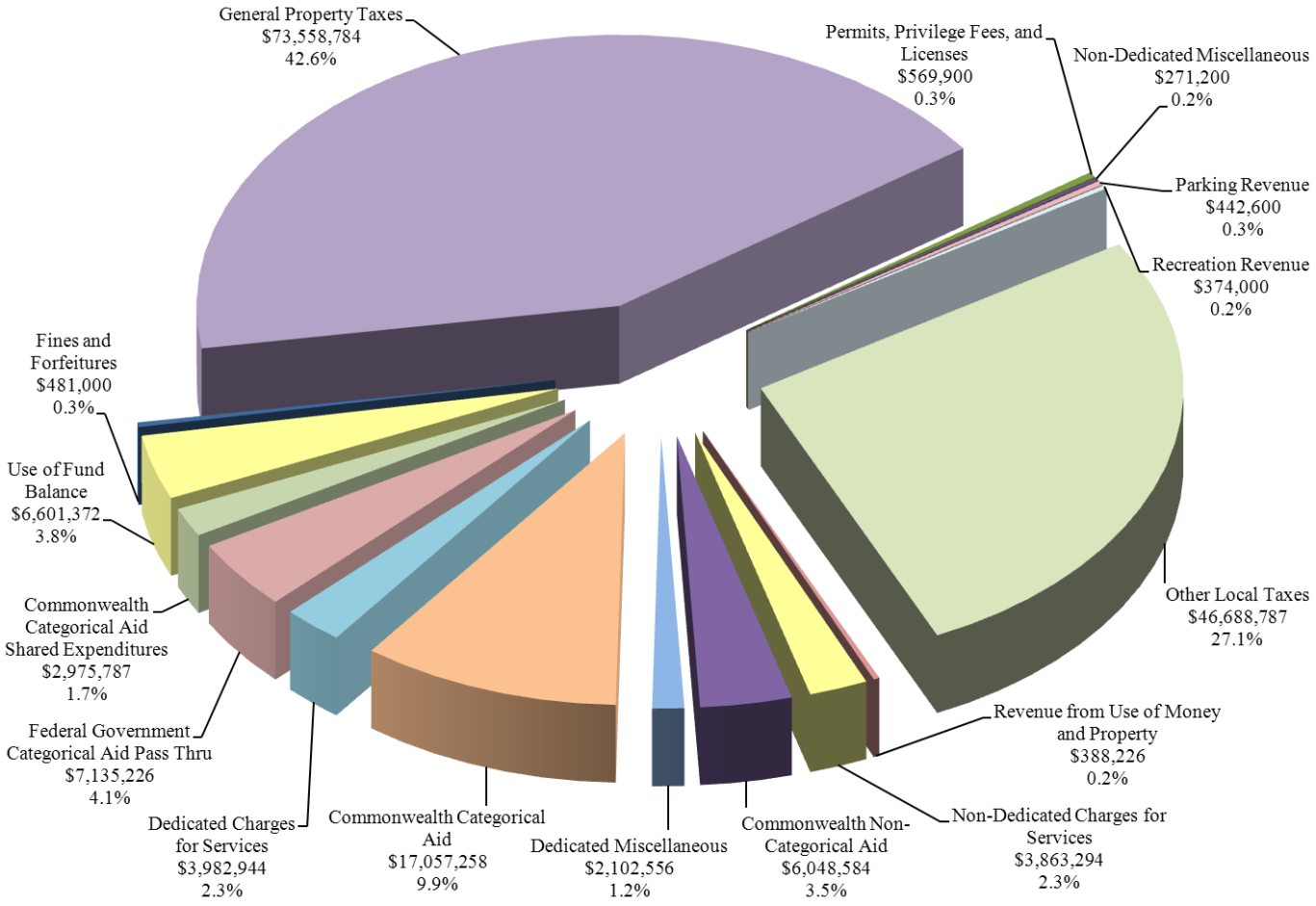
"Be it enacted by the General Assembly…that the mayor, recorder, aldermen and common councilmen…are herby made a body corporate and politic, by the name of the Mayor and Commonality of the town of Lynchburg…[they] shall have power to erect work houses, houses of correction, prisons and other public buildings….And be it further enacted, that all half acre lots of land, as the same were laid off adjoining the said town, by John Lynch, shall, so soon as a connected plan of the said lots be duly admitted to record in the court of Campbell county, be added to, incorporated with, and considered as a part of, the said town."

An Act for incorporating the town of Lynchburg, and enlarging the same.
January 10, 1805

-- S. Allen Chambers, Lynchburg An Architectural History, University Press of Virginia, 1982.

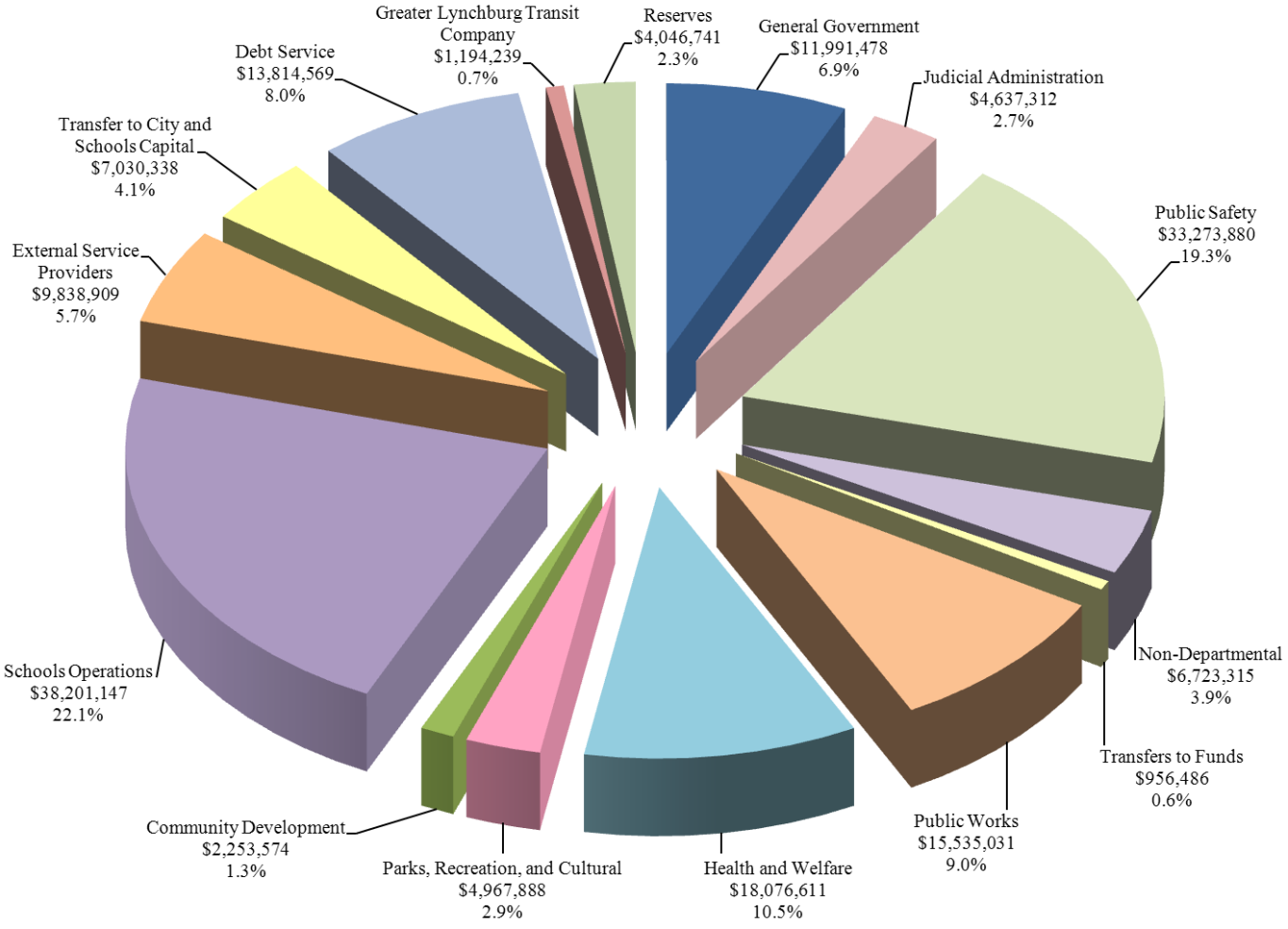
FY 2014 REVENUES AND USE OF FUND BALANCE

$172,541,518



FY 2014 EXPENDITURES, RESERVES, AND TRANSFERS

$172,541,518



General Fund Financial Summary

	Actual FY 2012	Adopted FY 2013	Revised Estimate FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
BEGINNING UNASSIGNED FUND BALANCE	**$29,215,575**	**$20,199,396**	**$28,835,657**	**$22,744,259**	**$22,744,259**
REVENUES					
Non-dedicated Revenue	$128,871,123	$129,718,559	$132,261,867	$131,963,275	$131,869,775
Dedicated Revenue	33,593,549	31,069,925	30,910,996	34,025,474	34,070,371
TOTAL REVENUES	**$162,464,672**	**$160,788,484**	**$163,172,863**	**$165,988,749**	**$165,940,146**
Other Financing Sources	$0	$0	$1,715,246	$0	$0
Use of Committed/Assigned Fund Balance	6,531,928	1,520,787	6,204,058	421,662	492,570
Additions Committed/Assigned Fund Balance	(8,266,741)	0	(500,000)	0	0
TOTAL REVENUES AND USE OF COMMITTED/ASSIGNED FUND BALANCE	**$160,729,859**	**$162,309,271**	**$170,592,167**	**$166,410,411**	**$166,432,716**
Use of (Additions to) Unassigned Fund Balance	$0	($71,211)	($71,211)	$0	$0
Use of Unassigned Fund Balance - Capital	8,145,463	4,191,759	4,191,759	12,962,175	6,108,802
TOTAL REVENUES AND USE OF FUND BALANCE	**$168,875,322**	**$166,429,819**	**$174,712,715**	**$179,372,586**	**$172,541,518**
EXPENDITURES					
Operating - Departmental	$85,958,061	$89,671,322	$92,048,394	$88,631,264	$90,735,774
Operating - Non-Departmental	14,911,746	15,640,578	14,849,626	15,827,689	16,562,224
Transfers To Other Funds	2,060,322	1,018,157	1,123,118	956,486	956,486
Debt Service - General Fund	7,951,548	7,758,980	11,932,160	7,249,168	7,249,168
Greater Lynchburg Transit Company	1,099,854	1,369,262	1,369,262	1,194,239	1,194,239
Schools - Operations	31,696,712	35,601,147	35,601,147	38,201,147	38,201,147
Schools - Debt Service	7,009,235	6,898,677	6,900,162	6,565,401	6,565,401
Reserves					
Debt Service - Heritage High School	$0	$2,044,657	$2,044,657	$3,044,657	$3,044,657
Debt Service - Central Virginia Regional Radio Board	0	205,200	205,200	0	0
Law Library	0	5,080	5,080	0	80
Post Employment Benefits	0	250,000	250,000	500,000	250,000
Parking	0	0	0	0	52,004
Contingencies	0	700,000	1,158,000	700,000	700,000
TOTAL EXPENDITURES	**$150,687,478**	**$161,163,060**	**$167,486,806**	**$162,870,051**	**$165,511,180**
TRANSFER TO CAPITAL FUNDS					
School Capital Projects Fund	$2,276,836	$975,000	$4,455,000	$3,956,000	$3,252,460
City Capital Projects Fund	8,145,463	4,291,759	4,741,759	9,006,175	3,777,878
TOTAL TRANSFER TO CAPITAL	**$10,422,299**	**$5,266,759**	**$9,196,759**	**$12,962,175**	**$7,030,338**
TOTAL EXPENDITURES, RESERVES & TRANSFERS	**$161,109,777**	**$166,429,819**	**$176,683,565**	**$175,832,226**	**$172,541,518**
UNASSIGNED FUND BALANCE	**$28,835,657**	**$16,078,848**	**$22,744,259**	**$13,322,444**	**$16,635,457**
COMMITTED/ASSIGNED FUND BALANCE RESERVES ***(detail on next page)***	**$14,408,436**	**$12,059,206**	**$12,249,494**	**$14,971,573**	**$14,645,665**
TOTAL FUND BALANCE	**$43,244,093**	**$28,138,054**	**$34,993,753**	**$28,294,017**	**$31,281,122**

Note: Use of Fund Balance is consistent with Financial Policies adopted by City Council.

Committed and Assigned Fund Balance Reserves

COMMITTED FUND BALANCE	Actual FY 2012	Adopted FY 2013	Revised Estimate FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
Encumbrances	$310,763	0	0	0	0
Technology Fund	55,022	0	0	0	0
Contingencies	0	0	1,158,000	700,000	700,000
Detention Home Workers' Compensation	100,000	100,000	100,000	100,000	100,000
Medical Benefits	656,617	636,127	656,617	656,617	656,617
Lynchburg City Schools - Textbooks	1,059,392	1,059,392	1,059,392	1,059,392	1,059,392
Lynchburg City Schools - Health Insurance	1,140,608	1,140,608	1,140,608	1,140,608	1,140,608
Lynchburg City Schools - Future Expenditure Needs	75,908	75,908	75,908	75,908	0
Other Post Employment Benefits (OPEB)	1,081,231	1,311,310	1,331,231	1,831,231	1,581,231
Juvenile Services Group Home Reserve	0	340,185	0	0	0
Debt Service - Solid Waste	1,541,905	1,186,075	1,186,075	841,605	841,605
Debt Service - General Fund	1,071,781	0	0	0	0
Future Landfill Post-Closure	604,284	604,284	604,284	604,284	604,284
Debt Service - Heritage High School (non-recurring)	0	1,120,078	624,297	624,297	624,297
Debt Service - Heritage High School (recurring)	939,562	2,984,219	0	3,044,657	3,044,657
Future Needs	48,297	0	0	0	0
Public Safety Compensation Adjustments	13,968	13,968	13,968	13,968	13,968
Debt Service - Central Virginia Regional Radio Board	134,800	340,000	5,929	5,929	5,929
Sub-total Committed Fund Balance	**$8,834,138**	**$10,912,154**	**$7,956,309**	**$10,698,496**	**$10,372,588**
ASSIGNED FUND BALANCE					
Encumbrances	$554,463	$0	$0	$0	$0
Lynchburg City Schools - Return of School Funding	2,398,505	260,419	2,398,505	2,398,505	2,398,505
Law Library	74,861	75,049	79,941	80,021	80,021
Museums	50,028	47,374	50,028	50,028	50,028
Recreation Programs	96,704	20,890	73,200	1,008	1,008
Partners in Emergency Response (PIER)	64,178	24,344	0	0	0
Dental Benefits	150,000	150,000	150,000	150,000	150,000
Medical Benefits	364,538	364,538	364,538	364,538	364,538
Health Management Plan	500,000	0	500,000	500,000	500,000
Police Range Operations	569	0	569	569	569
Point of Honor	2,653	0	2,653	2,653	2,653
Parking	62,409	0	62,409	114,413	114,413
Public Safety Compensation Adjustments	750,000	0	0	0	0
Line of Duty Death Benefit	105,952	0	211,904	211,904	211,904
Line of Duty Health Claims	145,000	0	145,000	145,000	145,000
Fire Equipment	50,000	0	50,000	50,000	50,000
Future Landfill Post-Closure	204,438	204,438	204,438	204,438	204,438
Sub-total Assigned Fund Balance	**$5,574,298**	**$1,147,052**	**$4,293,185**	**$4,273,077**	**$4,273,077**
TOTAL COMMITTED AND ASSIGNED FUND BALANCE RESERVES	**$14,408,436**	**$12,059,206**	**$12,249,494**	**$14,971,573**	**$14,645,665**

Changes to Committed and Assigned Fund Balance Reserves

COMMITTED AND ASSIGNED FUND BALANCE RESERVES	REVISED ESTIMATE FY 2013	MANAGER'S PROPOSED FY 2014	CHANGE BETWEEN FY 2013 and FY 2014	REASON FOR CHANGE
Contingencies	$0	$700,000	$700,000	Funds set aside for unanticipated expenditures outside of budget development
Debt Service - Heritage High School (recurring)	0	3,044,657	3,044,657	Funds set aside for future debt service related to Heritage High School
Debt Service - Solid Waste	1,186,075	841,605	(344,470)	Amount proposed to fund FY 2014 Solid Waste Debt Payment
Law Library	79,941	80,021	80	Funds set aside for future Law Library expenditures
Lynchburg City Schools - Future Expenditure Needs	75,908	0	(75,908)	Funds are proposed to be used for schools pay-as-you-go capital projects
Other Post Employment Benefits (OPEB)	1,331,231	1,581,231	250,000	Funds set aside for payment of future health benefits for retirees
Parking	62,409	114,413	52,004	Funds set aside for future parking expenditures
Recreation Programs	73,200	1,008	(72,192)	Amount proposed to fund FY 2014 recreation program expenditures

General Fund Revenue Summary by Category

REVENUE SUMMARY BY CATEGORY	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Revised FY 2013	Manager's Proposed FY 2014
NON-DEDICATED REVENUE					
General Property Taxes	$69,761,431	$72,900,201	$72,900,201	$73,909,600	$73,558,784
Other Local Taxes	46,998,642	45,384,230	45,384,230	46,669,760	46,688,787
Permits, Privilege Fees, and Licenses	735,193	448,700	448,700	619,400	569,900
Fines and Forfeitures	588,588	481,000	481,000	481,000	481,000
Revenue from Use of Money and Property	574,476	514,966	514,966	418,980	388,226
Charges for Services	3,620,341	3,645,394	3,645,394	3,814,059	3,863,294
Miscellaneous	621,877	266,200	266,200	271,200	271,200
Revenue from Lynchburg City Schools	30,153	29,284	29,284	29,284	0
Revenue from the Commonwealth Non-Categorical Aid	5,940,422	6,048,584	6,048,584	6,048,584	6,048,584
TOTAL NON-DEDICATED REVENUE	$128,871,123	$129,718,559	$129,718,559	$132,261,867	$131,869,775
DEDICATED REVENUE					
Charges for Services	$1,619,374	$3,600,527	$3,600,527	$3,429,527	$3,982,944
Recreation Revenue	355,750	363,039	363,039	363,039	374,000
Parking Revenue	439,880	379,600	379,600	379,600	442,600
Miscellaneous	1,835,378	1,849,448	1,849,448	1,864,448	2,102,556
Interfund Transfers	283,271	0	9,000	0	0
Revenue from the Commonwealth					
Categorical Aid for State Shared Expenditures	2,965,255	2,931,739	2,972,494	2,928,810	2,975,787
Categorical Aid	18,000,471	15,465,068	15,470,231	15,465,068	17,057,258
Revenue from the Federal Government					
Federal Categorical Aid Pass Thru	8,094,173	6,480,504	6,480,504	6,480,504	7,135,226
TOTAL DEDICATED REVENUE	$33,593,552	$31,069,925	$31,124,843	$30,910,996	$34,070,371
TOTAL REVENUES	$162,464,675	$160,788,484	$160,843,402	$163,172,863	$165,940,146

Current Real Property Tax

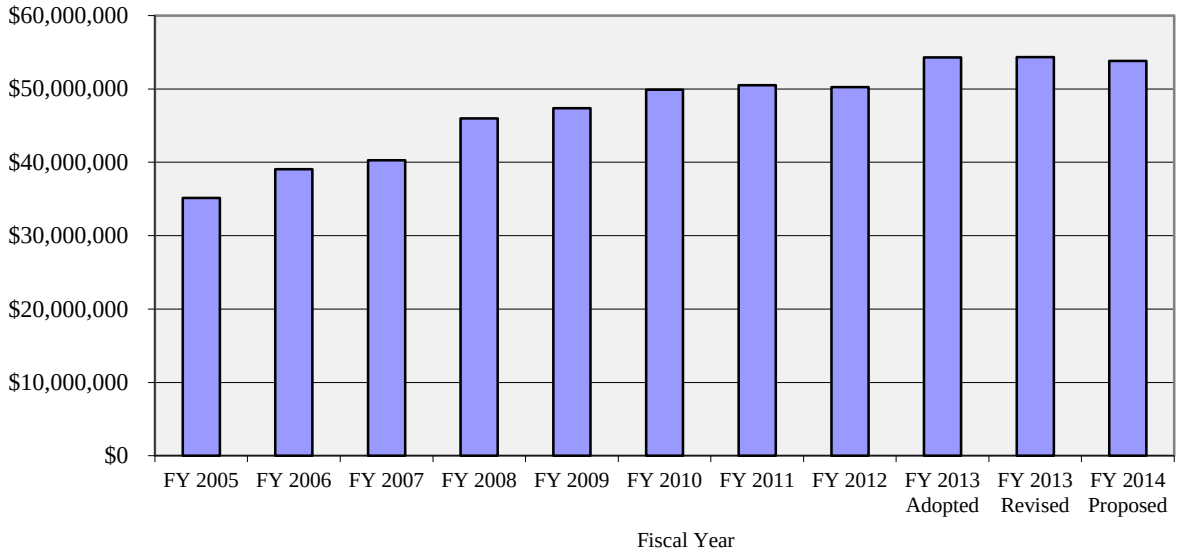
Fiscal Year	Tax Rate	Amount	Percent Change
2005	$1.11 per $100 assessed value	$35,122,787	
2006	$1.11 per $100 assessed value	$39,068,092	11.2%
2007	$1.11 per $100 assessed value	$40,281,964	3.1%
2008	$1.05 per $100 assessed value	$45,969,063	14.1%
2009	$1.05 per $100 assessed value	$47,380,606	3.1%
2010	$1.05 per $100 assessed value	$49,900,321	5.3%
2011	$1.05 per $100 assessed value	$50,494,608	1.2%
2012	$1.05 per $100 assessed value	$50,268,152	(0.4%)
2013 Adopted	$1.11 per $100 assessed value	$54,298,348	8.0%
2013 Revised	$1.11 per $100 assessed value	$54,346,020	0.1%
2014 Proposed	**$1.11 per $100 assessed value**	**$53,798,784**	**(1.0%)**

Enabling Legislation and Rate Changes:

Section 58.1-3200 through 58.1-3389 of the Virginia Code authorizes localities to levy taxes on real property. This tax includes land, buildings, and improvements on such buildings. There is no cap on this tax. Reassessments are completed on a biennial basis and revenues are projected based on information received from the City Assessor.

Real estate taxes are levied as of the first day of July each year. Supplemental real estate taxes are levied throughout the year to reflect construction in progress during the fiscal year. Real estate taxes are payable in four quarterly installments on November 15, January 15, March 15, and May 15. If paid thereafter, a 10% penalty and interest at the rate of 10% per annum is added.

Current Real Property Tax
FY 2005 through FY 2014



FY 2014 Analysis:

Property values determined through the biennial reassessment take effect July 1, 2013 (FY 2014). The slight decrease represents the net effect of new construction or increased assessments from remodeling/renovation projects offset by the decline in assessed value of some residential properties.

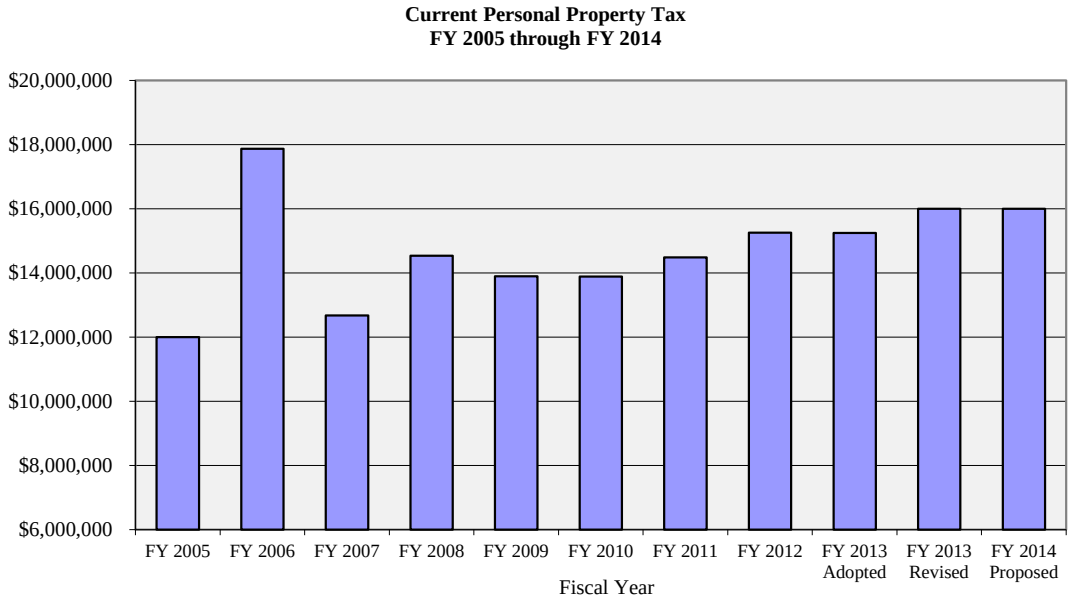
Current Personal Property Tax – Local Portion

Fiscal Year	Tax Rate	Amount	Percent Change
2005	$3.80 per $100 assessed value	$12,003,204	
2006	$3.80 per $100 assessed value	$17,867,625	48.9%
2007	$3.80 per $100 assessed value	$12,676,129	(29.1%)
2008	$3.80 per $100 assessed value	$14,541,089	14.7%
2009	$3.80 per $100 assessed value	$13,895,531	(4.4%)
2010	$3.80 per $100 assessed value	$13,887,974	(0.1%)
2011	$3.80 per $100 assessed value	$14,488,805	4.3%
2012	$3.80 per $100 assessed value	$15,256,027	5.3%
2013 Adopted	$3.80 per $100 assessed value	$15,251,500	0.0%
2013 Revised	$3.80 per $100 assessed value	$16,005,000	4.9%
2014 Proposed	**$3.80 per $100 assessed value**	**$16,005,000**	**0.0%**

Enabling Legislation and Rate Changes:

Sections 58.1-3500 and 58.1 3531 of the Virginia Code allows cities to levy a tax on tangible personal property of businesses and individuals. There is no cap on the tax rate. The Commonwealth allocates $5.5 million to the City to be utilized in providing tax relief for automobiles owned by individuals and used for personal use.

For FY 2006 personal property taxes were due November 15, 2005 for calendar year 2005 levy. Due to the implementation of a semi-annual billing process, the first installment of personal property taxes for calendar year 2006 levy was due June 15, 2006 with the second installment due December 5, 2006. Future installments will be due June 5 and December 5. Supplemental billings for personal property acquisitions will be due March 5 and September 5.



FY 2014 Analysis:

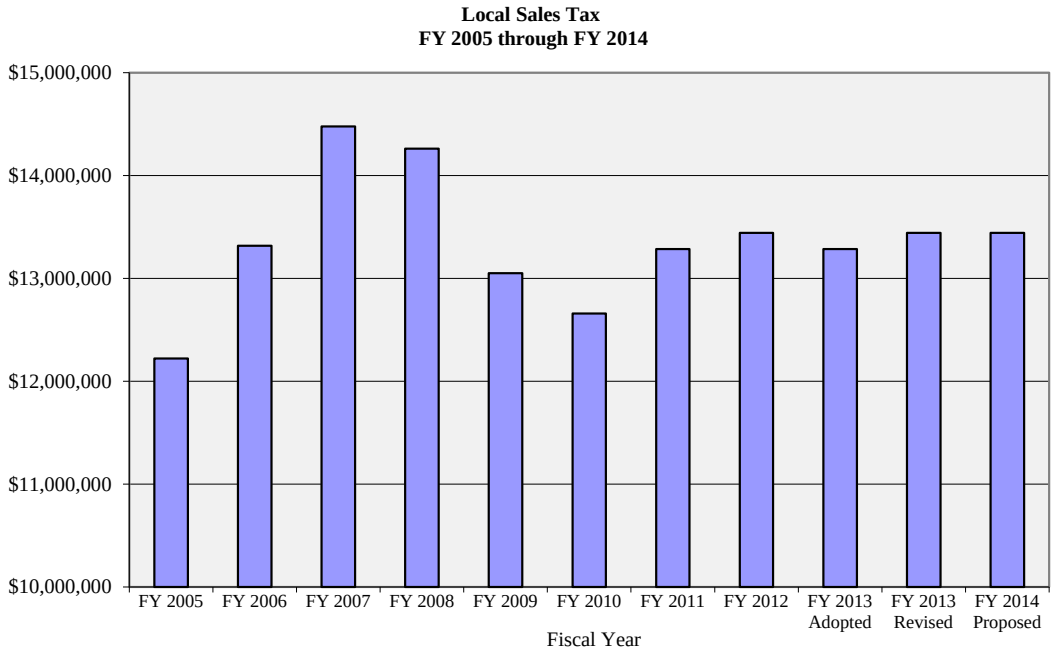
The Commissioner of Revenue assesses vehicles at 100% of the average trade-in value as listed by the National Automobile Dealers Association (NADA) and information received from the Department of Motor Vehicles (DMV).

Since the Cash for Clunkers Program in 2009, used vehicles have held their value above what was anticipated. Based on the trend of prior year actuals, coupled with evidence the new car market is improving, an increase in personal property tax is projected.

Local Sales Tax

Fiscal Year	Tax Rate	Amount	Percent Change
2005	1% + 4.0% VA tax	$12,219,195	
2006	1% + 4.0% VA tax	$13,315,093	9.0%
2007	1% + 4.0% VA tax	$14,475,896	8.7%
2008	1% + 4.0% VA tax	$14,260,830	(1.5%)
2009	1% + 4.0% VA tax	$13,050,834	(8.5%)
2010	1% + 4.0% VA tax	$12,656,929	(3.0%)
2011	1% + 4.0% VA tax	$13,284,506	5.0%
2012	1% + 4.0% VA tax	$13,440,973	1.2%
2013 Adopted	1% + 4.0% VA tax	$13,284,506	(1.2%)
2013 Revised	1% + 4.0% VA tax	$13,440,973	1.2%
2014 Proposed	**1% + 4.0% VA tax**	**$13,440,973**	**0.0%**

Enabling Legislation and Rate Changes:
Section 58.1-603 of the Virginia Code authorizes the imposition of a sales tax on the purchase price of retail products. Section 58.1-605 of the Virginia Code allows cities to levy a general retail sales tax of 1% to provide revenue to the General Fund. Section 36-188 of the City Code enables the City to collect the 1% sales tax; the State component of the sales tax was increased from 3.5% to 4% in FY 2005.



FY 2014 Analysis:
The FY 2014 projection is flat compared to the FY 2012 Actual Sales Tax revenue collected. The slight growth in FY 2012 is expected to continue in FY 2013 based on a monthly analysis of sales tax receipts. However, due to the uncertainty demonstrated in those collections no additional growth is projected for FY 2014.

Consumer Utility Tax Electric

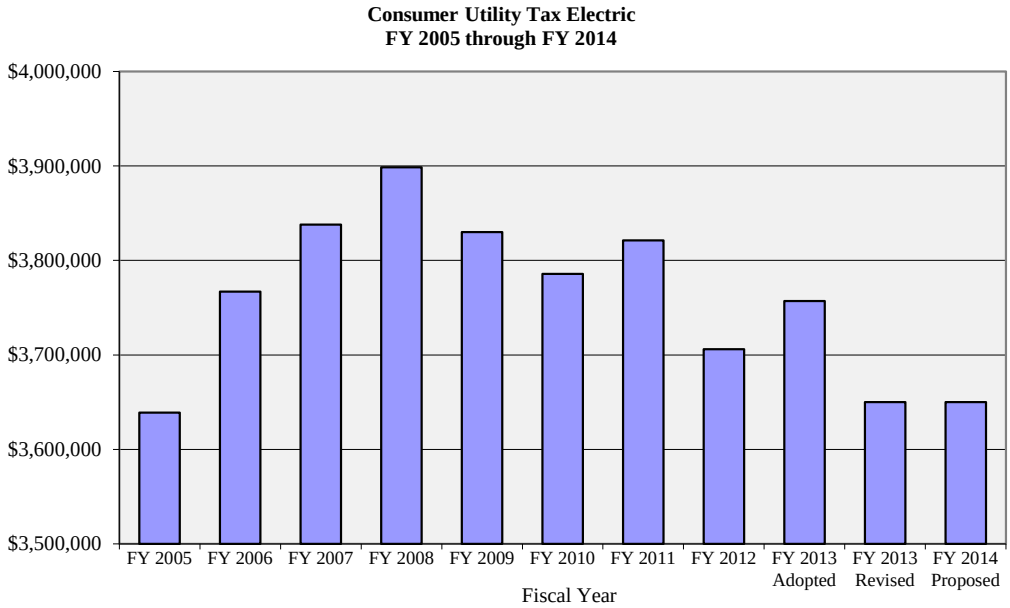
Fiscal Year	Tax Rate	Amount	Percent Change
2005	See below	$3,638,859	
2006	See below	$3,766,901	3.5%
2007	See below	$3,837,889	1.9%
2008	See below	$3,898,549	1.6%
2009	See below	$3,830,068	(1.8%)
2010	See below	$3,785,732	(1.2%)
2011	See below	$3,821,263	0.9%
2012	See below	$3,706,119	(3.0%)
2013 Adopted	See below	$3,757,100	1.4%
2013 Revised	See below	$3,650,000	(2.9%)
2014 Proposed	**See below**	**$3,650,000**	**0.0%**

Residential (R): The greater of: $0.0046 for the first 1,000 kwh (or a fraction thereof) plus $0.0026 for each kwh over the first 1,000 kwh, *or* 7% of the minimum monthly charge.

Commercial (C): The greater of: $0.0048 for the first 1,000 kwh (or a fraction thereof) plus $0.0092 for each kwh over the first 1,000 kwh, *or* 7% of the minimum monthly charge.

Industrial (I): The greater of: $0.00375 for the first 1,000 kwh (or a fraction thereof) plus $0.0026 for each kwh over the first 1,000 kwh, *or* 7% of the minimum monthly charge.

Enabling Legislation and Rate Changes:
Section 58.1-3814 of the Virginia Code allows localities to impose a local utility tax on the consumers of public utilities. These utilities include electric, gas, and water. The percentage of the tax varies based on residential (R), commercial (C), or industrial (I) classification. In 2001, the General Assembly changed the rate of the electric tax to a consumption tax. This tax is now based on kilowatt hours of electricity used by the consumer.

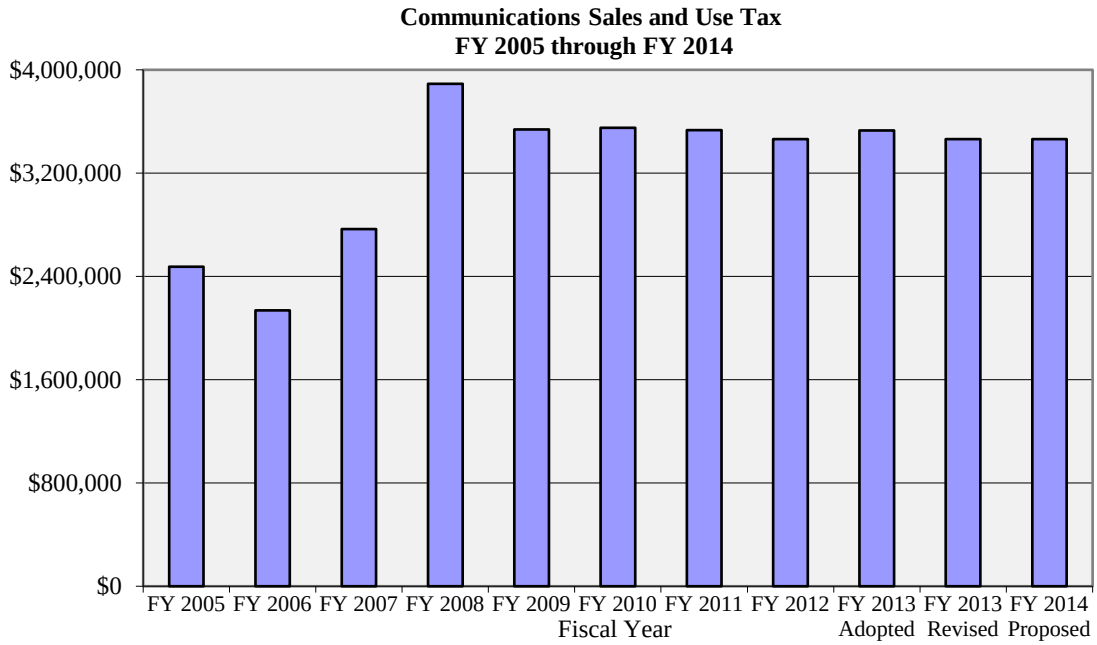


FY 2014 Analysis:
Revenue projections are based on historical averages and weather patterns. Due to the mild weather experienced in FY 2012 and thus far in FY 2013, the FY 2014 projection is reduced with the assumption the mild weather will continue.

Communications Sales and Use Tax

Fiscal Year	Tax Rate	Amount	Percent Change
2005	7%	$2,473,849	
2006	7%	$2,136,777	(13.6%)
2007	See below	$2,765,483	29.4%
2008	See below	$3,893,158	40.8%
2009	See below	$3,537,283	(9.1%)
2010	See below	$3,552,028	0.4%
2011	See below	$3,534,449	(0.5%)
2012	See below	$3,462,621	(2.0%)
2013 Adopted	See below	$3,530,000	1.9%
2013 Revised	See below	$3,462,621	(1.9%)
2014 Proposed	**See below**	**$3,462,621**	**0.0%**

Enabling Legislation and Rate Changes:
Section 58.1-662 of the Virginia Code allows the State to collect this tax. The tax is then allocated and distributed monthly according to the percentage of telecommunications and television cable funds (local consumer utility tax on landlines and wireless, E-911, business license tax in excess of 0.5%, cable franchise fee, video programming excise tax and local consumer utility tax on cable television) received by the locality in Fiscal Year 2006 from local tax rates adopted on or before January 1, 2006. This legislation became effective January 1, 2007 and is intended to be revenue neutral for localities.



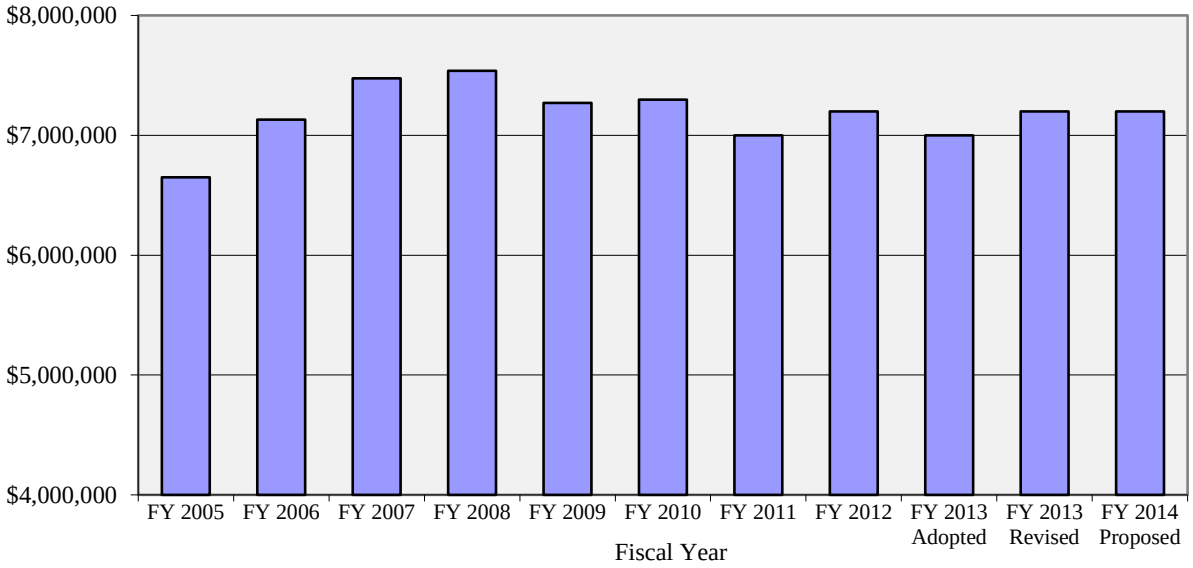
FY 2014 Analysis:
The FY 2014 Projection is slightly reduced compared to FY 2013 Adopted figures based on a consistently lower than expected collection each month. Outside of refunds issued by the State due to the correction of erroneous filings by businesses, this revenue stream is intended to remain relatively stable. However, this revenue has not met projections since the State started collecting this revenue for localities in FY 2008.

Business Licenses

Fiscal Year	Tax Rate	Amount	Percent Change
2005	See Below	$6,648,555	
2006	See Below	$7,130,237	7.2%
2007	See Below	$7,474,759	4.8%
2008	See Below	$7,537,805	0.8%
2009	See Below	$7,271,043	(3.5%)
2010	See Below	$7,297,765	0.4%
2011	See Below	$6,999,206	(4.1%)
2012	See Below	$7,197,936	2.8%
2013 Adopted	See Below	$7,000,000	(2.7%)
2013 Revised	See Below	$7,199,604	2.9%
2014 Proposed	**See Below**	**$7,199,604**	**0.0%**

Enabling Legislation and Rate Changes:
Sections 58.1-3700 through 58.1-3735 of the Virginia Code authorizes localities to impose a local license tax on businesses, professions, and occupations. The tax rate varies depending on the type of business as well as gross receipts/purchases. For gross receipts/purchases greater than $100,000 the tax rate per $100 is: $0.16 on contracting; $0.20 on retail; $0.36 on repair, personal, and business services; $0.58 on financial real estate; and $0.28 plus a $20 fee for wholesale merchants. These rates are the maximum allowed by State law. Business License taxes are due on May 1.

Business Licenses
FY 2005 through FY 2014

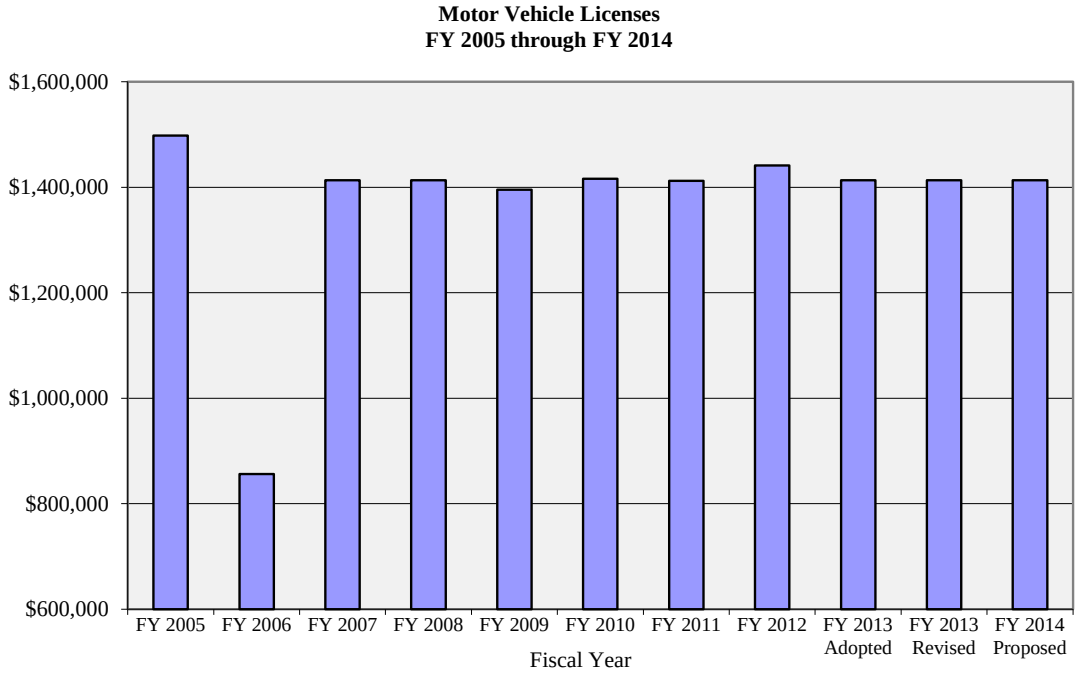


FY 2014 Analysis:
Business License Tax is assessed based on receipts from the previous calendar year; therefore, there is generally a slight delay in realizing a loss in a recession. Actual FY 2012 collections demonstrated the first recovery in receipts since the recession. As a result, the FY 2014 projection is conservatively increased based on the assessment for FY 2013 and collections in FY 2012.

Motor Vehicle Licenses

Fiscal Year	Tax Rate	Amount	Percent Change
2005	$29.50/$34.50	$1,498,014	
2006	$29.50/$34.50	$856,406	(42.8%)
2007	$29.50/$34.50	$1,413,309	65.0%
2008	$29.50/$34.50	$1,413,142	0.0%
2009	$29.50/$34.50	$1,395,208	(1.3%)
2010	$29.50/$34.50	$1,416,389	1.5%
2011	$29.50/$34.50	$1,411,996	(0.3%)
2012	$29.50/$34.50	$1,441,546	2.1%
2013 Adopted	$29.50/$34.50	$1,413,142	(2.0%)
2013 Revised	$29.50/$34.50	$1,413,142	0.0%
2014 Proposed	**$29.50/$34.50**	**$1,413,142**	**0.0%**

Enabling Legislation and Rate Changes:
Section 46.2-752 of the Virginia Code authorizes cities to levy a license tax on motor vehicles, trailers, and semi-trailers. In 2004 the City of Lynchburg increased the Motor Vehicle Tax from $25.00 to $29.50 for vehicles weighing 4,000 pounds or less, and $34.50 for vehicles weighing greater than 4,000 pounds. The City cannot charge more than the State fee for a license plate. Revenues for FY 2006 were lower due to prorating license fees when decals were eliminated.

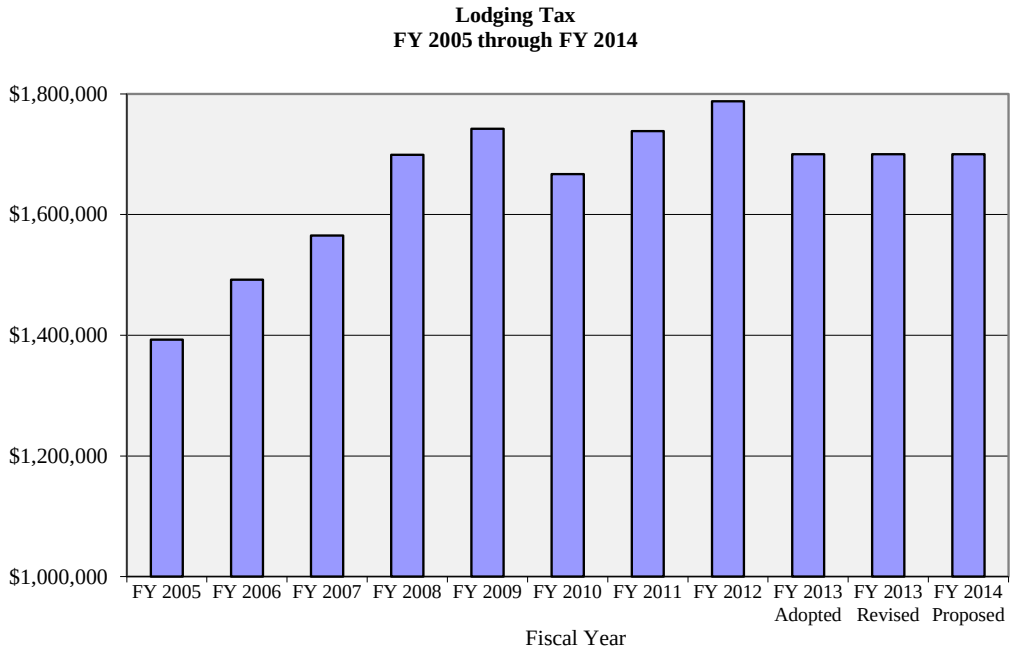


FY 2014 Analysis:
Revenue from Motor Vehicle Licenses has remained stable since the elimination of decals in FY 2006; FY 2014 is expected to trend the same.

Lodging Tax

Fiscal Year	Tax Rate	Amount	Percent Change
2005	5.5% + $1 per room/night	$1,392,745	
2006	5.5% + $1 per room/night	$1,491,943	7.1%
2007	5.5% + $1 per room/night	$1,565,191	4.9%
2008	5.5% + $1 per room/night	$1,698,848	8.5%
2009	5.5% + $1 per room/night	$1,742,232	2.6%
2010	5.5% + $1 per room/night	$1,667,064	(4.3%)
2011	5.5% + $1 per room/night	$1,738,042	4.3%
2012	5.5% + $1 per room/night	$1,787,719	2.9%
2013 Adopted	5.5% + $1 per room/night	$1,700,000	(4.9%)
2013 Revised	5.5% + $1 per room/night	$1,700,000	0.0%
2014 Proposed	**5.5% + $1 per room/night**	**$1,700,000**	**0.0%**

Enabling Legislation and Rate Changes:
Section 58.1-3819 of the Virginia Code allows for a lodging tax to be imposed on rooms intended for dwelling or sleeping. The City of Lynchburg has a lodging tax of 5.5%. In FY 2001, Lynchburg changed the lodging tax from 5.5% to 5.5% plus $1 per room per night. Currently, this tax is not capped by the State.

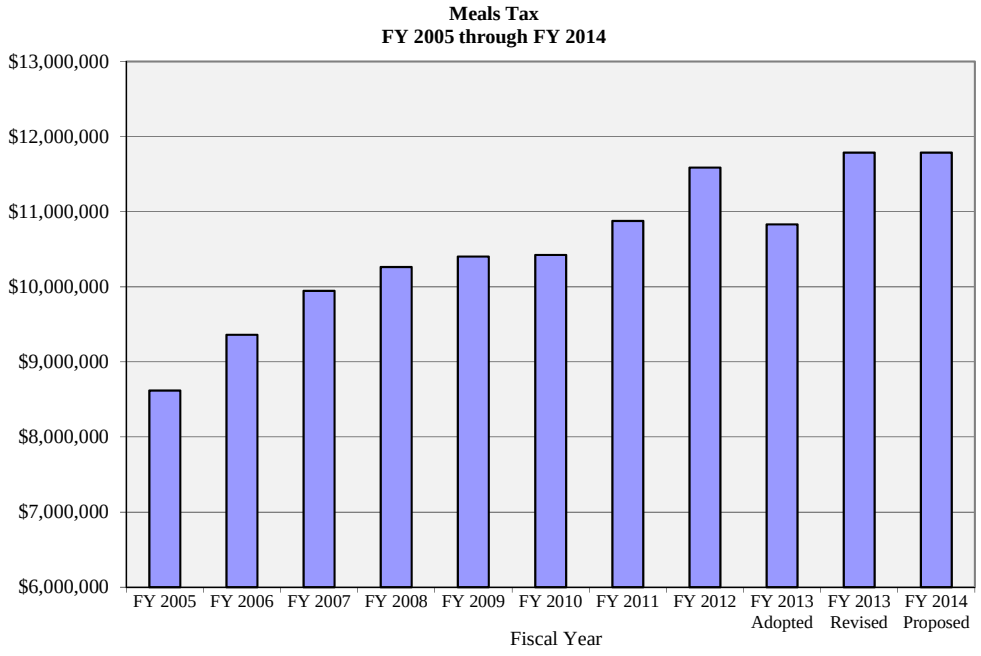


FY 2014 Analysis:
The FY 2014 revenue projection is slightly lower than the FY 2012 Actual, employing a conservative approach in forecasting lodging tax collections, and a monthly analysis of FY 2013 year-to-date receipts.

Meals Tax

Fiscal Year	Tax Rate	Amount	Percent Change
2005	6.5%	$8,618,611	
2006	6.5%	$9,358,567	8.6%
2007	6.5%	$9,947,175	6.3%
2008	6.5%	$10,264,150	3.2%
2009	6.5%	$10,403,618	1.4%
2010	6.5%	$10,422,049	0.2%
2011	6.5%	$10,876,035	4.4%
2012	6.5%	$11,585,083	6.5%
2013 Adopted	6.5%	$10,830,000	(6.5%)
2013 Revised	6.5%	$11,785,000	8.8%
2014 Proposed	**6.5%**	**$11,785,000**	**0.0%**

Enabling Legislation and Rate Changes:
Section 58.1-3833 of the Virginia Code allows for a city or county with general taxing powers to levy a meals tax. In 2005, Lynchburg raised the meals tax by one-half percent. There is no State cap.



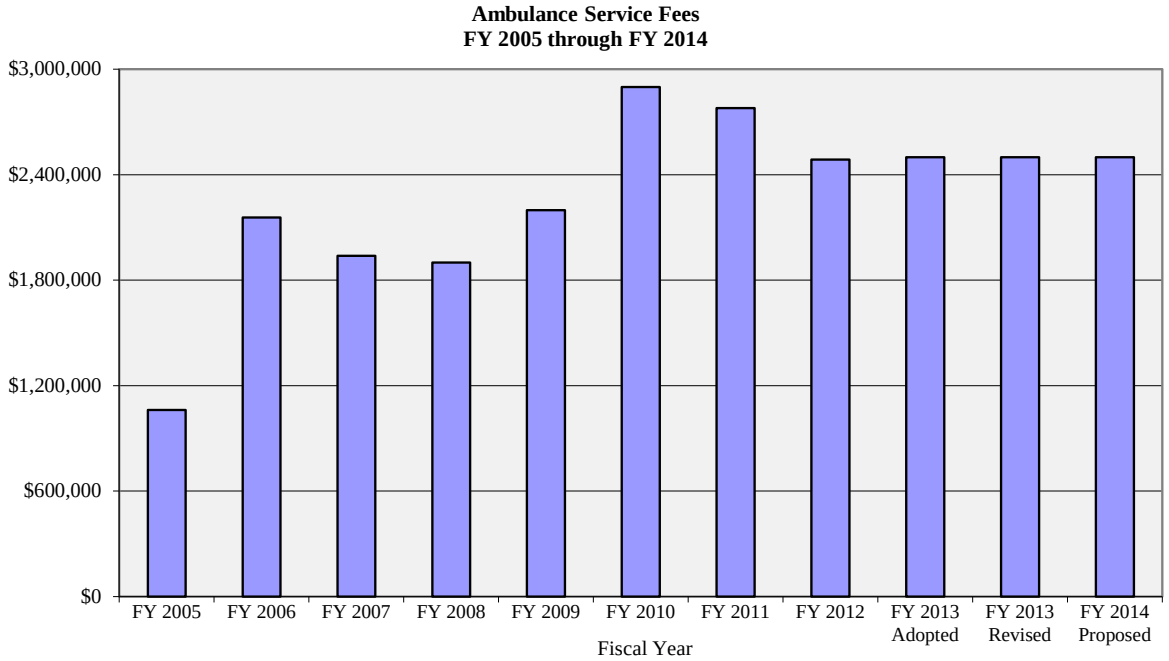
FY 2014 Analysis:
The FY 2012 Actual revenue reflected continued growth in meals tax collections. The FY 2014 Proposed Budget includes a substantial increase compared to the FY 2013 Adopted based on this continued growth and a monthly analysis of year-to-date collections in FY 2013.

Ambulance Service Fees

Fiscal Year	Fee Schedule	Amount	Percent Change
2005	See Below	$1,061,923	
2006	See Below	$2,155,876	103.0%
2007	See Below	$1,938,536	(10.1%)
2008	See Below	$1,900,243	(2.0%)
2009	See Below	$2,197,504	15.6%
2010	See Below	$2,898,419	31.9%
2011	See Below	$2,778,840	(4.1%)
2012	See Below	$2,486,568	(10.5%)
2013 Adopted	See Below	$2,500,000	0.5%
2013 Revised	See Below	$2,500,000	0.0%
2014 Proposed	**See Below**	**$2,500,000**	**0.0%**

Enabling Legislation and Rate Changes:

Section 32.1-11.14 of the Virginia Code enables localities to charge for ambulance services. The City of Lynchburg has five different rates for these services. The first two are grouped under the classification of Basic Life Service. If, under this service, the incident is classified as an emergency, the fee is $425. In addition to this base charge, there shall be a charge of $9 for each mile the patient is transported. If it is classified as a non-emergency, then it will cost $325. The other three rates are grouped under the classification of Advanced Life Support. If, under this service, the incident is classified as an emergency, the fee is $500; if it is a non-emergency the fee is $425. A fee of $700 is charged if three or more different medications combined with at least one Advanced Life Support procedure are administered. Additionally, a fee of $100 will be charged to a patient who receives emergency medical services, but does not require transport.



FY 2014 Analysis:

Actual FY 2010 and FY 2011 Revenues reflect significant one-time collections through a new vendor contract. The FY 2013 revenue is projected to be slightly higher than the FY 2012 Actual based on adjusting fees to meet new Medicare maximum allowances. FY 2014 is projected to continue this slight increase over FY 2012 actual collections.

Revenue Detail	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Revised FY 2013	Manager's Proposed FY 2014
NON-DEDICATED REVENUE					
General Property Taxes					
Current Real Property	$50,268,152	$55,406,478	$55,406,478	$55,455,122	$54,896,718
Real Property Tax Relief Program	(712,050)	(799,647)	(799,647)	(780,000)	(780,000)
Real Property Housing Rehab Program	(511,998)	(500,000)	(500,000)	(500,000)	(500,000)
Allowance for Uncollectible Real Property (2.0%)		(1,108,130)	(1,108,130)	(1,109,102)	(1,097,934)
Delinquent Real Property Taxes	1,531,124	1,000,000	1,000,000	1,000,000	1,000,000
Current Public Service Corporation (PSC)	2,189,198	2,145,000	2,145,000	2,333,580	2,330,000
Penalty PSC Taxes	(109)	0	0	0	0
Current Personal Property - Local portion	15,256,027	15,723,196	15,723,196	16,500,000	16,500,000
Delinquent Personal Property Tax	877,153	800,000	800,000	800,000	950,000
Allowance for Uncollectible Personal Property (3.0%)		(471,696)	(471,696)	(495,000)	(495,000)
Penalty on Delinquent Tax	548,515	475,000	475,000	475,000	500,000
Interest on Delinquent Taxes	308,538	225,000	225,000	225,000	250,000
Miscellaneous General Property Taxes	6,881	5,000	5,000	5,000	5,000
Total General Property Taxes	**$69,761,431**	**$72,900,201**	**$72,900,201**	**$73,909,600**	**$73,558,784**
Other Local Taxes					
Local Sales Tax	$13,440,973	$13,284,506	$13,284,506	$13,440,973	$13,440,973
Consumer Utility Tax - Electric	3,706,119	3,757,100	3,757,100	3,650,000	3,650,000
Consumer Utility Tax - Gas	525,535	607,482	607,482	535,000	535,000
Communications Sales and Use Tax	3,462,621	3,530,000	3,530,000	3,462,621	3,462,621
Right of Way Fees	243,662	243,000	243,000	243,000	243,000
Business License Tax	7,197,936	7,201,646	7,201,646	7,407,000	7,407,000
Allowance for Uncollectible Business License (2.8%)		(201,646)	(201,646)	(207,396)	(207,396)
Electric Consumption Tax [1]	306,420	320,000	320,000	306,420	306,420
Gas Consumption Tax [1]	35,570	25,000	25,000	35,000	35,000
Penalty on Business License Tax	87,961	55,000	55,000	55,000	55,000
Motor Vehicle Licenses	1,441,546	1,413,142	1,413,142	1,413,142	1,413,142
Delinquent Motor Vehicle Licenses	188,299	150,000	150,000	150,000	150,000
Bank Stock Tax	817,990	500,000	500,000	650,000	650,000
Recordation Tax - City	444,729	400,000	400,000	400,000	400,000
Probate Tax	17,106	15,000	15,000	15,000	15,000
Tobacco Tax	974,864	950,000	950,000	950,000	950,000
Amusement Tax	644,842	550,000	550,000	625,000	625,000
Penalty/Interest - Amusement Tax	3,741	1,500	1,500	1,500	1,500
Lodging Tax	1,787,719	1,700,000	1,700,000	1,700,000	1,700,000
Penalty/Interest - Lodging Tax	8,111	2,000	2,000	2,000	2,000
Meals Tax	11,585,083	10,830,000	10,830,000	11,785,000	11,785,000
Penalty/Interest - Meals Tax	73,288	50,000	50,000	50,000	65,000
Franchise License Tax MCI	4,027	0	0	0	4,027
Franchise License Tax Sprint	500	500	500	500	500
Total Other Local Taxes	**$46,998,642**	**$45,384,230**	**$45,384,230**	**$46,669,760**	**$46,688,787**

[1] Formerly referred to as a business license tax.

Revenue Detail	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Revised FY 2013	Manager's Proposed FY 2014
NON-DEDICATED REVENUE (continued)					
Permits, Privilege Fees, and Licenses					
Animal Licenses	$10,778	$15,000	$15,000	$15,000	$15,000
Land Disturbing Fees	19,347	12,000	12,000	12,000	12,000
Transfer Fees	1,573	1,600	1,600	1,600	1,600
Site Plans - Planning	19,768	10,000	10,000	18,000	18,000
Building Plan Review	37,297	15,500	15,500	15,500	15,500
Conditional Use Permits	5,256	4,800	4,800	4,800	4,800
Rezoning Fees - Planning	7,384	6,500	6,500	4,000	6,500
Subdivision Plats	7,365	6,500	6,500	6,500	6,500
Inspection Permit Fee - Building	435,564	208,000	208,000	375,000	312,000
Inspection Permit Fee - Signs	4,175	5,000	5,000	6,500	6,500
Demolition Fees	11,050	11,200	11,200	11,200	11,200
False Alarm Assessment and Permit Fees	119,408	90,000	90,000	90,000	100,000
Rental Inspection Fee - Annual/Periodic	9,550	15,500	15,500	15,500	15,500
Concealed Weapons Permits	15,235	12,000	12,000	12,000	13,000
Elevator Administration Fee	15,818	20,200	20,200	20,200	20,200
Miscellaneous Permits, Privilege Fees, and Licenses	15,625	14,900	14,900	11,600	11,600
Total Permits, Privilege Fees, and Licenses	**$735,193**	**$448,700**	**$448,700**	**$619,400**	**$569,900**
Fines and Forfeitures					
Court Fines and Forfeitures	$568,347	$461,000	$461,000	$461,000	$461,000
Criminal Court Fees	20,241	20,000	20,000	20,000	20,000
Total Fines and Forfeitures	**$588,588**	**$481,000**	**$481,000**	**$481,000**	**$481,000**
Revenue from Use of Money and Property					
Interest on Investments	$88,298	$200,000	$200,000	$58,867	$58,000
Interest - City Capital	6,907	12,000	12,000	44,134	22,000
Interest - School Capital	(6,715)	0	0	2,685	1,300
Interest - Health Insurance	20,490	5,040	5,040	20,928	20,000
Interest - Other Post Employment Benefits (OPEB)	19,921	19,080	19,080	19,520	19,080
Interest - Market Value Gain/Loss	191,322	0	0	0	0
Interest - State Non-Arbitrage Program (SNAP) Incom	1,388	0	0	0	0
Interest on Skybox Loan	0	382	382	382	382
General Government Property Rent	39,478	40,000	40,000	40,000	40,000
Public Safety Property Rent	24,464	30,464	30,464	24,464	24,464
Public Works Property Rent	6,000	6,500	6,500	6,500	6,500
Health Department Property Rent	100,000	100,000	100,000	100,000	100,000
Cultural and Recreation Property Rent	7,535	15,000	15,000	15,000	15,000
Property Rental Stadium	1,330	1,500	1,500	1,500	1,500
Property Rental Market	73,229	85,000	85,000	85,000	80,000
Property Rental Market - Penalty and Interest	789	0	0	0	0
Park Concession Stand	40	0	0	0	0
Total Revenue from Use of Money and Property	**$574,476**	**$514,966**	**$514,966**	**$418,980**	**$388,226**

Revenue Detail	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Revised FY 2013	Manager's Proposed FY 2014
NON-DEDICATED REVENUE (continued)					
Charges for Services					
Collection and Tax Lien Fees	$9,294	$10,000	$10,000	$10,000	$10,000
DMV Administration Fee	220,928	100,000	100,000	200,000	200,000
DMV Select Agency	20,010	15,000	15,000	15,000	15,000
Payroll Deduction Fees	6,680	5,000	5,000	5,000	5,000
Fees for Court Officers	7,244	7,244	7,244	7,244	7,244
Commonwealth Attorney Fees	7,721	3,700	3,700	3,700	3,700
Commonwealth Attorney Fees - General District Court	0	0	0	39,584	69,000
Commonwealth Attorney Fees - J&DR Court	0	0	0	5,278	9,200
Commonwealth Attorney Fees - Circuit Court	0	0	0	21,111	36,800
Ambulance Service Fees	2,486,568	2,500,000	2,500,000	2,500,000	2,500,000
Delinquent Ambulance Bills > 120 days	85,581	100,000	100,000	100,000	100,000
Wards Crossing West	104,792	102,000	102,000	104,792	105,000
Residential Disposal - Decals	489,307	510,000	510,000	510,000	510,000
Residential Disposal - Tags - City	5,767	8,000	8,000	8,000	8,000
Residential Disposal - Tags - Vendor	172,027	275,000	275,000	275,000	275,000
Miscellaneous Charges for Services	4,422	9,450	9,450	9,350	9,350
Total Charges for Services	**$3,620,341**	**$3,645,394**	**$3,645,394**	**$3,814,059**	**$3,863,294**
Revenue from the Commonwealth for State Non-Categorical Aid					
Rolling Stock Taxes	$560	$80,000	$80,000	$80,000	$80,000
Deeds of Conveyance	100,635	120,000	120,000	120,000	120,000
Recordation Taxes	81,196	140,000	140,000	140,000	140,000
Auto Rental Tax - DMV	214,024	160,000	160,000	160,000	160,000
Personal Property Tax Relief	5,543,584	5,543,584	5,543,584	5,543,584	5,543,584
Mobile Home Titling Taxes	423	5,000	5,000	5,000	5,000
Total State Non-Categorical Aid	**$5,940,422**	**$6,048,584**	**$6,048,584**	**$6,048,584**	**$6,048,584**
Revenue from Lynchburg City Schools					
Governor's School Debt	$30,153	$29,284	$29,284	$29,284	$0
Total from Lynchburg City Schools	**$30,153**	**$29,284**	**$29,284**	**$29,284**	**$0**
Miscellaneous Non-Dedicated					
Payment in Lieu of Tax - Westminster	$50,042	$50,000	$50,000	$50,000	$50,000
Drop-Off Recycling	71,192	40,000	40,000	40,000	40,000
Payment in Lieu of Tax - LRHA	24,690	27,000	27,000	27,000	27,000
Regional Services Authority Profit Sharing	289,298	0	0	0	0
Lynchburg Baseball Corporation Profit/Skybox	22,931	0	0	0	0
Credit Card Rebate	82,231	80,000	80,000	80,000	80,000
Miscellaneous Revenue	81,493	69,200	69,200	74,200	74,200
Total Miscellaneous Non-Dedicated	**$621,877**	**$266,200**	**$266,200**	**$271,200**	**$271,200**
TOTAL NON-DEDICATED REVENUES	**$128,871,123**	**$129,718,559**	**$129,718,559**	**$132,261,867**	**$131,869,775**

Revenue Detail	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Revised FY 2013	Manager's Proposed FY 2014
DEDICATED REVENUE					
Charges for Services					
Network Services - Schools Share	$90,225	$92,069	$92,069	$92,069	$95,377
Document Reproduction Fee	10,197	15,000	15,000	13,000	13,000
Legal Service Charges - Schools	20,000	20,000	20,000	20,000	20,000
Probation Supervision Fee	(24,987)	15,000	15,000	15,000	15,000
Police - Schools Resource Officer (SRO) Program	114,263	122,000	122,000	122,000	130,000
Police Report Sales	13,928	10,000	10,000	10,000	11,500
Off-Duty Police Fee	3,542	40,500	40,500	40,500	525,000
Range Use Fee	14,000	15,000	15,000	15,000	15,000
Sheriff's Fee Courtroom Services	111,802	110,000	110,000	110,000	110,000
Engineering Service Charges - Water Resources	159,335	300,000	300,000	130,000	163,300
Community Development Stormwater Charges	0	298,408	298,408	298,408	388,873
Public Works Administrative Stormwater Charges	0	549,977	549,977	549,977	540,332
Public Works Engineering Stormwater Charges	0	132,194	132,194	132,194	107,740
Public Works Streets Stormwater Charges	0	706,899	706,899	706,899	666,491
Public Works Grounds Stormwater Charges	0	5,076	5,076	5,076	11,927
Building Maintenance - Other	5,071	5,000	5,000	5,000	5,000
Juvenile Service Providers	816,019	876,404	876,404	876,404	876,404
Library Fines and Fees	79,267	80,000	80,000	80,000	80,000
Lost/Damaged Library Property	4,420	5,000	5,000	5,000	5,000
Law Library Fees	50,301	60,000	60,000	60,000	60,000
Delinquent Library Charges	3,907	8,000	8,000	4,000	4,000
Delinquent Library Charges Other	9,837	0	0	0	0
Point of Honor Admission	11,222	10,000	10,000	10,000	10,000
Lynchburg Museum Admission	18,352	16,500	16,500	16,500	16,500
PIER Outside Contract Agreements	27,500	32,500	32,500	32,500	32,500
PIER Internal Contract Agreements	50,000	50,000	50,000	50,000	50,000
Weed Ordinance Program	31,173	25,000	25,000	30,000	30,000
Total Charges for Services	**$1,619,374**	**$3,600,527**	**$3,600,527**	**$3,429,527**	**$3,982,944**
Recreation Revenue					
Swimming Pool Fees	$30,937	$29,000	$29,000	$29,000	$30,000
City-Wide Centers	79,242	76,489	76,489	76,489	78,000
Neighborhood Centers	7,505	15,000	15,000	15,000	10,000
RecQuest Outreach Programs	0	0	0	0	14,000
Aquatics	8,402	17,300	17,300	17,300	14,000
Recreation General Administration	1,213	3,000	3,000	3,000	2,000
Athletics	66,341	75,000	75,000	75,000	70,000
Park Services	47,678	46,000	46,000	46,000	46,000
Business Services	19,841	16,500	16,500	16,500	18,000
Naturalist Program	17,067	19,000	19,000	19,000	18,000
Community Market Co-op Program	77,524	65,750	65,750	65,750	74,000
Total Recreation Revenue	**$355,750**	**$363,039**	**$363,039**	**$363,039**	**$374,000**

Revenue Detail	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Revised FY 2013	Manager's Proposed FY 2014
DEDICATED REVENUE (continued)					
Parking Revenue					
Downtown Parking Deck Lease	$99,060	$93,600	$93,600	$93,600	$93,600
Hourly Parking Fees	26,216	18,000	18,000	18,000	25,000
Permit Parking Fees	181,353	183,000	183,000	183,000	214,000
Fines	133,251	85,000	85,000	85,000	110,000
Total Parking Revenue	**$439,880**	**$379,600**	**$379,600**	**$379,600**	**$442,600**
Miscellaneous Revenue					
Indirect Costs and Services - Water	$807,321	$807,321	$807,321	$807,321	$852,890
Indirect Costs and Services - Sewer	231,216	231,216	231,216	231,216	203,812
Indirect Costs and Services - WWTP	352,560	352,560	352,560	352,560	488,021
Indirect Costs and Services - Stormwater	0	0	0	0	81,807
Indirect Costs and Services - Airport	130,114	117,752	117,752	117,752	113,489
Indirect Costs and Services - Detention Home	229,986	236,450	236,450	236,450	237,218
Indirect Costs and Services - Juvenile Services	6,250	0	0	15,000	15,000
Friends of the Lynchburg Library	14,500	14,500	14,500	14,500	14,500
Special Welfare Recoupment	9,188	30,000	30,000	30,000	30,000
Reimbursement - Point of Honor/Carriage House	25,486	26,283	26,283	26,283	26,603
Digg's Trust (Lynchburg Museum System)	21,762	32,966	32,966	32,966	38,616
Other Miscellaneous Dedicated Revenue	6,995	400	400	400	600
Total Miscellaneous Revenue	**$1,835,378**	**$1,849,448**	**$1,849,448**	**$1,864,448**	**$2,102,556**
Revenue from the Commonwealth					
State Categorical Aid for State Shared Expenditures					
Commissioner of the Revenue	$159,332	$168,297	$168,297	$164,518	$164,518
State Treasurer	93,985	94,049	94,049	94,049	94,049
Registrar/Electoral Board	65,815	55,000	55,000	53,455	53,455
Clerk of Court (includes Technology Trust Fund)	545,695	531,814	572,569	531,814	533,826
Sheriff	1,194,875	1,161,337	1,161,337	1,161,337	1,206,302
Commonwealth Attorney	905,553	921,242	921,242	923,637	923,637
Total Categorical Aid-State Shared Expenditures	**$2,965,255**	**$2,931,739**	**$2,972,494**	**$2,928,810**	**$2,975,787**
Intergovernmental: State Categorical Aid					
Juvenile Correction Block Grant	$247,716	$228,624	$228,624	$228,624	$228,624
Recovery - E-911 Wireless	278,765	263,000	263,000	263,000	263,000
Highway Maintenance	8,072,906	7,105,229	7,105,229	7,105,229	7,192,968
FY 2012 Derecho Reimbursement	354,761	0	0	0	0
Local Law Enforcement Funding (House Bill 599)	2,461,028	2,930,790	2,930,790	2,930,790	2,930,790
Social Services Administration	1,512,548	1,199,708	1,199,708	1,199,708	1,272,377
Social Services Finance Unit	106,131	115,269	115,269	115,269	181,287
Social Services Programs	4,729,698	4,007,993	4,013,156	4,007,993	4,839,566
Public Library	148,722	149,455	149,455	149,455	148,646
Health Department Funding	88,196	0	0	0	0
Local Aid to Virginia - Contra Revenue		(535,000)	(535,000)	(535,000)	0
Total State Categorical Aid	**$18,000,471**	**$15,465,068**	**$15,470,231**	**$15,465,068**	**$17,057,258**

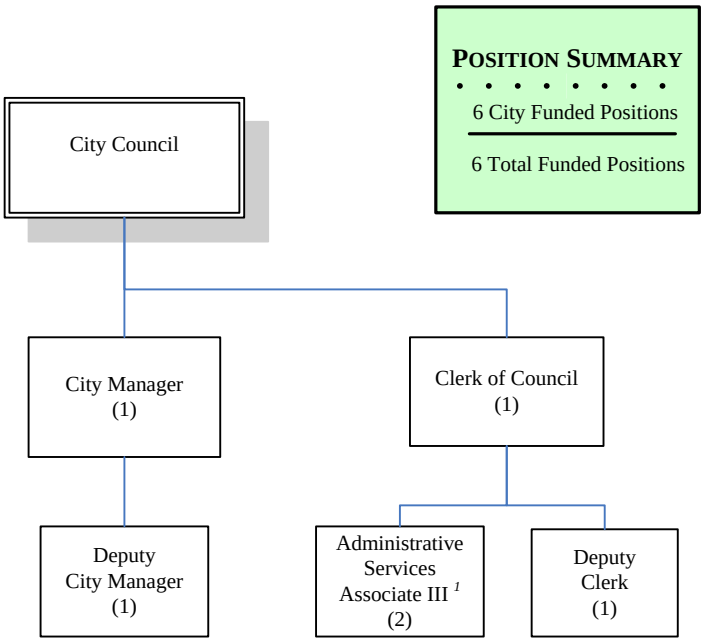
Revenue Detail	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Revised FY 2013	Manager's Proposed FY 2014
DEDICATED REVENUE (continued)					
Intergovernmental: Federal Categorical Aid Pass Thru					
Build America Bond Interest Subsidy - City	$65,711	$65,711	$65,711	$65,711	$65,711
Build America Bond Interest Subsidy - Schools	227,969	227,969	227,969	227,969	227,969
Social Services Administration	3,192,496	3,536,740	3,536,740	3,536,740	3,735,752
Social Services Finance Unit	258,835	224,493	224,493	224,493	97,588
Social Services Programs	2,632,407	1,863,937	1,863,937	1,863,937	2,470,725
Human Services Capital Lease	130,440	136,654	136,654	136,654	112,481
Human Services Buildings and Grounds	25,360	25,000	25,000	25,000	25,000
FY 2012 Derecho Reimbursement	1,156,829	0	0	0	0
Indirect Cost Reimbursement	404,126	400,000	400,000	400,000	400,000
Total Federal Categorical Aid Pass Thru	**$8,094,173**	**$6,480,504**	**$6,480,504**	**$6,480,504**	**$7,135,226**
Interfund Transfers					
Stadium Closure	$283,271	$0	$0	$0	$0
Community Development Block Grant	0	0	9,000	0	0
Total Interfund Transfers	**$283,271**	**$0**	**$9,000**	**$0**	**$0**
TOTAL DEDICATED REVENUES	**$33,593,552**	**$31,069,925**	**$31,124,843**	**$30,910,996**	**$34,070,371**
TOTAL GENERAL FUND REVENUES	**$162,464,675**	**$160,788,484**	**$160,843,402**	**$163,172,863**	**$165,940,146**

Expenditure Detail	Actual FY 2012	Adopted FY 2013	Revised Estimate FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
DEPARTMENTAL EXPENDITURE DETAIL SUMMARY					
General Government					
Internal Audit	$36,293	$0	$0	$0	$0
Communications and Marketing	354,418	393,841	393,841	372,663	434,163
Citizens First Customer Service Center	114,484	128,849	128,849	115,815	116,065
Local Government Channel	133,127	154,196	154,196	154,564	204,814
Council/Manager Offices	1,000,142	838,589	839,289	796,660	839,915
City Attorney	581,616	627,712	627,712	597,964	634,939
Self-Insurance	548,524	555,681	555,681	505,356	505,356
State Treasurer	132,572	147,833	147,833	145,559	148,249
Commissioner of the Revenue	626,914	703,238	706,079	656,737	701,454
City Assessor	667,190	740,465	741,069	705,823	705,823
Office of the Director of Financial Services	507,157	545,980	558,072	596,969	636,969
Billing and Collections Division	1,181,696	1,312,194	1,312,194	1,237,373	1,257,745
Procurement Division	201,793	211,263	212,318	269,792	269,792
Accounting Division	783,914	800,073	854,833	815,216	815,216
Budget Division	148,304	160,715	160,715	159,090	159,090
Human Services Financial Division	419,628	411,717	411,717	330,031	330,031
Human Resources	671,462	725,782	734,792	688,974	691,129
Occupational Health	117,130	129,493	135,390	121,174	121,174
Application Services Division	1,089,872	1,233,231	1,233,231	1,140,227	1,140,227
Network Services Division	1,251,737	1,339,431	1,339,431	1,250,985	1,336,261
Information Technology (IT) Administration Division	405,817	447,803	455,038	455,949	455,949
Geographic Information System (GIS) Division	243,312	257,645	257,645	267,015	267,015
Registrar	162,396	156,887	158,469	149,120	161,845
Electoral Board	109,045	57,282	57,282	54,418	58,257
TOTAL GENERAL GOVERNMENT	**$11,488,543**	**$12,079,900**	**$12,175,676**	**$11,587,474**	**$11,991,478**
Judicial Administration					
Circuit Court Judges (24th Judicial District)	$143,957	$161,575	$163,839	$153,496	$162,092
General District Court	73,887	62,550	63,150	59,423	62,550
Juvenile and Domestic Relations (J&DR) District Court	11,720	15,409	16,908	14,646	15,409
Court Service Unit (24th Judicial District)	1,493	1,632	1,632	1,550	1,632
Office of the Commonwealth's Attorney	1,349,161	1,460,014	1,479,188	1,387,013	1,460,014
Magistrate	2,567	4,093	5,157	3,888	4,193
Circuit Court Clerk (24th Judicial District)	744,876	795,978	795,978	783,479	798,229
Sheriff's Office	2,019,264	2,083,804	2,083,804	2,088,146	2,133,193
TOTAL JUDICIAL ADMINISTRATION	**$4,346,925**	**$4,585,055**	**$4,609,656**	**$4,491,641**	**$4,637,312**
Public Safety					
Police Department	$13,707,583	$14,725,712	$15,111,668	$14,711,318	$14,960,872
Animal Control Unit	289,432	300,979	300,979	0	278,208
Range Operations	13,431	15,000	15,569	15,000	15,000
Off-Duty	0	0	0	525,000	525,000
Emergency Services	2,280,208	2,602,812	3,044,318	2,254,670	2,401,588
Fire and EMS Department	14,008,884	14,853,175	15,236,372	14,488,872	15,010,712
Technical Rescue Team/PIER Program	45,166	82,500	146,677	82,500	82,500
TOTAL PUBLIC SAFETY	**$30,344,704**	**$32,580,178**	**$33,855,583**	**$32,077,360**	**$33,273,880**

Expenditure Detail

	Actual FY 2012	Adopted FY 2013	Revised Estimate FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
DEPARTMENTAL EXPENDITURE DETAIL SUMMARY					
Public Works					
Public Works Administration	$655,910	$696,752	$696,752	$703,582	$703,582
Engineering	3,217,268	3,351,569	3,510,520	3,172,427	3,262,738
Street Maintenance	3,739,490	3,285,782	3,349,205	3,133,702	3,191,810
Snow and Ice Removal	109,483	240,695	284,629	167,975	187,975
Refuse	2,407,193	2,528,706	2,694,002	2,269,620	2,269,620
Parks and Grounds Maintenance	2,473,307	2,507,217	2,578,645	2,469,597	2,469,597
Building Maintenance	3,159,956	3,182,712	3,271,926	3,128,846	3,148,263
Human Services Building	216,596	234,131	249,192	208,383	208,383
Baseball Stadium Maintenance	116,157	127,378	131,765	93,063	93,063
TOTAL PUBLIC WORKS	**$16,095,360**	**$16,154,942**	**$16,766,636**	**$15,347,195**	**$15,535,031**
Health and Welfare					
Human Services - Juvenile Services	$3,805,064	$4,312,720	$4,315,339	$4,001,174	$4,001,174
Human Services - Social Services	5,603,995	6,535,154	6,536,717	6,605,878	6,563,694
Human Services - Public Assistance	7,487,560	6,075,506	6,113,459	7,511,743	7,511,743
TOTAL HEALTH AND WELFARE	**$16,896,619**	**$16,923,380**	**$16,965,515**	**$18,118,795**	**$18,076,611**
Parks, Recreation, and Cultural					
Public Library	$1,440,117	$1,541,276	$1,541,455	$1,464,212	$1,464,212
Law Library	19,259	28,770	28,770	33,770	33,770
Parks and Recreation	2,794,990	3,047,903	3,081,375	2,907,088	3,037,869
Museums	355,734	438,441	455,672	416,519	432,037
Point of Honor/Carriage House	34,055	0	0	0	0
TOTAL PARKS, RECREATION, AND CULTURAL	**$4,644,155**	**$5,056,390**	**$5,107,272**	**$4,821,589**	**$4,967,888**
Community Development					
Office of the Director of Community Development	$304,907	$340,095	$342,398	$347,905	$347,905
Planning Division	258,745	313,526	513,526	305,378	305,378
Inspections and Code Compliance Division	762,980	806,121	824,021	725,178	774,675
Zoning and Natural Resources Division	159,541	154,710	154,710	154,652	154,652
Office of Economic Development	310,501	345,286	401,012	299,522	316,389
Parking Management	345,081	331,739	332,389	354,575	354,575
TOTAL COMMUNITY DEVELOPMENT	**$2,141,755**	**$2,291,477**	**$2,568,056**	**$2,187,210**	**$2,253,574**
OPERATING - DEPARTMENTAL	$85,958,061	$89,671,322	$92,048,394	$88,631,264	$90,735,774
OPERATING - NON-DEPARTMENTAL	$14,911,746	$15,640,578	$14,849,626	$15,827,689	$16,562,224
TRANSFER TO OTHER FUNDS	$2,060,322	$1,018,157	$1,123,118	$956,486	$956,486
DEBT SERVICE - GENERAL FUND	$7,951,548	$7,758,980	$11,932,160	$7,249,168	$7,249,168
DEBT SERVICE - SCHOOLS	$7,009,235	$6,898,677	$6,900,162	$6,565,401	$6,565,401
SCHOOLS	$31,696,712	$35,601,147	$35,601,147	$38,201,147	$38,201,147
GREATER LYNCHBURG TRANSIT COMPANY	$1,099,854	$1,369,262	$1,369,262	$1,194,239	$1,194,239
RESERVES	$0	$3,204,937	$3,662,937	$4,244,657	$4,046,741
TRANSFER TO CAPITAL - GENERAL FUND	$8,145,463	$4,291,759	$4,741,759	$9,006,175	$3,777,878
TRANSFER TO CAPITAL - SCHOOLS	$2,276,836	$975,000	$4,455,000	$3,956,000	$3,252,460
TOTAL EXPENDITURES, RESERVES & TRANSFERS	**$161,109,777**	**$166,429,819**	**$176,683,565**	**$175,832,226**	**$172,541,518**

COUNCIL/MANAGER OFFICES



[1] *The two Administrative Services Associate IIIs are supervised by the Clerk of Council; however, they provide administrative support to the entire staff in the City Manager's Office and to City Council.*

Council/Manager Offices. Consists of the City Council, Clerk of Council, and City Manager. The Council is the City's legislative body elected to accomplish City Charter-prescribed responsibilities. The Clerk is appointed by City Council to maintain and preserve the official records of City Council proceedings. The City Manager is the City's chief administrative officer who oversees the day-to-day operations of the City and who studies and proposes solutions for community needs and programs; prepares the annual budget; interprets City Council actions for operating departments, outside organizations, and citizens; and provides leadership in executing Council policies.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	8	6	6	6	0
TOTAL FTE	**8**	**6**	**6**	**6**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$589,990	$556,626	$553,740	$559,740	$3,114
Employee Benefits	181,287	177,861	177,954	177,954	93
Subtotal Personnel Services	***$771,277***	***$734,487***	***$731,694***	***$737,694***	***$3,207***
Operating					
Contractual Services	$129,720	$7,084	$7,084	$7,084	$0
Other Charges	99,145	97,018	57,882	95,137	(1,881)
Subtotal Operating	***$228,865***	***$104,102***	***$64,966***	***$102,221***	***($1,881)***
TOTAL CITY COST	**$1,000,142**	**$838,589**	**$796,660**	**$839,915**	**$1,326**

Council/Manager Offices Budget Description

The City Manager's Proposed FY 2014 Council/Manager Offices budget of $839,915 represents a 0.2% increase of $1,326 compared to the Adopted FY 2013 budget of $838,589.

Highlights of the City Manager's Proposed FY 2014 budget include:

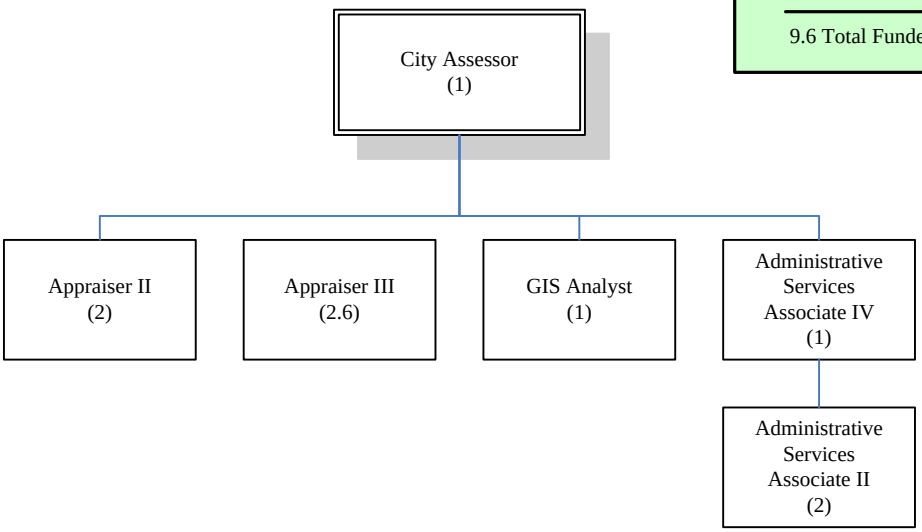
- $3,207 increase in Salaries and Employee Benefits reflecting higher than budgeted personnel costs, as well as the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $1,881 decrease in Other Charges reflecting a reduction in training and conferences and cellular phone service costs offset by higher dues and membership fees.

CITY ASSESSOR

POSITION SUMMARY

9.6 City Funded Positions

9.6 Total Funded Positions



City Assessor. Maintains and updates ownership and physical characteristic records for approximately 31,600 parcels and provides assessments for the properties. New construction and additions to properties are recorded and valued by the appraisers. The City Assessor also administers the Land Use Program and the Real Estate Rehabilitation Program. Staff provides assistance to the public, other City departments, and various local, state and federal agencies. This department has a wealth of information and resources that are utilized by those in the real estate profession, economic development, and related fields.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	10.0	10.0	9.0	9.0	(1.0)
City Funded Part-Time	0.0	0.3	0.6	0.6	0.3
TOTAL FTE	**10.0**	**10.3**	**9.6**	**9.6**	**(0.7)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$445,176	$480,944	$470,547	$470,547	($10,397)
Employee Benefits	162,521	193,010	179,845	179,845	(13,165)
Subtotal Personnel Services	***$607,697***	***$673,954***	***$650,392***	***$650,392***	***($23,562)***
Operating					
Contractual Services	$29,003	$26,100	$25,500	$25,500	($600)
Internal Service Charges	8,034	5,879	8,483	8,483	2,604
Other Charges	21,097	32,732	19,648	19,648	(13,084)
Rentals and Leases	1,359	1,800	1,800	1,800	0
Subtotal Operating	***$59,493***	***$66,511***	***$55,431***	***$55,431***	***($11,080)***
TOTAL CITY COST	**$667,190**	**$740,465**	**$705,823**	**$705,823**	**($34,642)**

City Assessor Budget Description

The City Manager's Proposed FY 2014 City Assessor budget of $705,823 represents a 4.7% decrease of $34,642 compared to the Adopted FY 2013 budget of $740,465.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $23,562 decrease in Salaries and Employee Benefits reflecting the elimination of a full-time Appraiser I position offset by increasing part-time hours and the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $2,604 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $13,084 decrease in Other Charges reflecting value change notices mailed during a non-reassessment year.

City Assessor Performance Measures

Goal 1:
To achieve a reasonable assessment-to-sale value ratio by assessing all real property within the City fairly and equitably.

Objective:
Completion of the general reassessment, appeals, and Board of Equalization (BOE) hearings with values based on real estate market trends and sales. In a reassessment year, the Assessor's target assessment-to-sale ratio is 100%.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Assessment-to-Sale Value Ratio	100.7%	102.0%	101.0%	99.0%

Analysis of the Data:
Annually the Virginia Department of Taxation conducts an assessment-to-sale ratio study and monitors the results. In odd numbered years, this ratio is expected to deviate from the target because the City reassesses real property biennially. The ratio indicates, on average, how close the assessment is to the actual market value City-wide.

Goal 2:
Assess fairly and equitably all real property within the City at fair-market value by having accurate data with a recent on-site inspection.

Objective:
Review property to verify the data is accurate.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Property Reviews Completed	31%	40%	46%	60%

Analysis of the Data:
It is a standard of the International Association of Assessing Officers (IAAO) to review all properties at least once every five years. While this project is very time consuming, it is necessary to achieve a high quality reassessment. As of FY 2011, all real property in the City was reviewed; therefore, FY 2012 began the new five-year cycle.

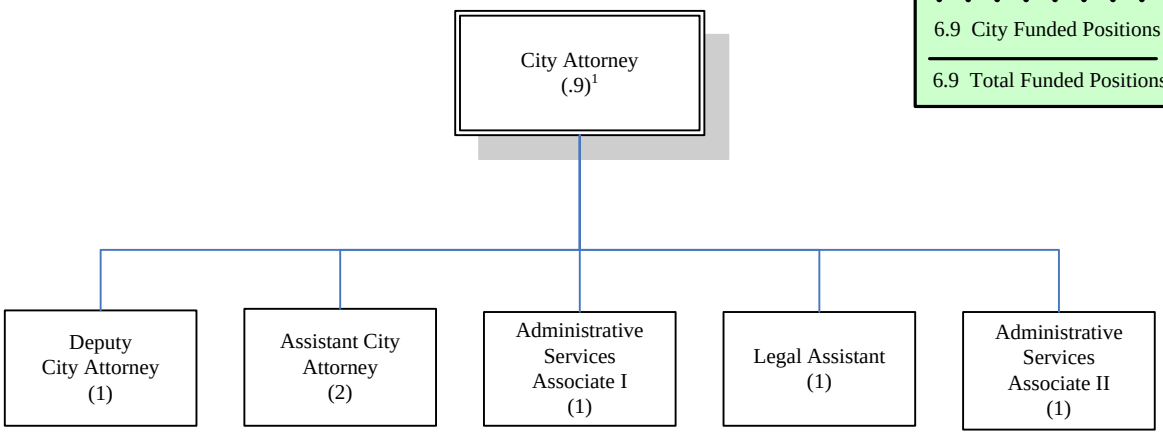
Benchmark Localities:
Charlottesville, Danville, Hampton, Norfolk, Richmond, Roanoke

CITY ATTORNEY

POSITION SUMMARY

6.9 City Funded Positions

6.9 Total Funded Positions



[1] *Additional 0.1 FTE for the City Attorney is assigned to the Risk Management Budget.*

City Attorney. Provides legal services to City Council, the City Manager, City departments and agencies as well as the Lynchburg School Board. Services include rendering formal and informal opinions; recommending appropriate legal changes in the City Code, regulations and policies; advising of changes in law which affect the City; drafting ordinances, resolutions, Charter revisions, proposed legislation, contracts, deeds, leases and other legal documents; handling real estate matters, including necessary title examinations, negotiations and closings; prosecuting and defending lawsuits on behalf of the City; supervising the City's Risk Management activities and the Self-Insurance Plan; and reviewing legislation which concerns the City.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	6.9	6.9	5.9	6.9	0.0
TOTAL FTE	**6.9**	**6.9**	**5.9**	**6.9**	**0.0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$402,877	$423,951	$404,950	$429,514	$5,563
Employee Benefits	139,938	161,843	149,839	162,250	407
Subtotal Personnel Services	***$542,815***	***$585,794***	***$554,789***	***$591,764***	***$5,970***
Operating					
Contractual Services	$0	$3,750	$3,750	$3,750	$0
Other Charges	38,801	38,168	39,425	39,425	1,257
Subtotal Operating	***$38,801***	***$41,918***	***$43,175***	***$43,175***	***$1,257***
TOTAL EXPENDITURES	**$581,616**	**$627,712**	**$597,964**	**$634,939**	**$7,227**
DEDICATED REVENUES					
Legal Service Charges - Schools	$20,000	$20,000	$20,000	$20,000	$0
TOTAL DEDICATED REVENUES	**$20,000**	**$20,000**	**$20,000**	**$20,000**	**$0**
TOTAL CITY COST	**$561,616**	**$607,712**	**$577,964**	**$614,939**	**$7,227**

City Attorney Budget Description

The City Manager's Proposed FY 2014 City Attorney budget of $634,939 represents a 1.2% increase of $7,227 compared to the Adopted FY 2013 budget of $627,712.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $5,970 increase in Salaries and Employee Benefits reflecting the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $1,257 increase in Other Charges reflecting historical spending.

Self-Insurance. The Risk Management Program established by City Council effective January 1, 1986, is an alternative to the routine procurement of general liability and automobile liability insurance policies from commercial insurance companies. The program is funded through annual contributions from the General Fund, Water Resources Funds, Airport Fund, Regional Juvenile Detention Fund and Self-Insurance Fund interest income. The claims placed in this fund are expended in lieu of insurance to settle liability claims filed against the City.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Other Charges	$548,524	$555,681	$505,356	$505,356	($50,325)
TOTAL CITY COST	**$548,524**	**$555,681**	**$505,356**	**$505,356**	**($50,325)**

Self-Insurance Budget Description

The City Manager's Proposed FY 2014 Self-Insurance budget of $505,356 represents a 9.1% decrease of $50,325 compared to the Adopted FY 2013 budget of $555,681.

Highlights of the City Manager's Proposed FY 2014 budget include:

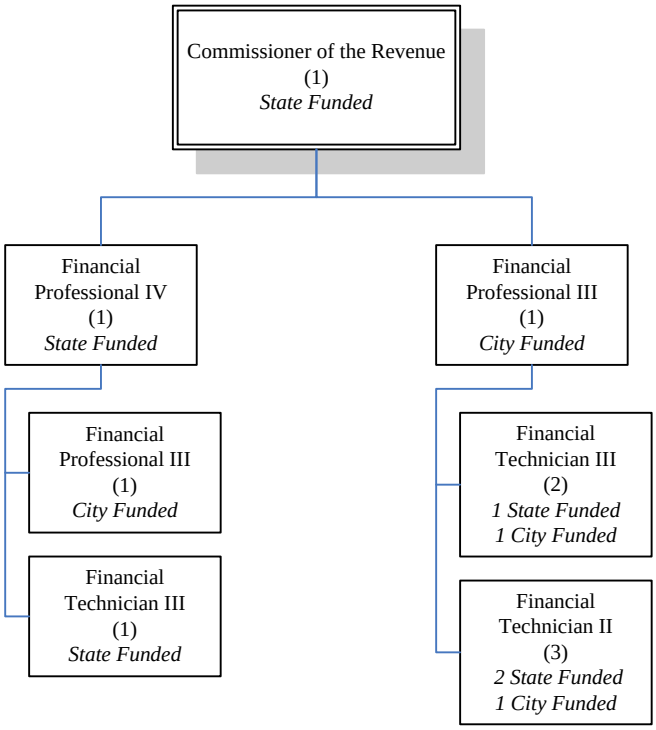
- $50,325 decrease in Other Charges reflecting a reduction in claims payments based on historical spending and insurance portfolio expenses due to policy consolidations.

COMMISSIONER OF THE REVENUE

POSITION SUMMARY

6.0 State Funded Positions
4.0 City Funded Positions
0.4 City Temporary Position

10.4 Total Funded Positions



Commissioner of the Revenue. A State Constitutional Office. Elected by City residents, the Commissioner assesses personal property, machinery/tools, business/professional licenses, bank stock tax, public service corporations, meals, lodging, amusement, and income taxes. The Commissioner prepares and audits State income tax returns, administers tax relief for the elderly, furnishes information on local and State tax issues, maintains the automotive vehicle license file, and in partnership with the Billings and Collections Division of Financial Services provides DMV Select Services.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	4.00	4.00	3.00	4.00	0.00
City Funded Temporary	0.40	0.40	0.73	0.40	0.00
State Funded Full-Time	6.00	6.00	6.00	6.00	0.00
TOTAL FTE	**10.40**	**10.40**	**9.73**	**10.40**	**0.00**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$436,271	$471,994	$445,528	$474,544	$2,550
Employee Benefits	160,095	190,152	174,605	190,306	154
Subtotal Personnel Services	***$596,366***	***$662,146***	***$620,133***	***$664,850***	***$2,704***
Operating					
Contractual Services	$10,237	$11,793	$11,367	$11,367	($426)
Other Charges	16,862	25,626	21,564	21,564	(4,062)
Rentals and Leases	3,449	3,673	3,673	3,673	0
Subtotal Operating	***$30,548***	***$41,092***	***$36,604***	***$36,604***	***($4,488)***
TOTAL EXPENDITURES	**$626,914**	**$703,238**	**$656,737**	**$701,454**	**($1,784)**
DEDICATED REVENUES					
Commonwealth Aid for Shared Expenditures	$159,332	$168,297	$164,518	$164,518	($3,779)
TOTAL DEDICATED REVENUES	**$159,332**	**$168,297**	**$164,518**	**$164,518**	**($3,779)**
TOTAL CITY COST	**$467,582**	**$534,941**	**$492,219**	**$536,936**	**$1,995**

Commissioner of the Revenue Budget Description

The City Manager's Proposed FY 2014 Commissioner of the Revenue budget of $701,454 represents a 0.3% decrease of $1,784 compared to the Adopted FY 2013 budget of $703,238.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $2,704 increase in Salaries and Employee Benefits reflecting the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $4,062 decrease in Other Charges reflecting historical spending.

Major item submitted but not proposed by the City Manager for funding:

- $9,583 in Salaries and Employee Benefits reflecting an increase in temporary hours.

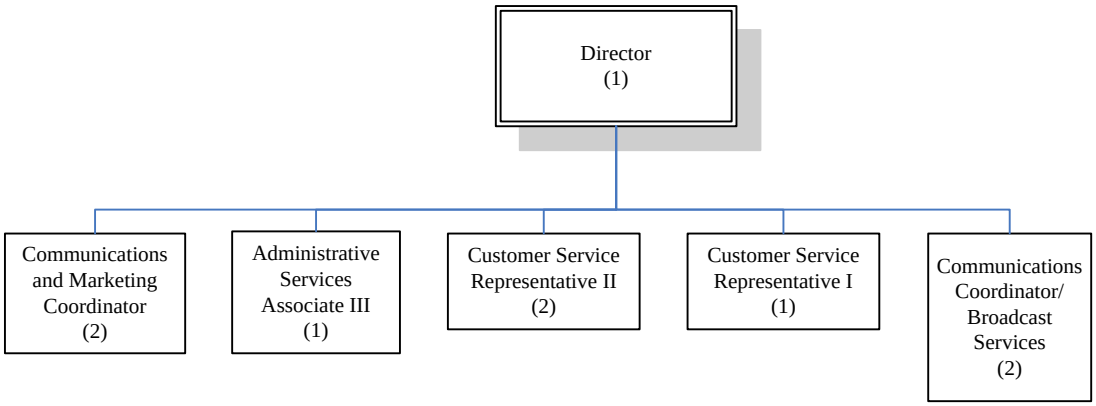
COMMUNICATIONS AND MARKETING

(includes Citizens First Customer Service Center and Local Government Channel)

POSITION SUMMARY

9 City Funded Positions

9 Total Funded Positions



Communications and Marketing including Citizens First Customer Service Center and Local Government Channel. Develops and executes public relations and marketing strategies by coordinating media, public, and community relations, and by encouraging citizen involvement in local government through a variety of informational sources including, but not limited to, the area's media outlets; the City's newsletter, City Source; the City's web sites, www.lynchburgva.gov and www.visitlynchburg.com; the local government television station, Channel 15; print advertisements; public service announcements; and social media.

The department oversees five areas: media relations, strategic communications, web communications/social media, marketing, and the Citizens First Information Center. Media relations captures and delivers emerging news information to the media on the activities of City government; strategic communications provides a wide range of services in support of communications, including crisis communications and special projects; web communications/social media oversees the content on the City's web sites and administers the City's official Facebook, YouTube, and Twitter accounts; and the Citizens First Information Center, which provides residents with a one-stop resource for any City-related services/information. Additionally, the department works with other City departments to shape messages and develop strategic marketing plans that generate interest in its programs and services and promotes its amenities to residents in the city and within a 50 mile radius of Lynchburg.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	8.0	8.0	8.0	8.0	0.0
City Funded Part-Time	1.5	1.5	1.0	1.0	(0.5)
TOTAL FTE	**9.5**	**9.5**	**9.0**	**9.0**	**(0.5)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$358,827	$401,256	$390,890	$390,890	($10,366)
Employee Benefits	125,395	152,998	152,138	152,138	(860)
Subtotal Personnel Services	***$484,222***	***$554,254***	***$543,028***	***$543,028***	***($11,226)***
Operating					
Contractual Services	$92,723	$84,620	$70,645	$130,645	$46,025
Internal Service Charges	6,679	7,842	1,199	1,199	(6,643)
Other Charges	18,405	30,170	28,170	30,170	0
Capital Outlay	0	0	0	50,000	50,000
Subtotal Operating	***$117,807***	***$122,632***	***$100,014***	***$212,014***	***$89,382***
TOTAL CITY COST	**$602,029**	**$676,886**	**$643,042**	**$755,042**	**$78,156**

Communications and Marketing

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	4	4	4	4	0
TOTAL FTE	**4**	**4**	**4**	**4**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$178,604	$209,455	$210,390	$210,390	$935
Employee Benefits	65,562	82,979	82,984	82,984	5
Subtotal Personnel Services	***$244,166***	***$292,434***	***$293,374***	***$293,374***	***$940***
Operating					
Contractual Services	$88,185	$79,120	$65,145	$125,145	$46,025
Internal Service Charges	6,679	7,842	1,199	1,199	(6,643)
Other Charges	15,388	14,445	12,945	14,445	0
Subtotal Operating	***$110,252***	***$101,407***	***$79,289***	***$140,789***	***$39,382***
TOTAL CITY COST	**$354,418**	**$393,841**	**$372,663**	**$434,163**	**$40,322**

Communications and Marketing Budget Description

The City Manager's Proposed FY 2014 Communications and Marketing budget of $434,163 represents a 10.2% increase of $40,322 compared to the Adopted FY 2013 budget of $393,841.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $46,025 increase in Contractual Services reflecting $50,000 to assist with Lynchburg Marketing Partnership initiatives offset by decreases in printing and binding services and public relations funding.
- $6,643 decrease in Internal Service Charges reflecting the transfer of City Hall pool cars to Fleet Services.

Communications and Marketing – Citizens First Customer Service Center

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	2.0	2.0	2.0	2.0	0.0
City Funded Part-Time	1.5	1.5	1.0	1.0	(0.5)
TOTAL FTE	**3.5**	**3.5**	**3.0**	**3.0**	**(0.5)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$87,893	$95,445	$83,572	$83,572	($11,873)
Employee Benefits	26,115	31,029	30,118	30,118	(911)
Subtotal Personnel Services	***$114,008***	***$126,474***	***$113,690***	***$113,690***	***($12,784)***
Operating					
Contractual Services	$88	$500	$500	$500	$0
Other Charges	388	1,875	1,625	1,875	0
Subtotal Operating	***$476***	***$2,375***	***$2,125***	***$2,375***	***$0***
TOTAL CITY COST	**$114,484**	**$128,849**	**$115,815**	**$116,065**	**($12,784)**

Communications and Marketing – Citizens First Customer Service Center Budget Description

The City Manager's Proposed FY 2014 Communications and Marketing – Citizens First Customer Service Center budget of $116,065 represents a 9.9% decrease of $12,784 compared to the Adopted FY 2013 budget of $128,849.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $12,784 decrease in Salaries and Employee Benefits reflecting the elimination of a part-time position offset by the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.

Communications and Marketing – Local Government Channel

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	2	2	2	2	0
TOTAL FTE	**2**	**2**	**2**	**2**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$92,330	$96,356	$96,928	$96,928	$572
Employee Benefits	33,718	38,990	39,036	39,036	46
Subtotal Personnel Services	***$126,048***	***$135,346***	***$135,964***	***$135,964***	***$618***
Operating					
Contractual Services	$4,450	$5,000	$5,000	$5,000	$0
Other Charges	2,629	13,850	13,600	13,850	0
Capital Outlay	0	0	0	50,000	50,000
Subtotal Operating	***$7,079***	***$18,850***	***$18,600***	***$68,850***	***$50,000***
TOTAL CITY COST	**$133,127**	**$154,196**	**$154,564**	**$204,814**	**$50,618**

Communications and Marketing – Local Government Channel Budget Description

The City Manager's Proposed FY 2014 Communications and Marketing – Local Government Channel budget of $204,814 represents a 32.8% increase of $50,618 compared to the Adopted FY 2013 budget of $154,196.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $50,000 increase in Capital Outlay to replace outdated equipment in City Council Chambers.

Communications and Marketing Performance Measures

Goal 1:				
Ensure citizens receive a timely response from Customer Service Representatives (CSRs) through Citizens First.				
Objective:				
Maintain call center industry standards for the abandonment rate of 5% or less.				
Performance Measure:	***Actual FY2012***	***Projected FY2013***	***July - Dec FY2013***	***Projected FY2014***
Abandonment rate	4%	5%	5%	5%
Analysis of the Data:				
This data represents the percentage of all phone calls not answered because the caller terminated the call.				

Goal 2:				
Provide useful and timely information to the citizens of Lynchburg via the internet.				
Objective:				
Increase the number of pageviews on www.lynchburgva.gov.				
Performance Measure:	***Actual FY2012***	***Projected FY2013***	***July - Dec FY2013***	***Projected FY2014***
Number of page views	1,585,115	1,767,454	816,835	1,855,826
Analysis of the Data:				
Based on a greater emphasis on marketing the City, the Department anticipates an increase in pageviews of 5%.				

Goal 3:				
Produce quality programming on LTV that is both entertaining and informative.				
Objective:				
Increase the number of original programs produced and broadcast on LTV.				
Performance Measure:	***Actual FY2012***	***Projected FY2013***	***July - Dec FY2013***	***Projected FY2014***
Number of programs	94	96	45	106
Analysis of the Data:				
LTV, the City's local government channel, was created in FY 2009 with a primary focus of broadcasting public meetings. Staff has consistently worked to broaden the variety and number of general interest programming with the goals of increasing viewership and producing shows that are interesting, informative, and educational. The number of special programming broadcasts has increased.				

Benchmark Localities:
Hampton, Fairfax, Falls Church, and Roanoke, VA

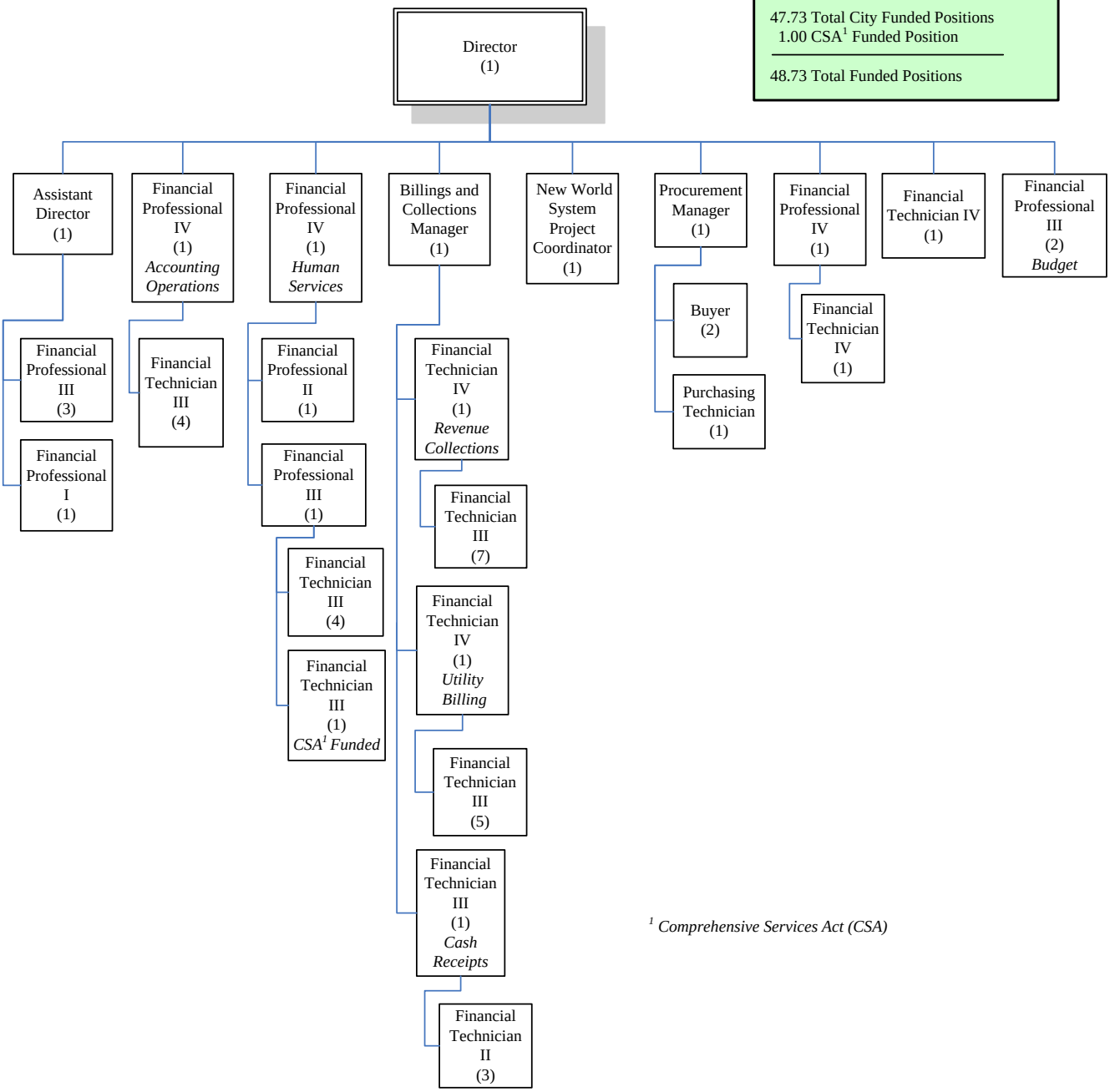
FINANCIAL SERVICES

POSITION SUMMARY

47.00 City Funded Positions
0.73 Temporary Positions

47.73 Total City Funded Positions
1.00 CSA[1] Funded Position

48.73 Total Funded Positions



[1] *Comprehensive Services Act (CSA)*

Financial Services

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time [1]	48.00	47.00	47.00	47.00	0.00
City Funded Part-Time	0.80	0.80	0.00	0.00	(0.80)
City Funded Temporary	0.00	0.00	0.00	0.73	0.73
City Funded Full-Time (Water Fund) [1]	2.00	2.00	0.00	0.00	(2.00)
TOTAL FTE	**50.80**	**49.80**	**47.00**	**47.73**	**(2.07)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries [1]	$1,978,351	$2,042,220	$2,046,353	$2,065,278	$23,058
Employee Benefits [1]	735,855	842,762	848,367	849,814	7,052
Subtotal Personnel Services	***$2,714,206***	***$2,884,982***	***$2,894,720***	***$2,915,092***	***$30,110***
Operating					
Contractual Services [2]	$221,720	$194,141	$165,640	$205,640	$11,499
Other Charges	296,861	355,389	339,067	339,067	(16,322)
Rentals and Leases	9,705	7,430	9,044	9,044	1,614
Subtotal Operating	***$528,286***	***$556,960***	***$513,751***	***$553,751***	***($3,209)***
TOTAL EXPENDITURES	**$3,242,492**	**$3,441,942**	**$3,408,471**	**$3,468,843**	**$26,901**
DEDICATED REVENUES					
Federal Categorical Aid - Social Services	$258,835	$224,493	$97,588	$97,588	($126,905)
State Categorical Aid - Social Services	106,131	115,269	181,287	181,287	66,018
Juvenile Correction Block Grant	12,000	12,000	12,000	12,000	0
TOTAL DEDICATED REVENUES	**$376,966**	**$351,762**	**$290,875**	**$290,875**	**($60,887)**
TOTAL CITY COST	**$2,865,526**	**$3,090,180**	**$3,117,596**	**$3,177,968**	**$87,788**

[1] Beginning July 1, 2013, the General Fund will assume salary and employee benefit costs associated with two positions previously funded by the Water Fund.

[2] Includes recovery from Judicial Sales of Real Estate Property.

Financial Services – Office of the Director. Responsible for the overall planning and leadership to prudently manage financial operations and to recommend and implement sound fiscal policies. In addition, long-range financial planning, debt management and coordination of the annual audit are major responsibilities of the Office of the Director.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	5	5	6	6	1
TOTAL FTE	**5**	**5**	**6**	**6**	**1**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$337,839	$356,026	$417,349	$417,349	$61,323
Employee Benefits	115,554	131,855	154,732	154,732	22,877
Subtotal Personnel Services	***$453,393***	***$487,881***	***$572,081***	***$572,081***	***$84,200***
Operating					
Contractual Services	$42,017	$45,000	$13,500	$53,500	$8,500
Other Charges	11,747	13,099	11,388	11,388	(1,711)
Subtotal Operating	***$53,764***	***$58,099***	***$24,888***	***$64,888***	***$6,789***
TOTAL CITY COST	**$507,157**	**$545,980**	**$596,969**	**$636,969**	**$90,989**

Financial Services – Office of the Director Budget Description

The City Manager's Proposed FY 2014 Financial Services – Office of the Director budget of $636,969 represents a 16.7% increase of $90,989 compared to the Adopted FY 2013 budget of $545,980.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $84,200 increase in Salaries and Employee Benefits reflecting the transfer of a full-time position from the Billings and Collections Division, as well as the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $8,500 increase in Contractual Services reflecting a required actuarial report for Other Post Employment Benefit analysis.
- $1,711 decrease in Other Charges reflecting a reduction in training and dues and memberships.

Financial Services – Accounting Division. Administers the financial, payroll, accounts payable and fixed assets systems and processes for all funds, the largest of which is the General Fund. The Division also prepares financial analysis for City Council, Administration and Departments, as well as required reports for Federal/State/Local and other regulatory agencies, auditors, private sector financial entities and the citizenry. In addition, the Division accounts for federal and/or State funded grants/projects, performs cash management/investment functions, administers the debt portfolio, and compiles all the information necessary to complete the annual independent audit.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	10	10	10	10	0
TOTAL FTE	**10**	**10**	**10**	**10**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$432,124	$450,029	$460,301	$460,301	$10,272
Employee Benefits	161,164	185,469	187,940	187,940	2,471
Subtotal Personnel Services	***$593,288***	***$635,498***	***$648,241***	***$648,241***	***$12,743***
Operating					
Contractual Services	$167,265	$138,200	$141,600	$141,600	$3,400
Other Charges	23,361	26,375	25,375	25,375	(1,000)
Subtotal Operating	***$190,626***	***$164,575***	***$166,975***	***$166,975***	***$2,400***
TOTAL CITY COST	**$783,914**	**$800,073**	**$815,216**	**$815,216**	**$15,143**

Financial Services – Accounting Division Budget Description

The City Manager's Proposed FY 2014 Financial Services – Accounting budget of $815,216 represents a 1.9% increase of $15,143 compared to the Adopted FY 2013 budget of $800,073.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $12,743 increase in Salaries and Employee Benefits reflecting higher than budgeted personnel costs, as well as the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $3,400 increase in Contractual Services reflecting the cost of banking service fees.
- $1,000 decrease in Other Charges based on historical spending.

Financial Services – Billings and Collections Division. Primarily responsible for the billing and collection, both current and delinquent, of substantially all City revenues. This division provides for the billing and collection of real estate taxes, personal property taxes, business license taxes, water and sewer bills, parking tickets, delinquent ambulance bills, trash tags, and a variety of other revenues due the City.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time [1]	20.00	20.00	19.00	19.00	(1.00)
City Funded Temporary	0.00	0.00	0.00	0.73	0.73
City Funded Full-Time (Water Fund) [1]	1.00	1.00	0.00	0.00	(1.00)
TOTAL FTE	**21.00**	**21.00**	**19.00**	**19.73**	**(1.27)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries [1]	$670,461	$702,059	$656,717	$675,642	($26,417)
Employee Benefits [1]	262,865	311,624	292,170	293,617	(18,007)
Subtotal Personnel Services	***$933,326***	***$1,013,683***	***$948,887***	***$969,259***	***($44,424)***
Operating					
Contractual Services [2]	$11,249	$9,246	$9,790	$9,790	$544
Other Charges	235,759	287,835	275,652	275,652	(12,183)
Rentals and Leases	1,362	1,430	3,044	3,044	1,614
Subtotal Operating	***$248,370***	***$298,511***	***$288,486***	***$288,486***	***($10,025)***
TOTAL CITY COST	**$1,181,696**	**$1,312,194**	**$1,237,373**	**$1,257,745**	**($54,449)**

[1] Beginning July 1, 2013, the General Fund will assume salary and employee benefit costs associated with two positions previously funded by the Water Fund.

[2] Includes recovery from Judicial Sales of Real Estate Property.

Financial Services – Billings and Collections Division Budget Description

The City Manager's Proposed FY 2014 Financial Services – Billings and Collections budget of $1,257,745 represents a 4.1% decrease of $54,449 compared to the Adopted FY 2013 budget of $1,312,194.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $44,424 decrease in Salaries and Employee Benefits reflecting the transfer of a full-time position to the Office of the Director, reducing a full-time position to a temporary position, offset by the addition of one full-time position previously direct funded by Water Resources and the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $12,183 decrease in Other Charges reflecting the elimination of water bill inserts and a net reduction in mailing services.
- $1,614 increase in rentals and leases reflecting copier charges.

Financial Services – Budget Division. Responsible for working with the City Manager's Office to develop the annual operating budget and capital improvement program. This Division assists City departments, agencies, and citizens with budget matters and questions; as well as preparing and managing both the operating budget and capital improvement programs. The Division also provides research, data compilation, and various management reports related to budget matters.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	2	2	2	2	0
TOTAL FTE	**2**	**2**	**2**	**2**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$106,916	$111,580	$112,215	$112,215	$635
Employee Benefits	38,281	43,535	43,580	43,580	45
Subtotal Personnel Services	***$145,197***	***$155,115***	***$155,795***	***$155,795***	***$680***
Operating					
Contractual Services	$474	$1,445	$500	$500	($945)
Other Charges	2,633	4,155	2,795	2,795	(1,360)
Subtotal Operating	***$3,107***	***$5,600***	***$3,295***	***$3,295***	***($2,305)***
TOTAL CITY COST	**$148,304**	**$160,715**	**$159,090**	**$159,090**	**($1,625)**

Financial Services – Budget Division Budget Description

The City Manager's Proposed FY 2014 Financial Services – Budget Division budget of $159,090 represents a 1.0% decrease of $1,625 compared to the Adopted FY 2013 budget of $160,715.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $1,360 decrease in Other Charges reflecting historical spending.

Financial Services – Procurement Division. Provides a full range of services to internal and external customers in the acquisition of goods and services, including construction and professional services; recordation and disposition of City owned surplus property; administration of the procurement card; provision of mail services to City departments; and maintenance of City Hall copiers. Additionally, this division is responsible for procurement services for City Schools.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time [1]	3	3	4	4	1
City Funded Full-Time (Water Fund) [1]	1	1	0	0	(1)
TOTAL FTE	**4**	**4**	**4**	**4**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries [1]	$126,274	$130,842	$172,202	$172,202	$41,360
Employee Benefits [1]	47,517	54,396	71,633	71,633	17,237
Subtotal Personnel Services	***$173,791***	***$185,238***	***$243,835***	***$243,835***	***$58,597***
Operating					
Contractual Services	$715	$250	$250	$250	$0
Other Charges	18,944	19,775	19,707	19,707	(68)
Rentals and Leases	8,343	6,000	6,000	6,000	0
Subtotal Operating	***$28,002***	***$26,025***	***$25,957***	***$25,957***	***($68)***
TOTAL CITY COST	**$201,793**	**$211,263**	**$269,792**	**$269,792**	**$58,529**

[1] Beginning July 1, 2013, the General Fund will assume salary and employee benefit costs associated with two positions previously funded by the Water Fund.

Financial Services – Procurement Division Budget Description

The City Manager's Proposed FY 2014 Financial Services – Procurement Division budget of $269,792 represents a 27.7% increase of $58,529 compared to the Adopted FY 2013 budget of $211,263.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $58,597 increase in Salaries and Employee Benefits reflecting the addition of a full-time position that was previously direct funded by Water Resources and the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.

Financial Services – Human Services Financial Division. Provides financial services to Juvenile and Social Services, the Detention Home Fund, and the Comprehensive Services Act Fund. Services include accounting for all State, federal, and local revenues within these funds.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	8.0	7.0	6.0	6.0	(1.0)
City Funded Part-Time	0.8	0.8	0.0	0.0	(0.8)
TOTAL FTE	**8.8**	**7.8**	**6.0**	**6.0**	**(1.8)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$304,737	$291,684	$227,569	$227,569	($64,115)
Employee Benefits	110,474	115,883	98,312	98,312	(17,571)
Subtotal Personnel Services	***$415,211***	***$407,567***	***$325,881***	***$325,881***	***($81,686)***
Operating					
Other Charges	$4,417	$4,150	$4,150	$4,150	$0
Subtotal Operating	***$4,417***	***$4,150***	***$4,150***	***$4,150***	***$0***
TOTAL EXPENDITURES	**$419,628**	**$411,717**	**$330,031**	**$330,031**	**($81,686)**
DEDICATED REVENUES					
Federal Categorical Aid - Social Services	$258,835	$224,493	$97,588	$97,588	($126,905)
State Categorical Aid - Social Services	106,131	115,269	181,287	181,287	66,018
Juvenile Correction Block Grant	12,000	12,000	12,000	12,000	0
TOTAL DEDICATED REVENUES	**$376,966**	**$351,762**	**$290,875**	**$290,875**	**($60,887)**
TOTAL CITY COST	**$42,662**	**$59,955**	**$39,156**	**$39,156**	**($20,799)**

Financial Services – Human Services Financial Division Budget Description

The City Manager's Proposed FY 2014 Financial Services – Human Services Financial Division budget of $330,031 represents a 19.8% decrease of $81,686 compared to the Adopted FY 2013 budget of $411,717.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $81,686 decrease in Salaries and Employee Benefits reflecting the elimination of a full-time position and a part-time position, offset by the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.

Financial Services Performance Measures

Goal:
To ensure vendor, customer, and citizen trust through sound financial management (of all City funds).

Objective 1:
Place the City in the best financial position possible by maintaining a AA category bond rating and receiving the Government Finance Officers' Association (GFOA) awards of excellence.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Bond rating	Fitch: AA+ Moody's: Aa[2] Standard and Poor's (S & P): AA+	Fitch: AA+ Moody's: Aa[2] S & P: AA+	Fitch: AA+ Moody's: Aa[2] S & P: AA+	Fitch: AA+ Moody's: Aa[2] S & P: AA+
Financial presentation awards	FY 2011 CAFR and FY 2012 Budget Presentation awards from GFOA	FY 2012 CAFR and FY 2013 Budget Presentation awards from GFOA	FY 2013 Budget Presentation award; application for the CAFR award has been submitted	FY 2013 CAFR and FY 2014 Budget Presentation awards from GFOA
Audit findings	0	0	N/A	0

Analysis of the Data:
Due to the City's ongoing economic development and redevelopment, which continues to diversify the economy and expand the tax base, Lynchburg maintains a high AA category rating. AAA ratings are generally reserved for larger localities with higher median incomes.
Receiving awards from the Government Finance Officers' Association (GFOA) for the Comprehensive Annual Financial Report (CAFR) and the Budget document reflect a recognition of strong and prudent financial management, which is noted by rating agencies. While the Lynchburg economy has not totally rebounded from the recession, the City has seen a slight recovery in revenues. It is expected the City will maintain its highly favorable bond rating and recognition of excellence in financial reporting.
City and Schools staff continue to work together to improve procedures, which has resulted in fewer audit findings.

Objective 2:
Make the payment of taxes and fees by citizens and businesses as economically efficient as possible.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Percent of payments made electronically	22%	25%	25%	27%

Analysis of the Data:
An increase in the percentage of electronic payments is expected due to the implementation of e-bills, e-checks, and a stronger web presence.

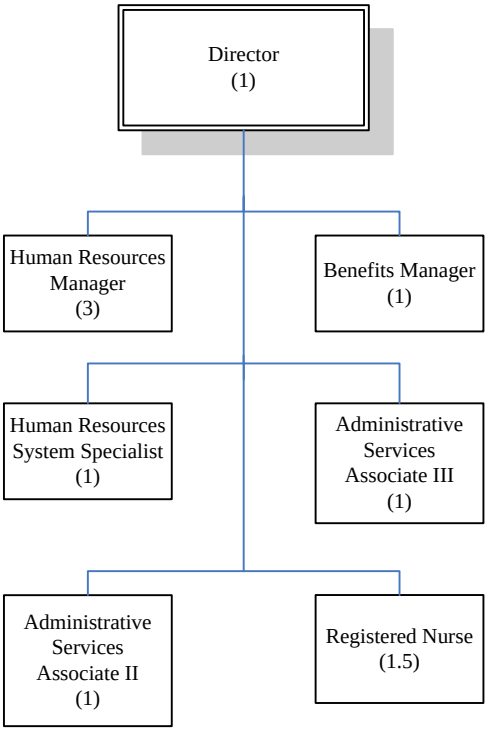
Benchmark Localities:
City of Roanoke, Roanoke County, and City of Charlottesville, VA

HUMAN RESOURCES
(includes Occupational Health)

POSITION SUMMARY

9.5 City Funded Positions
0.7 Temporary Positions

10.2 Total Funded Positions



Human Resources and Occupational Health

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	9.0	9.0	9.0	9.0	0.0
City Funded Part-Time	1.0	1.0	0.5	0.5	(0.5)
City Funded Temporary	0.0	0.0	0.7	0.7	0.7
TOTAL FTE	**10.0**	**10.0**	**10.2**	**10.2**	**0.2**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$513,158	$549,649	$510,167	$511,829	($37,820)
Employee Benefits	174,097	200,861	190,216	190,709	(10,152)
Subtotal Personnel Services	***$687,255***	***$750,510***	***$700,383***	***$702,538***	***($47,972)***
Operating					
Contractual Services	$77,600	$81,500	$86,500	$86,500	$5,000
Other Charges	21,691	20,985	20,985	20,985	0
Rentals and Leases	2,046	2,280	2,280	2,280	0
Subtotal Operating	***$101,337***	***$104,765***	***$109,765***	***$109,765***	***$5,000***
TOTAL CITY COST	**$788,592**	**$855,275**	**$810,148**	**$812,303**	**($42,972)**

Human Resources. Provides a full range of human resource services for internal and external customers. Services include recruitment and placement, compensation, benefits management, human resources information system development and maintenance, employee relations, employee and management counseling, training and employee development.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	8.0	8.0	8.0	8.0	0.0
City Funded Part-Time	0.5	0.5	0.0	0.0	(0.5)
City Funded Temporary	0.0	0.0	0.7	0.7	0.7
TOTAL FTE	**8.5**	**8.5**	**8.7**	**8.7**	**0.2**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$452,938	$484,158	$451,042	$452,704	($31,454)
Employee Benefits	156,249	180,444	171,752	172,245	(8,199)
Subtotal Personnel Services	***$609,187***	***$664,602***	***$622,794***	***$624,949***	***($39,653)***
Operating					
Contractual Services	$46,697	$44,200	$49,200	$49,200	$5,000
Other Charges	13,532	14,700	14,700	14,700	0
Rentals and Leases	2,046	2,280	2,280	2,280	0
Subtotal Operating	***$62,275***	***$61,180***	***$66,180***	***$66,180***	***$5,000***
TOTAL CITY COST	**$671,462**	**$725,782**	**$688,974**	**$691,129**	**($34,653)**

Human Resources Budget Description

The City Manager's Proposed FY 2014 Human Resources budget of $691,129 represents a 4.8% decrease of $34,653 compared to the Adopted FY 2013 budget of $725,782.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $39,653 decrease in Salaries and Employee Benefits reflecting a downgrade in positions and lower than budgeted personnel costs, offset by the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $5,000 increase in Contractual Services to maintain the Certification Tracking module of the Cornerstone Learning Management System purchased in FY 2013.

Human Resources Performance Measures

Goal 1:
Provide excellent customer service to the workforce.

Objective:
Overall satisfaction with Human Resources' (HR) services averages at least 4.0 on the 5-point scale Employee Satisfaction Survey, completed annually.

Performance Measure:	***Actual FY2012***	***Projected FY2013***	***July - Dec FY2013***	***Projected FY2014***
Average Overall Satisfaction Rating	N/A	4.0	N/A	4.0

Analysis of the Data:
Ongoing interaction with employees and managers and a focus on responsiveness and communication, combined with effective training opportunities, contribute to increasing the satisfaction ratings over expected levels. Due to staff shortages, the FY 2012 survey was not completed. The FY 2013 survey will be conducted in the spring.

Goal 2:
Support effective recruitment processes.

Objective:
In a timely manner, following the posting close date, develop and deliver to hiring officials a list of certified (qualified) applicants for non-public safety positions within 6.0 days.

Performance Measure:	***Actual FY2012***	***Projected FY2013***	***July - Dec FY2013***	***Projected FY2014***
Average number of work days to screen and deliver a certified list	5.5 days	4.0 days	6.2 days	6.0 days

Analysis of the Data:
HR supports a quick and effective recruitment process by evaluating applicants and referring the most qualified to departments in a timely manner. Theoretically, the quicker a department has a list of certified candidates, the faster it can begin the selection process, thereby reducing non-productive time. The results are compiled annually.

Human Resources – Occupational Health. Occupational Health provides onsite medical services to employees and post-offer applicants. Services include the initial assessment and treatment of work related injuries and illnesses, pre-employment and periodic public safety physical exams, pre-employment and random drug and alcohol testing, treatment of minor personal illnesses, follow-up treatment and vaccinations. The program links medical care with the City's benefit and safety programs to help manage costs and provide effective services to employees.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	1.0	1.0	1.0	1.0	0.0
City Funded Part-Time	0.5	0.5	0.5	0.5	0.0
TOTAL FTE	**1.5**	**1.5**	**1.5**	**1.5**	**0.0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$60,220	$65,491	$59,125	$59,125	($6,366)
Employee Benefits	17,848	20,417	18,464	18,464	(1,953)
Subtotal Personnel Services	***$78,068***	***$85,908***	***$77,589***	***$77,589***	***($8,319)***
Operating					
Contractual Services	$30,903	$37,300	$37,300	$37,300	$0
Other Charges	8,159	6,285	6,285	6,285	0
Subtotal Operating	***$39,062***	***$43,585***	***$43,585***	***$43,585***	***$0***
TOTAL CITY COST	**$117,130**	**$129,493**	**$121,174**	**$121,174**	**($8,319)**

Human Resources – Occupational Health Budget Description

The City Manager's Proposed FY 2014 Human Resources – Occupational Health budget of $121,174 represents a 6.4% decrease of $8,319 compared to the Adopted FY 2013 budget of $129,493.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $8,319 decrease in Salaries and Employee Benefits reflecting lower than budgeted personnel costs.

Human Resources – Occupational Health Performance Measures

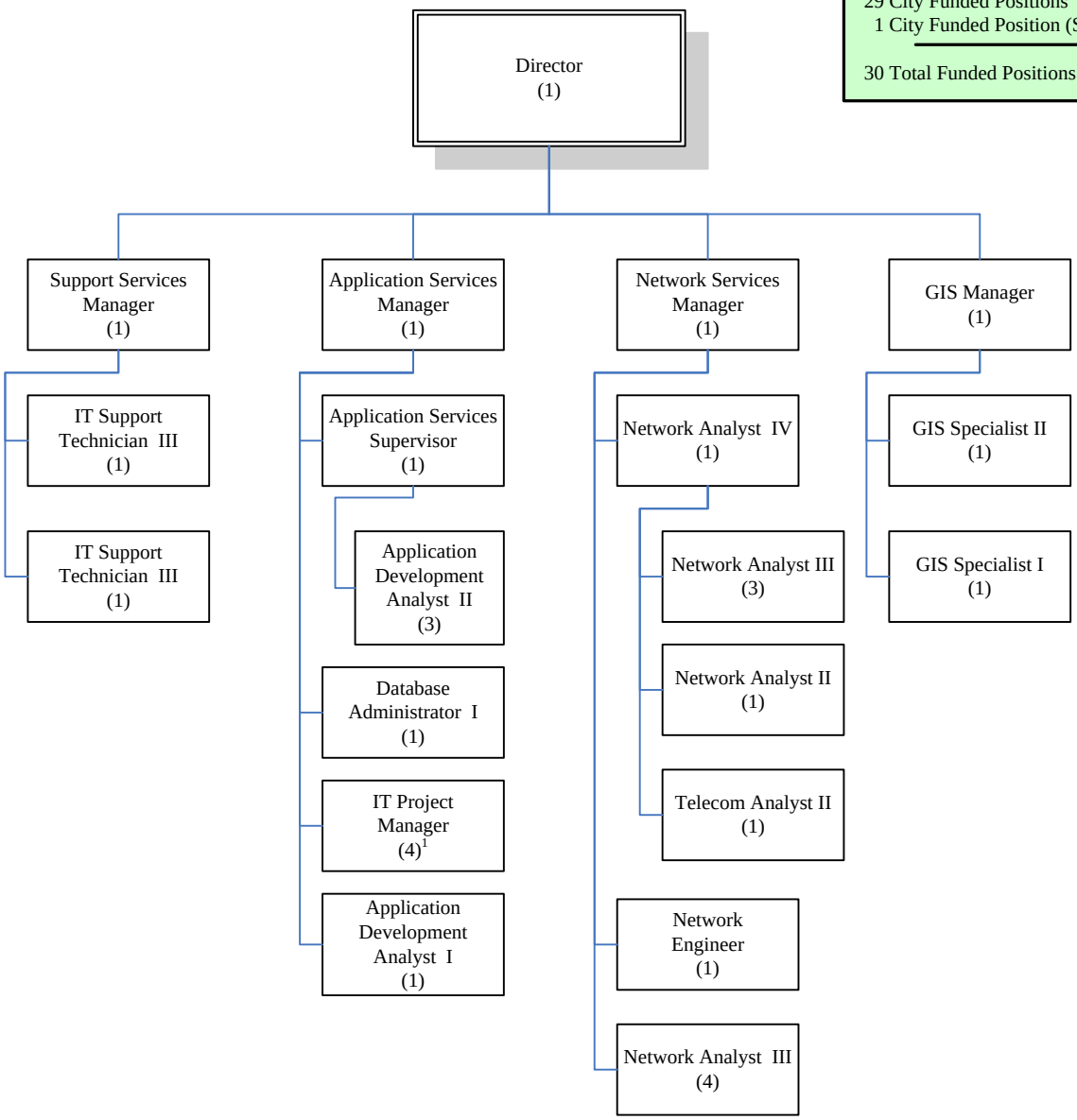
Goal 1: Deliver efficient job-related medical services to the workforce.				
Objective: The value of services provided exceeds the costs of the program.				
Performance Measure:	***Actual FY2012***	***Projected FY2013***	***July - Dec FY2013***	***Projected FY2014***
Value of services compared to actual resources expended.	$1.01 value for every $1 expended	$1.05 value for every $1 expended	N/A	$1.05 value for every $1 expended
Analysis of the Data: On-site occupational health services continue to provide an excellent value compared to the cost of comparable services performed by other providers. In addition to the tangible savings, the City also benefits from time savings and cost avoidance by delivering work-related medical services in-house. Due to focusing almost exclusively on work-related service delivery, some of the cost savings previously associated with Occupational Health are transitioning to cost savings resulting from the Health Management Program. The results are compiled at the end of the fiscal year.				

INFORMATION TECHNOLOGY

POSITION SUMMARY

29 City Funded Positions
1 City Funded Position (Stormwater Fund)

30 Total Funded Positions



[1] *One IT Project Manager position is funded by the Stormwater Fund.*

Information Technology (IT)

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	31	30	28	29	(1)
City Funded Full-Time (Stormwater Fund) [1]	0	0	1	1	1
TOTAL FTE	**31**	**30**	**29**	**30**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries [1]	$1,880,211	$2,038,544	$1,923,946	$1,985,742	($52,802)
Employee Benefits [1]	647,965	761,980	715,041	738,521	(23,459)
Subtotal Personnel Services	***$2,528,176***	***$2,800,524***	***$2,638,987***	***$2,724,263***	***($76,261)***
Operating					
Contractual Services	$261,182	$253,333	$254,925	$254,925	$1,592
Internal Service Charges	4,420	4,884	4,706	4,706	(178)
Other Charges	194,121	216,369	213,008	213,008	(3,361)
Rentals and Leases	1,974	3,000	2,550	2,550	(450)
Capital Outlay	865	0	0	0	0
Subtotal Operating	***$462,562***	***$477,586***	***$475,189***	***$475,189***	***($2,397)***
TOTAL EXPENDITURES	$2,990,738	$3,278,110	$3,114,176	$3,199,452	($78,658)
DEDICATED REVENUES					
Network Services - Schools Share	$90,225	$92,069	$95,377	$95,377	$3,308
TOTAL DEDICATED REVENUES	**$90,225**	**$92,069**	**$95,377**	**$95,377**	**$3,308**
TOTAL CITY COST	**$2,900,513**	**$3,186,041**	**$3,018,799**	**$3,104,075**	**($81,966)**

[1] Beginning July 1, 2013, the Stormwater Fund will assume salary and employee benefit costs associated with one position; supervision remains in the General Fund.

Information Technology – Administration Division. Provides management and administration for the department, Help Desk services, computer operations, and oversight for the cable TV and telecommunications franchises.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	4	4	4	4	0
TOTAL FTE	**4**	**4**	**4**	**4**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$285,072	$305,842	$307,568	$307,568	$1,726
Employee Benefits	97,132	111,761	111,876	111,876	115
Subtotal Personnel Services	***$382,204***	***$417,603***	***$419,444***	***$419,444***	***$1,841***
Operating					
Contractual Services	$17,165	$20,050	$24,650	$24,650	$4,600
Other Charges	4,474	7,150	9,305	9,305	2,155
Rentals and Leases	1,974	3,000	2,550	2,550	(450)
Subtotal Operating	***$23,613***	***$30,200***	***$36,505***	***$36,505***	***$6,305***
TOTAL CITY COST	**$405,817**	**$447,803**	**$455,949**	**$455,949**	**$8,146**

Information Technology – Administration Division Budget Description

The City Manager's Proposed FY 2014 Information Technology – Administration Division budget of $455,949 represents a 1.8% increase of $8,146 compared to the Adopted FY 2013 budget of $447,803.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $1,841 increase in Salaries and Employee Benefits reflecting the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $4,600 increase in Contractual Services for consulting assistance in implementing a new service management tool.
- $2,155 increase in Other Charges reflecting an increase in Training and Conferences.

Information Technology – Application Services Division. Provides business process and technical services to the users of the City's computer systems. Services include operational support, system specification and procurement, system management, system customization, programming, training, troubleshooting, and consulting.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	12	11	10	10	(1)
City Funded Full-Time (Stormwater Fund) [1]	0	0	1	1	1
TOTAL FTE	**12**	**11**	**11**	**11**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries [1]	$662,913	$748,781	$683,712	$683,712	($65,069)
Employee Benefits [1]	233,275	279,787	254,360	254,360	(25,427)
Subtotal Personnel Services	***$896,188***	***$1,028,568***	***$938,072***	***$938,072***	***($90,496)***
Operating					
Contractual Services	$183,011	$183,713	$181,105	$181,105	($2,608)
Other Charges	9,808	20,950	21,050	21,050	100
Capital Outlay	865	0	0	0	0
Subtotal Operating	***$193,684***	***$204,663***	***$202,155***	***$202,155***	***($2,508)***
TOTAL CITY COST	**$1,089,872**	**$1,233,231**	**$1,140,227**	**$1,140,227**	**($93,004)**

[1] Beginning July 1, 2013, the Stormwater Fund will assume salary and employee benefit costs associated with one position; supervision remains in the General Fund.

Information Technology – Application Services Division Budget Description

The City Manager's Proposed FY 2014 Information Technology – Application Services Division budget of $1,140,227 represents a 7.5% decrease of $93,004 compared to the Adopted FY 2013 budget of $1,233,231.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $90,496 decrease in Salaries and Employee Benefits reflecting the direct funding of one position by Water Resources Stormwater to support the Utility Billing System offset by the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $2,608 decrease in Contractual Services reflecting the net cost of software maintenance.

Information Technology – Geographic Information System (GIS) Division. Provides business process and technical services to the users of the City GIS. The division is responsible for maintaining base data layers for topography, hydrology, and planimetric features as well as orthophotography to support City departments in planning and decision making. The data is also available for use by citizens and outside organizations.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	3	3	3	3	0
TOTAL FTE	**3**	**3**	**3**	**3**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$133,487	$143,154	$149,717	$149,717	$6,563
Employee Benefits	48,075	58,073	59,835	59,835	1,762
Subtotal Personnel Services	***$181,562***	***$201,227***	***$209,552***	***$209,552***	***$8,325***
Operating					
Contractual Services	$60,914	$49,170	$49,170	$49,170	$0
Other Charges	836	7,248	8,293	8,293	1,045
Subtotal Operating	***$61,750***	***$56,418***	***$57,463***	***$57,463***	***$1,045***
TOTAL CITY COST	**$243,312**	**$257,645**	**$267,015**	**$267,015**	**$9,370**

Information Technology – Geographic Information System Division Budget Description

The City Manager's Proposed FY 2014 Information Technology – Geographic Information System Division budget of $267,015 represents a 3.6% increase of $9,370 compared to the Adopted FY 2013 budget of $257,645.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $8,325 increase in Salaries and Employee Benefits reflecting salary adjustments and the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $1,045 increase in Other Charges reflecting additional Training and Conference funding.

Information Technology – Network Services Division. Provides services to engineer and operate the City's local and wide area networks. This includes managing and supporting all of the communications devices and services along with the software required to provide these networks. Other services provided and supported include e-mail, Internet access, remote network access, application-specific server operation, desktop user support, hardware and software standards, and centralized purchasing of the City's personal computers.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	12	12	11	12	0
TOTAL FTE	**12**	**12**	**11**	**12**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$798,739	$840,767	$782,949	$844,745	$3,978
Employee Benefits	269,483	312,359	288,970	312,450	91
Subtotal Personnel Services	***$1,068,222***	***$1,153,126***	***$1,071,919***	***$1,157,195***	***$4,069***
Operating					
Contractual Services	$92	$400	$0	$0	($400)
Internal Service Charges	4,420	4,884	4,706	4,706	(178)
Other Charges	179,003	181,021	174,360	174,360	(6,661)
Subtotal Operating	***$183,515***	***$186,305***	***$179,066***	***$179,066***	***($7,239)***
TOTAL EXPENDITURES	**$1,251,737**	**$1,339,431**	**$1,250,985**	**$1,336,261**	**($3,170)**
DEDICATED REVENUES					
Revenue from Schools	$90,225	$92,069	$95,377	$95,377	$3,308
TOTAL DEDICATED REVENUES	**$90,225**	**$92,069**	**$95,377**	**$95,377**	**$3,308**
TOTAL CITY COST	**$1,161,512**	**$1,247,362**	**$1,155,608**	**$1,240,884**	**($6,478)**

Information Technology – Network Services Division Budget Description

The City Manager's Proposed FY 2014 Information Technology – Network Services Division budget of $1,336,261 represents a 0.2% decrease of $3,170 compared to the Adopted FY 2013 budget of $1,339,431.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $4,069 increase in Salaries and Employee Benefits reflecting the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $6,661 decrease in Other Charges reflecting the increase in Telephone Services for static wireline charges offset by a rebalancing of training funding.

Information Technology Performance Measures

Goal 1:
Overall employee satisfaction with Information Technology (IT) services.

Objective:
To provide excellent delivery of information technology services, as measured by achieving at least a 3.50 rating on overall satisfaction with IT services on the annual customer satisfaction survey.

Performance Measure:	***Actual FY2012***	***Projected FY2013***	***July - Dec FY2013***	***Projected FY2014***
Annual survey rating: 4 = Excellent 3 = Good 2 = Fair 1 = Poor	3.62	>3.50	N/A - survey occurs in April	>3.50

Analysis of the Data:
The objective for this measure is to be near "Excellent" in the delivery of IT services. The results for FY 2012 demonstrate the Department has been successful in this measure, exceeding the target 3.50 rating.

Goal 2:
Maximum availability of critical network services.

Objective:
To provide network availability during normal general government business hours (8:30am - 5:00pm, M-F) for at least 99.99% of the year.

Performance Measure:	***Actual FY2012***	***Projected FY2013***	***July - Dec FY2013***	***Projected FY2014***
Network availability of Priority 1 devices	99.91%	99.95%	99.93%	99.99%

Analysis of the Data:
The goal for this measure is to ensure business critical applications, devices, and systems are available during core business hours of 8:30 a.m. to 5:00 p.m. on Monday through Friday. The FY 2013 projected result is based on the year-to-date performance as of January 2013 and the anticipated performance for the remainder of the year.

Goal 3:
Service requests completed on time.

Objective:
To meet the agreed-upon due date for Incidents and Small Projects at least 85% of the time.

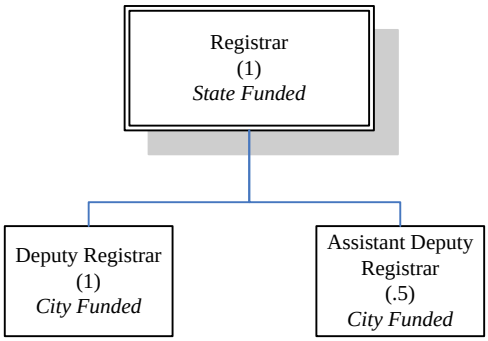
Performance Measure:	***Actual FY2012***	***Projected FY2013***	***July - Dec FY2013***	***Projected FY2014***
Percentage of Incidents and Small Projects completed on time	96.55%	96.00%	97.39%	>85%

Analysis of the Data:
The goal for this measure is to provide timely technology services. The Projected FY 2013 on-time completion percentage is based on the year-to-date performance as of January 2013 and anticipated performance for the remainder of the year.

Internal Audit. The department was eliminated in the FY 2013 Adopted budget.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	1	0	0	0	0
City Full-Time Not Funded	1	0	0	0	0
TOTAL FTE	**2**	**0**	**0**	**0**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$25,734	$0	$0	$0	$0
Employee Benefits	9,948	0	0	0	0
Subtotal Personnel Services	***$35,682***	***$0***	***$0***	***$0***	***$0***
Operating					
Other Charges	$611	$0	$0	$0	$0
Subtotal Operating	***$611***	***$0***	***$0***	***$0***	***$0***
TOTAL CITY COST	**$36,293**	**$0**	**$0**	**$0**	**$0**

REGISTRAR AND ELECTORAL BOARD



POSITION SUMMARY

1.0 State Funded Position
1.5 City Funded Position

2.5 Total Funded Positions

Registrar. A State-mandated activity. Appointed by the Electoral Board, the Registrar maintains the active voter list, arranges facilities for voter registration and voting, and conducts elections. Two elections are scheduled for FY 2014 – November 2013 and May 2014.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	1.00	1.00	1.00	1.00	0.00
City Funded Part-Time	0.34	0.34	0.09	0.50	0.16
State Funded Full-Time	1.00	1.00	1.00	1.00	0.00
TOTAL FTE	**2.34**	**2.34**	**2.09**	**2.50**	**0.16**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$98,308	$101,781	$97,433	$105,933	$4,152
Employee Benefits	34,353	39,101	38,765	39,415	314
Subtotal Personnel Services	***$132,661***	***$140,882***	***$136,198***	***$145,348***	***$4,466***
Operating					
Contractual Services	$11,048	$200	$200	$200	$0
Other Charges	17,528	14,305	11,222	14,797	492
Rentals and Leases	1,159	1,500	1,500	1,500	0
Subtotal Operating	***$29,735***	***$16,005***	***$12,922***	***$16,497***	***$492***
TOTAL EXPENDITURES	**$162,396**	**$156,887**	**$149,120**	**$161,845**	**$4,958**
DEDICATED REVENUES					
Revenues from the Commonwealth	$36,590	$43,431	$43,431	$43,431	$0
TOTAL DEDICATED REVENUES	**$36,590**	**$43,431**	**$43,431**	**$43,431**	**$0**
TOTAL CITY COST	**$125,806**	**$113,456**	**$105,689**	**$118,414**	**$4,958**

Registrar Budget Description

The City Manager's Proposed FY 2014 Registrar budget of $161,845 represents a 3.2% increase of $4,958 compared to the Adopted FY 2013 budget of $156,887.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $4,466 increase in Salaries and Employee Benefits reflecting an increase in part-time hours, as well as the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.

Electoral Board. Consists of three members appointed by the Circuit Court Judge. Members are appointed for staggered three-year terms and are responsible for overseeing general and primary elections and ensuring the maintenance and security of voting machines. The Electoral Board must also canvass the vote the day after an election to decide the validity of provisional ballots and confirm the results of the election.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Contractual Services	$3,649	$37,908	$37,544	$39,208	$1,300
Other Charges	105,396	19,374	16,874	19,049	(325)
Subtotal Operating	***$109,045***	***$57,282***	***$54,418***	***$58,257***	***$975***
TOTAL EXPENDITURES	**$109,045**	**$57,282**	**$54,418**	**$58,257**	**$975**
DEDICATED REVENUES					
Revenues from the Commonwealth	$29,225	$11,569	$10,024	$10,024	($1,545)
TOTAL DEDICATED REVENUES	**$29,225**	**$11,569**	**$10,024**	**$10,024**	**($1,545)**
TOTAL CITY COST	**$79,820**	**$45,713**	**$44,394**	**$48,233**	**$2,520**

Electoral Board Budget Description

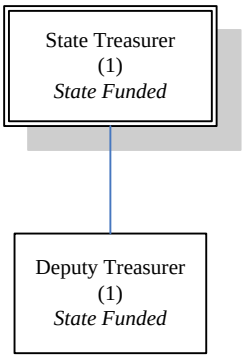
The City Manager's Proposed FY 2014 Electoral Board budget of $58,257 represents no significant change compared to the Adopted FY 2013 budget of $57,282.

STATE TREASURER

POSITION SUMMARY

2.00 State Funded Positions
0.04 State Funded Temporary Position

2.04 Total Funded Positions



State Treasurer. A State Constitutional Office, housed by the City, elected by City residents, the State Treasurer pays jurors and collects State income tax, estimated State income tax, capital tax, and State license fees as well as issues State cigarette stamps.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
State Funded Full-Time	2.00	2.00	2.00	2.00	0.00
State Funded Temporary	0.02	0.04	0.04	0.04	0.00
TOTAL FTE	**2.02**	**2.04**	**2.04**	**2.04**	**0.00**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$96,911	$102,518	$102,940	$102,940	$422
Employee Benefits	33,709	40,608	40,602	40,602	(6)
Subtotal Personnel Services	***$130,620***	***$143,126***	***$143,542***	***$143,542***	***$416***
Operating					
Other Charges	$1,952	$4,707	$2,017	$4,707	$0
Subtotal Operating	***$1,952***	***$4,707***	***$2,017***	***$4,707***	***$0***
TOTAL EXPENDITURES	**$132,572**	**$147,833**	**$145,559**	**$148,249**	**$416**
DEDICATED REVENUES					
Commonwealth Aid for Shared Expenditures	$93,985	$94,049	$94,049	$94,049	$0
TOTAL DEDICATED REVENUES	**$93,985**	**$94,049**	**$94,049**	**$94,049**	**$0**
TOTAL CITY COST	**$38,587**	**$53,784**	**$51,510**	**$54,200**	**$416**

State Treasurer Budget Description

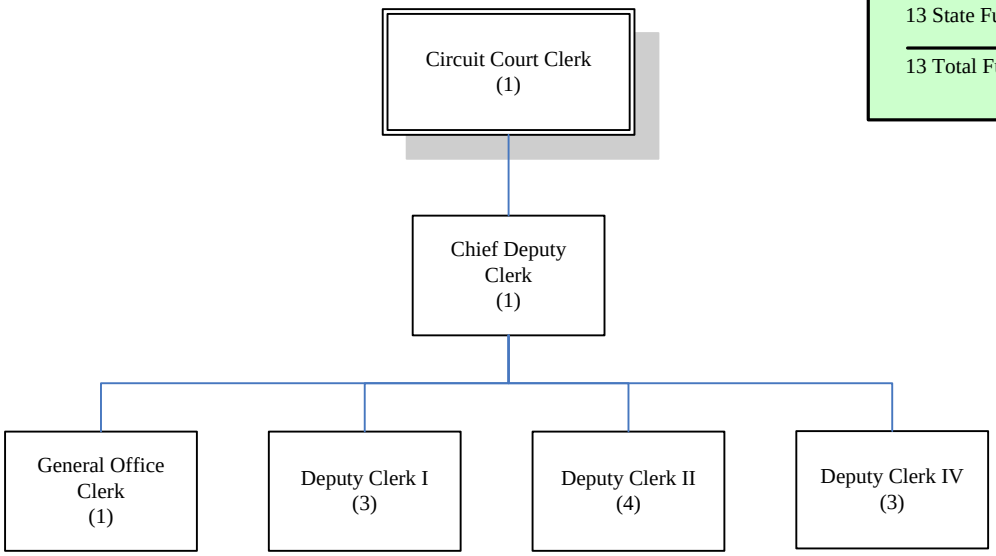
The City Manager's Proposed FY 2014 State Treasurer budget of $148,249 represents no significant change compared to the Adopted FY 2013 budget of $147,833.

CIRCUIT COURT CLERK (24TH JUDICIAL DISTRICT)

POSITION SUMMARY

13 State Funded Positions

13 Total Funded Positions



Circuit Court Clerk (24th Judicial District). A State Constitutional Office, elected by City residents, the Clerk is the chief administrative officer of the Court of Record. The Clerk keeps all permanent records concerning real estate, estates, marriages, and divorces, and has the authority to probate wills, grant administration of estates, and appoint guardians.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
State Funded Full-Time	13	13	13	13	0
TOTAL FTE	**13**	**13**	**13**	**13**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$485,123	$508,826	$511,072	$511,072	$2,246
Employee Benefits	184,625	218,352	218,357	218,357	5
Subtotal Personnel Services	***$669,748***	***$727,178***	***$729,429***	***$729,429***	***$2,251***
Operating					
Contractual Services	$30,690	$30,400	$28,400	$30,400	$0
Other Charges	34,373	25,400	12,650	25,400	0
Rentals and Leases	10,065	13,000	13,000	13,000	0
Subtotal Operating	***$75,128***	***$68,800***	***$54,050***	***$68,800***	***$0***
TOTAL EXPENDITURES	**$744,876**	**$795,978**	**$783,479**	**$798,229**	**$2,251**
DEDICATED REVENUES					
Commonwealth Aid for Shared Expenditures [1]	$545,695	$531,814	$533,826	$533,826	$2,012
Document Reproduction Fee	10,197	15,000	13,000	13,000	(2,000)
TOTAL DEDICATED REVENUES	**$555,892**	**$546,814**	**$546,826**	**$546,826**	**$12**
TOTAL CITY COST	**$188,984**	**$249,164**	**$236,653**	**$251,403**	**$2,239**

[1] As of FY 2013, Technology Trust Fund (TTF) monies are appropriated with the budget.

Circuit Court Clerk (24th Judicial District) Budget Description

The City Manager's Proposed FY 2014 Circuit Court Clerk budget of $798,229 represents a 0.3% increase of $2,251 compared to the Adopted FY 2013 budget of $795,978.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $2,251 increase in Salaries and Employee Benefits reflecting the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.

CIRCUIT COURT JUDGES (24TH JUDICIAL DISTRICT)

POSITION SUMMARY

2 City Funded Positions

2 Total Funded Positions

Judicial Assistant
(2)

Circuit Court Judges (24th Judicial District). This Court operates at the jury level and has jurisdiction for criminal and civil cases in Lynchburg, the City of Bedford, as well as Amherst, Bedford, Campbell, and Nelson Counties.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	2	2	2	2	0
TOTAL FTE	**2**	**2**	**2**	**2**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$80,517	$84,030	$84,513	$84,513	$483
Employee Benefits	30,237	35,308	35,342	35,342	34
Subtotal Personnel Services	***$110,754***	***$119,338***	***$119,855***	***$119,855***	***$517***
Operating					
Contractual Services	$18,438	$25,500	$15,110	$23,706	($1,794)
Other Charges	11,207	12,852	14,646	14,646	1,794
Rentals and Leases	3,558	3,885	3,885	3,885	0
Subtotal Operating	***$33,203***	***$42,237***	***$33,641***	***$42,237***	***$0***
TOTAL CITY COST	**$143,957**	**$161,575**	**$153,496**	**$162,092**	**$517**

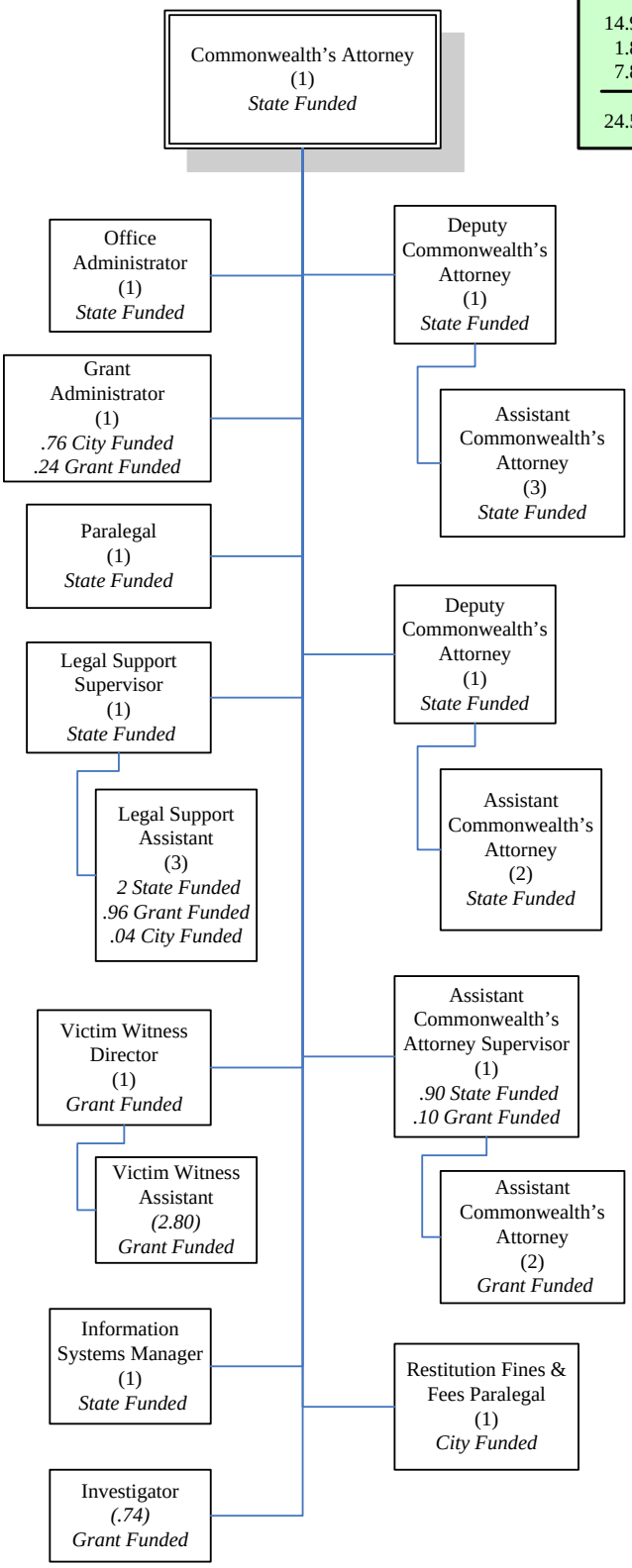
Circuit Court Judges (24th Judicial District) Budget Description

The City Manager's Proposed FY 2014 Circuit Court Judges budget of $162,092 represents no significant change compared to the Adopted FY 2013 budget of $161,575.

COMMONWEALTH'S ATTORNEY

POSITION SUMMARY

14.90	State Funded Positions
1.80	City Funded Positions
7.84	Grant Funded Positions
24.54	Total Funded Positions



Office of the Commonwealth's Attorney and Fines and Fees

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	0.78	0.78	1.80	1.80	1.02
State Funded Full-Time	15.90	15.90	13.90	14.90	(1.00)
Grant Funded Full-Time	6.39	6.32	6.30	6.30	(0.02)
Grant Funded Part-Time	1.60	1.60	1.54	1.54	(0.06)
TOTAL FTE	**24.67**	**24.60**	**23.54**	**24.54**	**(0.06)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$968,655	$1,026,583	$979,262	$1,031,012	$4,429
Employee Benefits	336,502	392,796	371,338	391,833	(963)
Subtotal Personnel Services	***$1,305,157***	***$1,419,379***	***$1,350,600***	***$1,422,845***	***$3,466***
Operating					
Contractual Services	$2,933	$5,025	$4,000	$4,000	($1,025)
Other Charges	41,071	35,610	32,413	33,169	(2,441)
Subtotal Operating	***$44,004***	***$40,635***	***$36,413***	***$37,169***	***($3,466)***
Total General Fund Expenditures	**$1,349,161**	**$1,460,014**	**$1,387,013**	**$1,460,014**	**$0**
Total Grant Expenditures [1]	$671,502	$623,189	$595,326	$595,326	($27,863)
TOTAL DEPARTMENT EXPENDITURES	**$2,020,663**	**$2,083,203**	**$1,982,339**	**$2,055,340**	**($27,863)**
DEDICATED REVENUES					
Commonwealth Aid for Shared Expenditures	$905,553	$921,242	$923,637	$923,637	$2,395
Federal Grants	588,199	539,886	512,023	512,023	(27,863)
State Grants	56,473	56,473	56,473	56,473	0
In-Kind Grant Match	23,706	23,706	23,706	23,706	0
Boys and Girls Club of America Grant	3,124	3,124	3,124	3,124	0
TOTAL DEDICATED REVENUES	**$1,577,055**	**$1,544,431**	**$1,518,963**	**$1,518,963**	**($25,468)**
TOTAL CITY COST	**$443,608**	**$538,772**	**$463,376**	**$536,377**	**($2,395)**

[1] Details of the Grant Expenditures can be located in the Other Funds Section of this document.

Office of the Commonwealth's Attorney. A State Constitutional Office, elected by City residents. The Commonwealth's Attorney investigates crimes in the City and prosecutes criminal law violations. The Commonwealth's Attorney also investigates criminal misconduct; prosecutes all warrants, indictments, or information charging a felony; and prosecutes misdemeanors or other violations of State law and City ordinances.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	0.78	0.78	0.80	0.80	0.02
State Funded Full-Time	15.90	15.90	13.90	14.90	(1.00)
Grant Funded Full-Time	6.39	6.32	6.30	6.30	(0.02)
Grant Funded Part-Time	1.60	1.60	1.54	1.54	(0.06)
TOTAL FTE	**24.67**	**24.60**	**22.54**	**23.54**	**(1.06)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$968,460	$1,026,583	$942,134	$993,884	($32,699)
Employee Benefits	336,442	392,796	355,191	375,686	(17,110)
Subtotal Personnel Services	***$1,304,902***	***$1,419,379***	***$1,297,325***	***$1,369,570***	***($49,809)***
Operating					
Contractual Services	$2,933	$5,025	$4,000	$4,000	($1,025)
Other Charges	37,484	35,610	32,413	33,169	(2,441)
Subtotal Operating	***$40,417***	***$40,635***	***$36,413***	***$37,169***	***($3,466)***
Total General Fund Expenditures	**$1,345,319**	**$1,460,014**	**$1,333,738**	**$1,406,739**	**($53,275)**
Total Grant Expenditures [1]	$671,502	$623,189	$595,326	$595,326	($27,863)
TOTAL DEPARTMENT EXPENDITURES	**$2,016,821**	**$2,083,203**	**$1,929,064**	**$2,002,065**	**($81,138)**
DEDICATED REVENUES					
Commonwealth Aid for Shared Expenditures	$905,553	$921,242	$923,637	$923,637	$2,395
Federal Grants	588,199	539,886	512,023	512,023	(27,863)
State Grants	56,473	56,473	56,473	56,473	0
In-Kind Grant Match	23,706	23,706	23,706	23,706	0
Boys and Girls Club of America Grant	3,124	3,124	3,124	3,124	0
TOTAL DEDICATED REVENUES	**$1,577,055**	**$1,544,431**	**$1,518,963**	**$1,518,963**	**($81,138)**
TOTAL CITY COST	**$439,766**	**$538,772**	**$410,101**	**$483,102**	**$27,863**

[1] Details of the Grant Expenditures can be located in the Other Funds Section of this document.

Office of the Commonwealth's Attorney Budget Description

The City Manager's Proposed FY 2014 Office of the Commonwealth's Attorney budget of $1,406,739 represents a 3.6% decrease of $53,275 compared to the Adopted FY 2013 budget of $1,460,014.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $49,809 decrease in Salaries and Employee Benefits reflecting the transfer of one full-time position to the Fines and Fees Division, offset by the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $1,025 decrease in Contractual Services due to a one-time software purchase in FY 2013.
- $2,441 decrease in Other Charges reflecting a reduction in Training and Conferences.

Office of the Commonwealth's Attorney – Fines and Fees. Pursuant to Section 19.2-349, Code of Virginia, the Office of the Commonwealth's Attorney exercises its authority to pursue in-house collections of delinquent fines and fees exceeding forty-five days.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	0	0	1	1	1
TOTAL FTE	**0**	**0**	**1**	**1**	**1**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$195	$0	$37,128	$37,128	$37,128
Employee Benefits	60	0	16,147	16,147	16,147
Subtotal Personnel Services	***$255***	***$0***	***$53,275***	***$53,275***	***$53,275***
Operating					
Other Charges	$3,587	$0	$0	$0	$0
Subtotal Operating	***$3,587***	***$0***	***$0***	***$0***	***$0***
TOTAL CITY COST	**$3,842**	**$0**	**$53,275**	**$53,275**	**$53,275**

Office of the Commonwealth's Attorney – Fines and Fees Budget Description

The City Manager's Proposed FY 2014 Office of the Commonwealth's Attorney – Fines and Fees budget of $53,275 represents a 100% increase compared to the Adopted FY 2013 budget.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $53,275 increase in Salaries and Employee Benefits reflecting the creation of a Fines and Fees Division under the Commonwealth's Attorney Budget and the transfer of one-full time employee into this budget.

General District Court. Processes and hears traffic violations and criminal misdemeanor cases as well as preliminary hearings for most felonies. This court conducts hearings for civil claims up to $15,000. This Court also provides information and assistance to the general public, attorneys, defendants, witnesses and law-enforcement agencies.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Contractual Services	$65,166	$54,000	$50,873	$54,000	$0
Other Charges	3,607	3,650	3,650	3,650	0
Rentals and Leases	5,114	4,900	4,900	4,900	0
Subtotal Operating	***$73,887***	***$62,550***	***$59,423***	***$62,550***	***$0***
TOTAL CITY COST	**$73,887**	**$62,550**	**$59,423**	**$62,550**	**$0**

General District Court Budget Description

The City Manager's Proposed FY 2014 General District Court budget of $62,550 represents no change compared to the Adopted FY 2013 budget.

Juvenile and Domestic Relations (J&DR) District Court. Hears and determines cases involving juveniles, including delinquency-status offenses, custody, support, child abuse and neglect, and adult criminal cases (misdemeanors and preliminary felony hearings) when a child or family member is the alleged victim.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Contractual Services	$960	$3,360	$3,360	$3,360	$0
Other Charges	6,406	7,409	6,646	7,409	0
Rentals and Leases	4,354	4,640	4,640	4,640	0
Subtotal Operating	***$11,720***	***$15,409***	***$14,646***	***$15,409***	***$0***
TOTAL CITY COST	**$11,720**	**$15,409**	**$14,646**	**$15,409**	**$0**

Juvenile and Domestic Relations (J&DR) District Court Budget Description

The City Manager's Proposed FY 2014 Juvenile and Domestic Relations (J&DR) District Court budget of $15,409 represents no change compared to the Adopted FY 2013 budget.

Magistrate. A judicial officer, the Magistrate reviews complaints by law enforcement officers and citizens before issuing arrest warrants, summonses, subpoenas, search warrants, civil warrants, mental emergency custody orders, and emergency protective orders. The Magistrate conducts bail hearings in criminal cases and accepts payments for certain traffic infractions and misdemeanors.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Contractual Services	$50	$0	$0	$0	$0
Other Charges	1,413	2,900	2,695	3,000	100
Rentals and Leases	1,104	1,193	1,193	1,193	0
Subtotal Operating	***$2,567***	***$4,093***	***$3,888***	***$4,193***	***$100***
TOTAL CITY COST	**$2,567**	**$4,093**	**$3,888**	**$4,193**	**$100**

Magistrate Budget Description

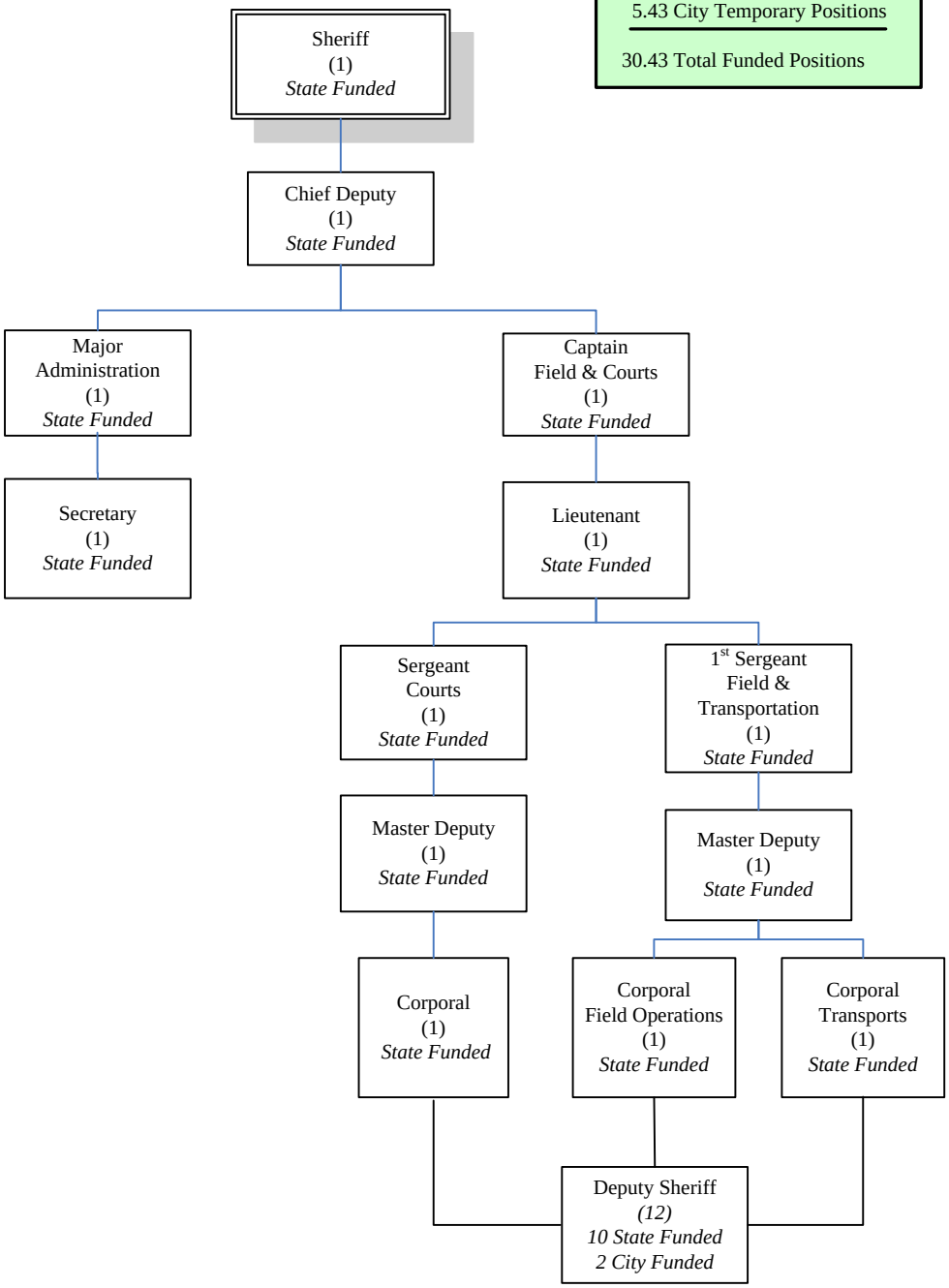
The City Manager's Proposed FY 2014 Magistrate budget of $4,193 represents no significant change compared to the Adopted FY 2013 budget of $4,093.

SHERIFF

POSITION SUMMARY

23.00 State Funded Positions
2.00 City Funded Positions
5.43 City Temporary Positions

30.43 Total Funded Positions



Sheriff's Office. A State Constitutional Office, elected by City residents. The Sheriff enforces court orders, issues summonses for witnesses and jurors in civil cases, and furnishes bailiffs to courts.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	3.00	2.00	2.00	2.00	0.00
City Funded Temporary	4.43	5.43	4.26	5.43	0.00
State Funded Full-Time	23.00	22.00	23.00	23.00	1.00
TOTAL FTE	**30.43**	**29.43**	**29.26**	**30.43**	**1.00**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,352,819	$1,379,852	$1,386,161	$1,427,504	$47,652
Employee Benefits	435,379	491,479	506,046	509,208	17,729
Subtotal Personnel Services	***$1,788,198***	***$1,871,331***	***$1,892,207***	***$1,936,712***	***$65,381***
Operating					
Contractual Services	$20,772	$38,806	$34,268	$34,810	($3,996)
Internal Service Charges	86,252	104,567	88,571	88,571	(15,996)
Other Charges	99,362	69,100	73,100	73,100	4,000
Rentals and Leases	24,680	0	0	0	0
Subtotal Operating	***$231,066***	***$212,473***	***$195,939***	***$196,481***	***($15,992)***
TOTAL EXPENDITURES	**$2,019,264**	**$2,083,804**	**$2,088,146**	**$2,133,193**	**$49,389**
DEDICATED REVENUES					
Commonwealth Aid for Shared Expenditures	$1,194,875	$1,161,337	$1,206,302	$1,206,302	$44,965
Sheriff's Fee Courtroom Services	111,802	110,000	110,000	110,000	0
TOTAL DEDICATED REVENUES	**$1,306,677**	**$1,271,337**	**$1,316,302**	**$1,316,302**	**$44,965**
TOTAL CITY COST	**$712,587**	**$812,467**	**$771,844**	**$816,891**	**$4,424**

Sheriff's Office Budget Description

The City Manager's Proposed FY 2014 Sheriff's Office budget of $2,133,193 represents a 2.4% increase of $49,389 compared to the Adopted FY 2013 budget of $2,083,804.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $65,381 increase in Salaries and Employee Benefits reflecting the addition of one full-time State funded position, as well as, the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $3,996 decrease in Contractual Services based on historical spending.
- $15,996 decrease in Internal Service Charges reflecting Fleet Services operating estimates.
- $4,000 increase in Other Charges reflecting the additional Protective Wear and Law Enforcement Supplies for the new deputy position.

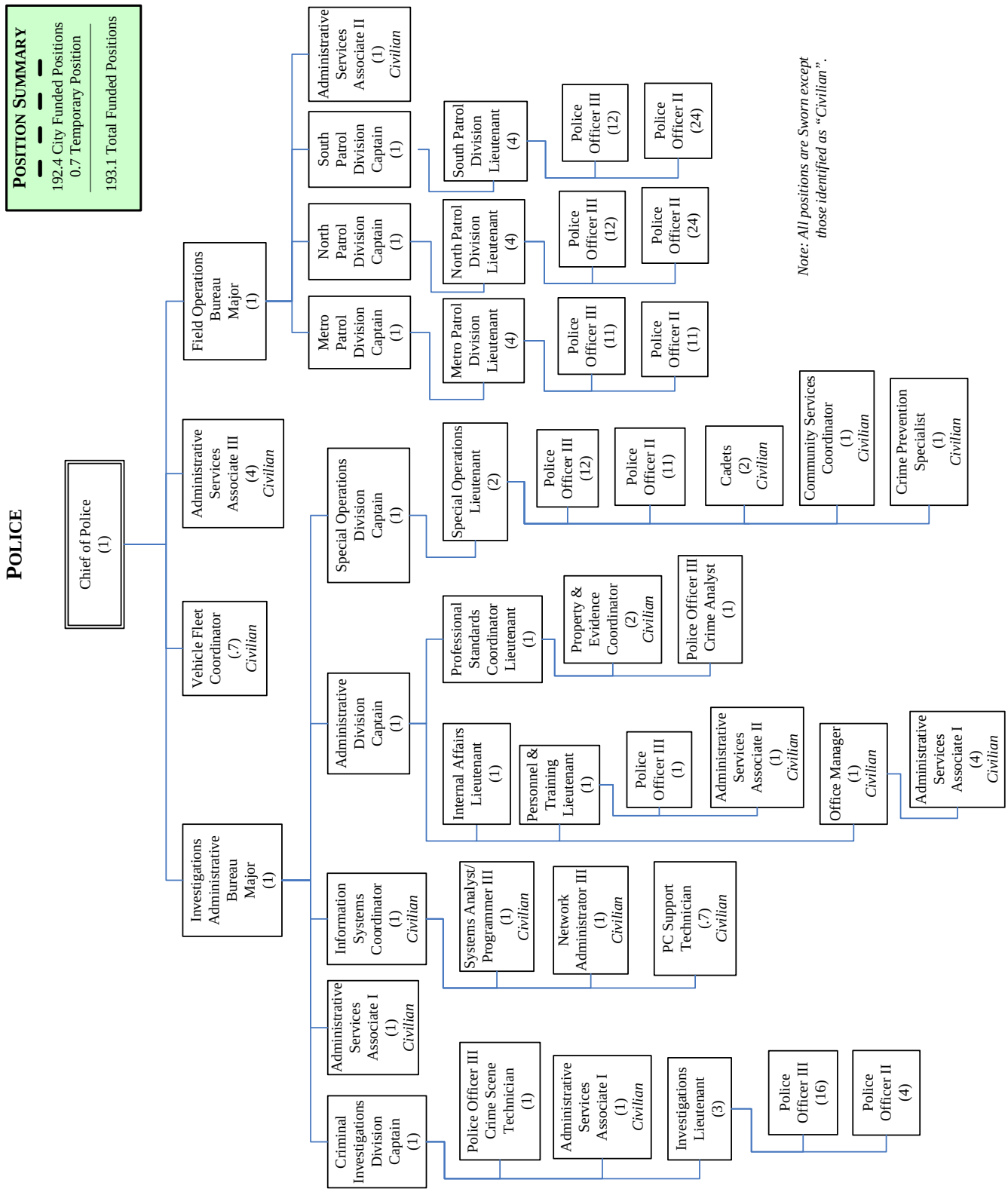
Court Service Unit (24th Judicial District). A State activity housed by the City. Provides intake for the Lynchburg 24th Judicial District Juvenile and Domestic Relations Court. These include intake services for delinquency; children in need of service or supervision; juvenile mental commitments; child abuse and neglect petitions; and domestic violence matters. In addition, the Unit prepares predisposition reports for the Court and provides probation and parole supervision for those juveniles under the jurisdiction of the Court. The Court Service Unit is also responsible for preparing custody investigations and supervising special placements.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Other Charges	$1,493	$1,632	$1,550	$1,632	$0
Subtotal Operating	***$1,493***	***$1,632***	***$1,550***	***$1,632***	***$0***
TOTAL CITY COST	**$1,493**	**$1,632**	**$1,550**	**$1,632**	**$0**

Court Service Unit (24th Judicial District) Budget Description

The City Manager's Proposed FY 2014 Court Service Unit budget of $1,632 represents no change compared to the Adopted FY 2013 budget.

POLICE


POSITION SUMMARY
192.4 City Funded Positions
0.7 Temporary Position
193.1 Total Funded Positions
Chief of Police (1)
Field Operations Bureau Major (1)
Administrative Services Associate III (4) Civilian
Vehicle Fleet Coordinator (.7) Civilian
Investigations Administrative Bureau Major (1)
Metro Patrol Division Captain (1)
North Patrol Division Captain (1)
South Patrol Division Captain (1)
Administrative Services Associate II (1) Civilian
Metro Patrol Division Lieutenant (4)
North Patrol Division Lieutenant (4)
South Patrol Division Lieutenant (4)
Police Officer III (11)
Police Officer II (11)
Police Officer III (12)
Police Officer II (24)
Police Officer III (12)
Police Officer II (24)
Note: All positions are Sworn except those identified as "Civilian".
Special Operations Division Captain (1)
Special Operations Lieutenant (2)
Police Officer III (12)
Police Officer II (11)
Cadets (2) Civilian
Community Services Coordinator (1) Civilian
Crime Prevention Specialist (1) Civilian
Administrative Division Captain (1)
Professional Standards Coordinator Lieutenant (1)
Property & Evidence Coordinator (2) Civilian
Police Officer III Crime Analyst (1)
Internal Affairs Lieutenant (1)
Personnel & Training Lieutenant (1)
Police Officer III (1)
Administrative Services Associate II (1) Civilian
Office Manager (1) Civilian
Administrative Services Associate I (4) Civilian
Information Systems Coordinator (1) Civilian
Systems Analyst/ Programmer III (1) Civilian
Network Administrator III (1) Civilian
PC Support Technician (.7) Civilian
Administrative Services Associate I (1) Civilian
Criminal Investigations Division Captain (1)
Police Officer III Crime Scene Technician (1)
Administrative Services Associate I (1) Civilian
Investigations Lieutenant (3)
Police Officer III (16)
Police Officer II (4)

Police Department including Range Operations, Off-Duty, and Animal Control Unit

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Sworn Full-Time	169.00	169.00	162.00	169.00	0.00
City Funded Civilian Full-Time	26.00	25.00	24.00	25.00	0.00
City Funded Part-Time	3.30	4.05	1.40	3.10	(0.95)
City Funded Temporary	0.38	0.00	0.70	0.70	0.70
City Sworn Full-Time Not Funded	1.00	0.00	7.00	0.00	0.00
City Civilian Full-Time Not Funded	3.00	0.00	0.00	0.00	0.00
TOTAL FTE	**202.68**	**198.05**	**195.10**	**197.80**	**(0.25)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$9,045,680	$9,343,274	$9,541,935	$9,900,584	$557,310
Employee Benefits	3,089,482	3,610,402	3,549,442	3,683,989	73,587
Subtotal Personnel Services	***$12,135,162***	***$12,953,676***	***$13,091,377***	***$13,584,573***	***$630,897***
Operating					
Contractual Services	$367,870	$403,786	$411,170	$413,658	$9,872
Internal Service Charges	677,923	742,807	704,084	737,958	(4,849)
Other Charges	801,847	852,743	957,152	955,356	102,613
Rentals and Leases	27,644	53,679	52,535	52,535	(1,144)
Capital Outlay	0	35,000	35,000	35,000	0
Subtotal Operating	***$1,875,284***	***$2,088,015***	***$2,159,941***	***$2,194,507***	***$106,492***
TOTAL DEPARTMENT EXPENDITURES	**$14,010,446**	**$15,041,691**	**$15,251,318**	**$15,779,080**	**$737,389**
DEDICATED REVENUES					
Police - Schools SRO Program	$114,263	$122,000	$130,000	$130,000	$8,000
Local Law Enforcement Funding (House Bill 599)	2,461,028	2,930,790	2,930,790	2,930,790	0
Off-Duty Police Fee	3,542	40,500	525,000	525,000	484,500
Police Report Sales	13,928	10,000	11,500	11,500	1,500
Range Use Fee	14,000	15,000	15,000	15,000	0
Assigned Fund Balance Reserve	(569)	0	0	0	0
TOTAL DEDICATED REVENUES	**$2,606,192**	**$3,118,290**	**$3,612,290**	**$3,612,290**	**$494,000**
TOTAL CITY COST	**$11,404,254**	**$11,923,401**	**$11,639,028**	**$12,166,790**	**$243,389**

Police Department. Preserves the peace, maintains order, and provides critical homeland defense by preventing crime and protecting people and property; investigating criminal activity and apprehending criminals; and promoting traffic safety. The department works cooperatively to educate community partners and solve neighborhood problems, fosters positive relationships within the community, and promotes neighborhood self-sufficiency. The department includes the Bureau of Field Operations and the Bureau of Administration and Investigation. The department follows a community policing operation strategy to accomplish its mission. The department also offers community service and educational initiatives such as crime prevention, personal safety programs, school resource officer programs, Citizen's Police Academy, and crime prevention through environmental design.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Sworn Full-Time	169.00	169.00	162.00	169.00	0.00
City Funded Civilian Full-Time	22.00	22.00	24.00	22.00	0.00
City Funded Part-Time	1.50	2.25	1.40	1.40	(0.85)
City Funded Temporary	0.38	0.00	0.00	0.00	0.00
City Sworn Full-Time Not Funded	1.00	0.00	7.00	0.00	0.00
City Civilian Full-Time Not Funded	3.00	0.00	0.00	0.00	0.00
TOTAL FTE	**196.88**	**193.25**	**194.40**	**192.40**	**(0.85)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$8,868,502	$9,182,917	$9,059,935	$9,265,751	$82,834
Employee Benefits	3,037,394	3,560,225	3,512,569	3,599,307	39,082
Subtotal Personnel Services	***$11,905,896***	***$12,743,142***	***$12,572,504***	***$12,865,058***	***$121,916***
Operating					
Contractual Services	$346,192	$381,678	$409,550	$391,550	$9,872
Internal Service Charges	648,669	696,054	704,084	704,084	8,030
Other Charges	784,182	821,159	942,645	917,645	96,486
Rentals and Leases	22,644	48,679	47,535	47,535	(1,144)
Capital Outlay	0	35,000	35,000	35,000	0
Subtotal Operating	***$1,801,687***	***$1,982,570***	***$2,138,814***	***$2,095,814***	***$113,244***
TOTAL EXPENDITURES	**$13,707,583**	**$14,725,712**	**$14,711,318**	**$14,960,872**	**$235,160**
DEDICATED REVENUES					
Police - Schools SRO Program	$114,263	$122,000	$130,000	$130,000	$8,000
Local Law Enforcement Funding (House Bill 599)	2,461,028	2,930,790	2,930,790	2,930,790	0
Off-Duty Police Fee	3,542	40,500	0	0	(40,500)
Police Report Sales	13,928	10,000	11,500	11,500	1,500
TOTAL DEDICATED REVENUES	**$2,592,761**	**$3,103,290**	**$3,072,290**	**$3,072,290**	**($31,000)**
TOTAL CITY COST	**$11,114,822**	**$11,622,422**	**$11,639,028**	**$11,888,582**	**$266,160**

Police Department Budget Description

The City Manager's Proposed FY 2014 Police Department budget of $14,960,872 represents a 1.6% increase of $235,160 compared to the Adopted FY 2013 budget of $14,725,712.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $121,916 increase in Salaries and Employee Benefits reflecting Public Safety compensation adjustments adopted by City Council in FY 2013.
- $9,872 increase in Contractual Services reflecting purchasing document management system software to aid in accreditation and 360° camera system software.
- $8,030 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $96,486 increase in Other Charges including: outfitting officers with two sets of handcuffs; purchasing heavy bullet proof vests for the Crisis Negotiations Team Unit; purchasing a replacement shredder, digital desktop scanners, recording system, and additional monitors.
- $1,144 decrease in Rentals and Leases based on historical spending.

Major items submitted but not proposed by the City Manager for funding:

- $37,354 in Salaries and Employee Benefits to create a new ASA II position assigned to the Information Desk.
- $59,939 in Salaries and Employee Benefits to eliminate the Animal Control Unit and transfer the mandated Chief Animal Warden position to the Police Department budget.
- $18,000 in Contractual Services to transfer veterinary services from the Animal Control Unit to the Police Department budget.
- $25,000 in Other Charges reflecting computer replacements previously funded in IT equipment.

Police Department – Range Operations. To offset maintenance costs for the range, agencies are charged a per day fee for use of the facility.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Contractual Services	$2,585	$1,620	$1,620	$1,620	$0
Other Charges	5,846	8,380	8,380	8,380	0
Rentals and Leases	5,000	5,000	5,000	5,000	0
Subtotal Operating	***$13,431***	***$15,000***	***$15,000***	***$15,000***	***$0***
TOTAL EXPENDITURES	**$13,431**	**$15,000**	**$15,000**	**$15,000**	**$0**
DEDICATED REVENUES					
Range Use Fee	$14,000	$15,000	$15,000	$15,000	$0
Assigned Fund Balance Reserve	(569)	0	0	0	0
TOTAL DEDICATED REVENUES	**$13,431**	**$15,000**	**$15,000**	**$15,000**	**$0**
TOTAL CITY COST	**$0**	**$0**	**$0**	**$0**	**$0**

Police Department – Range Operations Budget Description

The City Manager's Proposed FY 2014 Police Department – Range Operations budget of $15,000 represents no change compared to the Adopted FY 2013 budget.

Police Department – Off-Duty. Beginning January 2013, businesses or event organizers requiring off-duty police officers to provide security make a request to the City for assistance. Payments for services are made directly to the City and police officers are paid through payroll. The revenue produced offsets the cost of the program.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Temporary	0.0	0.0	0.7	0.7	0.7
TOTAL FTE	**0.0**	**0.0**	**0.7**	**0.7**	**0.7**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$0	$0	$482,000	$482,000	$482,000
Employee Benefits	0	0	36,873	36,873	36,873
Subtotal Personnel Services	***$0***	***$0***	***$518,873***	***$518,873***	***$518,873***
Operating					
Other Charges	$0	$0	$6,127	$6,127	$6,127
Subtotal Operating	***$0***	***$0***	***$6,127***	***$6,127***	***$6,127***
TOTAL EXPENDITURES	**$0**	**$0**	**$525,000**	**$525,000**	**$525,000**
DEDICATED REVENUES					
Off-Duty Police Fee	$0	$0	$525,000	$525,000	$525,000
TOTAL DEDICATED REVENUES	**$0**	**$0**	**$525,000**	**$525,000**	**$525,000**
TOTAL CITY COST	**$0**	**$0**	**$0**	**$0**	**$0**

Police Department – Off-Duty Budget Description

The City Manager's Proposed FY 2014 Police Department – Off-Duty budget of $525,000 represents a 100.0% increase compared to the Adopted FY 2013 budget.

Highlights of the City Manager's Proposed FY 2014 budget include:

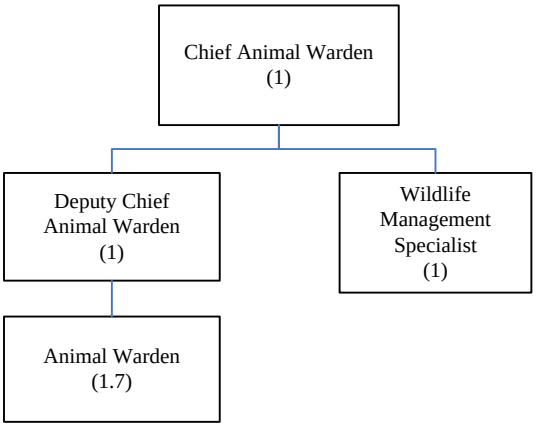
- $518,873 increase in Salaries and Employee Benefits reflecting off-duty police services now being managed through the City payroll system.
- $6,127 increase in Other Charges reflecting the cost of software maintenance for the Off-Duty Program.

POLICE DEPARTMENT – ANIMAL CONTROL UNIT

POSITION SUMMARY

4.7 City Funded Positions

4.7 Total Funded Positions



Police Department – Animal Control Unit. The Animal Wardens are responsible for animal control enforcement for the entire City. They perform regular patrols on all streets and highways within the City limits. Wildlife Management Specialists are responsible for deer population and damage control within the City.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Civilian Full-Time	4.0	3.0	0.0	3.0	0.0
City Funded Part-Time	1.8	1.8	0.0	1.7	(0.1)
TOTAL FTE	**5.8**	**4.8**	**0.0**	**4.7**	**(0.1)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$177,178	$160,357	$0	$152,833	($7,524)
Employee Benefits	52,088	50,177	0	47,809	(2,368)
Subtotal Personnel Services	***$229,266***	***$210,534***	***$0***	***$200,642***	***($9,892)***
Operating					
Contractual Services	$19,093	$20,488	$0	$20,488	$0
Internal Service Charges	29,254	46,753	0	33,874	(12,879)
Other Charges	11,819	23,204	0	23,204	0
Subtotal Operating	***$60,166***	***$90,445***	***$0***	***$77,566***	***($12,879)***
TOTAL CITY COST	**$289,432**	**$300,979**	**$0**	**$278,208**	**($22,771)**

Police Department – Animal Control Unit Budget Description

The City Manager's Proposed FY 2014 Police Department – Animal Control Unit budget of $278,208 represents a 7.6% decrease of $22,771 compared to the Adopted FY 2013 budget of $300,979.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $9,892 decrease in Salaries and Benefits reflecting savings by filling a position at a lower salary, offset by the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $12,879 decrease in Internal Service Charges reflecting Fleet Services operating estimates.

Police Department Performance Measures

Goal 1:
To maintain life safety through effective response time, addressing the community perception of rapid response equating to improved personal safety.

Objective:
To maintain the response time to priority calls for service in light of dispatch protocol changes and overall responsibilities.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Computer-Aided Dispatch (CAD) response time inclusive of dispatch and travel	9 min 43 secs	11 min 0 secs	11 min 58 secs	10 min 0 sec

Analysis of the Data:
The Police Department is transitioning to a dispatch protocol procedure that dictates response based on the emergency nature of the call for service. Using this approach, low priority calls for service are dispatched when the officer assigned to the area is available. This is consistent with the Department's community policing program where officers are responsible for specific geographical areas of the city. As this protocol is refined, it is anticipated the Department will be able to maintain a response time only slightly higher than Actual FY 2012.

Goal 2:
To improve public safety and the perception of crime in the community by successfully investigating and clearing a greater percentage of the violent and property crimes that occur and are reported.

Objective:
To increase the clearance rate for reported violent and property crimes.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Crime clearance rates				
Violent	60.8%	51.4%	54.3%	55.0%
Property	33.9%	26.7%	22.5%	30.0%

Analysis of the Data:
Crime clearance rates are a measure of the effectiveness of investigative techniques applied by the Police Department; however, these rates are also impacted by timely reporting by citizens and the cooperation of victims and witnesses. The most recent statistical data regarding national clearance rates lists violent crime at 47.4% and property crime at 15.1%. The Department normally meets or exceeds national standards and expects to continue to do so in FY 2013 and FY 2014. Clearance rates for the first six months of FY 2013 are favorable when compared to national clearance rates.

Goal 3:
To increase safety by reducing dangerous actions by individuals operating motor vehicles, as these actions contribute to injuries and fatalities involving the motorists as well as innocent bystanders.

Objective:
To increase traffic safety enforcement efforts, focusing on Driving Under the Influence (DUI) arrests, occupant safety summonses, and speeding summonses.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
DUI Arrests	297	300	163	300
Occupant Restraint	1,092	700	344	850
Speeding Enforcement	5,793	4,500	2,354	5,000

Analysis of the Data:
Traffic safety enforcement has the dual benefit of positively impacting traffic safety and educating citizens. Improved staffing resulted in significant increases in enforcement efforts from FY 2011 to FY 2012. Assuming staffing levels are maintained and other calls for service that reduce time available for proactive enforcement do not increase, the Department projects maintaining a consistent enforcement level in most categories from FY 2013 to FY 2014.

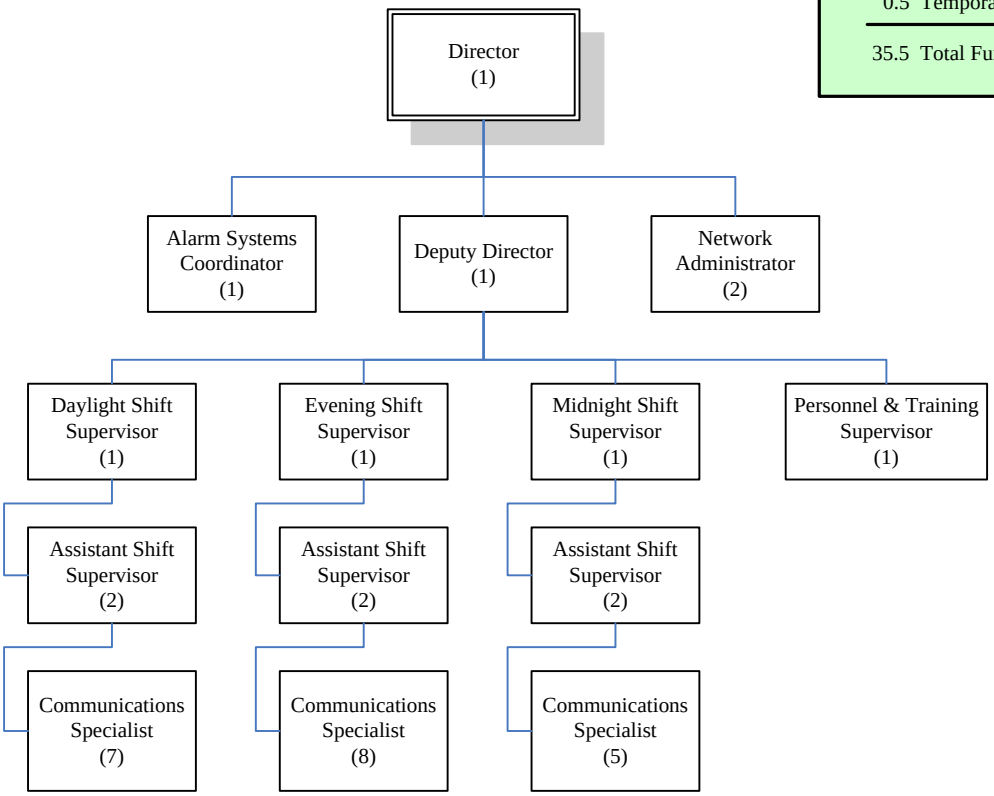
Benchmark Localities:
Charlottesville, Chesapeake, Danville, Roanoke, and Suffolk, VA

EMERGENCY SERVICES

POSITION SUMMARY

35.0 City Funded Positions
0.5 Temporary Position

35.5 Total Funded Positions



Emergency Services. The Department of Emergency Services is the primary Public Safety Answering Point (PSAP) for the City of Lynchburg. The primary mission is to serve as the central point of contact for citizens of Lynchburg to request emergency and non-emergency public safety assistance. The Department also provides a full array of public safety dispatch/communications services and oversees the City-wide Emergency Management program.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	32.0	35.0	32.0	35.0	0.0
City Funded Temporary	0.0	0.0	0.5	0.5	0.5
TOTAL FTE	**32.0**	**35.0**	**32.5**	**35.5**	**0.5**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,178,961	$1,302,317	$1,296,012	$1,371,785	$69,468
Employee Benefits	449,519	561,904	537,482	577,327	15,423
Subtotal Personnel Services	***$1,628,480***	***$1,864,221***	***$1,833,494***	***$1,949,112***	***$84,891***
Operating					
Contractual Services	$444,498	$523,808	$221,832	$236,032	($287,776)
Internal Service Charges	5,707	6,194	5,855	5,855	(339)
Other Charges	199,895	206,589	191,489	208,589	2,000
Rentals and Leases	1,628	2,000	2,000	2,000	0
Subtotal Operating	***$651,728***	***$738,591***	***$421,176***	***$452,476***	***($286,115)***
TOTAL EXPENDITURES	**$2,280,208**	**$2,602,812**	**$2,254,670**	**$2,401,588**	**($201,224)**
DEDICATED REVENUES					
Recovery E-911 Wireless	$278,765	$263,000	$263,000	$263,000	$0
TOTAL DEDICATED REVENUES	**$278,765**	**$263,000**	**$263,000**	**$263,000**	**$0**
TOTAL CITY COST	**$2,001,443**	**$2,339,812**	**$1,991,670**	**$2,138,588**	**($201,224)**

Emergency Services Budget Description

The City Manager's Proposed FY 2014 Emergency Services budget of $2,401,588 represents a 7.7% decrease of $201,224 compared to the Adopted FY 2013 budget of $2,602,812.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $84,891 increase in Salaries and Employee Benefits reflecting Public Safety compensation adjustments adopted by City Council in FY 2013 and the addition of temporary hours to assist in the coordination of personnel and training.
- $287,776 decrease in Contractual Services reflecting the transfer of Central Virginia Radio Communications Board related expenses to the External Service Providers section of the budget.
- $2,000 increase in Other Charges reflecting increased Dues and Memberships.

Emergency Services Performance Measures

Goal:
To respond with assistance to all emergency calls for service in an expedient manner.

Objective 1:
Maintain capability to receive all 911 calls for service originating from within the City limits.

Performance Measure:	***Actual FY2012***	***Projected FY2013***	***July - Dec FY2013***	***Projected FY2014***
Total Day Busy Signals are at 0%	0.59%	0.70%	0.70%	0.80%

Analysis of the Data:
This is a measure of technical capacity to receive incoming 911 calls for service. A study is commissioned from Verizon to calculate the number of unsuccessful calls (received busy signal due to no available line) during a specific test period. The increase in busy signals indicates increased usage of existing 911 wireless trunks. This is an indicator of the need to consider additional wireless trunks and personnel to handle the call volume in the future.

Objective 2:
Answer all received peak period 911 calls within ten (10) seconds.

Performance Measure:	***Actual FY2012***	***Projected FY2013***	***July - Dec FY2013***	***Projected FY2014***
Percentage answered within ten (10) seconds from 11 AM to 7 PM	98.99%	98.00%	98.75%	98.00%

Analysis of the Data:
This is a measure of availability of existing staffing to answer a 911 call for service in a reasonable amount of time. Professional standards dictate that ninety percent (90%) of all 911 calls during peak periods should be answered within ten (10) seconds.

Objective 3:
Complete initial call assessment for emergency calls and route for dispatch within 45 seconds.

Performance Measure:	***Actual FY2012***	***Projected FY2013***	***July - Dec FY2013***	***Projected FY2014***
Average emergency call assessment time	45.72 seconds	60 seconds	66 seconds	60 seconds

Analysis of the Data:
Emergency calls are defined as Stroke, Accident Personal Injury, Chest Pains, Malicious Wounding, Breathing Problems, Structure Fire, Choking, Domestic Violence, Drowning, Fight in Progress, and Severe Bleeding. The implementation of Emergency Medical Dispatch in January 2012 has increased call taker average times but provides more accurate response information.

Benchmark Localities:
Standards from Association of Public-Safety Communications Officials (APCO)

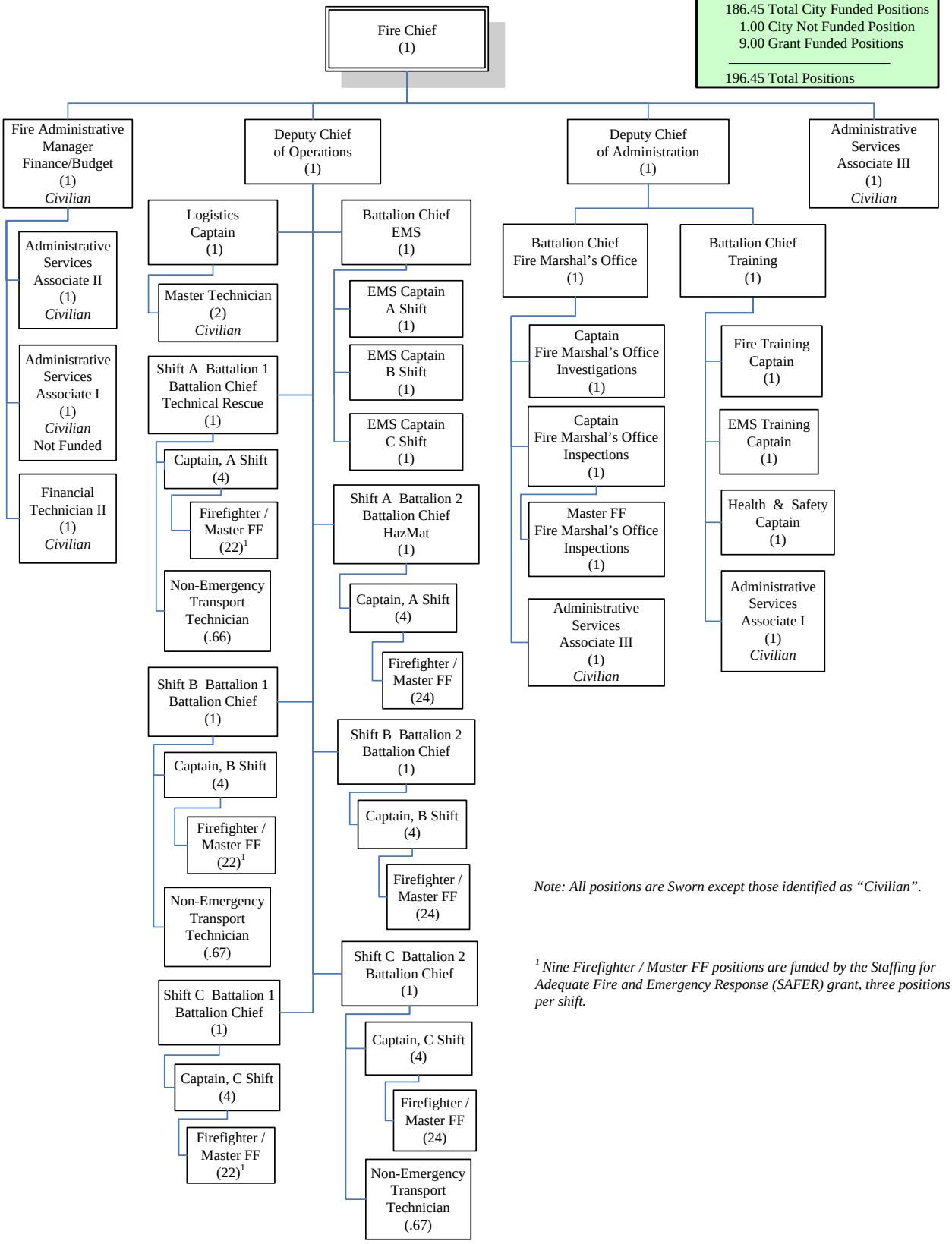
Fire and EMS

Position Summary

185.00 City Funded Positions
1.45 Temporary Positions

186.45 Total City Funded Positions
1.00 City Not Funded Position
9.00 Grant Funded Positions

196.45 Total Positions



Note: All positions are Sworn except those identified as "Civilian".

[1] *Nine Firefighter / Master FF positions are funded by the Staffing for Adequate Fire and Emergency Response (SAFER) grant, three positions per shift.*

Fire and EMS Department including Technical Rescue Team/Partners in Emergency Response (PIER) Program

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Sworn Full-Time	177.00	175.00	170.00	177.00	2.00
City Funded Civilian Full-Time	9.00	8.00	8.00	8.00	0.00
City Funded Temporary	0.00	0.95	1.45	1.45	0.50
City Sworn Full-Time Not Funded	1.00	0.00	0.00	0.00	0.00
City Civilian Full-Time Not Funded	0.00	1.00	1.00	1.00	0.00
Grant Funded Sworn Full-Time	0.00	0.00	9.00	9.00	9.00
TOTAL FTE	**187.00**	**184.95**	**189.45**	**196.45**	**11.50**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$9,567,322	$9,966,898	$9,741,916	$10,097,156	$130,258
Employee Benefits	3,175,328	3,767,827	3,642,489	3,783,862	16,035
Subtotal Personnel Services	***$12,742,650***	***$13,734,725***	***$13,384,405***	***$13,881,018***	***$146,293***
Operating					
Contractual Services	$355,386	$270,114	$267,614	$267,614	($2,500)
Internal Service Charges	181,516	203,190	183,580	183,580	(19,610)
Other Charges	700,843	662,146	685,273	710,500	48,354
Rentals and Leases	23,882	25,500	25,500	25,500	0
Capital Outlay	49,773	40,000	25,000	25,000	(15,000)
Subtotal Operating	***$1,311,400***	***$1,200,950***	***$1,186,967***	***$1,212,194***	***$11,244***
Total General Fund Expenditures	**$14,054,050**	**$14,935,675**	**$14,571,372**	**$15,093,212**	**$157,537**
Total Grant Expenditures [1]	$227,096	$240,000	$747,528	$747,528	$507,528
TOTAL DEPARTMENT EXPENDITURES	**$14,281,146**	**$15,175,675**	**$15,318,900**	**$15,840,740**	**$665,065**
DEDICATED REVENUES					
State Grants	$227,096	$240,000	$252,000	$252,000	$12,000
Federal Grants	0	0	495,528	495,528	495,528
PIER Outside Contract Agreements	27,500	32,500	32,500	32,500	0
PIER Internal Contract Agreements	50,000	50,000	50,000	50,000	0
Assigned Fund Balance Reserve	(32,334)	0	0	0	0
TOTAL DEDICATED REVENUES	**$272,262**	**$322,500**	**$830,028**	**$830,028**	**$507,528**
TOTAL CITY COST	**$14,008,884**	**$14,853,175**	**$14,488,872**	**$15,010,712**	**$157,537**

[1] Details of the Grant Expenditures can be located in the Other Funds Section of this document.

Fire and EMS Department. Provides fire, medical, and other emergency and non-emergency services for the City. The department operates eight fire stations and 51 fire vehicles. Services include:

- Fire prevention through inspections, arson investigations, and public fire safety education.
- Fire suppression.
- Emergency medical services, including Basic Life Support (BLS), Advanced Life Support (ALS), and ambulance transport.
- Technical rescue response, including confined-space, trench, collapse, high-angle rescue, swiftwater, and dive rescue.
- Other emergency and non-emergency services, such as hazardous materials incident response.
- Community services, including public school and neighborhood programs.
- Coordination of ambulance billing and collections services through a third party billing firm.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Sworn Full-Time	177.00	175.00	170.00	177.00	2.00
City Funded Civilian Full-Time	9.00	8.00	8.00	8.00	0.00
City Funded Temporary	0.00	0.95	1.45	1.45	0.50
City Sworn Full-Time Not Funded	1.00	0.00	0.00	0.00	0.00
City Civilian Full-Time Not Funded	0.00	1.00	1.00	1.00	0.00
Grant Funded Sworn Full-Time	0.00	0.00	9.00	9.00	9.00
TOTAL FTE	**187.00**	**184.95**	**189.45**	**196.45**	**11.50**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$9,539,614	$9,936,898	$9,704,416	$10,059,656	$122,758
Employee Benefits	3,173,216	3,765,532	3,639,620	3,780,993	15,461
Subtotal Personnel Services	***$12,712,830***	***$13,702,430***	***$13,344,036***	***$13,840,649***	***$138,219***
Operating					
Contractual Services	$355,386	$270,114	$267,614	$267,614	($2,500)
Internal Service Charges	181,516	203,190	183,580	183,580	(19,610)
Other Charges	685,497	626,941	643,142	668,369	41,428
Rentals and Leases	23,882	25,500	25,500	25,500	0
Capital Outlay	49,773	25,000	25,000	25,000	0
Subtotal Operating	***$1,296,054***	***$1,150,745***	***$1,144,836***	***$1,170,063***	***$19,318***
Total General Fund Expenditures	**$14,008,884**	**$14,853,175**	**$14,488,872**	**$15,010,712**	**$157,537**
Total Grant Expenditures [1]	$227,096	$240,000	$747,528	$747,528	$507,528
TOTAL EXPENDITURES	**$14,235,980**	**$15,093,175**	**$15,236,400**	**$15,758,240**	**$665,065**
DEDICATED REVENUES					
State Grants	$227,096	$240,000	$252,000	$252,000	$12,000
Federal Grants	0	0	495,528	495,528	495,528
TOTAL DEDICATED REVENUES	**$227,096**	**$240,000**	**$747,528**	**$747,528**	**$507,528**
TOTAL CITY COST	**$14,008,884**	**$14,853,175**	**$14,488,872**	**$15,010,712**	**$157,537**

[1] Details of the Grant Expenditures can be located in the Other Funds Section of this document.

Fire and EMS Department Budget Description

The City Manager's Proposed FY 2014 Fire and EMS Department budget of $15,010,712 represents a 1.1% increase of $157,537 compared to the Adopted FY 2013 budget of $14,853,175.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $138,219 increase in Salaries and Employee Benefits reflecting Public Safety compensation adjustments adopted by City Council in FY 2013, reinstatement of 2 Battalion Chiefs positions that were previously eliminated from the FY 2013 budget, and an increase in temporary hours.
- $2,500 decrease in Contractual Services reflecting a net savings in ambulance billing fees.
- $19,610 decrease in Internal Services Charges reflecting Fleet Services operating estimates.
- $41,428 increase in Other Charges reflecting the increased maintenance cost at the Fire Training Center, increased Gas/Diesel Private Company costs and additional Apparel/Protective Wear for the new grant funded positions.

Fire and EMS Department – Technical Rescue Team/Partners in Emergency Response (PIER) Program

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$27,708	$30,000	$37,500	$37,500	$7,500
Employee Benefits	2,112	2,295	2,869	2,869	574
Subtotal Personnel Services	***$29,820***	***$32,295***	***$40,369***	***$40,369***	***$8,074***
Operating					
Other Charges	$15,346	$35,205	$42,131	$42,131	$6,926
Capital Outlay	0	15,000	0	0	(15,000)
Subtotal Operating	***$15,346***	***$50,205***	***$42,131***	***$42,131***	***($8,074)***
TOTAL EXPENDITURES	**$45,166**	**$82,500**	**$82,500**	**$82,500**	**$0**
DEDICATED REVENUES					
PIER Outside Contract Agreements	$27,500	$32,500	$32,500	$32,500	$0
PIER Internal Contract Agreements	50,000	50,000	50,000	50,000	0
Assigned Fund Balance Reserve	(32,334)	0	0	0	0
TOTAL DEDICATED REVENUES	**$45,166**	**$82,500**	**$82,500**	**$82,500**	**$0**
TOTAL CITY COST	**$0**	**$0**	**$0**	**$0**	**$0**

Fire and EMS Department – Technical Rescue Team/PIER Program Budget Description

The City Manager's Proposed FY 2014 Fire and EMS Department – Technical Rescue Team/PIER Program budget of $82,500 represents no change compared to the Adopted FY 2013 budget.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $8,074 increase in Salaries and Employee Benefits reflecting a greater number of personnel qualified to perform technical rescue operations.
- $6,926 increase in Other Charges reflecting additional training.
- $15,000 decrease in Capital Outlay due to a one-time expense in FY 2013.

Fire and EMS Department Performance Measures

Goal 1:
Increase the likelihood of survival for patients who are in cardiac arrest.

Objective:
Increase the percentage of patients that attain Return of Spontaneous Circulation (ROSC) after cardiac arrest. Strategies include implementation of the "pit crew CPR model," increasing the use of the AutoPulse devices, and implementing current recommendations of the AHA (American Heart Association) in reference to the treatment of cardiac arrest patients. The Department has EMS Supervisors who provide an enhanced level of service for cardiac arrest patients. They are able to initiate additional therapies to patients achieving ROSC to prevent recurrence of the cardiac arrest and improve overall outcomes.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Meet or exceed the AHA national average of 26.3% of patients with an out-of-hospital arrest who survive to be admitted to the hospital.	50%	50%	52%	55%

Analysis of the Data:
The AHA reports an average of 26.3% of patients who experience an out-of-hospital cardiac arrest survive to be admitted to the hospital. The most important factor in a successful resuscitative effort is uninterrupted chest compressions delivered at the appropriate depth and rate. The Department is fortunate to have equipment to provide mechanical CPR (AutoPulse & Lucas devices) which provide uniform depth and rate of compression without any interruptions due to human fatigue. For FY 2012, of the 52 patients with no pulse and no Do Not Resuscitate order, 26 had ROSC (50%). This can be attributed not only to the mechanical CPR equipment but to rapid response times, early defibrillation, early Advanced Life Support (ALS) care, and enhanced capabilities provided by the EMS Supervisors. Other factors that have a role in ROSC are the patient's age and his/her medical history including identified risk factors. A conservative projection of ROSC for FY 2014 (and FY 2015) is 55%, which reflects a 10% increase from projected FY 2013 (50%).

Goal 2:
Respond in a safe and expeditious manner to emergency incidents (dispatched equipment).

Objective:
Maintain (without compromising safety) an average response time of 360 seconds (6 minutes) or less to emergency incidents (response time = time of dispatch to time of arrival of the 1st unit). Strategies include examining response times to determine if another response zone is more appropriate and evaluating traffic patterns and construction zones.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Average response time to an emergency incident	6 min 12 secs	6 min 7 secs	6 min 31 secs	6 min 23 secs

Analysis of the Data:
It is anticipated response times will increase marginally. There continues to be a concerted effort underway to improve turnout times (the time from dispatch until the wheels are turning), which in turn improves response times. Improved data collection through a new records management system allows for better analysis. Emergency Medical Dispatching (EMD) at the Emergency Communications Center allows for call prioritization and better defined response needs. Improvements in call prioritization and responses will also be refined through an internal review of fire-related nature codes. There was an increase in the total number of calls for service in FY 2012, which increases the likelihood that the first due unit will be on another call. Response times will be greater when units respond from a greater distance. Additionally, due to staffing and economic constraints at least one piece of apparatus is placed out of service on a daily basis. Note: projections are based in part on a 5-year trend analysis utilizing historical data from FY 2008 through FY 2012.

Fire and EMS Department Performance Measures (continued)

Goal 3:
Maintain or reduce average structure fire loss (in dollars) per incident.

Objective:
Limit structure fire loss (structure and contents) per incident to below $40,000. Strategies include increasing the number of inspections, the number of public education events, and the oversight in new construction and site design.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Average structure fire loss per incident per fiscal year	$30,646	$30,464	$19,700	$32,166

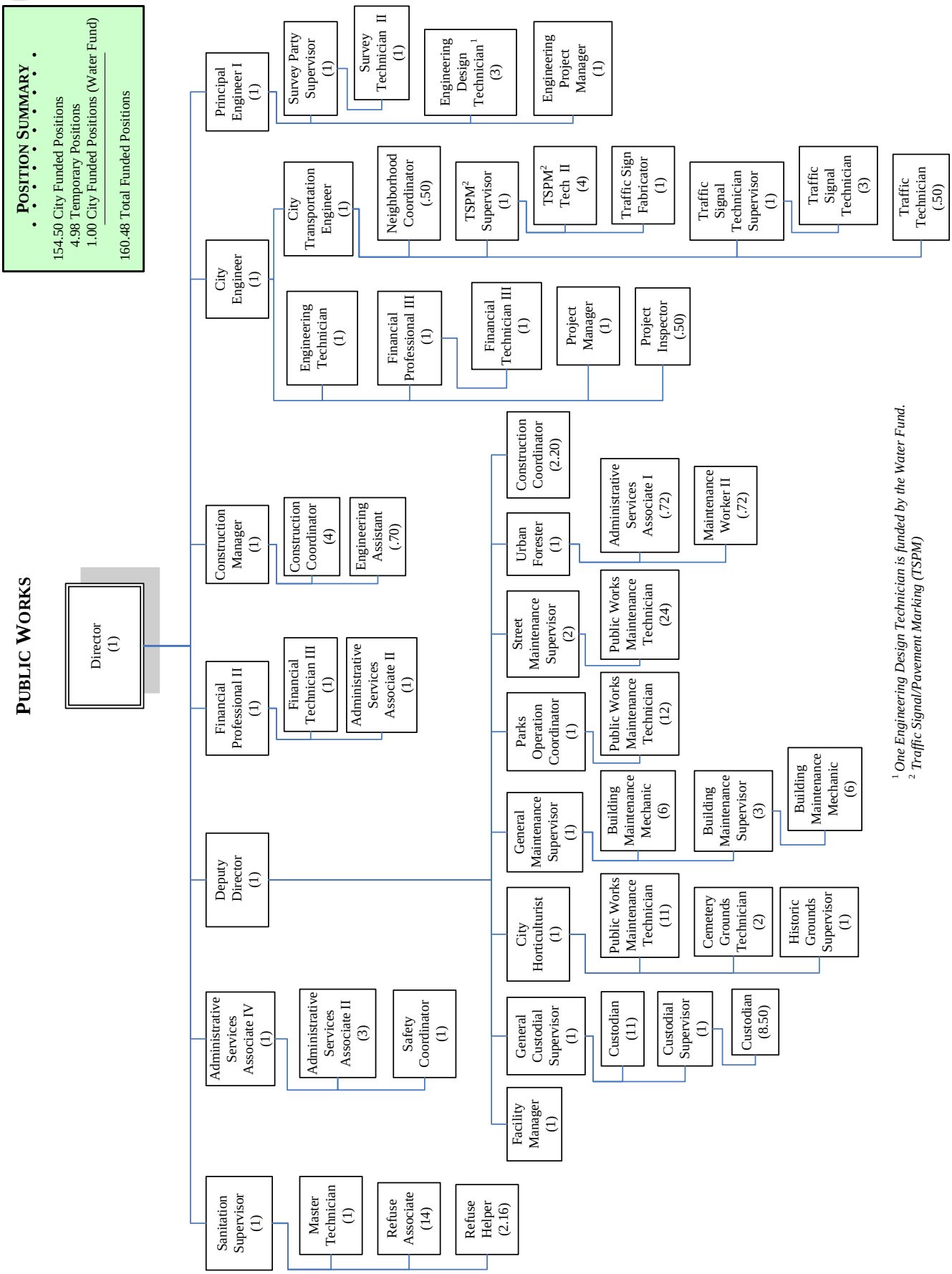
Analysis of the Data:
From FY 2010 through FY 2012, the average structure fire loss has been trending upward. Using a 5-year trend analysis of historical data from FY 2008 through FY 2012, the FY 2013 and FY 2014 projected figures will continue to rise. The lower average experienced from July - December of FY 2013 is a reflection of timing more than reduction in loss. Generally, the largest losses occur during the winter months, which fall in the second half of the fiscal year. Increased construction costs and unpredictable property values are a few of the contributing factors, along with some incidents with significant fire loss. However, the remodeling of many abandoned buildings in the City, which requires the buildings be brought up to Code, may prove to be a mitigating factor. The Department continues its fire prevention inspections, preplanning, fire prevention education, and its smoke detector program. The Department's goal is to have at least one working smoke detector in each City residence. The Department also replaces smoke detector batteries for citizens when requested. The Fire Marshal's Office continues to teach at several colleges in the city and educate Resident Advisors and Resident Directors on how to use fire extinguishers through presentations and hands-on training using the grant-funded fire extinguisher simulator. The Fire Marshal's Office also teaches fire safety and fire prevention to children at several elementary schools and to Corrections Officers at the Criminal Justice Academy.

Benchmark Localities:
Charlottesville, Danville, Roanoke, Staunton, Hampton, and Petersburg, VA

Position Summary

154.50 City Funded Positions
4.98 Temporary Positions
1.00 City Funded Positions (Water Fund)

160.48 Total Funded Positions



[1] *One Engineering Design Technician is funded by the Water Fund.*
[2] *Traffic Signal/Pavement Marking (TSPM)*

Public Works

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time [1]	155.00	149.00	147.00	147.50	(1.50)
City Funded Part-Time	9.65	7.60	7.00	7.00	(0.60)
City Funded Temporary	6.75	9.97	4.98	4.98	(4.99)
City Funded Full-Time (Water Fund) [2]	1.00	1.00	1.00	1.00	0.00
TOTAL FTE	**172.40**	**167.57**	**159.98**	**160.48**	**(7.09)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries [1, 2]	$5,477,645	$5,762,412	$5,575,344	$5,615,548	($146,864)
Employee Benefits [1, 2]	1,963,594	2,345,969	2,301,802	2,316,307	(29,662)
Subtotal Personnel Services	***$7,441,239***	***$8,108,381***	***$7,877,146***	***$7,931,855***	***($176,526)***
Operating					
Contractual Services	$3,204,757	$2,022,600	$2,045,200	$2,103,308	$80,708
Internal Service Charges	1,144,442	1,414,177	1,224,129	1,224,129	(190,048)
Other Charges	3,550,625	3,660,280	3,334,476	3,409,495	(250,785)
Rentals and Leases	16,997	16,244	16,244	16,244	0
Capital Outlay	34,055	5,000	0	0	(5,000)
Payment to Regional Service Authority	703,245	928,260	850,000	850,000	(78,260)
Subtotal Operating	***$8,654,121***	***$8,046,561***	***$7,470,049***	***$7,603,176***	***($443,385)***
TOTAL DEPARTMENT EXPENDITURES	**$16,095,360**	**$16,154,942**	**$15,347,195**	**$15,535,031**	**($619,911)**
DEDICATED REVENUES					
State Categorical Aid - Highway Maintenance	$8,072,906	$7,105,229	$7,192,968	$7,192,968	$87,739
Federal Categorical Aid - Human Services Building	25,360	25,000	25,000	25,000	0
Engineering Service Charges - Water Resources	159,335	300,000	163,300	163,300	(136,700)
Public Works Stormwater Charges	0	1,394,146	1,305,019	1,326,490	(67,656)
TOTAL DEDICATED REVENUES	**$8,257,601**	**$8,824,375**	**$8,686,287**	**$8,707,758**	**($116,617)**
TOTAL CITY COST	**$7,837,759**	**$7,330,567**	**$6,660,908**	**$6,827,273**	**($503,294)**

[1] In FY 2014, the Public Works - Building Maintenance Division will assume full responsibility for a Custodian Operator I position previously shared with Parking Management. The cost associated with performing maintenance on parking facilities is reflected in the Building Maintenance Division budget; Parking Management is charged a fee ($19,421) for this service.

[2] Beginning July 1, 2010, the Water Fund assumed salary and employee benefit costs associated with one position; supervision remains in the General Fund.

Public Works – Administration. Responsible for the overall planning, leadership, and guidance to the Department. In addition, human resources management, neighborhood coordination, operational safety, and administrative support are services provided to the Department's Divisions.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	11	10	10	10	0
TOTAL FTE	**11**	**10**	**10**	**10**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$465,450	$475,949	$488,425	$488,425	$12,476
Employee Benefits	170,936	192,988	196,081	196,081	3,093
Subtotal Personnel Services	***$636,386***	***$668,937***	***$684,506***	***$684,506***	***$15,569***
Operating					
Contractual Services	$3,055	$4,700	$3,300	$3,300	($1,400)
Internal Service Charges	6,645	10,371	7,532	7,532	(2,839)
Other Charges	9,824	12,744	8,244	8,244	(4,500)
Subtotal Operating	***$19,524***	***$27,815***	***$19,076***	***$19,076***	***($8,739)***
TOTAL EXPENDITURES	**$655,910**	**$696,752**	**$703,582**	**$703,582**	**$6,830**
DEDICATED REVENUES					
Public Works Stormwater Charges	$0	$549,977	$527,305	$540,332	($9,645)
TOTAL DEDICATED REVENUES	**$0**	**$549,977**	**$527,305**	**$540,332**	**($9,645)**
TOTAL CITY COST	**$655,910**	**$146,775**	**$176,277**	**$163,250**	**$16,475**

Public Works – Administration Budget Description

The City Manager's Proposed FY 2014 Public Works – Administration budget of $703,582 represents a 1.0% increase of $6,830 compared to the Adopted FY 2013 budget of $696,752.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $15,569 increase in Salaries and Employee Benefits reflecting filling a full-time position above the minimum and the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $1,400 decrease in Contractual Services based on historical spending.
- $2,839 decrease in Internal Service Charges reflecting Fleet Services operating estimates.
- $4,500 decrease in Other Charges based on historical spending.

Public Works – Building Maintenance. Performs custodial services, preventative maintenance and emergency repair of approximately one million square feet of City-owned buildings, parking decks and structures located in parks and stadiums. Some of the equipment maintained by the Division includes HVAC, electrical and plumbing systems, lock and key services as well as carpentry services. Building Maintenance maintains all athletic field lighting, fencing, pavilions and playground equipment located at City Stadium and parks throughout the City. The Division is responsible for (1) the opening, closing, and repair of the pool located in Miller Park; (2) moving furniture and equipment for City departments as requested; (3) delivering mail to City Council and providing support in preparation for Council meetings; (4) providing support for special events; and (5) sidewalk snow removal at City buildings as well as providing other services during emergency situations. The Division also provides support to the Registrar's Office during elections by delivering and setting up voting booths and providing other support on Election Day.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time [1]	39.50	38.50	38.50	39.00	0.50
City Funded Part-Time	0.50	0.50	0.50	0.50	0.00
City Funded Temporary	0.95	0.95	0.95	0.95	0.00
TOTAL FTE	**40.95**	**39.95**	**39.95**	**40.45**	**0.50**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries [1]	$1,187,038	$1,248,901	$1,256,586	$1,269,586	$20,685
Employee Benefits [1]	453,605	552,772	553,534	559,951	7,179
Subtotal Personnel Services	***$1,640,643***	***$1,801,673***	***$1,810,120***	***$1,829,537***	***$27,864***
Operating					
Contractual Services	$373,910	$222,378	$218,905	$218,905	($3,473)
Internal Service Charges	58,664	69,459	61,218	61,218	(8,241)
Other Charges	1,080,953	1,089,202	1,038,603	1,038,603	(50,599)
Capital Outlay	5,786	0	0	0	0
Subtotal Operating	***$1,519,313***	***$1,381,039***	***$1,318,726***	***$1,318,726***	***($62,313)***
TOTAL CITY COST	**$3,159,956**	**$3,182,712**	**$3,128,846**	**$3,148,263**	**($34,449)**

[1] In FY 2014, the Public Works - Building Maintenance Division will assume full responsibility for a Custodian Operator I position previously shared with Parking Management. The cost associated with performing maintenance on parking facilities is reflected in the Building Maintenance Division budget; Parking Management is charged a fee ($19,421) for this service.

Public Works – Building Maintenance Budget Description

The City Manager's Proposed FY 2014 Public Works – Building Maintenance budget of $3,148,263 represents a 1.1% decrease of $34,449 compared to the Adopted FY 2013 budget of $3,182,712.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $27,864 increase in Salaries and Employee Benefits reflecting assuming full responsibility for a Custodian Operator I position previously shared with Parking Management and the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $3,473 decrease in Contractual Services reflecting reduced costs for pest control services and the elimination of uniform rental for shirts.
- $8,241 decrease in Internal Service Charges reflecting Fleet Services operating estimates.
- $50,599 decrease in Other Charges reflecting a reduction in materials and supplies used for City buildings and savings in electricity and natural gas costs due to efficiencies.

Public Works – Human Services Building. The Division of Buildings and Grounds provides building maintenance and utilities for the Human Services Building at 99 9th Street. This sub-department is used to track maintenance and utility expenditures for the purposes of state reimbursement.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Contractual Services	$57,663	$53,391	$52,691	$52,691	($700)
Other Charges	158,933	180,740	155,692	155,692	(25,048)
Subtotal Operating	***$216,596***	***$234,131***	***$208,383***	***$208,383***	***($25,748)***
TOTAL EXPENDITURES	**$216,596**	**$234,131**	**$208,383**	**$208,383**	**($25,748)**
DEDICATED REVENUES					
Federal Categorical Aid - Human Services Building	$25,360	$25,000	$25,000	$25,000	$0
TOTAL DEDICATED REVENUES	**$25,360**	**$25,000**	**$25,000**	**$25,000**	**$0**
TOTAL CITY COST	**$191,236**	**$209,131**	**$183,383**	**$183,383**	**($25,748)**

Public Works – Human Services Building Budget Description

The City Manager's Proposed FY 2014 Public Works – Human Services Building budget of $208,383 represents an 11.0% decrease of $25,748 compared to the Adopted FY 2013 budget of $234,131.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $25,048 decrease in Other Charges based on historical spending.

Public Works – Parks and Grounds Maintenance. Provides grounds maintenance for all City property except school property (over 700 acres). Includes weed and leaf removal, mowing, landscaping, sodding, planting, pruning and seeding as well as fertilizer and pesticide application. The contract forestry service maintains street trees and trees located on other public property. The City's annual flower/spring bulb program is carried out within this work unit.

All athletic fields at the City's parks, recreational facilities and the City Stadium are maintained to regulation. Provides maintenance and repairs to all recreation buildings and equipment. During winter months, personnel assist in the maintenance of fences, posts, benches, playground equipment, tables and other equipment located in the City parks and in snow removal. Personnel provide support for festivals and maintain bikeways and hiking trails.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	28.00	29.00	29.00	29.00	0.00
City Funded Part-Time	3.40	1.60	1.44	1.44	(0.16)
City Funded Temporary	3.90	6.43	1.44	1.44	(4.99)
TOTAL FTE	**35.30**	**37.03**	**31.88**	**31.88**	**(5.15)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$984,776	$1,047,066	$1,000,441	$1,000,441	($46,625)
Employee Benefits	344,066	421,691	425,324	425,324	3,633
Subtotal Personnel Services	***$1,328,842***	***$1,468,757***	***$1,425,765***	***$1,425,765***	***($42,992)***
Operating					
Contractual Services	$392,695	$202,347	$283,368	$283,368	$81,021
Internal Service Charges	336,880	325,521	346,856	346,856	21,335
Other Charges	413,284	510,092	413,108	413,108	(96,984)
Rentals and Leases	1,356	500	500	500	0
Capital Outlay	250	0	0	0	0
Subtotal Operating	***$1,144,465***	***$1,038,460***	***$1,043,832***	***$1,043,832***	***$5,372***
TOTAL EXPENDITURES	**$2,473,307**	**$2,507,217**	**$2,469,597**	**$2,469,597**	**($37,620)**
DEDICATED REVENUES					
State Categorical Aid - Highway Maintenance	$1,158,073	$1,083,210	$1,186,385	$1,054,537	($28,673)
Public Works Stormwater Charges	0	5,076	11,713	11,927	6,851
TOTAL DEDICATED REVENUES	**$1,158,073**	**$1,088,286**	**$1,198,098**	**$1,066,464**	**($21,822)**
TOTAL CITY COST	**$1,315,234**	**$1,418,931**	**$1,271,499**	**$1,403,133**	**($15,798)**

Public Works – Parks and Grounds Maintenance Budget Description

The City Manager's Proposed FY 2014 Public Works – Parks and Grounds Maintenance budget of $2,469,597 represents a 1.5% decrease of $37,620 compared to the Adopted FY 2013 budget of $2,507,217.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $42,992 decrease in Salaries and Employee Benefits reflecting the decision to use temporary agencies to supplement the workforce instead of using City wage employees, offset by the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $81,021 increase in Contractual Services reflecting the use of temporay agencies to supplement the workforce, offset by the elimination of uniform rental for shirts.
- $21,335 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $96,984 decrease in Other Charges reflecting historical spending and a savings in electricity costs due to efficiencies.

Public Works – Engineering. Provides a variety of professional and technical work relating to the physical development of the City. Responsible for the design, development, and supervision of construction projects for the City. Responsibilities include capital project planning for buildings, streets, water and sewer facilities, street and bridge maintenance programs. Monitors the need for various traffic control devices and street improvements. Reviews all street design improvements. Oversees the City's street lighting system and coordinates the signals at 118 intersections in the City. Maintains a close liaison with the Virginia Department of Transportation. Acquires and disposes of municipal real property for City use and manages City-owned property leases. The City Engineer also assists on the Technical Review Committee.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	29.50	27.50	27.50	27.50	0.00
City Funded Part-Time	1.75	1.75	1.70	1.70	(0.05)
City Funded Temporary	0.50	0.50	0.50	0.50	0.00
City Funded Full-Time (Water Fund) [1]	1.00	1.00	1.00	1.00	0.00
TOTAL FTE	**32.75**	**30.75**	**30.70**	**30.70**	**(0.05)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries [1]	$1,362,374	$1,428,271	$1,372,702	$1,399,906	($28,365)
Employee Benefits [1]	478,053	546,113	527,753	535,841	(10,272)
Subtotal Personnel Services	***$1,840,427***	***$1,974,384***	***$1,900,455***	***$1,935,747***	***($38,637)***
Operating					
Contractual Services	$91,694	$53,360	$32,260	$32,260	($21,100)
Internal Service Charges	60,676	73,395	63,167	63,167	(10,228)
Other Charges	1,217,698	1,245,430	1,176,545	1,231,564	(13,866)
Capital Outlay	6,773	5,000	0	0	(5,000)
Subtotal Operating	***$1,376,841***	***$1,377,185***	***$1,271,972***	***$1,326,991***	***($50,194)***
TOTAL EXPENDITURES	**$3,217,268**	**$3,351,569**	**$3,172,427**	**$3,262,738**	**($88,831)**
DEDICATED REVENUES					
State Categorical Aid - Highway Maintenance	$3,057,933	$2,919,375	$2,904,014	$2,991,698	$72,323
Engineering Service Charges - Water Resources	159,335	300,000	163,300	163,300	(136,700)
Public Works Stormwater Charges	0	132,194	105,113	107,740	(24,454)
TOTAL DEDICATED REVENUES	**$3,217,268**	**$3,351,569**	**$3,172,427**	**$3,262,738**	**($88,831)**
TOTAL CITY COST	**$0**	**$0**	**$0**	**$0**	**$0**

[1] Beginning July 1, 2010, the Water Fund assumed salary and employee benefit costs associated with one position; supervision remains in the General Fund.

Public Works – Engineering Budget Description

The City Manager's Proposed FY 2014 Public Works – Engineering budget of $3,262,738 represents a 2.7% decrease of $88,831 compared to the Adopted FY 2013 budget of $3,351,569.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $38,637 decrease in Salaries and Employee Benefits reflecting the downgrade of one position, offset by the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $21,100 decrease in Contractual Services reflecting the reduction in the use of contractual engineering firms for services.
- $10,228 decrease in Internal Service Charges reflecting Fleet Services operating estimates.
- $13,866 decrease in Other Charges based on historical spending and the savings in electricity realized by utilizing energy efficient LEDs for traffic lights.
- $5,000 decrease in Capital Outlay reflecting several one-time purchases in FY 2013.

Public Works – Street Maintenance. The Street Maintenance program encompasses the administration and maintenance of approximately 853 lane miles of roadway, 340 miles of shoulders and 181 miles of sidewalks. The administration includes functions such as budget control, staffing, planning, employee development and centralized processing of the core business personnel, payroll transactions and records. The maintenance is done by City street crews and private contractors through various types of patching and surface repairs, road-shoulder maintenance, and drainage maintenance. Street sweeping and leaf collection are also considered core functions of the Streets Division. Nearly all functions of the Streets Division are eligible for full reimbursement from the Virginia Department of Transportation (VDOT). Over one-third of the Street Maintenance budget is used for contractual repairs and installations of sidewalks, guardrails, and all drainage systems that handle City street water runoff.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	26.0	26.0	26.0	26.0	0.0
City Funded Part-Time	1.2	1.2	1.2	1.2	0.0
City Funded Temporary	1.4	1.4	1.4	1.4	0.0
TOTAL FTE	**28.6**	**28.6**	**28.6**	**28.6**	**0.0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$809,664	$849,616	$870,006	$870,006	$20,390
Employee Benefits	286,561	362,276	366,641	366,641	4,365
Subtotal Personnel Services	***$1,096,225***	***$1,211,892***	***$1,236,647***	***$1,236,647***	***$24,755***
Operating					
Contractual Services	$1,930,219	$1,303,054	$1,243,263	$1,301,371	($1,683)
Internal Service Charges	383,446	525,283	421,942	421,942	(103,341)
Other Charges	314,559	245,553	231,850	231,850	(13,703)
Rentals and Leases	41	0	0	0	0
Capital Outlay	15,000	0	0	0	0
Subtotal Operating	***$2,643,265***	***$2,073,890***	***$1,897,055***	***$1,955,163***	***($118,727)***
TOTAL EXPENDITURES	**$3,739,490**	**$3,285,782**	**$3,133,702**	**$3,191,810**	**($93,972)**
DEDICATED REVENUES					
State Categorical Aid - Highway Maintenance	$3,349,782	$2,578,883	$2,472,814	$2,496,978	($81,905)
Public Works Stormwater Charges	0	706,899	660,888	666,491	(40,408)
TOTAL DEDICATED REVENUES	**$3,349,782**	**$3,285,782**	**$3,133,702**	**$3,163,469**	**($122,313)**
TOTAL CITY COST	**$389,708**	**$0**	**$0**	**$28,341**	**$28,341**

Public Works – Street Maintenance Budget Description

The City Manager's Proposed FY 2014 Public Works – Street Maintenance budget of $3,191,810 represents a 2.9% decrease of $93,972 compared to the Adopted FY 2013 budget of $3,285,782.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $24,755 increase in Salaries and Employee Benefits reflecting transferring one employee into a vacant position, and the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $1,683 decrease in Contractual Services reflecting the elimination of uniform rental for shirts.
- $103,341 decrease in Internal Service Charges reflecting Fleet Services operating estimates.
- $13,703 decrease in Other Charges based on historical spending.

Public Works – Snow and Ice Removal. The snow and ice removal program involves nearly all Public Works personnel and equipment to clear over 853 lane miles of City streets of snow, ice, and slush. The City also maintains two salt barns capable of storing over 6,000 tons of rock salt. Slag material and two 5,000-gallon liquid calcium chloride tanks are also stored for snow and ice removal.

The only labor expenses charged to this budget are those overtime costs directly associated with snow/ice removal operations. All non-overtime labor costs are charged to the regular, full or part-time wage code for the employees' home divisions.

For those accounts in which trends and averages would have been the prime factor for budget calculation, the budget is projected based on forecasts of minimal snowfall for the year.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$26,524	$65,000	$45,000	$45,000	($20,000)
Employee Benefits	1,846	6,503	6,503	6,503	0
Subtotal Personnel Services	***$28,370***	***$71,503***	***$51,503***	***$51,503***	***($20,000)***
Operating					
Contractual Services	$8,381	$7,957	$5,500	$5,500	($2,457)
Internal Service Charges	58,160	96,516	68,421	68,421	(28,095)
Other Charges	14,572	64,719	42,551	62,551	(2,168)
Subtotal Operating	***$81,113***	***$169,192***	***$116,472***	***$136,472***	***($32,720)***
TOTAL EXPENDITURES	**$109,483**	**$240,695**	**$167,975**	**$187,975**	**($52,720)**
DEDICATED REVENUES					
State Categorical Aid - Highway Maintenance	$0	$240,695	$167,975	$187,975	($52,720)
TOTAL DEDICATED REVENUES	**$0**	**$240,695**	**$167,975**	**$187,975**	**($52,720)**
TOTAL CITY COST	**$109,483**	**$0**	**$0**	**$0**	**$0**

Public Works – Snow and Ice Removal Budget Description

The City Manager's Proposed FY 2014 Public Works – Snow Removal budget of $187,975 represents represents a 21.9% decrease of $52,720 compared to the Adopted FY 2013 budget of $240,695.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $20,000 decrease in Salaries reflecting a reduction in overtime based on historical spending.
- $2,457 decrease in Contractual Services based on historical spending.
- $28,095 decrease in Internal Service Charges reflecting Fleet Services operating estimates.
- $2,168 decrease in Other Charges reflecting a reduction in supplies.

Public Works – Refuse. Encompasses the collection of refuse, bulk, and brush from homes and small businesses. A fleet of semi-automated trucks provide weekly household collection on a daily basis throughout the City. Approximately, 21,000 households and 500 businesses are served by this program with an average of 14,750 tons of refuse collected annually. The collection of bulk and brush is provided using smartphone technology as an aid; the collection of litter and dead animals is performed on an as needed basis.

Additionally, the Refuse Division oversees nine neighborhood drop-off recycling facilities, collecting plastics, newspaper, aluminum and steel cans, mixed paper, and cardboard. In FY 2013, the City began a partnership with Sonoco Recycling to assist with the drop-off recycling program. As of FY 2014, Sonoco will manage, transport, and process recyclables from all nine locations at no cost to the City. The primary objectives of the drop-off recycling program are: to promote public-private citizen and business partnerships, to increase community awareness of solid waste in general, and to encourage recycling by offering a low cost option as a partial solution to reducing the City's waste stream. This service directly supports City beautification and litter prevention activities through citizen and business support. City staff also works with approximately 70 volunteer groups to collect litter from City streets.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	21.00	18.00	16.00	16.00	(2.00)
City Funded Part-Time	2.80	2.55	2.16	2.16	(0.39)
City Funded Temporary	0.00	0.69	0.69	0.69	0.00
TOTAL FTE	**23.80**	**21.24**	**18.85**	**18.85**	**(2.39)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$641,819	$647,609	$542,184	$542,184	($105,425)
Employee Benefits	228,527	263,626	225,966	225,966	(37,660)
Subtotal Personnel Services	***$870,346***	***$911,235***	***$768,150***	***$768,150***	***($143,085)***
Operating					
Contractual Services	$294,165	$146,350	$176,850	$176,850	$30,500
Internal Service Charges	239,971	313,632	254,993	254,993	(58,639)
Other Charges	277,620	213,485	203,883	203,883	(9,602)
Rentals and Leases	15,600	15,744	15,744	15,744	0
Capital Outlay	6,246	0	0	0	0
Payment to Regional Service Authority	703,245	928,260	850,000	850,000	(78,260)
Subtotal Operating	***$1,536,847***	***$1,617,471***	***$1,501,470***	***$1,501,470***	***($116,001)***
TOTAL EXPENDITURES	**$2,407,193**	**$2,528,706**	**$2,269,620**	**$2,269,620**	**($259,086)**
DEDICATED REVENUES					
State Categorical Aid - Highway Maintenance	$507,118	$283,066	$461,780	$461,780	$178,714
TOTAL DEDICATED REVENUES	**$507,118**	**$283,066**	**$461,780**	**$461,780**	**$178,714**
TOTAL CITY COST	**$1,900,075**	**$2,245,640**	**$1,807,840**	**$1,807,840**	**($437,800)**

Public Works – Refuse Budget Description

The City Manager's Proposed FY 2014 Public Works – Refuse budget of $2,269,620 represents a 10.2% decrease of $259,086 compared to the Adopted FY 2013 budget of $2,528,706.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $143,085 decrease in Salaries and Employee Benefits reflecting the elimination of two full-time positions and a reduction in part-time hours, offset by the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $30,500 increase in Contractual Services reflecting the use of temporay agencies to supplement the workforce, offset by the elimination of uniform rental for shirts.
- $58,639 decrease in Internal Service Charges reflecting Fleet Services operating estimates.
- $9,602 decrease in Other Charges based on historical spending.
- $78,260 decrease in Payment to Regional Services Authority reflecting the reduction in landfill disposal charges due to the recycling of brush and other materials.

Public Works – Baseball Stadium Maintenance. Supports the operations and maintenance of Lynchburg City Stadium and Calvin Falwell Field.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Contractual Services	$52,975	$29,063	$29,063	$29,063	$0
Other Charges	63,182	98,315	64,000	64,000	(34,315)
Subtotal Operating	***$116,157***	***$127,378***	***$93,063***	***$93,063***	***($34,315)***
TOTAL CITY COST	**$116,157**	**$127,378**	**$93,063**	**$93,063**	**($34,315)**

Public Works – Baseball Stadium Maintenance Budget Description

The City Manager's Proposed FY 2014 Public Works – Baseball Stadium Maintenance budget of $93,063 represents a 26.9% decrease of $34,315 compared to the Adopted FY 2013 budget of $127,378.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $34,315 decrease in Other Charges based on historical spending.

Public Works Performance Measures

Goal 1:
Provide solid waste collection as economically as possible.

Objective:
Collect solid waste in a cost effective and efficient manner.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Operating and maintenance expenditures per ton of refuse collected.	$54.61	$56.00	$54.95	$57.00

Analysis of the Data:
In FY 2011 the Department switched over to using smart phone technology to schedule brush, bulk, and white goods collection and the refuse routes were rebalanced. The increase in cost each year is due to rising fuel, parts, and repair costs as well as increasing landfill disposal costs.

Benchmark Localities:
Chesapeake, Danville, Harrisonburg, and Spotsylvania County,VA; Longmont, CO

Goal 2:
Support the safety of the traveling public and the operating efficiency of the streets infrastructure system as economically as possible.

Objective:
Perform street maintenance activities in a cost effective and efficient manner.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Road rehabilitation expenditures per paved lane mile (includes paving, patching, all street maintenance activities)	$3,875	$3,900	$3,950	$4,100

Analysis of the Data:
Costs to maintain and repair streets have been very dynamic during the past several years with the cost of asphalt and patching material increasing significantly. The City has sought to perform more maintenance in order to lengthen the life of the streets leading to the expected increase in cost per lane mile.

Benchmark Localities:
Blacksburg, Danville, Harrisonburg, and Richmond, VA; Salem, OR

Goal 3:
Improve the timeliness and on-budget delivery of capital projects managed by the Engineering Division in excess of $1.0 million.

Objective:
Complete capital project delivery that is both on time and within budget as defined on the Capital Improvement Program (CIP) project detail sheet 90% of the time.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Percentage of Projects:				
On time	82%	82%	82%	84%
Within budget	82%	80%	82%	82%

Analysis of the Data:
As staff works to improve processes, it is anticipated more CIP projects will be completed within budget and within the projected time frames. Often, weather and other mitigating circumstances play a role in the ability to complete projects on time and within budget.

Benchmark Localities:
Virginia Department of Transportation; Roanoke and Danville, VA

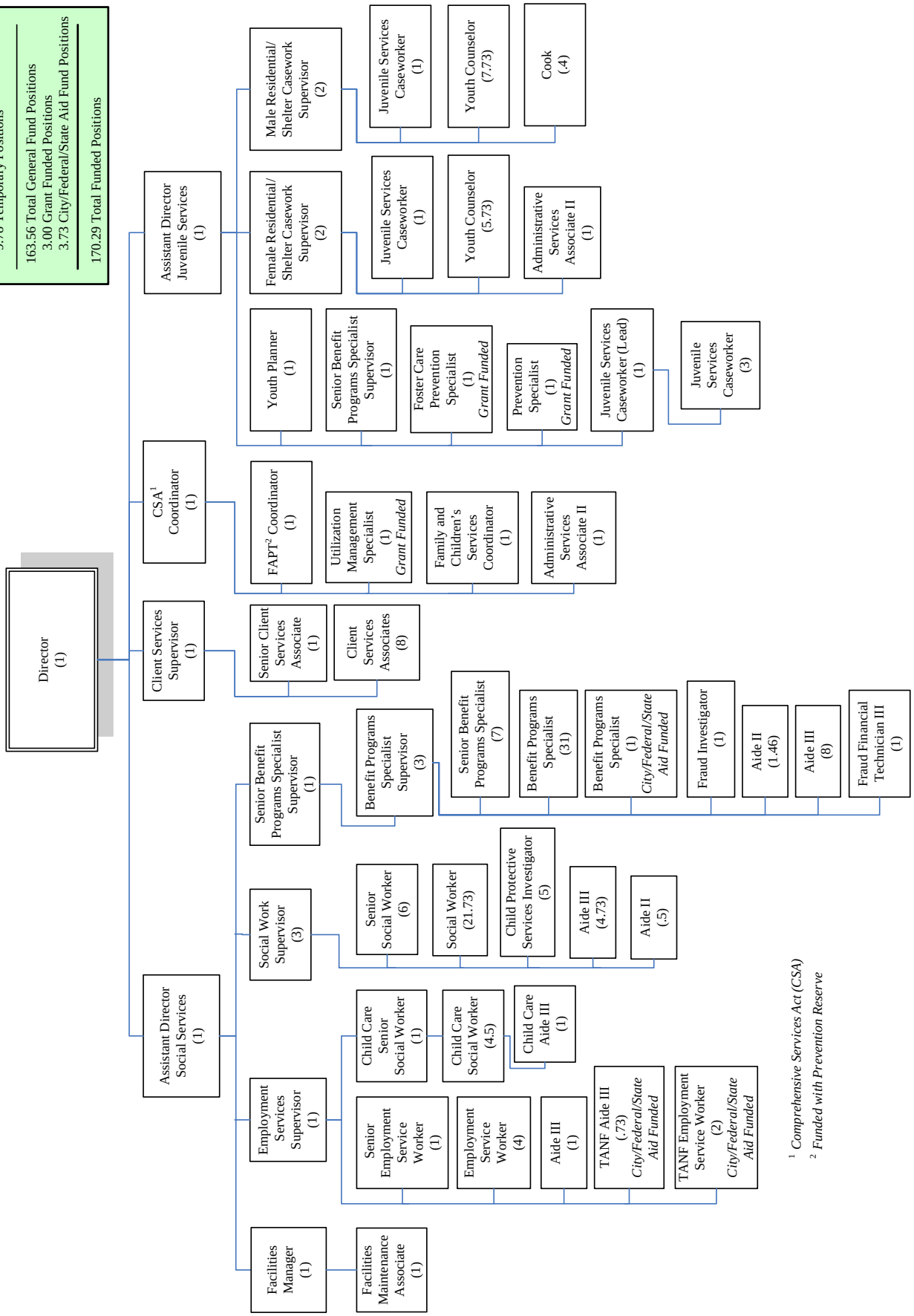
HUMAN SERVICES

POSITION SUMMARY

153.78 City Funded Positions
9.78 Temporary Positions

163.56 Total General Fund Positions
3.00 Grant Funded Positions
3.73 City/Federal/State Aid Fund Positions

170.29 Total Funded Positions



[1] *Comprehensive Services Act (CSA)*
[2] *Funded with Prevention Reserve*

Human Services – Juvenile Services. Provides a continuum of prevention and intervention services and programs aimed at supporting youth and their families. Major program areas include prevention services, community-based supervision, crisis intervention/shelter services, and secure pre- and post-dispositional juvenile detention services.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	31.00	28.00	27.00	27.00	(1.00)
City Funded Part-Time	2.00	2.50	1.86	1.86	(0.64)
City Funded Temporary	6.40	6.40	6.40	6.40	0.00
Grant Funded Full-Time	3.00	3.00	3.00	3.00	0.00
TOTAL FTE	**42.40**	**39.90**	**38.26**	**38.26**	**(1.64)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,387,076	$1,385,763	$1,255,764	$1,255,764	($129,999)
Employee Benefits	491,233	530,543	488,919	488,919	(41,624)
Subtotal Personnel Services	***$1,878,309***	***$1,916,306***	***$1,744,683***	***$1,744,683***	***($171,623)***
Operating					
Contractual Services	$1,732,255	$2,188,603	$2,047,630	$2,047,630	($140,973)
Internal Service Charges	34,283	34,491	31,603	31,603	(2,888)
Other Charges	98,088	112,109	115,109	115,109	3,000
Rentals and Leases	62,129	61,211	62,149	62,149	938
Subtotal Operating	***$1,926,755***	***$2,396,414***	***$2,256,491***	***$2,256,491***	***($139,923)***
Total General Fund Expenditures	**$3,805,064**	**$4,312,720**	**$4,001,174**	**$4,001,174**	**($311,546)**
Total Grant Expenditures [1]	$18,315	$20,000	$20,000	$20,000	$0
TOTAL EXPENDITURES	**$3,823,379**	**$4,332,720**	**$4,021,174**	**$4,021,174**	**($311,546)**
DEDICATED REVENUES					
State Categorical Aid	$235,716	$216,624	$216,624	$216,624	$0
Juvenile Service Providers	816,019	876,404	876,404	876,404	0
Federal Grants	18,315	20,000	20,000	20,000	0
TOTAL DEDICATED REVENUES	**$1,070,050**	**$1,113,028**	**$1,113,028**	**$1,113,028**	**$0**
TOTAL CITY COST	**$2,753,329**	**$3,219,692**	**$2,908,146**	**$2,908,146**	**($311,546)**

[1] Details of the Grant Expenditures can be located in the Other Funds Section of this document.

Human Services – Juvenile Services Budget Description

The City Manager's Proposed FY 2014 Human Services – Juvenile Services budget of $4,001,174 represents a 7.2% decrease of $311,546 compared to the Adopted FY 2013 budget of $4,312,720.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $171,623 decrease in Salaries and Employee Benefits reflecting the elimination of a full-time and a part-time position, reclassification of a Deputy Director position to a Benefits Specialist, and a reduction of all part-time positions to less than 30 hours per week, offset by the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $140,973 decrease in Contractual Services reflecting a reduction in the Comprehensive Services Act payment based on historic spending and a projected higher rate of reimbursement for certain services, as well as, a reduction in the Detention Home per diem based on fewer numbers of juveniles from the City of Lynchburg being detained.
- $2,888 decrease in Internal Service Charges reflecting Fleet Services operating estimates.
- $3,000 increase in Other Charges reflecting adjustments to food and supplies.

Human Services – Juvenile Services Performance Measures

Goal 1:
Program participants will successfully complete Juvenile Services programs.

Objective:
At least 75% of participants will successfully complete all program requirements as outlined in the Individualized Service Plans (ISPs).

Performance Measure:	***Actual FY2012***	***Projected FY2013***	***July - Dec FY2013***	***Projected FY2014***
Percent of participants successfully completing the program (average of all programs)	85.0%	85.0%	84.0%	85.0%

Analysis of the Data:
While the State Department of Juvenile Justice has set a 75% successful completion rate, it is anticipated based on the current treatment plan methodologies and past success rates that Juvenile Services can achieve an 85% success rate for FY 2013 and FY 2014. However, it is important to note there are various, uncontrollable factors that impact successful program completion.

Goal 2:
Outreach Detention program participants are in compliance with court orders.

Objective:
At least 95% of program participants are available for all scheduled court appearances.

Performance Measure:	***Actual FY2012***	***Projected FY2013***	***July - Dec FY2013***	***Projected FY2014***
Percent of program participants present at all scheduled court hearings	98%	98%	98%	98%

Analysis of the Data:
It is very difficult to project 100% success when providing services to at-risk youth. A number of uncontrollable factors can impact whether or not a youth is available for and present at all scheduled court hearings; as a result, projected figures are less than 100%.

Benchmark Localities:
Roanoke, Newport News, and Petersburg, VA

Human Services – Social Services

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	119.00	119.00	122.00	121.00	2.00
City Funded Part-Time	5.07	5.07	3.92	3.92	(1.15)
City Funded Temporary	3.38	3.38	3.38	3.38	0.00
Grant Funded Full-Time	4.00	2.00	3.00	3.00	1.00
Grant Funded Part-Time	0.00	0.88	0.73	0.73	(0.15)
TOTAL FTE	**131.45**	**130.33**	**133.03**	**132.03**	**1.70**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$3,799,927	$4,293,513	$4,343,159	$4,314,580	$21,067
Employee Benefits	1,450,210	1,851,354	1,882,834	1,869,229	17,875
Subtotal Personnel Services	**$5,250,137**	**$6,144,867**	**$6,225,993**	***$6,183,809***	***$38,942***
Operating					
Contractual Services	$62,263	$75,441	$75,441	$75,441	$0
Internal Service Charges	44,273	55,906	45,504	45,504	(10,402)
Other Charges	166,003	168,009	168,009	168,009	0
Rentals and Leases	86,648	97,155	97,155	97,155	0
Public Assistance	7,482,231	6,069,282	7,505,519	7,505,519	1,436,237
Subtotal Operating	**$7,841,418**	**$6,465,793**	**$7,891,628**	***$7,891,628***	***$1,425,835***
Total General Fund Expenditures	**$13,091,555**	**$12,610,660**	**$14,117,621**	**$14,075,437**	**$1,464,777**
Total Grant Expenditures [1]	$215,154	$228,296	$279,116	$279,116	$50,820
TOTAL EXPENDITURES	**$13,306,709**	**$12,838,956**	**$14,396,737**	**$14,354,553**	**$1,515,597**
DEDICATED REVENUES					
Federal Categorical Aid - Social Services Admin.	$3,192,496	$3,536,740	$3,735,752	$3,735,752	$199,012
Federal Categorical Aid - Social Services Programs	2,632,407	1,863,937	2,470,725	2,470,725	606,788
Federal Categorical Aid - Indirect Cost Reimbursement	404,126	400,000	400,000	400,000	0
State Categorical Aid - Social Services Admin.	1,512,548	1,199,708	1,272,377	1,272,377	72,669
State Categorical Aid - Social Services Programs	4,729,698	4,007,993	4,839,566	4,839,566	831,573
Special Welfare Recoupment	9,188	30,000	30,000	30,000	0
Federal Grants	186,053	197,594	197,594	197,594	0
State Grants	17,384	18,982	18,982	18,982	0
Localities/Other Reimbursements	0	0	50,820	50,820	50,820
TOTAL DEDICATED REVENUES	**$12,683,900**	**$11,254,954**	**$13,015,816**	**$13,015,816**	**$1,760,862**
TOTAL CITY COST	**$622,809**	**$1,584,002**	**$1,380,921**	**$1,338,737**	**($245,265)**

[1] Details of the Grant Expenditures can be located in the Other Funds Section of this document.

Human Services – Social Services Administration. Administers the programs that provide for the care and protection of children, adults, and families, and are designed to help people achieve a high level of self-sufficiency. These programs include foster care, child protective services, and finding solutions for child and adult neglect and abuse. The division administers welfare benefits for those who are eligible, and helps them to prepare for, find, and keep jobs.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	119.00	119.00	122.00	121.00	2.00
City Funded Part-Time	5.07	5.07	3.92	3.92	(1.15)
City Funded Temporary	3.38	3.38	3.38	3.38	0.00
Grant Funded Full-Time	4.00	2.00	3.00	3.00	1.00
Grant Funded Part-Time	0.00	0.88	0.73	0.73	(0.15)
TOTAL FTE	**131.45**	**130.33**	**133.03**	**132.03**	**1.70**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$3,799,927	$4,293,513	$4,343,159	$4,314,580	$21,067
Employee Benefits	1,444,881	1,845,130	1,876,610	1,863,005	17,875
Subtotal Personnel Services	***$5,244,808***	***$6,138,643***	***$6,219,769***	***$6,177,585***	***$38,942***
Operating					
Contractual Services	$62,263	$75,441	$75,441	$75,441	$0
Internal Service Charges	44,273	55,906	45,504	45,504	(10,402)
Other Charges	166,003	168,009	168,009	168,009	0
Rentals and Leases	86,648	97,155	97,155	97,155	0
Subtotal Operating	***$359,187***	***$396,511***	***$386,109***	***$386,109***	***($10,402)***
Total General Fund Expenditures	**$5,603,995**	**$6,535,154**	**$6,605,878**	**$6,563,694**	**$28,540**
Total Grant Expenditures [1]	$215,154	$228,296	$279,116	$279,116	$50,820
TOTAL EXPENDITURES	**$5,819,149**	**$6,763,450**	**$6,884,994**	**$6,842,810**	**$79,360**
DEDICATED REVENUES					
Federal Categorical Aid - Social Services Admin.	$3,192,496	$3,536,740	$3,735,752	$3,735,752	$199,012
Federal Categorical Aid - Indirect Cost Reimbursement	404,126	400,000	400,000	400,000	0
State Categorical Aid - Social Services Admin.	1,512,548	1,199,708	1,272,377	1,272,377	72,669
Federal Grants	186,053	197,594	197,594	197,594	0
State Grants	17,384	18,982	18,982	18,982	0
Localities/Other Reimbursements	0	0	50,820	50,820	50,820
TOTAL DEDICATED REVENUES	**$5,312,607**	**$5,353,024**	**$5,675,525**	**$5,675,525**	**$322,501**
TOTAL CITY COST	**$506,542**	**$1,410,426**	**$1,209,469**	**$1,167,285**	**($243,141)**

[1] Details of the Grant Expenditures can be located in the Other Funds Section of this document.

Human Services – Social Services Administration Budget Description

The City Manager's Proposed FY 2014 Human Services – Social Services Administration budget of $6,563,694 represents a 0.4% increase of $28,540 compared to the Adopted FY 2013 budget of $6,535,154.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $38,942 increase in Salaries and Employee Benefits reflecting the addition of a full-time Benefit Programs Supervisor position, the upgrade of a part-time position to full-time and the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $10,402 decrease in Internal Service Charges reflecting Fleet Services operating estimates.

Human Services – Public Assistance. Includes payments made directly to clients or to vendors on clients' behalf. These payments are primarily for maintenance needs. Also included are Title XX Programs which include companion services, maintenance, and support to children in foster care and day care. Funds are included in the Employment Services Program for the purpose of giving supportive services aimed at making clients self-sufficient.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Employee Benefits	$5,329	$6,224	$6,224	$6,224	$0
Subtotal Personnel Services	**$5,329**	**$6,224**	***$6,224***	***$6,224***	***$0***
Operating					
Public Assistance	$7,482,231	$6,069,282	$7,505,519	$7,505,519	$1,436,237
Subtotal Operating	**$7,482,231**	**$6,069,282**	***$7,505,519***	***$7,505,519***	***$1,436,237***
TOTAL EXPENDITURES	**$7,487,560**	**$6,075,506**	**$7,511,743**	**$7,511,743**	**$1,436,237**
DEDICATED REVENUES					
Federal Categorical Aid - Social Services Programs	$2,632,407	$1,863,937	$2,470,725	$2,470,725	$606,788
State Categorical Aid - Social Services Programs	4,729,698	4,007,993	4,839,566	4,839,566	831,573
Special Welfare Recoupment	9,188	30,000	30,000	30,000	0
TOTAL DEDICATED REVENUES	**$7,371,293**	**$5,901,930**	**$7,340,291**	**$7,340,291**	**$1,438,361**
TOTAL CITY COST	**$116,267**	**$173,576**	**$171,452**	**$171,452**	**($2,124)**

Human Services – Public Assistance Budget Description

The City Manager's Proposed FY 2014 Human Services – Public Assistance budget of $7,511,743 represents a 23.6% increase of $1,436,237 compared to the Adopted FY 2013 budget of $6,075,506.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $1,436,237 increase in Public Assistance reflecting historical spending for adoption programs.

Human Services – Social Services Performance Measures

Goal 1:
Provide timely financial assistance services (SNAP, Medicaid and Temporary Assistance to Needy Families) to eligible clients.

Objective:
Meet or exceed State composite timeliness target of 97.0% for these programs.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Percentage of cases meeting State and federal programmatic timeliness policy.	92.0%	93.0%	94.0%	97.0%

Analysis of the Data:
Significant increases in applications and cases under care and significant policy changes during FY 2011, FY 2012, and the first half of FY 2013 continue to contribute to the failure to meet target. Forty-four percent of the Benefit Programs staff is in training and have less than three years experience. Failure to meet federal standards is due to these combined factors as well as to the frequent policy changes and the continuing increases in applications and ongoing cases as the economy struggles to improve.

Goal 2:
Protect at risk children by providing excellent Child Protective and Family Services.

Objective:
Reduce the occurrence of repeat maltreatment of children to 2.3% or less (the State's target).

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Repeat maltreatment	0.0%	1.0%	0.0%	1.0%

Analysis of the Data:
Emphasis continues to be placed on preventive ongoing services to abused children in order to protect them from repeat maltreatment. Despite personnel shortages staff continues to do quality work to ensure children are safe and families are being assisted.

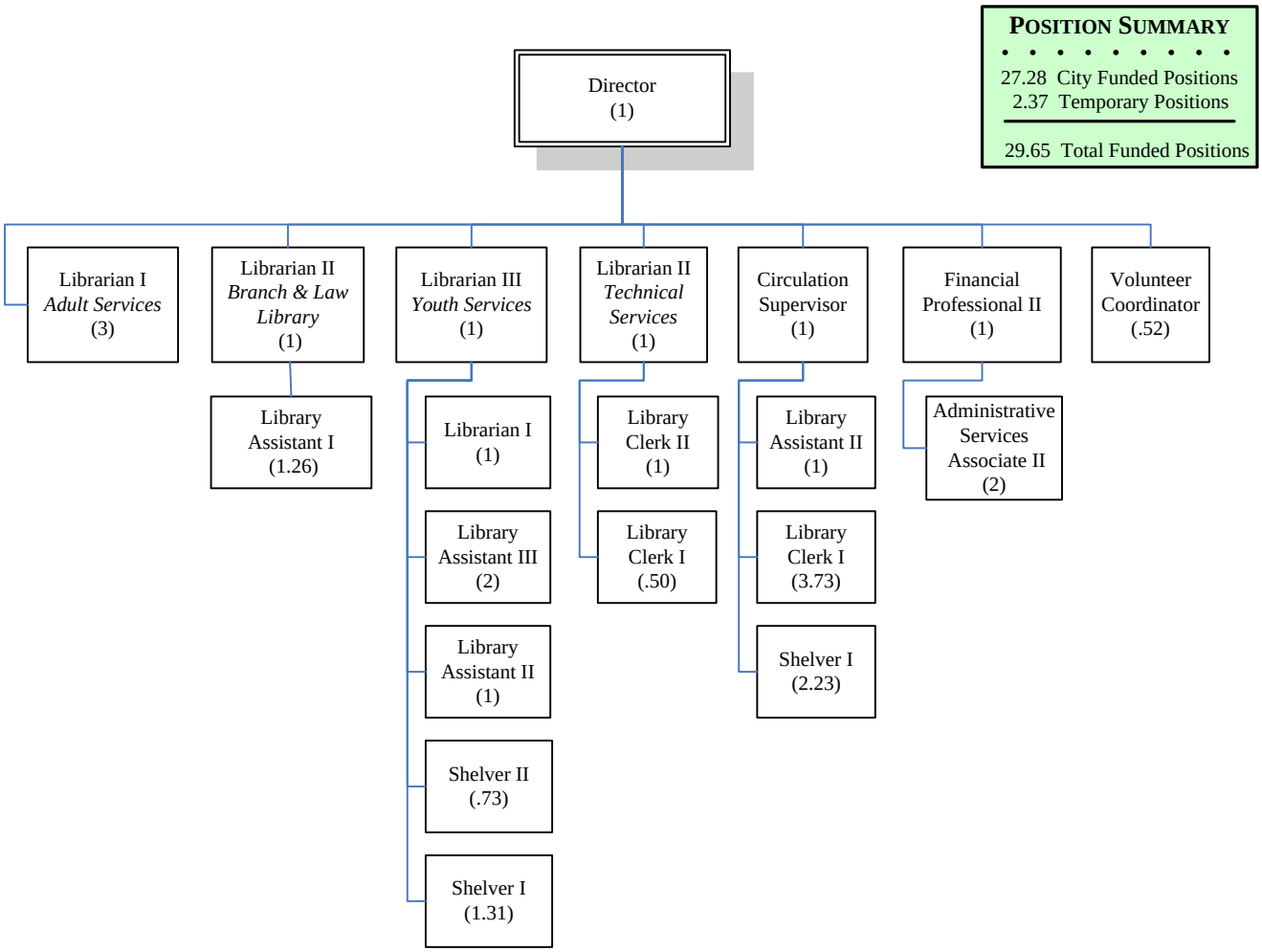
Benchmark Localities:
Petersburg, Charlottesville, Danville, Roanoke City, Chesterfield, and Hanover, VA

HISTORICAL QUOTE:

On the 7th of October I arrived in the town of Lynchburg after an absence from it of nearly three years. I was astonished at the changes which, during this period, had been made. New streets opened, new buildings erected, bustle and activity in every direction, showed it to be a place of considerable and growing importance. The business part of town lies at the foot of a hill, along the margin of the river, quite convenient to the boat navigation; and when the improvements, now begun, shall have been completed, it will be neat, agreeable, and sufficiently handsome. At a little distance from the river the ground is broken into hills, which afford various pleasant and almost picturesque prospects to the beholder. On these hills, quite decent houses for family residences are rising up with great rapidity.

John Holt Rice, "An Excursion into the Country" 1818

PUBLIC LIBRARY



Public Library including the Law Library

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	20.00	20.00	20.00	20.00	0.00
City Funded Part-Time	11.96	9.34	7.28	7.28	(2.06)
City Funded Temporary	0.37	0.37	2.37	2.37	2.00
TOTAL FTE	**32.33**	**29.71**	**29.65**	**29.65**	**(0.06)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$896,513	$947,243	$913,785	$913,785	($33,458)
Employee Benefits	298,711	347,678	336,976	336,976	(10,702)
Subtotal Personnel Services	***$1,195,224***	***$1,294,921***	***$1,250,761***	***$1,250,761***	***($44,160)***
Operating					
Contractual Services	$42,518	$42,736	$42,904	$42,904	$168
Internal Service Charges	1,274	1,037	1,489	1,489	452
Other Charges	193,051	202,092	174,778	174,778	(27,314)
Rentals and Leases	27,309	29,260	28,050	28,050	(1,210)
Subtotal Operating	***$264,152***	***$275,125***	***$247,221***	***$247,221***	***($27,904)***
TOTAL DEPARTMENT EXPENDITURES	**$1,459,376**	**$1,570,046**	**$1,497,982**	**$1,497,982**	**($72,064)**
DEDICATED REVENUES					
Library Fines and Fees	$79,267	$80,000	$80,000	$80,000	$0
Lost/Damaged Library Property	4,420	5,000	5,000	5,000	0
State Categorical Aid	148,722	149,455	148,646	148,646	(809)
Friends of the Lynchburg Library	14,500	14,500	14,500	14,500	0
Delinquent Library Charges	3,907	8,000	4,000	4,000	(4,000)
Delinquent Library Charges Other	9,837	0	0	0	0
Law Library Fees	50,301	60,000	60,000	60,000	0
Assigned Fund Balance Reserve	(4,892)	(5,080)	(80)	(80)	5,000
TOTAL DEDICATED REVENUES	**$306,062**	**$311,875**	**$312,066**	**$312,066**	**$191**
TOTAL CITY COST	**$1,153,314**	**$1,258,171**	**$1,185,916**	**$1,185,916**	**($72,255)**

Public Library. Provides a full range of services to meet the informational, educational, and recreational needs of the community. In FY 2012, there were 31,230 registered borrowers and 66,559 web page visits. The library's collections include: 136,972 books; 271 magazine subscriptions; 10,802 DVDs; several electronic databases, which are available on the library's web page; and an e-book service. In FY 2012, circulation was 493,781; 264,584 electronic searches were made; the Youth Services staff provided programs to 9,581 children; and public access to the internet was provided to 74,647 individuals. A book delivery service is provided to 19 senior center locations with 4,111 items in the deposit collection. During FY 2012, 59 volunteers donated 2,522 hours of service.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	20.00	20.00	20.00	20.00	0.00
City Funded Part-Time	11.96	9.34	7.28	7.28	(2.06)
City Funded Temporary	0.37	0.37	2.06	2.06	1.69
TOTAL FTE	**32.33**	**29.71**	**29.34**	**29.34**	**(0.37)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$896,513	$947,243	$909,140	$909,140	($38,103)
Employee Benefits	298,711	347,678	336,621	336,621	(11,057)
Subtotal Personnel Services	***$1,195,224***	***$1,294,921***	***$1,245,761***	***$1,245,761***	***($49,160)***
Operating					
Contractual Services	$42,518	$42,736	$42,904	$42,904	$168
Internal Service Charges	1,274	1,037	1,489	1,489	452
Other Charges	173,792	173,322	146,008	146,008	(27,314)
Rentals and Leases	27,309	29,260	28,050	28,050	(1,210)
Subtotal Operating	***$244,893***	***$246,355***	***$218,451***	***$218,451***	***($27,904)***
TOTAL EXPENDITURES	**$1,440,117**	**$1,541,276**	**$1,464,212**	**$1,464,212**	**($77,064)**
DEDICATED REVENUES					
Library Fines and Fees	$79,267	$80,000	$80,000	$80,000	$0
Lost/Damaged Library Property	4,420	5,000	5,000	5,000	0
State Categorical Aid	148,722	149,455	148,646	148,646	(809)
Friends of the Lynchburg Library	14,500	14,500	14,500	14,500	0
Delinquent Library Charges	3,907	8,000	4,000	4,000	(4,000)
Delinquent Library Charges Other	9,837	0	0	0	0
Law Library Fees	26,150	26,150	26,150	26,150	0
TOTAL DEDICATED REVENUES	**$286,803**	**$283,105**	**$278,296**	**$278,296**	**($4,809)**
TOTAL CITY COST	**$1,153,314**	**$1,258,171**	**$1,185,916**	**$1,185,916**	**($72,255)**

Public Library Budget Description

The City Manager's Proposed FY 2014 Public Library budget of $1,464,212 represents a 5.0% decrease of $77,064 compared to the Adopted FY 2013 budget of $1,541,276.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $49,160 decrease in Salaries and Employee Benefits reflecting position reclassifications, and the elimination of a part-time position, offset by the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $27,314 decrease in Other Charges reflecting a reduction in purchases for books, DVDs, magazines, and processing supplies.
- $1,210 decrease in Rentals and Leases eliminating rental of Lyrasis cataloging software; the service is offered at no additional cost by an alternate provider.

Law Library. The Public Law Library is a service provided by the Lynchburg Public Library, with funding from a fee assessed as part of the costs of each civil action filed in the Circuit Court and the General District Court of the city. The Law Library is located within the Downtown Branch Library and managed by that staff. The collection of legal reference materials is used by attorneys, students, and citizens. The FY 2013 beginning Assigned Fund Balance was $74,861.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Temporary	0.00	0.00	0.31	0.31	0.31
TOTAL FTE	**0.00**	**0.00**	**0.31**	**0.31**	**0.31**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$0	$0	$4,645	$4,645	$4,645
Employee Benefits	0	0	355	355	355
Subtotal Personnel Services	***$0***	***$0***	***$5,000***	***$5,000***	***$5,000***
Operating					
Other Charges	$19,259	$28,770	$28,770	$28,770	$0
Subtotal Operating	***$19,259***	***$28,770***	***$28,770***	***$28,770***	***$0***
TOTAL EXPENDITURES	**$19,259**	**$28,770**	**$33,770**	**$33,770**	**$5,000**
DEDICATED REVENUES					
Law Library Fees	$24,151	$33,850	$33,850	$33,850	$0
Assigned Fund Balance Reserve	(4,892)	(5,080)	(80)	(80)	5,000
TOTAL DEDICATED REVENUES	**$19,259**	**$28,770**	**$33,770**	**$33,770**	**$5,000**
TOTAL CITY COST	**$0**	**$0**	**$0**	**$0**	**$0**

Law Library Budget Description

The City Manager's Proposed FY 2014 Law Library budget of $33,770 represents a 17.4% increase of $5,000 compared to the Adopted FY 2013 budget of $28,770.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $5,000 increase in Salaries and Employee Benefits reflecting additional temporary hours at the branch library.

Public Library Performance Measures

Goal 1:
Increase circulation per capita.

Objective:
To provide a diverse collection of materials which are useful to our community.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Circulation per capita	6.82	6.82	3.41	7.00

Analysis of the Data:
In FY 2012, circulation was down approximately 3.5% from FY 2011. Projections for circulation for FY 2013 and FY 2014 are conservative due to temporary staff shortages from retirements, continued reductions in both City and State funding resulting in fewer materials being purchased, and the introduction of ebooks.

Goal 2:
Increase program attendance per capita.

Objective:
To provide programming to reach a broad section of the community, for both youth and adults.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Program attendance per capita	0.14	0.14	0.07	0.50

Analysis of the Data:
A vibrant youth program reaches thousands of children annually. Adult programs such as Lynchburg Reads appeal to hundreds of teens and adults. Projections are low for FY 2013 as storytimes are being suspended for six weeks due to the retirement of two Youth Services staff members. More adult programming such as computer classes and book and author programs as well as opening the new storytime room addition are projected to increase program attendance for FY 2014.

Goal 3:
Increase on-site, through-the-door visitorship.

Objective:
To encourage the community to visit the library facilities by offering a wide range of materials, computers, and programs.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Visits per capita	4.26	4.50	3.78	4.75

Analysis of the Data:
Reductions in City and State funding over the last few years have resulted in fewer new materials being purchased, potentially impacting visitorship. The Gates PC Lab is open, as staffing permits, providing several thousand additional PC user sessions. The storytime room addition will be open sometime in FY 2014 and is expected to attract additional visits.

Benchmark Localities:
Appomattox Regional, Blue Ridge Regional, Central Rappahannock Regional, Danville Public, Hampton Public, Jefferson Madison Regional, Newport News Public, Norfolk Public, Petersburg Public, Portsmouth Library, Richmond Public, Roanoke City Public, Staunton Public, and The Handly Library.

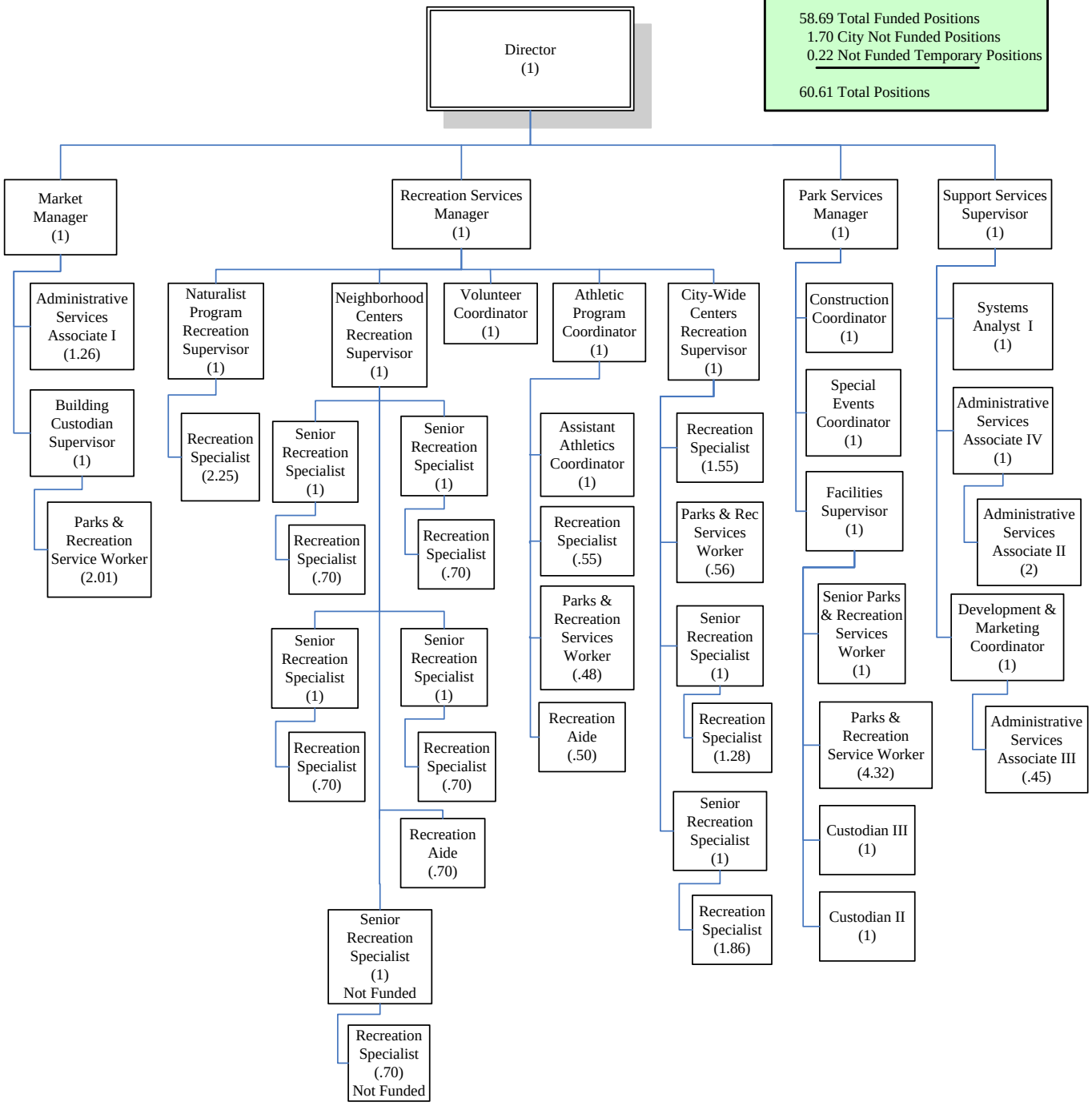
PARKS AND RECREATION
(includes City Armory/Community Market)

POSITION SUMMARY

49.57 City Funded Positions
9.12 Temporary Positions

58.69 Total Funded Positions
1.70 City Not Funded Positions
0.22 Not Funded Temporary Positions

60.61 Total Positions



Note: In the FY 2013 budget, a Senior Recreation Specialist position was eliminated in the City-Wide Centers Division of Parks and Recreation.

Parks and Recreation, Recreation Programs, and Community Market

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	32.54	32.00	31.00	32.00	0.00
City Funded Part-Time	17.24	17.65	16.88	17.57	(0.08)
City Funded Temporary	5.69	10.03	9.12	9.12	(0.91)
City Full-Time Not Funded	0.00	1.00	1.00	1.00	0.00
City Part-Time Not Funded	0.00	0.70	0.70	0.70	0.00
City Temporary Not Funded	0.00	0.22	0.22	0.22	0.00
TOTAL FTE	**55.47**	**61.60**	**58.92**	**60.61**	**(0.99)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,748,370	$1,863,774	$1,753,401	$1,856,574	($7,200)
Employee Benefits	496,426	573,224	552,733	576,872	3,648
Subtotal Personnel Services	***$2,244,796***	***$2,436,998***	***$2,306,134***	***$2,433,446***	***($3,552)***
Operating					
Contractual Services	$149,789	$166,650	$174,270	$174,270	$7,620
Internal Service Charges	40,411	50,966	40,821	40,821	(10,145)
Other Charges	345,175	377,509	368,242	371,711	(5,798)
Rentals and Leases	14,819	15,780	17,621	17,621	1,841
Subtotal Operating	***$550,194***	***$610,905***	***$600,954***	***$604,423***	***($6,482)***
TOTAL DEPARTMENT EXPENDITURES	**$2,794,990**	**$3,047,903**	**$2,907,088**	**$3,037,869**	**($10,034)**
DEDICATED REVENUES					
Swimming Pool Fees	$30,937	$29,000	$30,000	$30,000	$1,000
Recreation Program Fees	324,813	334,039	344,000	344,000	9,961
Assigned Fund Balance Reserve	14,791	89,957	72,192	72,192	(17,765)
Special Events Sponsorship	3,598	4,000	4,000	4,000	0
Property Rental Market	73,229	85,000	85,000	80,000	(5,000)
TOTAL DEDICATED REVENUES	**$447,368**	**$541,996**	**$535,192**	**$530,192**	**($11,804)**
TOTAL CITY COST	**$2,347,622**	**$2,505,907**	**$2,371,896**	**$2,507,677**	**$1,770**

Parks and Recreation. Develops, administers and manages parks, trails, recreation programs, and the Community Market. The Department is organized into three areas – Recreation Services, Park Services, and Support Services. Recreation Services provides an array of organized programs including classes, athletics, senior adult activities, naturalist programs, aquatics, and programs for youth and families in a community center setting. Recreation Services works in partnership with numerous community organizations to provide additional services to the public. Park Services manages the parklands, trail system, and recreational facilities. Park Services conducts park planning and develops and implements the Capital Improvement Plan. In addition, Park Services manages the rental and use of City Stadium, community centers, the Aviary, City Armory, general park use, and special-events permitting. Park maintenance is coordinated with Buildings and Grounds. Support Services provides support for all other service areas and the Director's office, operates the Customer Service Desk, develops and administers budgets, processes all financial and personnel transactions, maintains departmental files and records, processes facility use permits, and is responsible for departmental marketing.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	30.54	30.00	29.00	30.00	0.00
City Funded Part-Time	9.99	10.04	9.08	9.78	(0.26)
City Funded Temporary	4.91	5.86	5.86	5.86	0.00
City Full-Time Not Funded	0.00	1.00	1.00	1.00	0.00
City Part-Time Not Funded	0.00	0.70	0.70	0.70	0.00
City Temporary Not Funded	0.00	0.22	0.22	0.22	0.00
TOTAL FTE	**45.44**	**47.82**	**45.86**	**47.56**	**(0.26)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,488,334	$1,543,094	$1,436,837	$1,539,382	($3,712)
Employee Benefits	457,381	523,756	502,615	521,933	(1,823)
Subtotal Personnel Services	***$1,945,715***	***$2,066,850***	***$1,939,452***	***$2,061,315***	***($5,535)***
Operating					
Contractual Services	$46,126	$44,560	$50,660	$50,660	$6,100
Internal Service Charges	38,615	48,722	38,782	38,782	(9,940)
Other Charges	121,575	133,571	128,456	131,925	(1,646)
Rentals and Leases	14,819	15,780	17,621	17,621	1,841
Subtotal Operating	***$221,135***	***$242,633***	***$235,519***	***$238,988***	***($3,645)***
TOTAL EXPENDITURES	**$2,166,850**	**$2,309,483**	**$2,174,971**	**$2,300,303**	**($9,180)**
DEDICATED REVENUES					
Swimming Pool Fees	$30,937	$29,000	$30,000	$30,000	$1,000
TOTAL DEDICATED REVENUES	**$30,937**	**$29,000**	**$30,000**	**$30,000**	**$1,000**
TOTAL CITY COST	**$2,135,913**	**$2,280,483**	**$2,144,971**	**$2,270,303**	**($10,180)**

Parks and Recreation Budget Description

The City Manager's Proposed FY 2014 Parks and Recreation budget of $2,300,303 represents a 0.4% decrease of $9,180 compared to the Adopted FY 2013 budget of $2,309,483.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $5,535 decrease in Salaries and Employee Benefits reflecting a reduction in part-time hours, offset by the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $6,100 increase in Contractual Services reflecting the Safari Parks and Recreation Management software replacement.
- $9,940 decrease in Internal Service Charges reflecting Fleet Services operating estimates as well as the elimination of a transportation bus used by the Seniors Program.
- $1,646 decrease in Other Charges reflecting reductions in supplies.
- $1,841 increase in Rentals and Leases reflecting an increase in cost for the annual contract for portable restroom unit rentals.

Parks and Recreation – Recreation Programs. Supports a wide range of recreational activities, including adult and youth athletics, aquatics classes, camps, naturalist programs, rentals of centers, rentals of Miller Park Pool, shelters, athletic fields, special events management, Heritage Crafters Co-op, and general classes. The majority of the programs serve special interest groups or individuals pursuing individual interests.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Part-Time	4.30	4.59	4.77	4.77	0.18
City Funded Temporary	0.78	4.17	3.26	3.26	(0.91)
TOTAL FTE	**5.08**	**8.76**	**8.03**	**8.03**	**(0.73)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$130,639	$187,087	$178,845	$178,845	($8,242)
Employee Benefits	10,539	14,313	13,681	13,681	(632)
Subtotal Personnel Services	***$141,178***	***$201,400***	***$192,526***	***$192,526***	***($8,874)***
Operating					
Contractual Services	$77,811	$93,400	$93,900	$93,900	$500
Other Charges	124,213	133,196	133,766	133,766	570
Subtotal Operating	***$202,024***	***$226,596***	***$227,666***	***$227,666***	***$1,070***
TOTAL EXPENDITURES	**$343,202**	**$427,996**	**$420,192**	**$420,192**	**($7,804)**
DEDICATED REVENUES					
Recreation Program Fees	$324,813	$334,039	$344,000	$344,000	$9,961
Assigned Fund Balance Reserve	14,791	89,957	72,192	72,192	(17,765)
Special Events Sponsorship	3,598	4,000	4,000	4,000	0
TOTAL DEDICATED REVENUES	**$343,202**	**$427,996**	**$420,192**	**$420,192**	**($7,804)**
TOTAL CITY COST	**$0**	**$0**	**$0**	**$0**	**$0**

Parks and Recreation – Recreation Programs Budget Description

The City Manager's Proposed FY 2014 Parks and Recreation – Recreation Programs budget of $420,192 represents a 1.8% decrease of $7,804 compared to the Adopted FY 2013 budget of $427,996.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $8,874 decrease in Salaries and Employee Benefits reflecting a reduction in temporary hours.

City Armory/Community Market. The City Armory and Community Market are focal points of downtown activity. The City Armory, which is a 23,000 square-foot gymnasium-style facility, is utilized throughout the year by the Central Virginia Criminal Justice Academy and also hosts numerous City and private events, including parties, community special events, and various athletic events. The Community Market, a 22,000 square-foot retail facility, provides retail space for local farmers and craft vendors, permanent restaurants and other shops. The Armory/Market budget supports the staff and services required for continued operation of both facilities including custodial services, minor facility maintenance, and administrative services. The Armory/Market staff also provides support services to third-party organizations interested in hosting special events and activities in the downtown area.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	2.00	2.00	2.00	2.00	0.00
City Funded Part-Time	2.95	3.02	3.03	3.02	0.00
TOTAL FTE	**4.95**	**5.02**	**5.03**	**5.02**	**0.00**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$129,397	$133,593	$137,719	$138,347	$4,754
Employee Benefits	28,506	35,155	36,437	41,258	6,103
Subtotal Personnel Services	***$157,903***	***$168,748***	***$174,156***	***$179,605***	***$10,857***
Operating					
Contractual Services	$25,852	$28,690	$29,710	$29,710	$1,020
Internal Service Charges	1,796	2,244	2,039	2,039	(205)
Other Charges	99,387	110,742	106,020	106,020	(4,722)
Subtotal Operating	***$127,035***	***$141,676***	***$137,769***	***$137,769***	***($3,907)***
TOTAL EXPENDITURES	**$284,938**	**$310,424**	**$311,925**	**$317,374**	**$6,950**
DEDICATED REVENUES					
Property Rental Market	$73,229	$85,000	$85,000	$80,000	($5,000)
TOTAL DEDICATED REVENUES	**$73,229**	**$85,000**	**$85,000**	**$80,000**	**($5,000)**
TOTAL CITY COST	**$211,709**	**$225,424**	**$226,925**	**$237,374**	**$11,950**

City Armory/Community Market Budget Description

The City Manager's Proposed FY 2014 City Armory/Community Market budget of $317,374 represents a 2.2% increase of $6,950 compared to the Adopted FY 2013 budget of $310,424.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $10,857 increase in Salaries and Employee Benefits reflecting higher than budgeted personnel costs, as well as the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $1,020 increase in Contractual Services reflecting entertainment and advertising costs.
- $4,722 decrease in Other Charges reflecting a reduction in natural gas costs.

Parks and Recreation Performance Measures

Goal 1:
Manage parks, trails, and civic facilities for the benefit of Lynchburg citizens and create opportunities for citizens of all ages and abilities to participate in a rich variety of recreational activities.

Objective:
Provide effective and efficient services.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Parks and recreation FTEs per 1,000 population	0.90	0.92	0.95	0.92

Analysis of the Data:
Includes hours worked by employees from the Departments of Parks and Recreation and Public Works to fulfill the mission of Parks and Recreation. The FY 2012 numbers include 0.75 FTE from the Department of Parks and Recreation and 0.15 FTE from the Department of Public Works; in the first half of FY 2013 the figure for Parks and Recreation increased to 0.81 while the Public Works number decreased slightly to 0.14, for a total of 0.95. The FY 2013 figures are closely in line with the figures for the first half of FY 2012 and, by the end of the fiscal year will likely decrease towards those of overall FY 2012. Summer activities such as summer camp and the Miller Park Pool result in higher FTE numbers during the first quarter of the year.

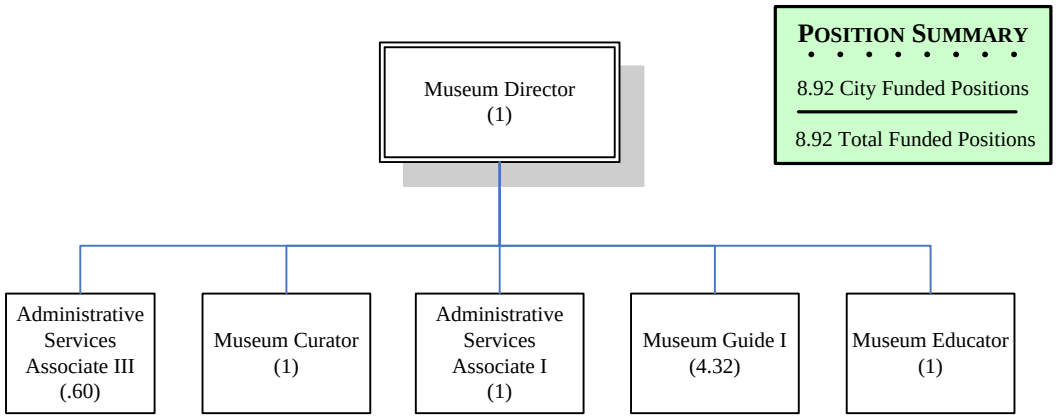
Goal 2:
Become a more self-sustaining department by reducing the cost of Parks and Recreation services and activities to the General Fund.

Objective:
Increase the percentage of Department expenses funded by user/participant fees.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Fee funded expenses as a percentage of total department expenses	14%	15%	13%	15%

Analysis of the Data:
The movement of nine part-time positions from the operating budget (General Fund supported) to the Recreation Fund (Fees supported) budget for FY 2011 alleviated the operating budget of approximately $100,000 in expenses and increased the Recreation Fund's percentage of total expenses from 11% in FY 2010 to 14% in FY 2011 and FY 2012. While the Department continues to seek additional opportunities to move expenses to the Recreation Fund, increases in full-time employee benefit and wage expenses in the operating budget has resulted in the percentage stabilizing for FY 2012 and FY 2013.

MUSEUMS


POSITION SUMMARY
8.92 City Funded Positions
8.92 Total Funded Positions
Museum Director (1)
Administrative Services Associate III (.60)
Museum Curator (1)
Administrative Services Associate I (1)
Museum Guide I (4.32)
Museum Educator (1)

Museum including the Point of Honor/Carriage House

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	4.00	4.00	4.00	4.00	0.00
City Funded Part-Time	4.94	4.94	4.92	4.92	(0.02)
TOTAL FTE	**8.94**	**8.94**	**8.92**	**8.92**	**(0.02)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$263,587	$281,644	$273,023	$278,408	($3,236)
Employee Benefits	74,926	85,387	80,290	82,568	(2,819)
Subtotal Personnel Services	***$338,513***	***$367,031***	***$353,313***	***$360,976***	***($6,055)***
Operating					
Contractual Services	$23,282	$30,920	$26,365	$30,920	$0
Internal Service Charges	2,105	2,248	2,484	2,484	236
Other Charges	17,148	28,475	24,590	27,890	(585)
Rentals and Leases	8,741	9,767	9,767	9,767	0
Subtotal Operating	***$51,276***	***$71,410***	***$63,206***	***$71,061***	***($349)***
TOTAL DEPARTMENT EXPENDITURES	**$389,789**	**$438,441**	**$416,519**	**$432,037**	**($6,404)**
DEDICATED REVENUES					
Lynchburg Museum Admission	$18,352	$16,500	$16,500	$16,500	$0
Digg's Trust	21,762	32,966	38,616	38,616	5,650
Point of Honor Admission	11,222	10,000	10,000	10,000	0
Gift Shop Proceeds	2,000	2,000	2,000	2,000	0
Gifts and Miscellaneous Donations - Museum	941	200	300	300	100
Photograph Reproduction Fees	521	200	300	300	100
Reimbursement - Point of Honor/Carriage House	25,486	26,283	26,603	26,603	320
Assigned Fund Balance Reserve	(2,653)	0	0	0	0
TOTAL DEDICATED REVENUES	**$77,631**	**$88,149**	**$94,319**	**$94,319**	**$6,170**
TOTAL CITY COST	**$312,158**	**$350,292**	**$322,200**	**$337,718**	**($12,574)**

Museums. The Museum System was established in 1976 to inform the public about the history of Lynchburg and the surrounding region. It collects and preserves the tangible evidence of that history and provides public programs, exhibits, and special events at the Lynchburg Museum, located in the Old Court House, and Point of Honor.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	4.00	4.00	4.00	4.00	0.00
City Funded Part-Time	3.44	4.94	4.92	4.92	(0.02)
TOTAL FTE	**7.44**	**8.94**	**8.92**	**8.92**	**(0.02)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$240,706	$281,644	$273,023	$278,408	($3,236)
Employee Benefits	73,176	85,387	80,290	82,568	(2,819)
Subtotal Personnel Services	***$313,882***	***$367,031***	***$353,313***	***$360,976***	***($6,055)***
Operating					
Contractual Services	$19,762	$30,920	$26,365	$30,920	$0
Internal Service Charges	2,105	2,248	2,484	2,484	236
Other Charges	11,244	28,475	24,590	27,890	(585)
Rentals and Leases	8,741	9,767	9,767	9,767	0
Subtotal Operating	***$41,852***	***$71,410***	***$63,206***	***$71,061***	***($349)***
TOTAL EXPENDITURES	**$355,734**	**$438,441**	**$416,519**	**$432,037**	**($6,404)**
DEDICATED REVENUES					
Lynchburg Museum Admission	$18,352	$16,500	$16,500	$16,500	$0
Digg's Trust	21,762	32,966	38,616	38,616	5,650
Point of Honor Admission	0	10,000	10,000	10,000	0
Gift Shop Proceeds	2,000	2,000	2,000	2,000	0
Gifts and Miscellaneous Donations - Museum	941	200	300	300	100
Photograph Reproduction Fees	521	200	300	300	100
Reimbursement - Point of Honor/Carriage House	0	26,283	26,603	26,603	320
TOTAL DEDICATED REVENUES	**$43,576**	**$88,149**	**$94,319**	**$94,319**	**$6,170**
TOTAL CITY COST	**$312,158**	**$350,292**	**$322,200**	**$337,718**	**($12,574)**

Museums Budget Description

The City Manager's Proposed FY 2014 Museums budget of $432,037 represents a 1.5% decrease of $6,404 compared to the Adopted FY 2013 budget of $438,441.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $6,055 decrease in Salaries and Employee Benefits reflecting the hiring of entry level positions to replace retiring staff.

Point of Honor/Carriage House

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Part-Time	1.5	0.0	0.0	0.0	0.0
TOTAL FTE	**1.5**	**0.0**	**0.0**	**0.0**	**0.0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$22,881	$0	$0	$0	$0
Employee Benefits	1,750	0	0	0	0
Subtotal Personnel Services	***$24,631***	***$0***	***$0***	***$0***	***$0***
Operating					
Contractual Services	$3,520	$0	$0	$0	$0
Other Charges	5,904	0	0	0	0
Subtotal Operating	***$9,424***	***$0***	***$0***	***$0***	***$0***
TOTAL EXPENDITURES	**$34,055**	**$0**	**$0**	**$0**	**$0**
DEDICATED REVENUES					
Point of Honor Admission	$11,222	$0	$0	$0	$0
Reimbursement – Point of Honor/Carriage House	25,486	0	0	0	0
Assigned Fund Balance Reserve	(2,653)	0	0	0	0
TOTAL DEDICATED REVENUES	**$34,055**	**$0**	**$0**	**$0**	**$0**
TOTAL CITY COST	**$0**	**$0**	**$0**	**$0**	**$0**

Point of Honor/Carriage House Budget Description

The Point of Honor/Carriage House budget is included in the Museums budget beginning in FY 2013.

Museums Performance Measures

Goal 1:
To offer quality interpretive programs that are mission driven, accessible to the public, and of interest to residents and visitors.

Objective:
Present exhibits, tours, special events, and outreach programs to 16,000 visitors annually.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Number of annual visitors to the Museum System	17,196	16,400	8,000	16,000

Analysis of the Data:
Many museums in Virginia continue to see declines in visitation with the economy, fuel costs, and cutting of field trips. For FY 2014, the Department will continue to strive to increase school and homeschool tours, build partnerships, engage volunteers, and enhance programs to offset the current economic challenges. The traveling Civil War exhibit now on display leaves at the end of FY 2013 and with no major exhibit in FY 2014 visitation may decrease slightly.

Goal 2:
Provide opportunities for the community to participate in Lynchburg's history.

Objective:
Acquire a broader base of volunteer support for the Museum System's mission by increasing volunteer hours.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Value of volunteer hours	$68,478	$69,420	$34,000	$69,000

Analysis of the Data:
The data is expressed as total volunteer hours donated multiplied by the federal hourly rate for volunteer service. The number of hours donated in FY 2012 totalled 3,030 valued at $22.60 per hour ($68,478). The Department projects a small decrease in volunteer hours in FY 2014 as it continues to actively recruit volunteers while at the same time they are becoming harder to engage.

Goal 3:
To provide quality experiences for visitors (local, regional, and traveling) who tour the Lynchburg Museum and Point of Honor.

Objective:
To achieve at least an 80% satisfaction rating on visitor surveys completed by those who visit either site.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Customer satisfaction level	90%	90%	90%	90%

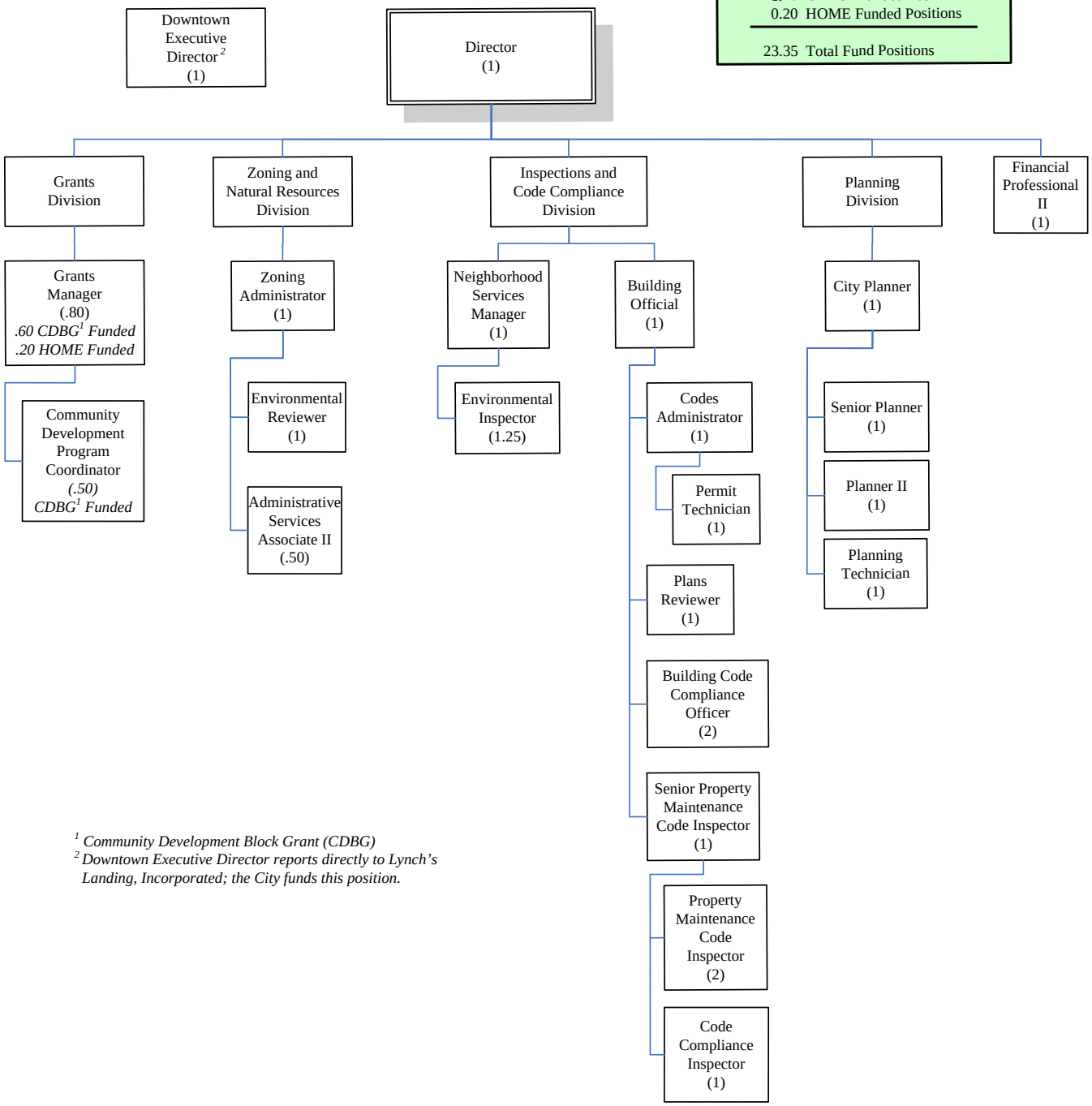
Analysis of the Data:
Based on past results, the Department projects maintaining a 90% satisfaction rate in FY 2014.

Benchmark Localities:
Manassas, Portsmouth, Newport News, and Petersburg, VA

COMMUNITY DEVELOPMENT

POSITION SUMMARY

21.75	City Funded Positions
0.30	Temporary Positions
22.05	Total City Funded Positions
1.10	CDBG[1] Funded Positions
0.20	HOME Funded Positions
23.35	Total Fund Positions



[1] *Community Development Block Grant (CDBG)*
[2] *Downtown Executive Director reports directly to Lynch's Landing, Incorporated; the City funds this position.*

Community Development

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	22.70	21.00	20.00	21.00	0.00
City Funded Part-Time	0.75	0.75	0.75	0.75	0.00
City Funded Temporary	0.30	0.30	0.30	0.30	0.00
Grant Funded Full-Time	0.65	0.50	0.50	0.50	0.00
Grant Funded Part-Time	0.80	0.80	0.80	0.80	0.00
TOTAL FTE	**25.20**	**23.35**	**22.35**	**23.35**	**0.00**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$968,858	$1,070,885	$1,038,388	$1,072,604	$1,719
Employee Benefits	353,036	413,061	395,693	410,974	(2,087)
Subtotal Personnel Services	***$1,321,894***	***$1,483,946***	***$1,434,081***	***$1,483,578***	***($368)***
Operating					
Contractual Services	$70,321	$44,400	$7,750	$7,750	($36,650)
Internal Service Charges	30,046	30,782	28,051	28,051	(2,731)
Other Charges	47,792	49,324	49,116	49,116	(208)
Rentals and Leases	16,120	6,000	14,115	14,115	8,115
Subtotal Operating	***$164,279***	***$130,506***	***$99,032***	***$99,032***	***($31,474)***
Total General Fund Expenditures	**$1,486,173**	**$1,614,452**	**$1,533,113**	**$1,582,610**	**($31,842)**
Total Grant Expenditures [1]	$1,443,022	$925,112	$878,856	$878,856	($46,256)
TOTAL DEPARTMENT EXPENDITURES	**$2,929,195**	**$2,539,564**	**$2,411,969**	**$2,461,466**	**($78,098)**
DEDICATED REVENUES					
Community Development Block Grant (CDBG)	$776,302	$641,273	$609,209	$609,209	($32,064)
HOME	666,720	283,839	269,647	269,647	(14,192)
Community Development Stormwater Charges	0	298,408	379,533	388,873	90,465
Weed Ordinance Program	31,173	25,000	30,000	30,000	5,000
TOTAL DEDICATED REVENUES	**$1,474,195**	**$1,248,520**	**$1,288,389**	**$1,297,729**	**$49,209**
TOTAL CITY COST	**$1,455,000**	**$1,291,044**	**$1,123,580**	**$1,163,737**	**($127,307)**

[1] Details of the Grant Expenditures can be located in the Other Funds Section of this document.

Community Development – Office of the Director. Responsible for the overall leadership and administration of the department in three core service areas - Development Services, Community Growth and Revitalization, and Code Compliance. Secures and manages funds from the U.S. Department of Housing and Urban Development for the Community Development Block Grant (CDBG) and HOME programs. Assist neighborhoods and civic groups in planning and implementing projects for the benefit of the community. Additionally, costs associated with the Lynch's Landing Executive Director position are supported by this Division.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	3.50	3.50	3.50	3.50	0.00
Grant Funded Full-Time	0.65	0.50	0.50	0.50	0.00
Grant Funded Part-Time	0.80	0.80	0.80	0.80	0.00
TOTAL FTE	**4.95**	**4.80**	**4.80**	**4.80**	**0.00**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$220,340	$241,983	$248,707	$248,707	$6,724
Employee Benefits	72,262	84,127	84,561	84,561	434
Subtotal Personnel Services	***$292,602***	***$326,110***	***$333,268***	***$333,268***	***$7,158***
Operating					
Contractual Services	$0	$300	$300	$300	$0
Other Charges	7,799	7,685	8,337	8,337	652
Rentals and Leases	4,506	6,000	6,000	6,000	0
Subtotal Operating	***$12,305***	***$13,985***	***$14,637***	***$14,637***	***$652***
Total General Fund Expenditures	**$304,907**	**$340,095**	**$347,905**	**$347,905**	**$7,810**
Total Grant Expenditures [1]	$1,443,022	$925,112	$878,856	$878,856	($46,256)
TOTAL EXPENDITURES	**$1,747,929**	**$1,265,207**	**$1,226,761**	**$1,226,761**	**($38,446)**
DEDICATED REVENUES					
Community Development Block Grant (CDBG)	$776,302	$641,273	$609,209	$609,209	($32,064)
HOME	666,720	283,839	269,647	269,647	(14,192)
Community Development Stormwater Charges	0	182,029	263,578	270,167	88,138
TOTAL DEDICATED REVENUES	**$1,443,022**	**$1,107,141**	**$1,142,434**	**$1,149,023**	**$41,882**
TOTAL CITY COST	**$304,907**	**$158,066**	**$84,327**	**$77,738**	**($80,328)**

[1] Details of the Grant Expenditures can be located in the Other Funds Section of this document.

Community Development – Office of the Director Budget Description

The City Manager's Proposed FY 2014 Community Development – Office of the Director budget of $347,905 represents a 2.3% increase of $7,810 compared to the Adopted FY 2013 budget of $340,095.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $7,158 increase in Salaries and Employee Benefits reflecting the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.

Community Development – Inspections and Code Compliance Division. Reviews building and site plans for compliance with local and State building codes; issues permits for new construction, alterations, additions, renovations, and demolitions within the City; and enforces the Uniform Statewide Building Code, Property Maintenance Code, and the Rental Inspection Program.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	12.20	11.50	10.50	11.50	0.00
City Funded Part-Time	0.75	0.75	0.75	0.75	0.00
City Funded Temporary	0.30	0.30	0.30	0.30	0.00
TOTAL FTE	**13.25**	**12.55**	**11.55**	**12.55**	**0.00**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$479,893	$511,190	$477,434	$511,650	$460
Employee Benefits	177,891	203,410	187,648	202,929	(481)
Subtotal Personnel Services	***$657,784***	***$714,600***	***$665,082***	***$714,579***	***($21)***
Operating					
Contractual Services	$48,727	$37,150	$500	$500	($36,650)
Internal Service Charges	27,161	26,906	24,876	24,876	(2,030)
Other Charges	18,501	27,465	26,605	26,605	(860)
Rentals and Leases	10,807	0	8,115	8,115	8,115
Subtotal Operating	***$105,196***	***$91,521***	***$60,096***	***$60,096***	***($31,425)***
TOTAL EXPENDITURES	**$762,980**	**$806,121**	**$725,178**	**$774,675**	**($31,446)**
DEDICATED REVENUES					
Community Development Stormwater Charges	$0	$16,640	$16,647	$17,062	$422
Weed Ordinance Program	31,173	25,000	30,000	30,000	$5,000
TOTAL DEDICATED REVENUES	**$31,173**	**$41,640**	**$46,647**	**$47,062**	**$5,422**
TOTAL CITY COST	**$731,807**	**$764,481**	**$678,531**	**$727,613**	**($36,868)**

Community Development – Inspections and Code Compliance Division Budget Description

The City Manager's Proposed FY 2014 Community Development – Inspections and Code Compliance Division budget of $774,675 represents a 3.9% decrease of $31,446 compared to the Adopted FY 2013 budget of $806,121.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $36,650 decrease in Contractual Services reflecting the elimination of demolition funding.
- $2,030 decrease in Internal Service Charges reflecting Fleet Services operating estimates.
- $8,115 increase in Rentals and Leases reflecting the replacement of Neighborhood Services Equipment and a technology upgrade.

Community Development – Planning Division. Reviews and approves all site plans and subdivision plats. Makes recommendations to Planning Commission concerning rezonings, conditional use permits, and Comprehensive Plan amendments. Serves as secretary to the Planning Commission, Design Review Board, and Historic Preservation Commission. Serves as staff liaison to City Council concerning land use matters. Responsible for Comprehensive Plan, Zoning Ordinance and Historic District Design Guidelines, and Neighborhood Planning. Serves as project manager for Neighborhood Plan implementation. Provides technical assistance to citizens/developers concerning land use issues.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	4	4	4	4	0
TOTAL FTE	**4**	**4**	**4**	**4**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$157,368	$212,858	$206,792	$206,792	($6,066)
Employee Benefits	60,125	83,996	81,914	81,914	(2,082)
Subtotal Personnel Services	***$217,493***	***$296,854***	***$288,706***	***$288,706***	***($8,148)***
Operating					
Contractual Services	$21,449	$6,950	$6,950	$6,950	$0
Other Charges	18,996	9,722	9,722	9,722	0
Rentals and Leases	807	0	0	0	0
Subtotal Operating	***$41,252***	***$16,672***	***$16,672***	***$16,672***	***$0***
TOTAL EXPENDITURES	**$258,745**	**$313,526**	**$305,378**	**$305,378**	**($8,148)**
DEDICATED REVENUES					
Community Development Stormwater Charges	$0	$6,779	$6,783	$6,953	$174
TOTAL DEDICATED REVENUES	**$0**	**$6,779**	**$6,783**	**$6,953**	**$174**
TOTAL CITY COST	**$258,745**	**$306,747**	**$298,595**	**$298,425**	**($8,322)**

Community Development – Planning Division Budget Description

The City Manager's Proposed FY 2014 Community Development – Planning Division budget of $305,378 represents a 2.6% decrease of $8,148 compared to the Adopted FY 2013 budget of $313,526.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $8,148 decrease in Salaries and Employee Benefits reflecting funding a vacant position at a lower rate, offset by the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.

Community Development – Zoning and Natural Resources Division. Ensures compliance with the Zoning Ordinance and erosion and sediment control as well as responding to environmental complaints.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	3	2	2	2	0
TOTAL FTE	**3**	**2**	**2**	**2**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$111,257	$104,854	$105,455	$105,455	$601
Employee Benefits	42,758	41,528	41,570	41,570	42
Subtotal Personnel Services	***$154,015***	***$146,382***	***$147,025***	***$147,025***	***$643***
Operating					
Contractual Services	$145	$0	$0	$0	$0
Internal Service Charges	2,885	3,876	3,175	3,175	(701)
Other Charges	2,496	4,452	4,452	4,452	0
Subtotal Operating	***$5,526***	***$8,328***	***$7,627***	***$7,627***	***($701)***
TOTAL EXPENDITURES	**$159,541**	**$154,710**	**$154,652**	**$154,652**	**($58)**
DEDICATED REVENUES					
Community Development Stormwater Charges	$0	$92,960	$92,525	$94,691	$1,731
TOTAL DEDICATED REVENUES	**$0**	**$92,960**	**$92,525**	**$94,691**	**$1,731**
TOTAL CITY COST	**$159,541**	**$61,750**	**$62,127**	**$59,961**	**($1,789)**

Community Development – Zoning and Natural Resources Division Budget Description

The City Manager's Proposed FY 2014 Community Development – Zoning and Natural Resources Division budget of $154,652 represents no significant change compared to the Adopted FY 2013 budget of $154,710.

Community Development Performance Measures

Goal 1:
Facilitate development by reviewing and processing site plans, subdivision plats, and public hearing items in a timely manner 100% of the time.

Objective:
Identify ways to improve the quality and timeliness of reviews while ensuring compliance with City Code and fulfilling the Goals and Objectives of the Comprehensive Plan.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Percentage of site plan, subdivision, and public hearing projects reviewed and processed within the designated time period	100%	98%	100%	100%
Number of site plan, subdivision, and public hearing projects reviewed and processed within the designated time period	160	160	92	160

Analysis of the Data:

The number of plans, plats, and public hearing items can be directly correlated to overall economic conditions. The timeliness of review is an indicator of customer service. Timeliness of review is dependent upon many different City departments and every effort is made to perform the review and process comments on or before the deadline 100% of the time. Although project review time continues to be a priority for departments, staffing reductions make this goal increasingly difficult to maintain.

Based on current development inquiries, the number of FY 2014 project reviews will remain consistent with prior year numbers. Community Development expects to expand the number of projects tracked by this performance measure in FY 2015 with the implementation of the City's Central Reception area.

Benchmark Localities:
Charlottesville, Spotsylvania, Albemarle, and City of Roanoke, VA

Community Development Performance Measures (continued)

Goal 2:
Create and sustain a safe and quality built environment through code compliance.

Objective:
Ensure compliance with City Code and the Uniform Statewide Building Code.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Development:				
Zoning and Erosion and Sediment Control Inspections	2,887	2,600	1,164	2,800
New Construction Inspections	9,601	11,500	5,216	11,500
Code Compliance:				
Neighborhood Services Inspections	1,882	1,550	739	1,750
Rental Property Inspections	396	327	148	508
Property Maintenance Inspections	3,159	2,690	1,551	3,140

Analysis of the Data:

Development Inspections: Includes all zoning, grading and building inspections for development and redevelopment projects. Development inspections generally increase during the Spring/Summer months.

Zoning and Erosion and Sediment Control Inspections: Based on current economic conditions and sites currently under construction in FY 2013, the number of development projects is expected to remain consistent for FY 2014. However, with the implementation of the department's Professional Development Plan the number of Erosion and Sediment Control inspections is expected to return to FY 2012 levels as a result of cross-trained inspections staff.

New Construction Inspections: FY 2014 projections for housing and commercial/industrial site inspections are consistent with FY 2013 numbers. This reflects a continued trend of modest growth in commercial/industrial and multi-family housing projects over FY 2012.

Code Compliance: Includes the City's Neighborhood Services, Property Maintenance and Rental Inspections programs for existing properties and buildings. These inspections are part of a uniform approach to addressing the City's Building and Nuisance ordinances. Code Compliance cases generally increase during Spring.

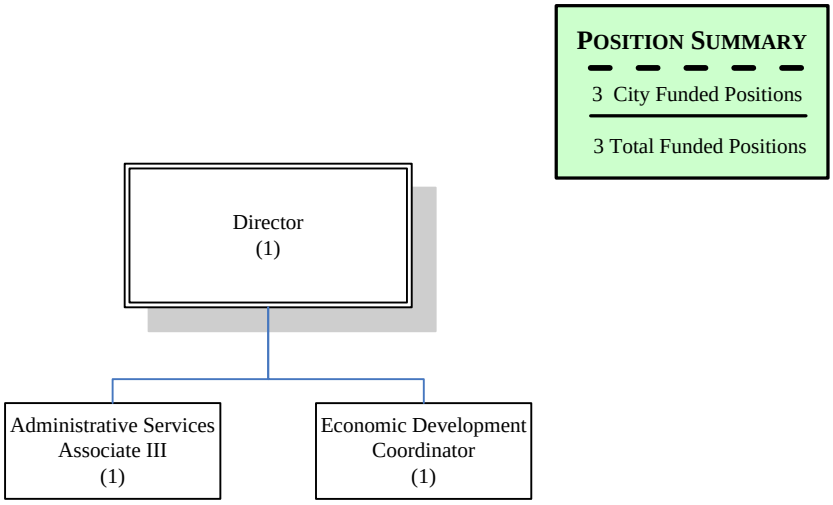
Neighborhood Services Inspections: Neighborhood Services inspections are complaint-based and difficult to project. Staff continues to cross-train in a variety of service areas which has resulted in efficiencies not only in Code Compliance but other Development Inspection programs as well. Recent staffing turnover resulted in a decrease in the total number of FY 2013 inspections, as well as a delay in the Department's response time. The projected inspections in FY 2014 are expected to increase as positions are filled and cross-training continues.

Rental Property Inspections: Although Rental Property Inspections frequency is defined by City Code, this number varies annually based on the number of tenant initiated complaints. Rental Property Inspections are projected to increase in FY 2014 as a result of a backlog of rental inspections due to previous staffing vacancies, programmatic changes and mobile technology improvements.

Property Maintenance Inspections: Although Property Maintenance Inspections are complaint-based and difficult to project, the cross training of Neighborhood Services and the Property Maintenance Program staff, adjustments to the Rental Property Inspection program, the Community Code Compliance Team's focus on code education, and a strong relationship with local Housing Partners all provide for proactive code compliance. Therefore, the overall number of Property Maintenance Inspections is projected to decrease slightly in FY 2014.

Benchmark Localities:
Danville and Roanoke, VA

ECONOMIC DEVELOPMENT



Office of Economic Development. Charged with creating jobs and expanding the economic base of the City by improving the overall business climate and redeveloping the central business district, the Office of Economic Development actively supports the retention and expansion of existing businesses. From Fortune 500 companies to aspiring entrepreneurs, the Office provides resources tailored to each client's needs including selecting sites, acquiring financing, building the workforce, developing markets, and distributing products. The Office markets and promotes City resources to current and potential employers through a business visitation program, innovative initiatives, the OpportunityLynchburg.com website, and strategic business development and marketing. The Office also manages two industrial parks, Lynchpin and Lynchburg Center for Industry, and administers State and local incentive programs.

Lynchburg Economic Development Authority (LEDA). The Office of Economic Development staffs the LEDA, which develops industrial parks and buildings within the City and is responsible for Lynchburg's economic development incentive program. The LEDA actively pursues investment and development opportunities, working to elevate the economic development profile of Lynchburg's business environment.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	3	3	3	3	0
TOTAL FTE	**3**	**3**	**3**	**3**	0
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$180,002	$187,531	$188,562	$188,562	$1,031
Employee Benefits	61,662	69,383	69,455	69,455	72
Subtotal Personnel Services	***$241,664***	***$256,914***	***$258,017***	***$258,017***	***$1,103***
Operating					
Contractual Services	$23,139	$51,900	$17,190	$21,900	($30,000)
Other Charges	43,815	34,589	22,432	34,589	0
Rentals and Leases	1,883	1,883	1,883	1,883	0
Subtotal Operating	***$68,837***	***$88,372***	***$41,505***	***$58,372***	***($30,000)***
Total General Fund Expenditures	**$310,501**	**$345,286**	**$299,522**	**$316,389**	**($28,897)**
Total Grant Expenditures [1]	$29,975	$0	$35,000	$35,000	$35,000
TOTAL EXPENDITURES	**$340,476**	**$345,286**	**$334,522**	**$351,389**	**$6,103**
DEDICATED REVENUES					
State Grants	$5,000	$0	$5,000	$5,000	$5,000
TOTAL DEDICATED REVENUES	**$5,000**	**$0**	**$5,000**	**$5,000**	**$5,000**
TOTAL CITY COST	**$335,476**	**$345,286**	**$329,522**	**$346,389**	**$1,103**

[1] Details of the Grant Expenditures can be located in the Other Funds Section of this document.

Office of Economic Development Budget Description

The City Manager's Proposed FY 2014 Office of Economic Development budget of $316,389 represents an 8.4% decrease of $28,897 compared to the Adopted FY 2013 budget of $345,286.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $1,103 increase in Salaries and Employee Benefits reflecting the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $30,000 decrease in Contractual Services reflecting the transfer of the Arts and Cultural District Program to the City/Federal/State Aid Fund.

Office of Economic Development Performance Measures

Goal 1:
Relationship management and building through business engagement.

Objective:
Establish the Office of Economic Development (OED) as a primary resource to promote retention and expansion of the City's existing businesses through multiple types of communications, informational meetings, events, and programs.

Performance Measure:	***Actual FY2012***	***Projected FY2013***	***July - Dec FY2013***	***Projected FY2014***
Number of participants	5,729	4,900	2,444	5,000

Analysis of the Data:
Relationships with and connections made for the City's business community are a priority for the OED. The Department tracks all connections made with customers (City businesses) using a specialized database. Use of this technology has increased the OED's capacity to connect with and better provide services to its customers.

Goal 2:
Business recruitment and development.

Objective:
Strengthen and support a business environment which attracts and develops businesses through a "value added" model of state and local innovative incentive programs and strategic regional alliances.

Performance Measure:	***Actual FY2012***	***Projected FY2013***	***July - Dec FY2013***	***Projected FY2014***
Number of inquiries	3,893	3,900	1,853	4,000

Analysis of the Data:
Increased inquiries have been shown to boost participation in programs. The OED has expanded its efforts with several new initiatives to attract, support, and grow business in the City. The OED launched a new website to assist with business retention, expansion, and attraction. It is anticipated these new initiatives combined with the new technology will improve service delivery efficiency and capacity.

Goal 3:
Marketing, information management, and workforce development initiatives.

Objective:
Collect, market, and distribute information both internally and externally to market the City as a great place to live, work, and play. Connect the public and private schools with the business community to create organic workforce development.

Performance Measure:	***Actual FY2012***	***Projected FY2013***	***July - Dec FY2013***	***Projected FY2014***
Number of Initiatives	24	30	15	35

Analysis of the Data:
The OED continually looks for opportunities to collaborate and share resources promoting the City and its assets with innovative, agile initiatives; marketing; and branding. Using improved technology to track marketing initiatives and participation, the Department seeks to be a key provider of information and data to City businesses. Additionally, the Office continues to research and promote sustainable approaches to workforce development and entrepreneurship.

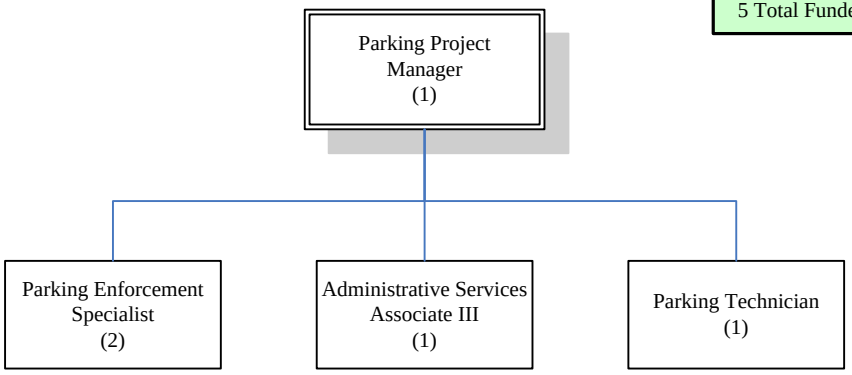
Benchmark Localities:
Virginia's First Cities - Charlottesville, Danville, Fredericksburg, Hampton, Hopewell, Martinsville, Newport News, Norfolk, Petersburg, Portsmouth, Richmond, Roanoke, Staunton, and Winchester

PARKING MANAGEMENT

POSITION SUMMARY

5 City Funded Positions

5 Total Funded Positions



Parking Management. All City revenue generated from parking provides funding for the management and operation of parking facilities: maintenance, security, streetscape improvements, and other downtown amenities.

Lynchburg Parking Authority (LPA). Lynchburg Parking Authority is a not-for-profit public service organization established under the Acts of Assembly of Virginia, to provide and/or operate public on- and off-street parking within the commercial and residential districts consistent with the plans and policies of the City. The Authority is responsible for the management and operation of all City parking facilities and on street parking enforcement in the central business district.

	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	4.5	4.5	5.0	5.0	0.5
TOTAL FTE	**4.5**	**4.5**	**5.0**	**5.0**	**0.5**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$157,679	$166,748	$183,892	$183,892	$17,144
Employee Benefits	59,168	72,783	80,217	80,217	7,434
Subtotal Personnel Services	***$216,847***	***$239,531***	***$264,109***	***$264,109***	***$24,578***
Operating					
Contractual Services	$13,273	$14,310	$14,750	$14,750	$440
Internal Service Charges	5,767	9,264	6,346	6,346	(2,918)
Other Charges	33,853	4,878	6,870	6,870	1,992
Rentals and Leases	75,341	63,756	62,500	62,500	(1,256)
Subtotal Operating	***$128,234***	***$92,208***	***$90,466***	***$90,466***	***($1,742)***
TOTAL EXPENDITURES	**$345,081**	**$331,739**	**$354,575**	**$354,575**	**$22,836**
DEDICATED REVENUES					
Downtown Parking Deck Lease	$99,060	$93,600	$93,600	$93,600	$0
Hourly Parking Fees	26,216	18,000	25,000	25,000	7,000
Permit Parking Fees	181,353	183,000	214,000	214,000	31,000
Fines	133,251	85,000	110,000	110,000	25,000
Reserve for Parking [1]	(62,409)	0	0	(52,004)	(52,004)
TOTAL DEDICATED REVENUES	**$377,471**	**$379,600**	**$442,600**	**$390,596**	**$10,996**
TOTAL CITY COST [2]	**($32,390)**	**($47,861)**	**($88,025)**	**($36,021)**	**$11,840**

[1] Beginning in FY 2012, parking generated revenues greater than the annual expenditures will be assigned to the Reserve for Parking.

[2] The negative Total City Cost reflects parking-related revenues greater than parking-related expenditures, with the excess falling to fund balance. In FY 2014 this amount assists with indirect costs incurred by the General Fund ($16,600) as well as direct costs associated with parking lot maintenance ($19,421).

Parking Management Budget Description

The City Manager's Proposed FY 2014 Parking Management budget of $354,575 represents a 6.9% increase of $22,836 compared to the Adopted FY 2013 budget of $331,739.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $24,578 increase in Salaries and Employee Benefits reflecting the addition of a full-time Parking Technician position and eliminating a half-time Maintenance position that was previously shared with the Public Works Department. Public Works is assuming full responsibility for this position in FY 2014.
- $2,918 decrease in Internal Service Charges reflecting Fleet Services operating estimates.
- $1,992 increase in Other Charges reflecting the uniforms and equipment for the new Parking Technician position, and additional training for certifications.
- $1,256 decrease in Rentals and Leases reflecting the increase for the Holy Cross parking contract offset by administrative process savings.

The City provides funding to external organizations that provide various mandated, contractual, or discretionary services to the community.

BUDGET SUMMARY	Actual FY 2012	Adopted FY 2013	Agency Requested FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
Mandated					
Blue Ridge Regional Jail Authority	$5,891,541	$6,103,789	$6,103,789	$6,403,789	$300,000
Horizon Behavioral Health	444,003	444,003	444,003	444,003	0
Lynchburg Health Department	810,552	830,977	830,977	830,977	0
Region 2000 Local Government Council	41,614	43,600	43,958	43,958	358
	$7,187,710	**$7,422,369**	**$7,422,727**	**$7,722,727**	**$300,358**
Contractual					
Central Virginia Regional Radio Board (CVRRB)	$0	$0	$606,814	$606,814	$606,814
Lynchburg Humane Society	136,462	281,538	281,538	281,538	0
Lynchburg Humane Society - Lease	0	0	200,000	200,000	200,000
Lynchburg Lifesaving/Rescue Squad	3,689	0	0	0	0
Lynchburg Neighborhood Development Foundation	14,520	0	0	0	0
Lynchburg Regional Convention and Visitors Bureau	1,223,725	1,324,170	1,324,170	750,000	(574,170)
Southern Memorial Association (Old City Cemetery)	122,438	122,438	122,438	122,438	0
Virginia Cooperative Extension Service	22,902	29,163	31,195	31,195	2,032
	$1,523,736	**$1,757,309**	**$2,566,155**	**$1,991,985**	**$234,676**
Discretionary					
Amazement Square	$0	$5,302	$5,302	$5,302	$0
Arc of Central Virginia	0	0	45,625	0	0
Central Virginia Area Agency on Aging (CVAAA)	15,000	15,000	15,000	15,000	0
Central Virginia Community College (CVCC)	1,831	1,899	1,909	1,909	10
Court Appointed Special Advocate (CASA)	12,000	12,000	0	0	(12,000)
Lynchburg Area Center for Independent Living (LACIL)	0	0	20,000	0	0
Lynchburg Community Action Group (LynCAG)	25,000	0	0	0	0
Rebuilding Together - Lynchburg	25,000	0	0	0	0
Region 2000 Economic Development Partnership	81,586	81,586	81,586	81,586	0
Robert E. Lee Soil & Water Conservation District	10,000	10,000	10,000	10,000	0
Virginia Legal Aid Society	10,000	10,000	10,400	10,400	400
	$180,417	**$135,787**	**$189,822**	**$124,197**	**($11,590)**
TOTAL CITY COST	**$8,891,863**	**$9,315,465**	**$10,178,704**	**$9,838,909**	**$523,444**

Amazement Square. A non-profit children's museum that provides cultural and educational opportunities for children and families.

The Arc of Central Virginia. Provides services to enhance the lives of individuals with mental retardation and developmental disabilities and their families.

Blue Ridge Regional Jail Authority (BRRJA). The BRRJA is a cooperative effort to provide jail services for Lynchburg, and Halifax, Campbell, Appomattox, Amherst, and Bedford Counties.

Central Virginia Area Agency on Aging (CVAAA). Provides services to help senior citizens maintain their dignity and independence by remaining in their own homes.

Central Virginia Community College Board (CVCC). Provides education and workforce development to citizens in Region 2000.

Central Virginia Regional Radio Board (CVRRB). Overseas the regional radio system; participating jurisdictions include: Amherst County, Bedford County, City of Bedford, and City of Lynchburg.

Court Appointed Special Advocate (CASA). Supports trained community volunteers who advise the court about the best interest of abused and neglected children.

Horizon Behavioral Health. Provides treatment and residential programs for mental health, mental retardation, substance abuse and prevention for the Cities of Lynchburg and Bedford and the Counties of Amherst, Appomattox, Bedford and Campbell.

Lynchburg Area Center for Independent Living (LACIL). Promotes sustainable independence for persons with disabilities living in the region through networking, community awareness, assistive technology, home modifications, and coordination of services.

Lynchburg Community Action Group (LynCAG). Assist low- to moderate- income families and individuals move from economic and social dependency to self-sufficiency.

Lynchburg Health Department. The local match for the Central Virginia Health District of the Commonwealth of Virginia Department of Health. The Central Virginia Health District serves the Counties of Amherst, Appomattox, Bedford and Campbell and the City of Lynchburg.

Lynchburg Humane Society. The City contracted with the Lynchburg Humane Society to operate the Animal Shelter for the purpose of impounding and harboring seized, stray, homeless, abandoned, or unwanted animals. The Actual figure includes the City's costs associated with water, sewer, gas, electric, and trash for the facility.

Lynchburg Humane Society - Lease. City Council approved a lease agreement with the Humane Society for space at the new Lynchburg Humane Education and Adoption Center for the City's Animal Shelter. The lease agreement was initiated in FY 2012 and is for a period of 10 years.

Lynchburg Life Saving Crew/Rescue Squad. The City paid for fleet services including fuel for supplemental services to the City's emergency services program.

Lynchburg Neighborhood Development Foundation (LNDF). LNDF attracts funds into the City and the region primarily to support affordable and safe housing development. LNDF acts as a consultant to public and private sector persons and groups in the areas of housing development, real estate and community development finance, and issues related to low-income populations.

Lynchburg Regional Convention and Visitors Bureau. The City supports travel and tourism in the Lynchburg area through a contractual agreement with the Lynchburg Regional Chamber of Commerce.

Rebuilding Together. Preserves affordable homeownership and revitalizes communities by providing free rehabilitation work and making critical repairs to the homes of low-income citizens.

Region 2000 Economic Development Partnership. Annual membership dues for Region 2000 based on population.

Region 2000 Local Government Council Regional Commission (formerly Region 2000 Regional Commission). Facilitates regional coordination between the members of Region 2000 for planning and development. Region 2000 consists of the Cities of Bedford and Lynchburg, the Towns of Altavista, Amherst, Appomattox and Brookneal, and the Counties of Amherst, Appomattox, Bedford, and Campbell.

Robert E. Lee Soil and Water Conservation District. The District consists of the Counties of Amherst, Appomattox, Campbell and the City of Lynchburg and performs basic stormwater and erosion control plan review and flood studies for development sites.

Southern Memorial Association. The Old City Cemetery is operated by the Southern Memorial Association, thereby relieving the City government of management of this historic property.

Virginia Cooperative Extension Service. A joint program of Virginia Tech, Virginia State University, the United States Department of Agriculture and state and local governments to provide educational programs.

Virginia Legal Aid Society. A non-profit law firm that provides free legal information, advice, and representation in civil cases to low-income individuals and families.

Lynchburg's government makes payments for service and transfers funds from the General Fund to other operating units and agencies of the City. Transfers include payments from the General Fund to other funds as a subsidiary or payment for services.

BUDGET SUMMARY	Actual FY 2012	Adopted FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014	Inc/(Dec) Adopted from Proposed
Transfers					
Airport Fund	$421,362	$382,862	$289,061	$289,061	($93,801)
City Capital Projects Fund	8,145,463	4,291,759	9,006,175	3,777,878	(513,881)
School Capital Projects Fund	2,276,836	975,000	3,956,000	3,252,460	2,277,460
City/Federal/State Aid Fund (Matching Funds)	127,416	11,720	41,720	41,720	30,000
Fleet Fund	36,000	0	0	0	0
Sewer Fund - Stormwater	688,036	0	0	0	0
Technology Fund	787,508	623,575	625,705	625,705	2,130
Total Transfers	**$12,482,621**	**$6,284,916**	**$13,918,661**	**$7,986,824**	**$1,701,908**
Non-Departmental					
Employee Benefits					
Workers' Compensation	$655,148	$751,000	$703,500	$703,500	($47,500)
Retiree Benefits	2,444,148	2,527,581	1,537,454	1,537,454	(990,127)
Unemployment Compensation	12,290	65,000	60,000	60,000	(5,000)
Other Employment Benefits	2,986	1,500	1,500	1,500	0
Auditing Services	13,500	15,000	15,000	15,000	0
Employee Programs					
Tuition Reimbursement	28,420	30,000	45,000	45,000	15,000
Employee Assistance Program	24,530	28,362	29,780	29,780	1,418
Employee Appreciation	23,650	33,000	31,350	33,350	350
Managed Vacancy Program	0	(797,666)	0	0	797,666
Fleet (Depreciation)	1,989,891	1,769,658	2,356,632	2,356,632	586,974
Compensation Adjustment	0	1,050,000	0	1,068,330	18,330
Water Fund Payment	351,900	351,900	358,938	358,938	7,038
Lead Grant - Payment to City/Federal/State Aid Fund	263,378	0	0	0	0
Administration Fees - Health and Dental	15,000	35,000	45,000	45,000	10,000
Health Management Program	195,042	213,525	201,550	205,550	(7,975)
Virginia Retirement System - Line of Duty	0	105,952	105,952	105,952	0
Stormwater - General Fund Payment	0	75,991	86,726	86,726	10,735
Stormwater - Schools Payment	0	69,310	70,603	70,603	1,293
Total Non-Departmental	**$6,019,883**	**$6,325,113**	**$5,648,985**	**$6,723,315**	**$398,202**
Total Transfers and Non-Departmental	**$18,502,504**	**$12,610,029**	**$19,567,646**	**$14,710,139**	**$2,100,110**

TRANSFERS

Airport Fund. Transfer from the General Fund to the Airport Fund primarily to fund debt service for the terminal.

City Capital Projects Fund. Transfer from the General Fund to the City Capital Projects Fund for Pay-As-You-Go projects and Reserves for projects.

School Capital Projects Fund. Transfer from School Operating Year-End Fund Balance.

City/Federal/State Aid Fund (Matching Funds). Amounts appropriated from the General Fund transferred to this fund for matching funds for State and Federal grants.

Fleet Fund. Transfer from the General Fund for vehicle replacements.

Sewer Fund – Stormwater. Transfer from the General Fund for Stormwater activities.

Technology Fund. Funding from revenue generated by partnership with Ntelos.

NON-DEPARTMENTAL

Employee Benefits. Workers compensation, retiree health benefit and other benefit payments as required by the fringe benefit program.

Employee Programs. Funding for Tuition Assistance and the Employee Assistance Program.

Employee Appreciation. Funding for Employee Awards and Recognition, Retiree Recognition, and Take Your Kids to Work Day.

Managed Vacancy Program. Budgeting for vacant City positions.

Fleet (Depreciation). Cost for depreciation of vehicles.

Compensation Adjustment. Funding for salary adjustments for public safety employees in FY 2013, all employees in FY 2014.

Water Fund Payment. Transfer to the Water Fund for City's fire hydrant use.

Lead Grant – Payment to City/Federal/State Aid. Transfer to the City/Federal/State Aid Fund for previous unreimbursed expenditures associated with the U.S. Department of Housing and Urban Development Lead-Based Paint Hazard Control Grant program.

Administration Fees – Health and Dental. Cost of independent actuarial and consulting services to support effective benefits management.

Health Management Program. Funding to provide an on-site Nurse Practitioner, wellness programs to assist in preventative care, and vision coverage for employees enrolled in the health management program.

Virginia Retirement System – Line of Duty. Cost related to State benefits provided to officers killed or disabled in the line of duty.

Stormwater – General Fund Payment. Funding for Stormwater Fees related to City owned buildings.

Stormwater – Schools Payment. Funding for Stormwater Fees related to City owned school buildings.

Long-term Debt

Total outstanding debt was $318.4 million with $192 million of business-type activities debt supported by the individual funds, resulting in net bonded debt for governmental activities of $126.4 million. A capital lease of $4.3 million for the human services facility was included, while liabilities for compensated absences and workers' compensation of $6.9 million and other post-employment benefits liability of $4.5 million were excluded.

Long-term Debt Obligations
As of June 30, 2012
(in millions)

	Governmental Activities		Business-type Activities		Total Primary Government		Percentage Change
	2012	2011	2012	2011	2012	2011	2012-2011
General Obligation Bonds	$ 120.1	$ 129.8	$ 63.9	$ 68	$ 184	$ 197.8	-7%
Revenue Bonds	-	-	128	125.6	128	125.6	2%
General Obligation Notes	-	-	0.1	-	0.1	-	100%
Note Payable	2	2.2	-	-	2	2.2	-9%
Capital Lease	4.3	4.7	-	-	4.3	4.7	-9%
Total	$ 126.4	$ 136.7	$ 192	$ 193.6	$ 318.4	$ 330.3	-4%

Total new debt of $7.1 million was issued, all of which was for business-type activities. It consisted of $7 million from the Virginia Revolving Loan Program (VRL) for CSO sewer capital projects; and, $0.1 million from a bond anticipation note bank qualified line of credit described in detail below.

The City retired $19 million of outstanding principal, all of which were planned retirements. The governmental activities principal retirements were $10.3 million and the business-type activities principal retirements were $8.7 million.

The City's general obligation bonds continued to maintain an Aa2 rating from Moody's Investors Service dated September 27, 2010, and an AA+ rating from Fitch Ratings dated September 22, 2010. Standard & Poor's Ratings Services upgraded the City's rating one level from an AA to an AA+, dated September 23, 2010. This rating increase is based on the City's "ongoing economic development and redevelopment, which continues to diversify the economy and expand the property tax base." Also, factored into the upgrade is the City's "historically solid financial position with very strong reserves, which has remained constant through various economic cycles." Standard & Poor's continued utilization of their Financial Management Assessment (FMA) model resulted in a second "strong" ranking for the City's management practices. These credit ratings were related to the City's issuance of the October 20, 2010, General Obligation Public Improvement Refunding Bonds, Series 2010 of $29,655,000. On August 22, 2012, Fitch Ratings reaffirmed their AA+ rating for the City.

On November 8, 2011, the City issued a five-year General Obligation Bond Anticipation Note and concurrently entered into a bank qualified line of credit Financing Agreement with Carter Bank & Trust for up to $10,000,000 to provide interim financing for qualifying capital improvements. Interest on the unpaid principal is two percent (2%) per annum and payable on May 1 and November 1 each year. Final maturity of the Note is November 1, 2016.

The City Council adopted Debt Management Policy was amended in December 2006 and limited tax-supported debt not to exceed 4.5% of net assessed valuation of taxable property in the City. As of the end of FY 2011, outstanding tax-supported debt was 2.07% of net assessed valuation. In addition, the City Council adopted Budget Policy was amended in December 2006. It established that pay-as-you-go funding, as a percentage of the City's Five Year Capital Improvement Program, shall not be less than 10%, and it set a goal of 15%. Both policies were reaffirmed by City Council on November 23, 2010 with one Debt Policy revision to debt service payments for revenue supported debt from twenty to thirty years. Detailed information on the City's long-term debt is included in Note 9 of this report.

Long-Term Liabilities

General Obligation Debt:

	Interest Rates (%)	Date Issued	Final Maturity	Original Issue	Primary Government: Public Improvements	Primary Government: School Facilities	Primary Government: Proprietary Funds	Total All Funds
Bond Anticipation Note								
Public Improvement-Line of Credit for Five Years	2.0 fixed	11/08/2011	2016	$ 15,000,000	$ -	$ -	$ 79,705	$ 79,705
Serial Bonds								
VPSA General Obligation	4.90-6.35	11/12/1992	2013	458,292	-	28,383	-	28,383
VA Resources Authority	0.00	03/24/1994	2027	3,976,369	-	-	1,816,254	1,816,254
VPSA General Obligation	6.10-6.60	11/22/1994	2015	2,100,362	-	388,131	-	388,131
Public Improvement	3.50-4.88	08/01/2001	2032	14,620,000	135,608	119,392	375,000	630,000
VPSA General Obligation	3.10-5.10	11/15/2001	2022	3,473,329	-	1,848,690	-	1,848,690
VPSA General Obligation	2.35-4.85	11/07/2002	2023	6,513,732	-	3,754,601	-	3,754,601
Public Improvement Refunding	2.00-5.00	02/01/2003	2014	23,670,000	453,144	34,751	427,105	915,000
Public Improvement	2.50-4.70	02/01/2003	2033	16,745,000	345,000	95,000	280,000	720,000
Public Improvement	3.00-5.00	06/01/2004	2034	28,160,000	1,570,000	1,215,000	845,000	3,630,000
Public Improvement Refunding	3.00-5.25	03/16/2005	2030	33,105,000	9,161,110	5,593,600	7,095,290	21,850,000
Taxable Refunding	3.90-4.86	03/16/2005	2014	3,810,000	-	1,200,000	-	1,200,000
VPSA General Obligation	4.60-5.10	11/10/2005	2026	6,411,957	-	4,678,743	-	4,678,743
Public Improvement	4.00-5.00	05/09/2006	2026	23,840,000	11,969,441	4,720,634	2,064,925	18,755,000
Public Improvement	4.00-5.00	08/02/2007	2038	33,300,000	12,186,091	-	16,683,909	28,870,000
Public Improvement Refunding	2.93	03/19/2008	2015	8,000,000	769,553	719,295	980,152	2,469,000
Public Improvement Series A Tax Exempt	1.00-5.00	08/13/2009	2022	17,230,000	4,160,000	5,900,000	4,735,000	14,795,000
Public Improvement Series B Taxable Build America Bonds (BABs)	5.05-6.61	08/13/2009	2040	27,420,000	4,399,395	9,450,605	13,570,000	27,420,000
Public Improvement Series C Refunding	2.00-4.00	08/13/2009	2023	12,800,000	3,281,951	1,805,302	5,807,747	10,895,000
VPSA Gen Obligation	0.00	11/13/2009	2027	10,255,000	-	9,855,000	-	9,855,000
Public Improvement Refunding	2.00-5.00	10/20/2010	2034	29,655,000	9,742,659	7,465,184	12,287,157	29,495,000
					$ 58,173,952	$ 58,872,311	$ 67,047,244	$ 184,093,507

Bonds issued between 1992 and 2010 are callable subject to a maximum premium of 2%.

Authorized and unissued general obligation public improvement bonds amounted to $55,478,043 at June 30, 2012.

The Constitution of Virginia, Article VII, Section 10(a) sets forth the City's legal debt limit at ten percent (10%) of its real estate assessed valuation for the City's issuance of any bonds or other interest-bearing obligations. As of June 30, the City's aggregate general obligation indebtedness was $184,093,507 and less than the state limit. In December 2006, City Council amended the Debt Management Policy, which limited tax-supported debt to four and a half percent (4.5%) of its net assessed valuation of taxable property. City Council reaffirmed the Debt Policy on November 23, 2010 with one revision to debt service payments for revenue supported debt from twenty to thirty years. As shown in the Supplementary Statistical Table 19, outstanding tax-supported debt was 2.07% of net assessed valuation of taxable property. There are no overlapping tax jurisdictions.

Long-Term Liabilities (continued)

Revenue Debt:

	Interest Rates %	Date Issued	Final Maturity	Original Issue	Sewer Fund
Virginia Resources Authority:					
Public Utility Revenue Bonds	0.00	3/28/1995	2027	$ 6,571,207	$ 2,561,851
Public Utility Revenue Bonds	0.00	8/10/1995	2029	10,000,000	4,551,587
Public Utility Revenue Bonds	0.00	6/27/1996	2029	8,000,000	3,523,375
Public Utility Revenue Bonds	3.00	7/17/1997	2020	14,108,460	6,535,398
Public Utility Revenue Bonds	0.00	7/17/1997	2030	7,591,540	3,945,504
Public Utility Revenue Bonds	0.00	8/21/1998	2031	6,203,000	3,485,463
Public Utility Revenue Bonds	3.00	5/27/1999	2020	2,476,763	1,145,100
Public Utility Revenue Bonds	0.00	2/11/2000	2021	5,300,000	2,510,526
Public Utility Revenue Bonds	0.00	2/15/2001	2032	735,000	446,250
Public Utility Revenue Bonds	3.50	06/8/2001	2021	2,835,000	1,596,832
Public Utility Revenue Bonds	0.00	11/6/2001	2034	1,413,613	957,783
Public Utility Revenue Bonds	0.00	9/15/2003	2036	2,350,165	1,799,846
Public Utility Revenue Bonds	0.00	5/20/2004	2038	6,000,000	4,900,000
Public Utility Revenue Bonds	0.00	5/17/2005	2038	6,700,000	5,583,333
Public Utility Revenue Bonds	0.00	6/28/2006	2039	9,600,000	8,480,000
Public Utility Revenue Bonds	0.00	6/20/2007	2039	7,000,000	6,300,000
Public Utility Revenue Bonds	0.00	06/5/2008	2041	12,350,000	11,732,500
Public Utility Revenue Bonds	0.00	6/25/2009	2041	19,000,000	18,366,667
Public Utility Revenue Bonds	0.00	6/17/2010	2042	13,100,000	13,100,000
Public Utility Revenue Bonds	0.00	6/15/2011	2033	9,350,928	9,350,928
Public Utility Revenue Bonds	0.00	6/15/2011	2045	10,100,000	10,100,000
Public Utility Revenue Bonds	0.00	06/6/2012	2044	7,000,000	7,000,000
					$ 127,972,943

The revenue bonds have been issued in accordance with the terms of an indenture agreement with the Virginia Resources Authority (VRA) of the Commonwealth of Virginia. The indenture agreement requires the City to pledge its Sewer Fund Revenues as collateral for the revenue bonds and to maintain debt coverage in the Sewer Fund equal to at least 1.15 of all debt service payments which exclude any refunded principal payments. As shown in the Supplementary Statistical Table 21, the debt coverage ratio for the year ended June 30 was 1.33.

Long-Term Liabilities (continued)

The following is a summary of changes in long-term liabilities:

	Beginning Balance	Additions	Deletions	Ending Balance	Current Portion
Governmental Activities					
General obligation bonds	$ 129,806,535	$ -	$ 9,728,916	$ 120,077,619	$ 9,819,822
Notes payable*	2,300,000	-	180,000	2,120,000	180,000
State literary fund loans	-	-	-	-	-
Adjust for deferred amounts:					
Issuance discounts	(852,942)	-	(53,309)	(799,633)	-
Issuance premiums	4,103,453	-	297,211	3,806,242	-
Upon refunding	(3,264,853)	-	(250,774)	(3,014,079)	-
Total bonds and notes	132,092,193	-	9,902,044	122,190,149	9,999,822
Workers' compensation**	2,215,401	577,476	661,118	2,131,759	255,811
Compensated absences**	3,759,995	2,946,458	2,492,498	4,213,955	505,672
Other post-employment benefits**	3,497,922	3,599,033	3,023,521	4,073,434	-
Capital lease obligations**	4,723,513	-	438,235	4,285,278	314,278
	$ 146,289,024	$ 7,122,967	$ 16,517,416	$ 136,894,575	$ 11,075,583

Primary Government:

	Beginning Balance	Additions	Deletions	Ending Balance	Current Portion
Business-Type Activities					
Bond anticipation notes	$ -	$ 79,705	$ -	$ 79,705	$ -
General obligation bonds	68,005,413		4,069,230	63,936,183	4,072,584
Public utility revenue bonds	125,600,764	7,000,000	4,627,821	127,972,943	5,096,949
Adjust for deferred amounts:					
Issuance discounts	-	-	-	-	-
Issuance premiums	2,150,409	-	150,628	1,999,781	-
Upon refunding	(2,205,356)	-	(143,537)	(2,061,819)	-
Total bonds and notes	193,551,230	7,079,705	8,704,142	191,926,793	9,169,533
Workers' compensation	121,542	21,342	42,484	100,400	12,048
Compensated absences	425,538	380,044	343,034	462,548	55,506
Other post-employment benefits**	325,767	426,731	358,494	394,004	-
	$ 194,424,077	$ 7,907,822	$ 9,448,154	$ 192,883,745	$ 9,237,087

*A note receivable was obtained concurrent with the issuance of this note payable. Neither instrument constituted a source or a use of current financial resources; therefore, they are not reflected in the fund statements. The note receivable is included in prepaids and other assets on Exhibit 1.

**For governmental activities, a portion of the workers' compensation, compensated absences and other post-employment benefits are liquidated by the Internal Service Fund. The remaining portion of the workers' compensation, compensated absences and other post-employment benefits are liquidated by the General Fund. Capital leases are liquidated by the General Fund. Other post-employment benefits beginning balances for governmental and business-type activities have been restated. See Note 12 for details related to changes in accounting policy.

Long-Term Liabilities (continued)

Debt Service to Maturity:

Year Ending	Governmental Activities			
	General Obligation		Capital Lease Obligations	
30-Jun	Principal	Interest	Principal	Interest
2013	$9,819,822	$4,873,570	$314,278	$158,397
2014	9,335,052	4,487,047	326,392	146,284
2015	8,575,186	4,105,674	338,973	133,703
2016	8,640,714	3,749,858	352,038	120,637
2017	8,515,396	3,413,726	365,607	107,068
2018-2022	34,959,639	12,665,920	2,050,603	312,772
2023-2027	27,154,683	6,361,770	537,387	14,682
2028-2032	7,965,271	2,497,226	-	-
2033-2037	3,356,856	1,076,249	-	-
2038-2040	1,755,000	174,009	-	-
	$120,077,619	$43,405,049	$4,285,278	$993,543

Year Ending	Business-Type Activities							
	General Obligation						Revenue Bonds	
	Water Fund		Airport Fund		Sewer Fund		Sewer Fund	
June 30	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2013	$ 1,803,778	$ 1,774,411	$ 215,336	$ 47,847	$ 2,053,470	$ 982,934	$ 5,096,949	$ 278,064
2014	1,755,694	1,703,297	164,651	41,214	1,860,165	908,430	5,597,967	244,593
2015	1,693,803	1,635,944	145,321	34,108	1,757,561	843,916	6,034,143	210,083
2016	1,741,654	1,566,361	112,479	27,675	1,772,254	777,282	6,238,058	174,502
2017	1,694,463	1,499,970	107,492	23,330	1,688,542	714,933	6,274,745	137,815
2018-2022	6,726,115	6,591,966	282,257	74,368	5,941,309	2,831,690	28,510,334	187,096
2023-2027	5,994,499	5,188,710	177,540	21,562	4,122,603	1,925,518	23,687,120	-
2028-2032	6,247,152	3,648,610	-	-	3,139,902	1,146,844	19,503,792	-
2033-2037	6,449,642	1,918,824	-	-	2,388,502	493,275	15,767,336	-
2038-2042	3,174,067	272,215	-	-	725,932	42,777	9,954,166	-
2043-2045	-	-	-	-	-	-	1,308,333	-
	$ 37,280,867	$ 25,800,308	$ 1,205,076	$ 270,104	$ 25,450,240	$ 10,667,599	$ 127,972,943	$ 1,232,153

October 20, 2010 General Obligation Refunding Bond Issue - Advance Refunding of General Obligation Bond Issues, Series 2001, 2003A and 2004:

On October 20, 2010, the City issued $29,655,000 of General Obligation Public Improvement Refunding Bonds, Series 2010 to advance refund the following general obligation public improvement bonds: $3,375,000 of Series 2001 (August 1, 2001); $9,415,000 of Series 2003A (February 1, 2003); and, $15,370,000 of Series 2004 (June 1, 2004). The refunding bond proceeds are in an irrevocable trust with an escrow agent and invested in U. S. Government securities maturing to fund the refunded bonds future debt service. As of June 30, 2012, the total outstanding principal of the in-substance defeased bonds was $24,785,000 (Series 2003A and 2004).

November 8, 2011 General Obligation Public Improvement Bond Anticipation Note, Series 2011, Bank Qualified Line of Credit

On November 8, 2011, the City issued a five-year General Obligation Bond Anticipation Note and concurrently entered into a bank qualified line of credit Financing Agreement with Carter Bank & Trust. The Agreement provided for borrowings of up to $10,000,000 to provide interim financing for qualifying capital improvements. Interest on the unpaid principal is two percent (2%) per annum and payable on May 1 and November 1 each year. Final maturity of the Note is November 1, 2016. As of June 30, 2012, $79,705 was outstanding for water capital projects only.

Long-Term Liabilities (continued)

Component Unit – Lynchburg City Schools:

The following is a summary of changes in other long-term liabilities:

	Beginning Balance	Additions	Deletions	Ending Balance	Current Portion
Compensated absences	$ 699,198	$ 618,005	$ 665,499	$ 651,704	$ 500,297
Capital lease obligations	854,981	-	480,697	374,284	266,237
Other post-employment benefits	1,653,147	979,200	485,871	2,146,476	-
	$ 3,207,326	$ 1,597,205	$ 1,632,067	$ 3,172,464	$ 766,534

School Capital Leases:

Interest Rates	Date Issued	Final Maturity	Original Issue	Balance
3.89	09/2007	09/2012	1,000,000	$ 54,745
3.55	12/2008	12/2013	1,000,000	319,539
				$ 374,284

Following is a summary of debt service to maturity:

	Capital Lease Obligations	
June 30	Principal	Interest
2013	$ 266,237	$ 8,262
2014	108,047	1,122
	$ 374,284	$ 9,384

Ratios of Outstanding Debt by Type
(dollars in thousands, except for per capita amounts)

	Governmental Activities					Business-type Activities					
Fiscal Year	General Obligation Bonds	Literary Bonds	General Obligation Notes	Note Payable	Capital Leases	General Obligation Bonds	General Obligation Notes	Public Utility Revenue Bonds	Total Primary Government	% of Personal Income	Total Primary Government Bonded Debt Per Capita
2003	$ 85,006	$ 225	$ 610	$ -	$ 2,187	$ 64,141	$ -	$ 52,973	$ 205,142	11.25%	$ 3,046
2004	100,251	166	7,500	3,200	8,396	66,896	-	59,152	245,561	12.73%	3,594
2005	93,990	127	7,500	3,200	7,747	61,935	-	63,526	238,025	11.76%	3,433
2006	116,709	87	-	3,200	7,287	57,532	16,500	70,543	271,858	12.47%	3,857
2007	108,593	68	-	3,020	6,810	52,295	16,500	74,985	262,271	11.27%	3,626
2008	117,407	49	1,343	2,840	6,316	63,550	-	84,426	275,931	11.26%	3,737
2009	112,011	30	7,500	2,660	5,804	56,831	4,000	100,328	289,164	12.00%	3,845
2010	139,180	11	-	2,480	5,274	71,749	-	109,907	328,601	13.50%	4,348
2011	129,807	-	-	2,300	4,723	68,005	-	125,601	330,436	13.42%	4,322
2012	120,078	-	-	2,120	4,285	63,936	80	127,973	318,472	12.93%	4,166

Note: Details regarding the City's outstanding debt can be found in the Comprehensive Annual Financial Report.

Ratios of Net General Bonded Debt Outstanding
(dollars in thousands, except per capita)

Fiscal Year	Population [1]	Assessed Valuation (in thousands)	Gross Bonded Debt [2]	Debt Payable From Enterprise	Net Bonded Debt	Net Bonded Debt To Assessed Value	Net Bonded Debt Per Capita
2003	67,354	$ 3,604,279	$ 149,981	$ 64,140	$ 85,841	2.38%	$ 1,274
2004	68,319	3,915,725	174,813	66,896	107,917	2.76%	1,580
2005	69,340	3,954,923	163,552	61,935	101,617	2.57%	1,465
2006	70,491	4,935,723	190,828	74,032	116,796	2.37%	1,657
2007	72,331	4,501,102	177,456	68,795	108,661	2.41%	1,502
2008	73,834	5,330,939	182,350	63,550	118,800	2.23%	1,609
2009	75,204	5,463,547	180,372	60,831	119,541	2.19%	1,590
2010	75,568	5,764,489	210,940	71,749	139,191	2.41%	1,842
2011	76,448	5,864,104 [3]	197,812	68,005	129,807	2.21%	1,698
2012	76,448	5,806,895 [4]	184,014	64,016	119,998	2.07%	1,570

Source: Director of Financial Services, City of Lynchburg, Virginia.

[1] Data from the Weldon Cooper Center for Public Service, University of Virginia, Charlottesville, Virginia, for 2003-2010 Revised Final Estimates based on the United States Bureau of the Census 2010. The 2011 and 2012 population are estimates based on July 1, 2011.

[2] Excludes City of Lynchburg Public Utility Revenue Bonds.

[3] These figures have been updated to reflect all billings associated with the personal property tax levy.

[4] These figures only reflect two of the four billings associated with the personal property tax levy. These figures will be updated in FY 2013 to reflect all four billings.

Note: Details regarding the City's outstanding debt can be found in the Notes to the Financial Statements.

Legal Debt Margin Information
(dollars in thousands)

Legal Debt Margin Calculation for Fiscal Year 2012

Real Property Assessed Value	$ 4,949,499
Public Service Corporations Real Property Assessed Value	182,358
Total Real Property Assessed Value [1]	5,131,857
Debt limit (10% of assessed value)	513,186
Debt applicable to limit:	
Less: General Obligation Debt	(184,014)
Legal Debt Margin	$ 329,172

	Fiscal Years				
Description	**2003**	**2004**	**2005**	**2006**	**2007**
Debt limit	$ 301,016	$ 330,240	$ 338,155	$ 372,512	$ 383,509
Total net debt applicable to limit [2]	149,981	174,813	163,552	190,828	177,456
Legal debt margin	$ 151,036	$ 155,427	$ 174,603	$ 181,684	$ 206,053
Total net debt applicable to the limit as a percentage of the debt limit	49.82%	52.94%	48.37%	51.23%	46.27%
	2008	**2009**	**2010**	**2011**	**2012**
Debt limit	$ 462,181	$ 479,591	$ 506,924	$ 514,821	$ 513,186
Total net debt applicable to limit [2]	182,350	180,372	210,940	197,812	184,014
Legal debt margin	$ 279,831	$ 299,219	$ 295,984	$ 317,009	$ 329,172
Total net debt applicable to the limit as a percentage of the debt limit	39.45%	37.61%	41.61%	38.42%	35.86%

[1] See Table 14 for Real Property Assessed Value information.
[2] For fiscal years 2001 through 2005, the total net debt applicable to limit amounts were revised to include bond anticipation notes.

Note: The Constitution of Virginia, Article 7, Section 10(a) sets forth the City's legal debt limit at ten percent (10%) of its assessed valuation of real estate subject to taxation for the City's issuance of any bonds or other interest-bearing obligations. In August 1999, City Council adopted a Debt Management Policy that limits tax-supported debt to five percent (5%) of its assessed valuation of real estate subject to taxation. In December 2006, City Council amended the Debt Management Policy that limits tax-supported debt to four and a half percent (4.5%) of its assessed valuation of real estate subject to taxation.

Debt Service

General Fund	FY 2014 Debt [1] Per 6/30/12 Debt Book Revised	2014 [2] Bond Issue	2014 [3] Line of Credit	Less: Savings from [4] Refunding	2014 Budget
Principal	$4,823,381			$0	$4,823,381
Interest-City	2,176,652				2,176,652
Interest Line of Credit - City	0	$0	$40,000		40,000
Regional Radio Lease Principal	0				0
Regional Radio Lease Interest	0				0
Human Service Lease Principal	0				0
Human Service Lease Interest	0				0
Principal-Stadium	126,454				126,454
Interest-Stadium	80,073				80,073
Debt Service Charges	2,608				2,608
Total	$7,209,168	$0	$40,000	$0	$7,249,168

Detention Home Fund	FY 2014 Debt [1] Per 6/30/12 Debt Book Revised	2014 [2] Bond Issue	2014 [3] Line of Credit	Less: Savings from [4] Refunding	2014 Budget
Principal	$149,300	$0	$0	$0	$149,300
Interest	34,382				34,382
Debt Service Charges	0				0
Total	$183,682	$0	$0	$0	$183,682

Airport Fund	FY 2014 Debt [1] Per 6/30/12 Debt Book Revised	2014 [2] Bond Issue	2014 [3] Line of Credit	Less: Savings from [4] Refunding	2014 Budget
Principal	$164,651	$0	$0	$0	$164,651
Interest	41,214				41,214
Debt Service Charges	0				0
Total	$205,865	$0	$0	$0	$205,865

[1] Information for FY 2014 existing debt service (cash basis) per the City's Debt Book as of 6/30/12.
The Build America Bonds have a provision for an interest subsidy payment from the Internal Revenue Service. That source of funds from the IRS of 35% of the interest payment for these bonds is not included above and therefore, has not reduced the total interest payment due. All amounts above are total payments without reduction from the IRS subsidy for the Build America Bonds.
The subsidy for FY 2014 interest payments are $591,230.70 across all funds in the 8.13.09 bond issue.

[2] As of December 28, 2012, the CIP process is underway and not complete. There will be decisions made regarding new borrowings during the upcoming months for FY 2014; therefore, there is no new additional debt service in FY 2014 from a bond issue for the General & Schools Funds included above at this time of preparation.
New debt service from a bond issue and line of credit interest is included above for the Water Fund based on draft financial projections as of December 14, 2012. There is no new FY 2014 Sewer Fund debt service.

[3] The Bank Qualified Line of Credit was issued on November 8, 2011 with Carter Bank & Trust thru November 1, 2016.
With this draft, there is an estimate for interest for the line of credit for the General Fund only which will be finalized once the CIP process is complete. Line of credit interest for the Water & Sewer Funds will be available once the financial projections and rate study drafts are prepared to support the budgets. FY 2014 debt service budget will be updated for those funds at that time.

[4] No refunding is anticipated at this time and monitoring for refunding opportunities is an ongoing process.

Debt Service (continued)

Water Fund	FY 2014 Debt [1] Per 6/30/12 Debt Book Revised	2014 [2] Bond Issue	2014 [3] Line of Credit	Less: Savings from [4] Refunding	2014 Budget
Principal	$1,755,694	$0		$0	$1,755,694
Interest	1,703,298	171,145			1,874,443
Interest Line of Credit	0		$55,000		55,000
Debt Service Charges	495				495
Total	$3,459,487	$171,145	$55,000	$0	$3,685,632

Sewer Fund	FY 2014 Debt [1] Per 6/30/12 Debt Book Revised	2014 [2] Bond Issue	2014 [3] Line of Credit	Less: Savings from [4] Refunding	2014 Budget
G.O. Principal	$1,860,166		$0	$0	$1,860,166
G.O. Interest	908,430				908,430
Rev. Principal	5,597,967				5,597,967
Rev. Interest	244,594				244,594
Debt Service Charges	5,410				5,410
Total	$8,616,567	$0	$0	$0	$8,616,567

Fleet Services Fund	FY 2014 Debt [1] Per 6/30/12 Debt Book Revised	2014 [2] Bond Issue	2014 [3] Line of Credit	Less: Savings from [4] Refunding	2014 Budget
Principal	$180,156	$0	$0	$0	$180,156
Interest	121,669				121,669
Debt Service Charges	0				0
Total	$301,825	$0	$0	$0	$301,825

[1] Information for FY 2014 existing debt service (cash basis) per the City's Debt Book as of 6/30/12.
The Build America Bonds have a provision for an interest subsidy payment from the Internal Revenue Service. That source of funds from the IRS of 35% of the interest payment for these bonds is not included above and therefore, has not reduced the total interest payment due. All amounts above are total payments without reduction from the IRS subsidy for the Build America Bonds.
The subsidy for FY 2014 interest payments are $591,230.70 across all funds in the 8.13.09 bond issue.

[2] As of December 28, 2012, the CIP process is underway and not complete. There will be decisions made regarding new borrowings during the upcoming months for FY 2014; therefore, there is no new additional debt service in FY 2014 from a bond issue for the General & Schools Funds included above at this time of preparation.
New debt service from a bond issue and line of credit interest is included above for the Water Fund based on draft financial projections as of December 14, 2012. There is no new FY 2014 Sewer Fund debt service.

[3] The Bank Qualified Line of Credit was issued on November 8, 2011 with Carter Bank & Trust thru November 1, 2016.
With this draft, there is an estimate for interest for the line of credit for the General Fund only which will be finalized once the CIP process is complete. Line of credit interest for the Water & Sewer Funds will be available once the financial projections and rate study drafts are prepared to support the budgets. FY 2014 debt service budget will be updated for those funds at that time.

[4] No refunding is anticipated at this time and monitoring for refunding opportunities is an ongoing process.

Debt Service (continued)

FY 2014 City's General Fund Appropriation for Schools Debt Service

	FY 2014 Debt [1] Per 6/30/12 Debt Book Revised	2014 [2] Bond Issue	2014 [3] Line of Credit	2012 VPSA Bond Issue	Less: Savings from [4] Refunding	**2014 Budget**
Principal	$4,410,100	$0		$0	$0	$4,410,100
Interest	2,152,554					2,152,554
Interest-Line of Credit			$0			0
Total School Debt Service	$6,562,654	$0	$0	$0	$0	$6,562,654
Plus:						
Debt Service Charges	2,747					2,747
Local City Share for School Debt Service	$6,565,401	$0	$0	$0	$0	$6,565,401

[1] Information for FY 2014 existing debt service (cash basis) per the City's Debt Book as of 6/30/12.
The Build America Bonds have a provision for an interest subsidy payment from the Internal Revenue Service. That source of funds from the IRS of 35% of the interest payment for these bonds is not included The subsidy for FY 2014 interest payments are $591,230.70 across all funds in the 8.13.09 bond issue.

[2] As of December 28, 2012, the CIP process is underway and not complete. There will be decisions made regarding new borrowings during the upcoming months for FY 2014; therefore, there is no new additional debt service in FY 2014 from a bond issue for the General & Schools Funds included above at this time of preparation. New debt service from a bond issue and line of credit interest is included above for the Water Fund based on draft financial projections as of December 14, 2012. There is no new FY 2014 Sewer Fund debt service.

[3] The Bank Qualified Line of Credit was issued on November 8, 2011 with Carter Bank & Trust thru November 1, 2016.
With this draft, there is an estimate for interest for the line of credit for the General Fund only which will be finalized once the CIP process is complete. Line of credit interest for the Water & Sewer Funds will be available once the financial projections and rate study drafts are prepared to support the budgets. FY 2014 debt service budget will be updated for those funds at that time.

[4] No refunding is anticipated at this time and monitoring for refunding opportunities is an ongoing process.

HISTORICAL FACT:

Built around 1815 by Dr. George Cabell, Sr., an eminent physician whose most famous patient was Patrick Henry, Point of Honor was the home of important Lynchburg area families, including the Daniels, Paynes, and Owens. Although not documented, it is possible that at some time Point of Honor may have been used as a dueling ground. However, since dueling was prohibited, it is speculated it occurred on the property in Campbell County to escape the Lynchburg magistrate.

Schools Operating Fund. The General Fund provides funding for the Lynchburg City Schools for Operations.

	Actual FY 2012	Adopted FY 2013	Revised Estimate FY 2013	Agency Submitted FY 2014	Manager's Proposed FY 2014
AGENCY SUMMARY					
BEGINNING BALANCE	**$263,247**	**$0**	**$0**	**$0**	**$0**
OPERATING REVENUES					
State	$41,739,601	$43,511,592	$43,527,260	$43,661,809	$43,661,809
Federal	579,961	461,000	461,000	476,000	476,000
Other - Miscellaneous and Charges for Services	2,753,520	1,753,828	1,958,328	1,842,140	1,842,140
Local - Operating	31,696,712	35,601,147	35,601,147	38,201,147	38,201,147
School Debt Service (Governor's School)	30,153	33,627	33,627	0	0
TOTAL OPERATING REVENUES	**$76,799,947**	**$81,361,194**	**$81,581,362**	**$84,181,096**	**$84,181,096**
GRANT REVENUES					
Grants [1]	$13,386,683	$11,435,121	$12,176,644	$8,714,800	$8,714,800
TOTAL GRANT REVENUES	**$13,386,683**	**$11,435,121**	**$12,176,644**	**$8,714,800**	**$8,714,800**
TOTAL REVENUES	**$90,186,630**	**$92,796,315**	**$93,758,006**	**$92,895,896**	**$92,895,896**
OPERATING EXPENDITURES					
Operations	$76,568,369	$81,361,194	$81,581,362	$84,181,096	$84,181,096
TOTAL OPERATING EXPENDITURES	**$76,568,369**	**$81,361,194**	**$81,581,362**	**$84,181,096**	**$84,181,096**
GRANT EXPENDITURES					
Grant Funded Expenditures [1]	$13,384,991	$11,435,121	$12,176,644	$8,714,800	$8,714,800
TOTAL GRANT EXPENDITURES	**$13,384,991**	**$11,435,121**	**$12,176,644**	**$8,714,800**	**$8,714,800**
TOTAL EXPENDITURES	**$89,953,360**	**$92,796,315**	**$93,758,006**	**$92,895,896**	**$92,895,896**
ENDING BALANCE	**$496,517**	**$0**	**$0**	**$0**	**$0**

Source: Lynchburg City Schools

[1] The Agency Submitted FY 2014 figure includes liquidation of prior grant funds as well as a 5% reduction in grant funding due to sequestration cuts.

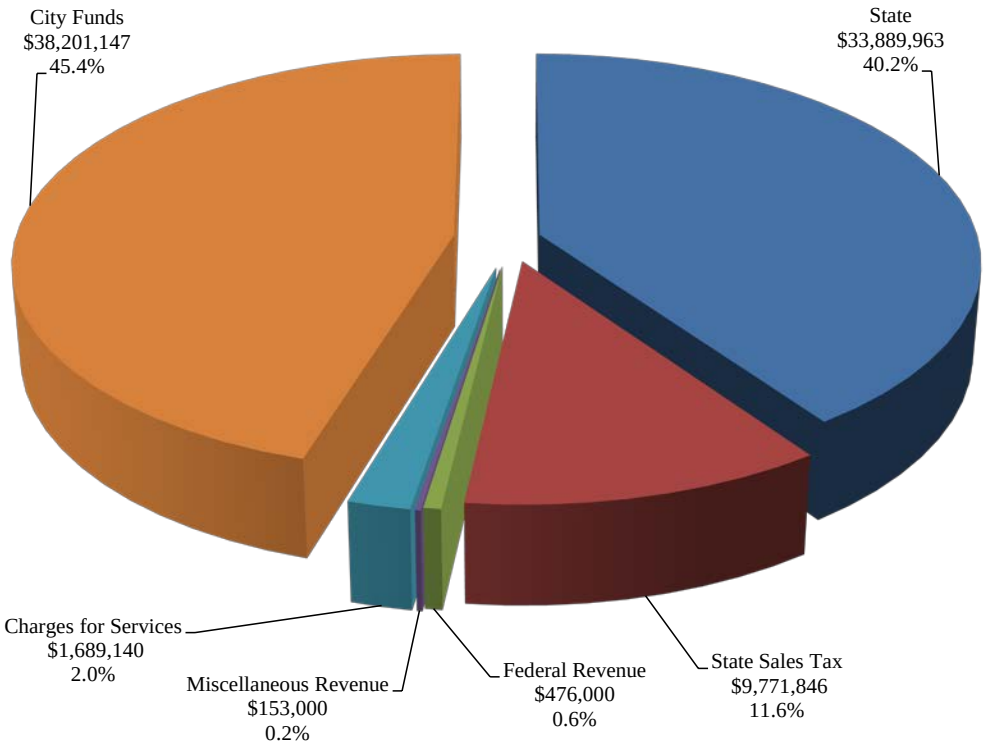
Note: As of February 26, 2013, the School Board had not adopted a budget; therefore, figures in the Agency Submitted FY 2014 budget column are estimates.

Schools – Operating Fund Revenue Summary

	Actual 2011-2012	Adopted FY 2013	Approved Budget 2012-2013	Proposed Budget 2013-2014	Inc/(Dec) Adopted from Proposed
Average Daily Membership	8,198.0	8,202.4	8,202.4	8,024.4	(178.0)
OPERATING REVENUES					
State Revenues					
State	$32,767,842	$34,798,340	$34,814,008	$33,889,963	($908,377)
State Sales Tax	8,971,759	8,713,252	8,713,252	9,771,846	1,058,594
Total State Revenues	**$41,739,601**	**$43,511,592**	**$43,527,260**	**$43,661,809**	**$150,217**
Federal Revenue	**$579,961**	**$461,000**	**$461,000**	**$476,000**	**$15,000**
Other Revenues					
Miscellaneous Revenue	$996,025	$103,000	$118,000	$153,000	$50,000
Charges for Services	1,757,359	1,650,828	1,840,328	1,689,140	38,312
Use of Money	136	0	0	0	0
Total Other Revenues	**$2,753,520**	**$1,753,828**	**$1,958,328**	**$1,842,140**	**$88,312**
City Revenues					
City Funds	$31,696,712	$35,601,147	$35,601,147	$38,201,147	$2,600,000
City - School Debt Service (Governor's School)	30,153	33,627	33,627	0	(33,627)
Total City Revenues	**$31,726,865**	**$35,634,774**	**$35,634,774**	**$38,201,147**	**$2,566,373**
TOTAL OPERATING REVENUES [1]	**$76,799,947**	**$81,361,194**	**$81,581,362**	**$84,181,096**	**$2,819,902**

[1] Grant funds not included.

Source: Lynchburg City Schools



Schools – Operating Fund Revenue Detail

	Actual 2011-2012	Adopted FY 2013	Approved Budget 2012-2013	Proposed Budget 2013-2014	Inc/(Dec) Adopted from Proposed
OPERATING REVENUES					
STATE REVENUES					
State Sales Tax	$8,971,759	$8,713,252	$8,713,252	$9,771,846	$1,058,594
SOQ Programs					
Basic Aid	19,884,194	20,446,238	20,446,238	19,255,101	(1,191,137)
Textbooks	265,525	387,292	350,040	335,748	(51,544)
Vocational Education	309,379	288,140	288,140	281,888	(6,252)
Gifted Education	235,967	236,687	236,687	231,550	(5,137)
Special Education	2,616,609	2,253,670	2,253,670	2,250,067	(3,603)
Prevention, Intervention, & Remediation	928,136	1,193,725	1,193,725	1,167,820	(25,905)
Fringe Benefits	2,632,340	3,699,517	3,699,517	3,629,302	(70,215)
English as a Second Language	85,052	0	0	0	0
Remedial Summer School [1]	0	0	0	195,237	195,237
Incentive Programs					
Composite Index Hold Harmless	126,411	0	0	0	0
Supplemental Support - Operating	679,689	0	0	0	0
Additional Assistance w/Retirement, Inflation & Preschool costs	0	468,992	468,992	466,336	(2,656)
Compensation Supplement	0	0	0	421,232	421,232
Early Reading Specialists Initiative	0	0	0	37,272	37,272
Categorical Programs					
Adult Education	1,117	19,175	19,175	19,175	0
Special Ed - Homebound	220,072	232,366	232,366	214,961	(17,405)
Career & Tech Education-Equipment	11,437	0	0	0	0
Lottery Funded Programs					
At-Risk	1,087,894	1,242,007	1,242,007	1,216,913	(25,094)
Early Reading Intervention	137,137	154,721	170,389	144,929	(9,792)
Foster Care	104,726	101,400	101,400	71,786	(29,614)
K-3 Primary Class Size	1,216,417	1,594,562	1,594,562	1,570,158	(24,404)
Remedial Summer School [1]	151,398	157,258	157,258	0	(157,258)
SOL Algebra Readiness	110,856	126,366	126,366	124,221	(2,145)
VA Preschool Initiative at Risk 4 YR OLDS	1,231,987	1,215,707	1,215,707	1,215,707	0
ISAEP (GED funding)	23,576	23,576	23,576	23,576	0
Special Ed - Regional Tuition	678,447	743,344	743,344	776,368	33,024
Career & Tech Education	29,476	36,711	36,711	42,030	5,319
Textbooks	0	74,402	111,654	115,926	41,524
English as a Second Language	0	102,484	102,484	82,660	(19,824)
TOTAL STATE REVENUES	**$41,739,601**	**$43,511,592**	**$43,527,260**	**$43,661,809**	**$150,217**

[1] In FY 2012 and FY 2013, Remedial Summer School was funded under Lottery Funded Programs.

Source: Lynchburg City Schools

Schools – Operating Fund Revenue Detail (continued)

	Actual 2011-2012	Adopted FY 2013	Approved Budget 2012-2013	Proposed Budget 2013-2014	Inc/(Dec) Adopted from Proposed
OPERATING REVENUES					
FEDERAL REVENUES					
Basic Adult Education	$37,590	$50,000	$50,000	$50,000	$0
Impact Aid	7,996	6,000	6,000	6,000	0
Medicaid Reimbursement	410,601	300,000	300,000	300,000	0
Junior ROTC	123,774	105,000	105,000	120,000	15,000
TOTAL FEDERAL REVENUES	**$579,961**	**$461,000**	**$461,000**	**$476,000**	**$15,000**
OTHER REVENUES					
Miscellaneous					
Other Funds	$391,064	$0	$0	$0	$0
Rebates & Refunds	391,807	15,000	15,000	30,000	15,000
Insurance Adjustments	98,943	3,000	3,000	3,000	0
E-Rate Reimbursements	114,211	85,000	100,000	120,000	35,000
Total Miscellaneous	**$996,025**	**$103,000**	**$118,000**	**$153,000**	**$50,000**
Charges for Services					
Rents	$98,000	$98,000	$98,000	$98,000	$0
Tuition - Day School	107,020	120,000	120,000	110,000	(10,000)
Tuition - Adult	17,705	10,000	10,000	18,000	8,000
Tuition - Summer School	25,000	40,000	40,000	40,000	0
Tuition - NonCenter Based	596,904	634,620	634,620	634,620	0
Special Pupil Fees	43,847	45,000	45,000	45,000	0
Bus Rentals	521,508	409,688	400,000	400,000	(9,688)
Dual Enrollment	89,607	35,000	35,000	85,000	50,000
Facility Rentals	56,597	60,020	60,020	60,020	0
School Nutrition Utilities	85,062	98,500	98,500	98,500	0
Athletic & Music Fees	0	0	199,188	0	0
Print Production	116,109	100,000	100,000	100,000	0
Total Charges for Services	**$1,757,359**	**$1,650,828**	**$1,840,328**	**$1,689,140**	**$38,312**
Use of Money	**$136**	**$0**	**$0**	**$0**	**$0**
TOTAL OTHER REVENUES	**$2,753,520**	**$1,753,828**	**$1,958,328**	**$1,842,140**	**$88,312**
CITY REVENUES					
City Funds	$31,696,712	$35,601,147	$35,601,147	$38,201,147	$2,600,000
City - School Debt Service (Governor's School)	30,153	33,627	33,627	0	(33,627)
TOTAL CITY REVENUES	**$31,726,865**	**$35,634,774**	**$35,634,774**	**$38,201,147**	**$2,566,373**
TOTAL OPERATING REVENUES [1]	**$76,799,947**	**$81,361,194**	**$81,581,362**	**$84,181,096**	**$2,819,902**

[1] Grant funds not included.

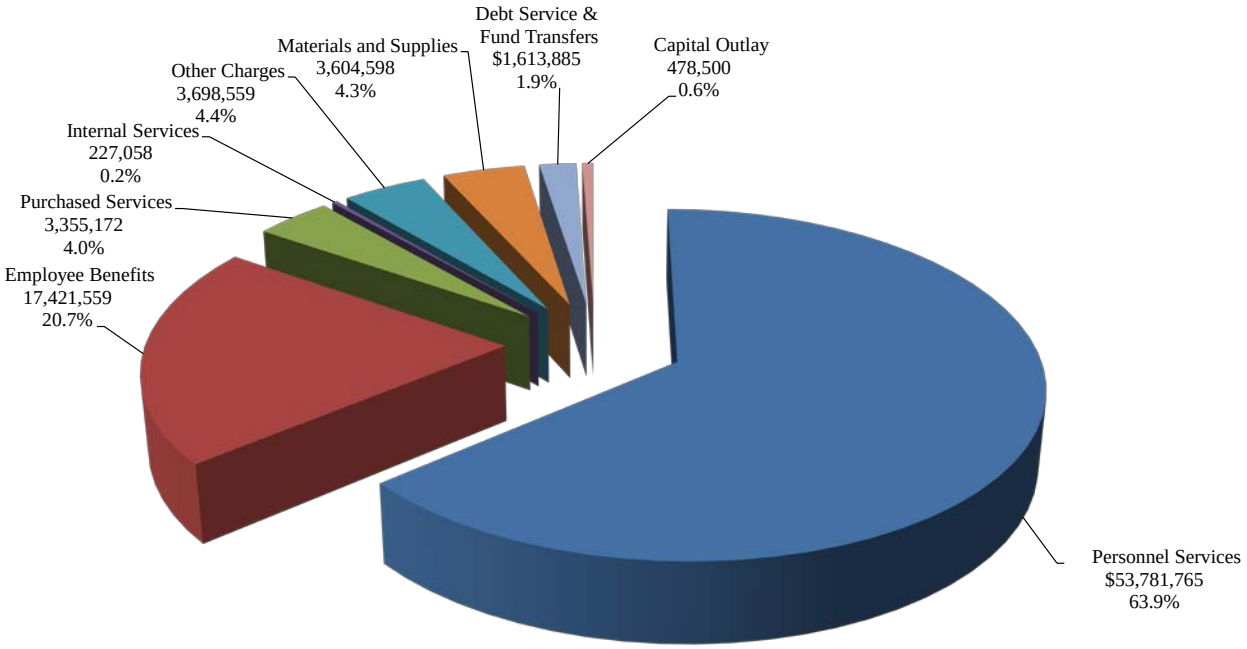
Source: Lynchburg City Schools

Schools – Operating Fund Expenditure Summary

	Actual 2011-2012	Adopted FY 2013	Approved Budget 2012-2013	Proposed Budget 2013-2014	Inc/(Dec) Adopted from Proposed
OPERATING EXPENDITURES					
Personnel Services & Employee Benefits					
Total Personnel Services	$48,511,041	$50,687,366	$50,705,820	$53,781,765	$3,094,399
Total Employee Benefits	14,198,220	16,699,153	16,700,408	17,421,559	722,406
Subtotal Personnel Services & Employee Benefits	***$62,709,261***	***$67,386,519***	***$67,406,228***	***$71,203,324***	***$3,816,805***
Non-Personnel Accounts					
Total Purchased Services	$2,823,823	$3,030,658	$3,219,705	$3,355,172	$324,514
Total Internal Services	164,068	176,958	176,958	227,058	50,100
Total Other Charges	3,721,126	4,211,203	4,211,203	3,698,559	(512,644)
Total Materials and Supplies	3,371,988	3,469,583	3,439,927	3,604,598	135,015
Total Debt Service & Fund Transfers	1,778,838	1,767,813	1,767,813	1,613,885	(153,928)
Total Capital Outlay	1,999,265	1,318,460	1,359,528	478,500	(839,960)
Subtotal Non-Personnel Accounts	***$13,859,108***	***$13,974,675***	***$14,175,134***	***$12,977,772***	***($996,903)***
TOTAL OPERATING EXPENDITURES [1]	**$76,568,369**	**$81,361,194**	**$81,581,362**	**$84,181,096**	**$2,819,902**

[1] Grant funds not included.

Source: Lynchburg City Schools



Schools – Operating Fund Expenditures by Major Category

	Actual 2011-2012	Adopted FY 2013	Approved Budget 2012-2013	Proposed Budget 2013-2014	Inc/(Dec) Adopted from Proposed
OPERATING EXPENDITURES					
INSTRUCTION					
Personnel Services	$38,774,824	$40,855,642	$40,855,642	$42,882,011	$2,026,369
Employee Benefits	10,975,895	12,967,195	12,767,195	13,598,268	631,073
Purchased Services	1,510,760	1,673,502	1,673,502	1,821,266	147,764
Internal Services	141,879	156,508	156,508	156,608	100
Other Charges	499,980	552,433	552,433	441,253	(111,180)
Materials and Supplies	1,010,349	1,332,628	1,343,928	1,459,823	127,195
Debt Service & Fund Transfers	1,275,885	1,460,687	1,460,687	1,504,686	43,999
Capital Outlay	168,441	160,357	201,425	199,500	39,143
TOTAL INSTRUCTION	**$54,358,013**	**$59,158,952**	**$59,011,320**	**$62,063,415**	**$2,904,463**
ADMINISTRATION					
Personnel Services	$2,302,913	$2,435,589	$2,434,472	$3,071,218	$635,629
Employee Benefits	995,291	1,417,466	1,617,224	1,443,164	25,698
Purchased Services	280,330	482,580	482,580	390,880	(91,700)
Internal Services	16,644	15,500	15,500	65,500	50,000
Other Charges	96,390	121,780	121,780	261,576	139,796
Materials and Supplies	75,629	162,909	121,953	159,729	(3,180)
Capital Outlay	13,859	154,573	154,573	14,000	(140,573)
TOTAL ADMINISTRATION	**$3,781,056**	**$4,790,397**	**$4,948,082**	**$5,406,067**	**$615,670**
PUPIL TRANSPORTATION					
Personnel Services	$2,376,367	$2,485,167	$2,504,738	$2,911,606	$426,439
Employee Benefits	734,488	779,297	780,794	778,641	(656)
Purchased Services	20,752	16,626	16,626	19,826	3,200
Internal Services	2,779	2,700	2,700	2,700	0
Other Charges	101,407	133,100	133,100	171,430	38,330
Materials and Supplies	1,182,942	1,147,750	1,147,750	1,158,750	11,000
Capital Outlay	890,198	640,000	640,000	0	(640,000)
TOTAL PUPIL TRANSPORTATION	**$5,308,933**	**$5,204,640**	**$5,225,708**	**$5,042,953**	**($161,687)**
OPERATION & MAINTENANCE					
Personnel Services	$3,455,048	$3,552,108	$3,552,108	$3,618,878	$66,770
Employee Benefits	1,064,419	1,151,099	1,151,099	1,209,108	58,009
Purchased Services	853,244	633,250	633,250	898,500	265,250
Other Charges	2,967,050	3,346,950	3,346,950	2,767,300	(579,650)
Materials and Supplies	947,549	644,000	644,000	644,000	0
Capital Outlay	229,866	323,530	323,530	225,000	(98,530)
TOTAL OPERATION & MAINTENANCE	**$9,517,176**	**$9,650,937**	**$9,650,937**	**$9,362,786**	**($288,151)**
FACILITIES					
Personnel Services	$12,823	$66,558	$66,558	$57,572	($8,986)
Employee Benefits	980	2,985	2,985	14,149	11,164
Other Charges	26,760	18,840	18,840	18,900	60
Capital Outlay	364,265	40,000	40,000	40,000	0
TOTAL FACILITIES	**$404,828**	**$128,383**	**$128,383**	**$130,621**	**$2,238**

Source: Lynchburg City Schools

Schools – Operating Fund Expenditures by Major Category (continued)

	Actual 2011-2012	Adopted FY 2013	Approved Budget 2012-2013	Proposed Budget 2013-2014	Inc/(Dec) Adopted from Proposed
DEBT SERVICE & FUND TRANSFERS					
Debt Service & Fund Transfers	$502,953	$307,126	$307,126	$109,199	($197,927)
TOTAL DEBT SERVICE & FUND TRANSFERS	**$502,953**	**$307,126**	**$307,126**	**$109,199**	**($197,927)**
TECHNOLOGY					
Personnel Services	$1,589,066	$1,292,302	$1,292,302	$1,240,480	($51,822)
Employee Benefits	427,147	381,111	381,111	378,229	(2,882)
Purchased Services	158,737	224,700	413,747	224,700	0
Internal Services	2,766	2,250	2,250	2,250	0
Other Charges	29,539	38,100	38,100	38,100	0
Materials and Supplies	155,519	182,296	182,296	182,296	0
Capital Outlay	332,636	0	0	0	0
TOTAL TECHNOLOGY	**$2,695,410**	**$2,120,759**	**$2,309,806**	**$2,066,055**	**($54,704)**
TOTAL OPERATING EXPENDITURES [1]	**$76,568,369**	**$81,361,194**	**$81,581,362**	**$84,181,096**	**$2,819,902**

[1] Grant funds not included.

Source: Lynchburg City Schools

Schools – Operating Fund Grant Detail

	Proposed Budget 2013-2014
Federal Grants and Programs	
Carl Perkins Vocational	$206,000
Individuals with Disabilities Section 619-A - Pre-School Incentive	58,800
21 st Century Grant	1,004,000
National Board Incentive	15,000
Title I - Improving America's School Act	2,926,000
Title I, Part D - Neglected, Delinquent or At Risk	137,000
Title II, Part A - Teacher, Principal, Paraprofessional Training and Recruiting	539,000
Title III, Part A - English Language Acquisition & Academic Achievement	16,000
Title VI-B - Special Education	1,978,500
Total Federal Grants and Programs	**$6,880,300**
Commonwealth of Virginia Grants and Programs	
Alternative Educating Regional Grant	$243,500
Athlife Foundation	10,000
Blue Ridge Regional Jail	180,500
Detention Home and Child Development Clinic	806,000
Educational Technology Initiative Bond	492,000
Project Graduation	36,000
Play It Smart Grant	5,800
Homeless Grant	24,700
Total Commonwealth of Virginia Grants and Programs	**$1,798,500**
Local Grants and Programs	
House Construction Account	$9,000
Partners in Education	22,200
Enrichment Summer School	4,800
Total Local Grants	**$36,000**
Total Grants and Special Programs	**$8,714,800**

Source: Lynchburg City Schools

Schools – Employees and Enrollment

	Student Enrollment, Employees and Schools by Fiscal Year									
Description	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**
Elementary School Membership	3,968	3,910	3,840	3,793	3,877	3,916	3,937	3,934	3,968	3,987
Secondary School Membership	4,987	4,872	4,785	4,809	4,745	4,447	4,583	4,438	4,359	4,317
Total Membership	8,955	8,782	8,625	8,602	8,622	8,363	8,520	8,372	8,327	8,304
Teachers and Administrators [1]	782	762	753	776	772	774	780	759	977	851
Other Employees	474	467	471	470	482	482	482	449	250	223
Total Employees	1,256	1,229	1,224	1,246	1,254	1,256	1,262	1,208	1,227	1,074
Elementary Schools [2]	11	11	11	11	11	11	11	11	11	11
Secondary Schools	5	5	5	5	5	5	5	5	5	5
Total Buildings	16	16	16	16	16	16	16	16	16	16

[1] Includes only full-time equivalent positions funded through the operating budget.
[2] Does not include LAUREL Regional Program, now being used for special education students.

Actual Average Daily Student Enrollment by Grade & Fiscal Year
(Based on September 30th Actual Enrollment)

Grade	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**
K	674	700	666	670	722	732	732	718	696	740
1	628	651	628	655	675	673	673	702	726	705
2	664	608	647	634	629	648	648	648	670	676
3	689	641	583	628	629	653	653	632	620	643
4	633	690	630	593	625	606	608	639	629	615
5	680	620	686	613	597	604	622	595	627	608
6	686	689	658	707	618	613	635	598	605	621
7	697	661	680	664	694	581	604	619	593	586
8	737	697	660	687	662	625	614	581	622	593
9	904	856	857	823	867	777	797	706	642	669
10	730	740	772	726	661	647	732	719	666	580
11	676	656	627	669	621	654	702	619	672	625
12	557	573	531	533	622	550	499	596	559	643
Total	8,955	8,782	8,625	8,602	8,622	8,363	8,519	8,372	8,327	8,304

Source: Superintendent of Schools, City of Lynchburg, Virginia.

Note: The enrollment numbers reported for 2009 in the FY2009 CAFR were actually the enrollment numbers for 2010. These numbers have been updated.

Greater Lynchburg Transit Company (GLTC). The region's public transportation provider. GLTC's mission is to provide safe, dependable, affordable and high quality public transportation to the citizens of Lynchburg. GLTC provides fixed route (bus) and paratransit (demand-response bus) to the citizens of Lynchburg. GLTC is owned by the City of Lynchburg, and its employees are contract employees to the City. Management services are provided by First Transit. The Board of Directors, approved by City Council, set company policies.

	Actual FY 2012	Adopted FY 2013	Revised Estimate FY 2013	Agency Submitted FY 2014	Manager's Proposed FY 2014
AGENCY SUMMARY					
REVENUES					
Fares - Fixed Route	$878,402	$888,000	$932,400	$950,160	$950,160
Fare - Para-transit Service	105,913	92,922	92,922	92,922	92,922
Contracts (LU Access)	115,949	182,506	0	0	0
Contracts (LC Access)	14,720	24,300	21,625	21,746	21,746
Contracts (VUL Access)	4,986	34,020	0	0	0
Government Charters	8,201	6,196	6,200	6,200	6,200
Advertising	68,499	65,000	65,000	65,000	65,000
Other	56,382	102,445	102,445	60,000	60,000
Federal Operating	1,852,743	1,845,329	1,845,329	1,845,336	1,845,336
State Operating	1,166,980	1,278,881	1,445,130	1,382,122	1,382,122
City Operating	1,099,854	1,369,262	1,369,262	1,194,239	1,194,239
Amherst County	57,492	68,282	57,492	68,282	68,282
Partners: Academy/Downtown	2,700	2,788	2,800	2,800	2,800
State Training	0	5,000	5,000	5,000	5,000
Partners: Lynchburg Sheltered Industries	4,800	4,800	4,800	4,800	4,800
Partners: Liberty	1,052,711	1,055,055	1,055,055	1,079,329	1,079,329
TOTAL REVENUES	**$6,490,332**	**$7,024,786**	**$7,005,460**	**$6,777,936**	**$6,777,936**
EXPENDITURES					
Labor	$2,843,513	$2,827,344	$2,827,344	$2,788,427	$2,788,427
Fringe	1,502,655	1,858,863	1,858,863	1,714,351	1,714,351
Services	392,818	402,262	402,262	433,426	433,426
Materials and Supplies	1,290,155	1,460,358	1,441,032	1,334,232	1,334,232
Utilities	93,822	97,920	97,920	117,000	117,000
Liability Insurance	320,643	320,171	320,171	306,000	306,000
Miscellaneous/Contingency	33,088	57,868	57,868	84,500	84,500
TOTAL EXPENDITURES	**$6,476,694**	**$7,024,786**	**$7,005,460**	**$6,777,936**	**$6,777,936**
BALANCE	**$13,638**	**$0**	**$0**	**$0**	**$0**

Lynchburg Business Development Centre Fund. This fund accounts for grant monies from the Economic Development Authority (EDA) which is a division of the Federal Department of Commerce. The funds are awarded to the City of Lynchburg and passed on to the Business Development Centre as a subgrantee. Its purpose is to account for the revolving loan activity of the Business Development Centre and serves the Region 2000 area by providing "gap" financing to businesses for projects that otherwise would not be eligible for full financing through traditional lenders. This program is similar in structure to the Small Business Administration (SBA) 504 Program which creates and/or retains jobs. For each $10,000 the Business Development Centre lends, the recipient must demonstrate the creation/retention of one job over a three year period. The Centre has made 26 loans since its inception in 1993. The Region 2000 area includes the cities of Lynchburg and Bedford, the towns of Altavista and Amherst, and the counties of Amherst, Appomattox, Bedford and Campbell.

AGENCY SUMMARY	Actual FY 2012	Adopted FY 2013	Revised Estimate FY 2013	Agency Submitted FY 2014	Manager's Proposed FY 2014
BEGINNING RESTRICTED FUND BALANCE	**$125,385**	**$125,385**	**$125,385**	**$125,385**	**$125,385**
REVENUES					
Revenues from loan repayments (principal and interest)	$31,034	$0	$0	$0	$0
TOTAL REVENUES	**$31,034**	**$0**	**$0**	**$0**	**$0**
EXPENDITURES	$31,034	$0	$0	$0	$0
TOTAL EXPENDITURES	**$31,034**	**$0**	**$0**	**$0**	**$0**
ENDING RESTRICTED FUND BALANCE	**$125,385**	**$125,385**	**$125,385**	**$125,385**	**$125,385**

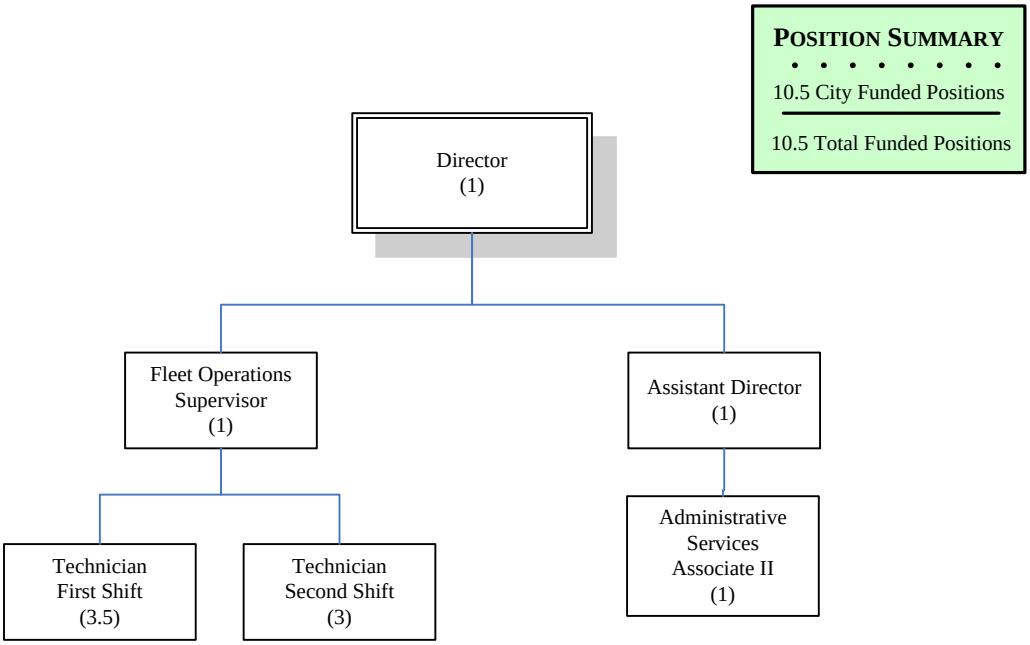
Lynchburg Business Development Centre Fund Budget Description

No funds are requested for FY 2014.

HISTORICAL FACT:

On July 11, 1870, a system of public schools was established by law in Virginia. The Lynchburg public school system officially began September 22, 1870. Abram Frederick Biggers, great-grandson of John Lynch, was Lynchburg's first superintendent of schools.

FLEET SERVICES



Fleet Services. Provides a full spectrum of fleet management services for all City customers who operate a City-owned vehicle or piece of equipment, as well as several City-related entities. The services include fleet acquisition and replacement planning, fuel management, automotive parts inventory services, routine and preventive maintenance, record keeping, and the disposal of all used fleet assets.

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
FLEET FUND POSITION SUMMARY					
City Funded Full-Time	11.0	11.0	11.0	10.0	10.0
City Funded Part-Time	0.0	0.5	0.5	0.5	0.5
TOTAL FTE	**11.0**	**11.5**	**11.5**	**10.5**	**10.5**
FLEET FUND SUMMARY					
BEGINNING CASH	**$1,914,596**	**$1,126,775**	**$1,944,729**	**$1,544,660**	**$1,544,660**
REVENUES					
Warehouse Inventory	$492,541	$494,305	$494,305	$492,595	$492,595
Fuel Sales	2,055,190	1,939,668	1,939,668	1,908,370	1,908,370
Mechanical Work by Vendors	206,701	342,046	342,046	283,829	283,829
Vehicle Administration	224,983	244,491	244,491	204,184	204,184
Labor Sales	429,300	513,511	513,511	458,396	458,396
Vehicle Capital Charge	2,340,114	2,129,967	2,408,660	2,938,944	2,861,395
Bond Proceeds	0	0	0	2,100,000	2,100,000
Interest on Investments	2,703	0	0	0	0
Miscellaneous	116,966	0	0	0	0
Sale/Salvage Surplus Property	384,374	250,000	250,000	300,000	300,000
Transfer from General Fund	36,000	0	0	0	0
Transfer from Sewer Capital	691,437	0	0	0	0
TOTAL REVENUES	**$6,980,309**	**$5,913,988**	**$6,192,681**	**$8,686,318**	**$8,608,769**
EXPENDITURES					
Salaries	$425,901	$514,956	$514,956	$480,727	$480,727
Employee Benefits	155,540	200,432	200,432	186,620	186,620
Contractual Services	69,366	83,077	84,027	88,622	88,622
Internal Service Charges	5,650	0	0	0	0
Other Charges	2,800,131	2,720,635	3,000,704	2,588,905	2,588,905
Capital Outlay	3,094,966	1,720,000	2,381,299	4,466,500	4,466,500
Non-departmental Employee Benefits	29,914	34,760	34,760	31,124	31,124
Other Post Employment Benefits	4,506	15,760	15,760	15,760	15,760
Debt Service	364,202	360,812	360,812	301,825	301,825
TOTAL EXPENDITURES AND TRANSFERS	**$6,950,176**	**$5,650,432**	**$6,592,750**	**$8,160,083**	**$8,160,083**
ENDING UNRESTRICTED NET ASSETS	**$1,944,729**	**$1,390,331**	**$1,544,660**	**$2,070,895**	**$1,993,346**

Fleet Services Budget Description

The City Manager's Proposed FY 2014 Fleet Services budget of $8,160,083 represents a 44.4% increase of $2,509,651 compared to the Adopted FY 2013 budget of $5,650,432.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $48,041decrease in Salaries and Employee Benefits reflecting the elimination of a vacant full-time Apprentice Technician position.
- $5,545 increase in Contractual Services reflecting adjustments based on historical spending.
- $131,730 decrease in Other Charges reflecting a fleet reduction of four (4) vehicles and a forecast for a mild winter.
- $2,746,500 increase in Capital Outlay reflecting the City's replacement schedule of heavy equipment and vehicles.
- $58,987 decrease in Debt Service based on the Debt Amortization Schedule.

Fleet Services Performance Measures

Goal 1:
Enable the efficient delivery of City services by providing expedient repairs to vehicles making them available for duty each day.

Objective:
Maintain a 97.0% or greater fleet availability rate.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Fleet availability rate	97.5%	98.0%	98.0%	98.0%

Analysis of the Data:
The Department is using a 98.0% compliance rate based on the effectiveness of the current vehicle replacement program. If the program is reduced or diminished due to budget constraints, the availability rate would likely decrease.

Goal 2:
To repair police fleet vehicles at a competitive and minimal cost.

Objective:
Repair light duty police vehicles at a cost of $0.165 or less per mile driven.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Cost per mile driven	$0.145	$0.160	$0.160	$0.165

Analysis of the Data:
At the end of FY 2012 Ford Motor Company discontinued manufacturing the rear wheel drive Crown Victoria, converting its police vehicle product to a front wheel drive Taurus. Front wheel drive vehicles are more expensive to maintain; therefore, it is anticipated, while the cost per mile will be flat in FY 2013, it will increase over the next few years as the Taurus entering the fleet in 2013 begin to age.

Goal 3:
To provide excellent customer service.

Objective:
Maintain a Good/Excellent customer satisfaction rating (95% or greater).

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Customer satisfaction	94%	95%	94%	95%

Analysis of the Data:
Although an older fleet requires more maintenance and may increase service response time, the Department expects to maintain its customer satisfaction rate.

Benchmark Localities:
Fairfax County, Roanoke, Charlottesville, Henrico County, and Longmont, CO

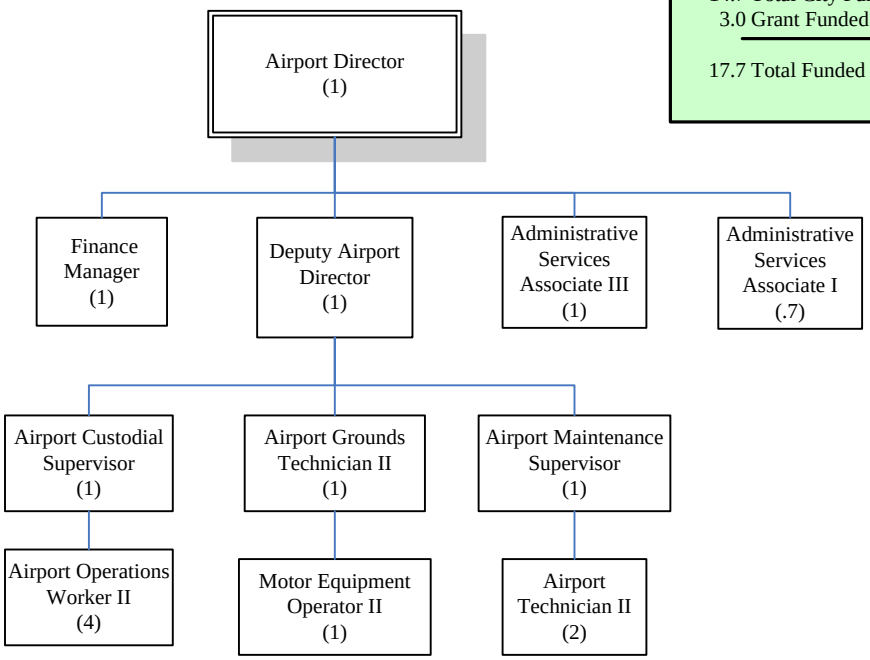
LYNCHBURG REGIONAL AIRPORT

POSITION SUMMARY

14.7 City Funded Positions

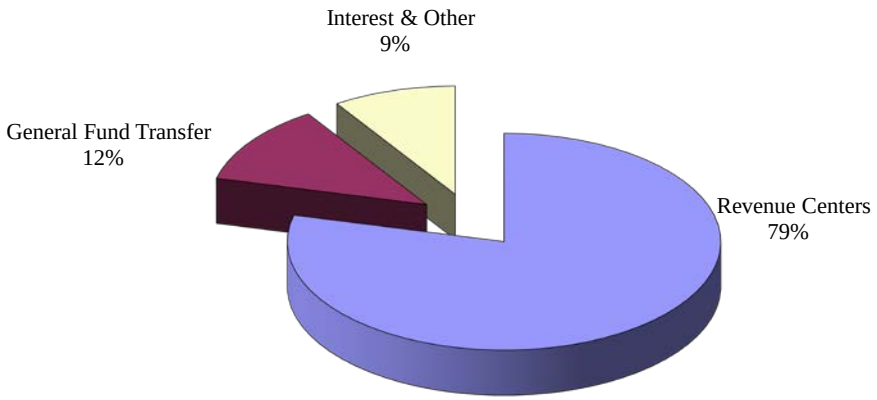
14.7 Total City Funded Positions
3.0 Grant Funded Positions

17.7 Total Funded Positions

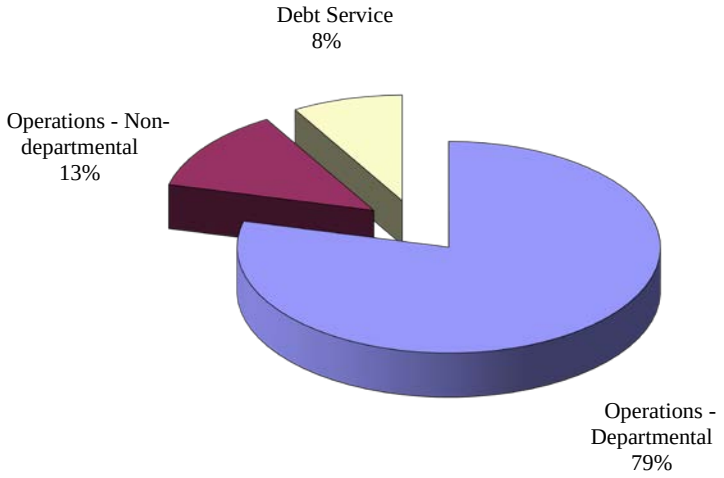


Lynchburg Regional Airport. Lynchburg Regional Airport is the main commercial service airport serving Lynchburg and the surrounding four-county region. It is served by the US Airways regional affiliate and serves over 150,000 arriving and departing passengers a year. The airport is home base to approximately 85 private and business aircraft. The Federal Aviation Administration (FAA) owns and operates the air traffic control facility at the airport. Airport Administration manages the operations, safety, security, and capital improvements required by the FAA; maintains the airport complex; responds to crash, fire, medical, and other emergencies; promotes the airport; and administers contracts and leases with airlines, concessions, and tenants. Airport Fund revenues are from fees, leases, or rents paid by airlines, the fixed-based operators that service private and business aircraft, and other concessionaires and tenants.

FY 2014 REVENUES
$2,432,788



FY 2014 EXPENSES
$2,432,788



Airport Fund

Mission Statement: To offer a full range of high quality aviation and air transportation services to the citizens of Central Virginia while fulfilling its role as a key ingredient in the region's economic development.

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
AIRPORT FUND POSITION SUMMARY					
City Funded Full-Time	14.0	14.0	14.0	14.0	14.0
City Funded Part-Time	0.7	0.7	0.7	0.7	0.7
Grant Funded Full-Time	3.0	3.0	3.0	3.0	3.0
TOTAL FTE	**17.7**	**17.7**	**17.7**	**17.7**	**17.7**
AIRPORT FUND SUMMARY					
BEGINNING NET ASSETS	$34,126,771				
Less: Invested in Capital Assets, net of related debt	(33,495,323)				
BEGINNING UNRESTRICTED NET ASSETS	**$631,448**	**$100,000**	**$157,762**	**$100,000**	**$100,000**
REVENUES					
Airfield	$105,686	$90,000	$90,000	$95,000	$95,000
Terminal	1,274,290	1,147,183	1,147,183	1,227,327	1,227,327
General Aviation	393,462	372,000	372,000	383,000	383,000
Other Leased Property	227,664	220,400	220,400	214,400	214,400
State Airport Aid	270,644	85,000	85,000	95,000	95,000
Federal Security Aid	115,385	120,000	120,000	110,000	110,000
Transfer from General Fund	421,362	382,862	382,862	289,061	289,061
Interest and Other	27,068	19,000	19,000	19,000	19,000
TOTAL REVENUES	**$2,835,561**	**$2,436,445**	**$2,436,445**	**$2,432,788**	**$2,432,788**
EXPENDITURES					
Airfield Operations	$291,344	$288,242	$289,822	$294,541	$294,541
Terminal Operations	469,347	549,406	568,276	549,430	549,430
General Aviation	56,268	57,811	57,811	57,963	57,963
Administration	630,388	656,772	659,208	666,333	666,333
Airport Public Safety	399,767	393,630	393,630	399,020	399,020
Other Operations	54,486	61,950	62,190	61,950	61,950
Snow Removal	2,987	20,056	20,056	20,468	20,468
Debt Service	265,452	263,183	263,183	205,865	205,865
Miscellaneous and Transfers	512,644	145,395	180,031	177,218	177,218
TOTAL EXPENDITURES	**$2,682,683**	**$2,436,445**	**$2,494,207**	**$2,432,788**	**$2,432,788**
ENDING UNRESTRICTED NET ASSETS	**$784,325**	**$100,000**	**$100,000**	**$100,000**	**$100,000**

Note: Ending Unrestricted Net Assets for FY 2012 does not agree to Beginning Unrestricted Net Assets for FY 2013 as Amended due to the difference in reporting capital outlay, debt service and certain revenue items in the CAFR and the Budget.

Key Ratios:					
General Fund Subsidy as a % of Total Expenditures	15.7%	15.7%	15.4%	11.9%	11.9%

Airport Fund

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
REVENUE SUMMARY					
REVENUE CENTERS					
Airfield Revenue Center	$105,686	$90,000	$90,000	$95,000	$95,000
Terminal Revenue Center	1,274,290	1,147,183	1,147,183	1,227,327	1,227,327
General Aviation Revenue Center	393,462	372,000	372,000	383,000	383,000
Other Airport Revenue Center	227,664	220,400	220,400	214,400	214,400
TOTAL REVENUE CENTERS	**$2,001,102**	**$1,829,583**	**$1,829,583**	**$1,919,727**	**$1,919,727**
TRANSFERS					
Transfer from General Fund	$421,362	$382,862	$382,862	$289,061	$289,061
TOTAL TRANSFERS	**$421,362**	**$382,862**	**$382,862**	**$289,061**	**$289,061**
MISCELLANEOUS REVENUE					
Interest	$1,253	$1,500	$1,500	$1,500	$1,500
Charges for Services	10,056	12,500	12,500	12,500	12,500
State Airport Aid	270,644	85,000	85,000	95,000	95,000
Federal Security Aid	115,385	120,000	120,000	110,000	110,000
All Other	15,759	5,000	5,000	5,000	5,000
TOTAL MISCELLANEOUS REVENUE	**$413,097**	**$224,000**	**$224,000**	**$224,000**	**$224,000**
TOTAL REVENUES	**$2,835,561**	**$2,436,445**	**$2,436,445**	**$2,432,788**	**$2,432,788**

Airport Fund

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
POSITION SUMMARY					
City Funded Full-Time	14.0	14.0	14.0	14.0	14.0
City Funded Part-Time	0.7	0.7	0.7	0.7	0.7
Grant Funded Full-Time	3.0	3.0	3.0	3.0	3.0
TOTAL FTE	**17.7**	**17.7**	**17.7**	**17.7**	**17.7**
EXPENDITURE BUDGET SUMMARY					
DEPARTMENTAL EXPENDITURES					
Salaries	$566,634	$598,378	$598,378	$604,066	$604,066
Employee Benefits	201,574	239,775	239,775	240,305	240,305
Contractual Services	465,075	497,755	520,881	514,550	514,550
Internal Service Charges	36,196	33,727	33,727	42,365	42,365
Other Charges	339,485	366,300	366,300	360,750	360,750
Payments to Other Funds	168,784	162,752	162,752	158,489	158,489
TOTAL DEPARTMENTAL EXPENDITURES	**$1,777,748**	**$1,898,687**	**$1,921,813**	**$1,920,525**	**$1,920,525**
NON-DEPARTMENTAL EXPENDITURES					
Security Personnel (Federal Program)	$126,839	$129,180	$129,180	$129,180	$129,180
Non-Recurring Maintenance	409,646	80,000	107,350	100,000	100,000
Independent Financial Audit	9,722	9,824	17,110	10,000	10,000
Uncollectible Accounts	807	2,500	2,500	2,500	2,500
Other Non-departmental	92,469	53,071	53,071	64,718	64,718
TOTAL NON-DEPARTMENTAL EXPENDITURES	**$639,483**	**$274,575**	**$309,211**	**$306,398**	**$306,398**
DEBT SERVICE					
Debt Service	$265,452	$263,183	$263,183	$205,865	$205,865
TOTAL DEBT SERVICE	**$265,452**	**$263,183**	**$263,183**	**$205,865**	**$205,865**
TOTAL EXPENDITURES	**$2,682,683**	**$2,436,445**	**$2,494,207**	**$2,432,788**	**$2,432,788**

Airport Fund – Administration

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
POSITION SUMMARY					
City Funded Full-Time	4.0	4.0	4.0	4.0	4.0
City Funded Part-Time	0.7	0.7	0.7	0.7	0.7
TOTAL FTE	**4.7**	**4.7**	**4.7**	**4.7**	**4.7**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$259,311	$270,739	$270,739	$272,164	$272,164
Employee Benefits	84,511	96,181	96,181	96,280	96,280
Contractual Services	90,416	98,000	100,436	107,400	107,400
Other Charges	27,366	29,100	29,100	32,000	32,000
Payments to Other Funds	168,784	162,752	162,752	158,489	158,489
TOTAL	**$630,388**	**$656,772**	**$659,208**	**$666,333**	**$666,333**

Airport Fund – Administration Budget Description

The City Manager's Proposed FY 2014 Airport Fund – Administration budget of $666,333 represents a 1.5% increase of $9,561 compared to the Adopted FY 2013 budget of $656,772.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $9,400 increase in Contractual Services reflecting software costs for the New World Systems Logos.NET™ implementation.

Airport Fund – Terminal

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
POSITION SUMMARY					
City Funded Full-Time	6	6	6	6	6
TOTAL FTE	**6**	**6**	**6**	**6**	**6**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$162,384	$174,847	$174,847	$175,649	$175,649
Employee Benefits	66,563	80,643	80,643	80,666	80,666
Contractual Services	82,301	104,705	123,575	104,850	104,850
Internal Service Charges	14,405	8,361	8,361	14,665	14,665
Other Charges	143,694	180,850	180,850	173,600	173,600
TOTAL	**$469,347**	**$549,406**	**$568,276**	**$549,430**	**$549,430**

Airport Fund – Terminal Budget Description

The City Manager's Proposed FY 2014 Airport Fund – Terminal budget of $549,430 represents no significant change compared to the Adopted FY 2013 budget of $549,406.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $6,304 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $7,250 decrease in Other Charges for utilities savings related to recent replacement of HVAC equipment and conversion from electric to natural gas heat.

Airport Fund – Airfield

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
POSITION SUMMARY					
City Funded Full-Time	3	3	3	3	3
TOTAL FTE	**3**	**3**	**3**	**3**	**3**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$119,894	$122,181	$122,181	$126,001	$126,001
Employee Benefits	39,934	50,145	50,145	50,580	50,580
Contractual Services	20,109	13,700	15,280	13,950	13,950
Internal Service Charges	19,671	23,966	23,966	25,410	25,410
Other Charges	91,736	78,250	78,250	78,600	78,600
TOTAL	**$291,344**	**$288,242**	**$289,822**	**$294,541**	**$294,541**

Airport Fund – Airfield Budget Description

The City Manager's Proposed FY 2014 Airport Fund – Airfield budget of $294,541 represents a 2.2% increase of $6,299 compared to the Adopted FY 2013 budget of $288,242.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $4,255 increase in Salaries and Employee Benefits reflecting anticipated additional overtime for employees on-call.
- $1,444 increase in Internal Service Charges reflecting Fleet Services operating estimates.

Airport Fund – General Aviation

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
POSITION SUMMARY					
City Funded Full-Time	1	1	1	1	1
TOTAL FTE	**1**	**1**	**1**	**1**	**1**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$24,110	$26,611	$26,611	$26,752	$26,752
Employee Benefits	10,353	12,500	12,500	12,511	12,511
Contractual Services	2,746	4,750	4,750	4,750	4,750
Other Charges	19,059	13,950	13,950	13,950	13,950
TOTAL	**$56,268**	**$57,811**	**$57,811**	**$57,963**	**$57,963**

Airport Fund – General Aviation Budget Description

The City Manager's Proposed FY 2014 Airport Fund – General Aviation budget of $57,963 represents no significant change compared to the Adopted FY 2013 budget of $57,811.

Airport Fund – Other Operations

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
BUDGET SUMMARY					
EXPENDITURES					
Contractual Services	$13,861	$23,100	$23,340	$23,100	$23,100
Other Charges	40,625	38,850	38,850	38,850	38,850
TOTAL	**$54,486**	**$61,950**	**$62,190**	**$61,950**	**$61,950**

Airport Fund – Other Operations Budget Description

The City Manager's Proposed FY 2014 Airport Fund – Other Operations budget of $61,950 represents no change compared to the Adopted FY 2013 budget.

Airport Fund – Police and Fire Services

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
POSITION SUMMARY					
Grant Funded Full-Time Equivalent	3	3	3	3	3
TOTAL FTE	**3**	**3**	**3**	**3**	**3**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$117,825	$120,000	$120,000	$120,000	$120,000
Employee Benefits	9,014	9,180	9,180	9,180	9,180
Contractual Services	254,246	248,500	248,500	255,500	255,500
Internal Service Charges	1,829	1,000	1,000	1,890	1,890
Other Charges	16,853	14,950	14,950	12,450	12,450
TOTAL	**$399,767**	**$393,630**	**$393,630**	**$399,020**	**$399,020**

Airport Fund – Police and Fire Services Budget Description

The City Manager's Proposed FY 2014 Airport Fund – Police and Fire Services budget of $399,020 represents a 1.4% increase of $5,390 compared to the Adopted FY 2013 budget of $393,630.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $7,000 increase in Contractual Services for additional security background checks and an anticipated increase in the cost of contracted Aircraft Rescue and Fire Fighting (ARFF) services.

Airport Fund – Snow Removal

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$935	$4,000	$4,000	$3,500	$3,500
Employee Benefits	213	306	306	268	268
Contractual Services	1,396	5,000	5,000	5,000	5,000
Internal Service Charges	291	400	400	400	400
Other Charges	152	10,350	10,350	11,300	11,300
TOTAL	**$2,987**	**$20,056**	**$20,056**	**$20,468**	**$20,468**

Airport Fund – Snow Removal Budget Description

The City Manager's Proposed FY 2014 Airport Fund – Snow Removal budget of $20,468 represents no significant change compared to the Adopted FY 2013 budget of $20,056.

Airport Fund Performance Measures

Goal 1:
Attract additional passengers, increase airport revenues, and contribute to the City's overall economic development potential.

Objective:
Increase the number of daily departure seats available from the Airport by attracting additional airline service.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Average available daily departure seats	274	276	271	280

Analysis of the Data:
The average available daily departure seats for the remainder of FY 2013 and into FY 2014 should increase modestly even without additional air service. The merger between US Airways and American Airlines is not expected to affect this number; although, airport management is working to attact another airline and/or negotiate with US Airways to add flights or utilize larger aircraft.

Goal 2:
Produce additional direct and secondary revenue to the Airport by increasing airline passenger traffic.

Objective:
Increase airline passenger traffic served by the Airport.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Passenger traffic	152,064	158,000	79,681	163,500

Analysis of the Data:
Additional airline passenger traffic increases revenues to the airport through ancillary services such as parking and rental car concessions. Increasing airline service with an additional airline or additional US Airways service will be a major focus of airport management.

Goal 3:
Reduce the annual operating subsidy from the City to the Airport.

Objective:
Reduce annually the operating subsidy from the City to the Airport.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Operating Subsidy	$421,362	$336,250	$192,000	$289,061

Analysis of the Data:
Until FY 2012, the annual subsidy had declined each year from a high of $614,530 in FY 2002. Unfortunately, the loss of Delta Airlines service increased the operating subsidy and has pushed back the timetable for eliminating the subsidy completely for another 2 to 3 years.

Benchmark Localities:
There is no other locality in Virginia which owns a commercial service airport.

HISTORICAL FACT:

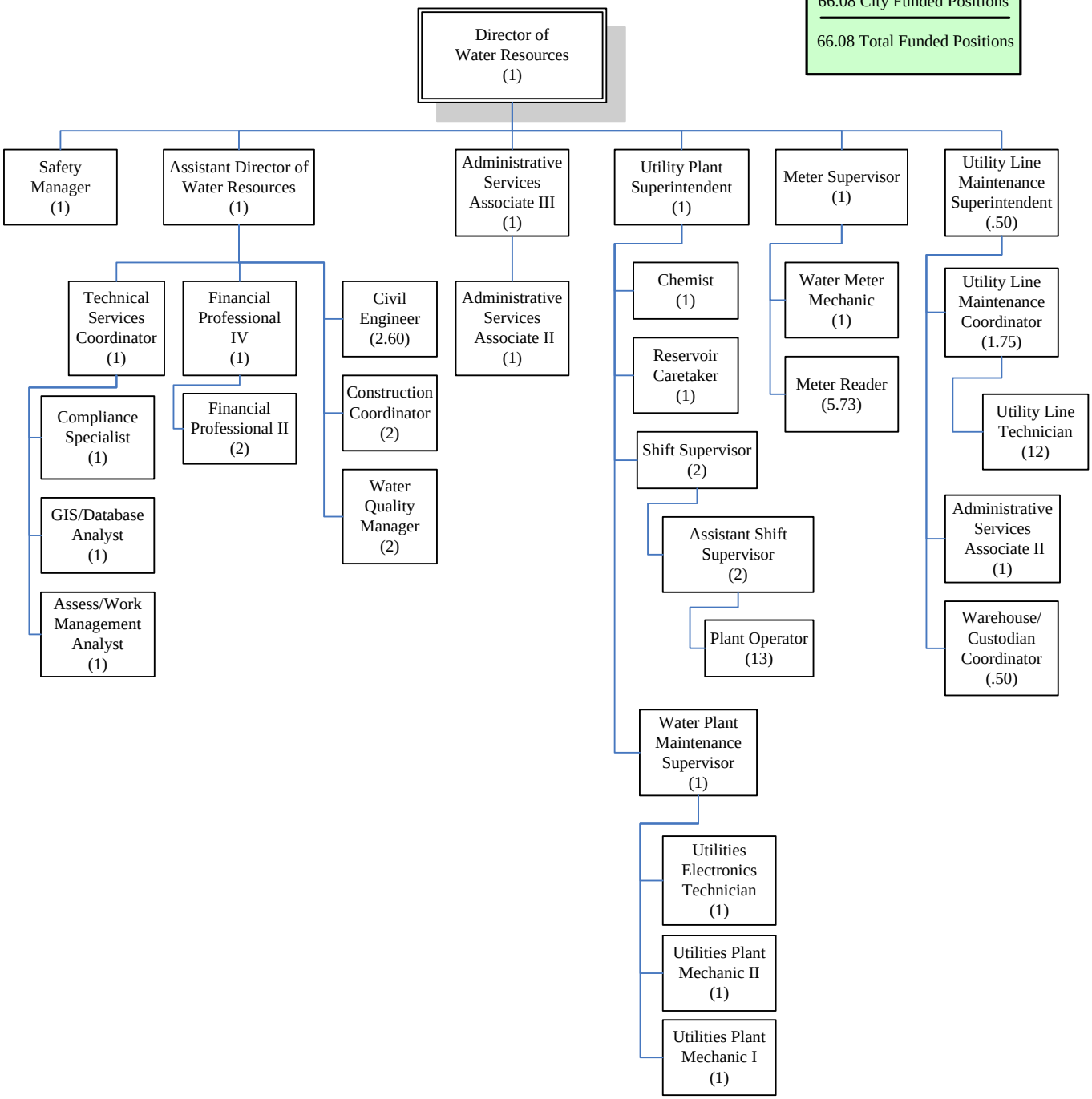
From April 6 to 10, 1865, Lynchburg served as the capital of Virginia. Under Governor William Smith, the executive and legislative branches of the Commonwealth moved to Lynchburg for the few days between the fall of Richmond and the fall of the Confederacy.

DEPARTMENT OF WATER RESOURCES
WATER FUND

POSITION SUMMARY

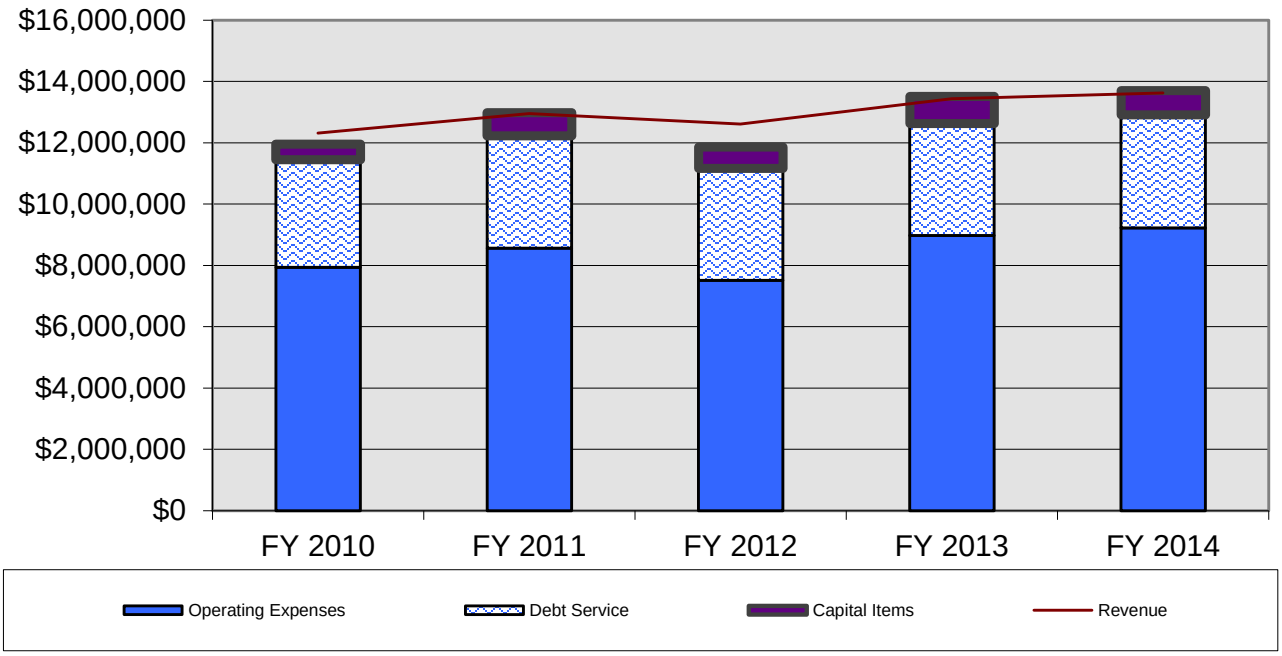
66.08 City Funded Positions

66.08 Total Funded Positions



Water Fund. Lynchburg has one of the nation's oldest public water systems. Today, the system is managed by the Water Resources Department and furnishes safe drinking water to 70,000 City residents and businesses. It also delivers water to Amherst, Bedford, and Campbell Counties under wholesale contract agreements. Lynchburg's raw water comes from the Pedlar Reservoir, a protected watershed in the George Washington National Forest and from the James River. The system can deliver up to 26 million gallons of water a day from two water treatment plants. Total treated water storage capacity is approximately 33 million gallons. Water is delivered through a 450-mile network of transmission and distribution lines, 12 water storage tanks and 7 major pump stations.

Revenues & Expenses



Water Fund

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
WATER FUND DEBT COVERAGE					
REVENUES					
Charges for Services	$9,794,403	$10,522,925	$10,522,925	$10,599,129	$10,599,129
Water Contracts	2,517,734	2,637,792	2,637,792	2,744,836	2,744,836
Interest and Other	305,449	282,211	282,211	282,211	282,211
TOTAL REVENUES	**$12,617,586**	**$13,442,928**	**$13,442,928**	**$13,626,176**	**$13,626,176**
EXPENDITURES					
Water Treatment	$2,391,043	$3,265,243	$3,418,524	$3,278,809	$3,278,809
Water Line Maintenance	1,469,277	1,630,811	1,631,106	1,681,029	1,681,029
Meter Reading	885,442	881,310	881,310	887,628	887,628
Administration/Engineering	2,648,696	2,990,619	3,012,785	3,083,014	3,083,014
Non-Departmental	119,399	206,496	224,231	294,592	294,592
Project Costs Charged to Operations	20,500	25,000	25,000	25,000	25,000
Capitalizable Labor	(102,807)	(130,000)	(130,000)	(154,000)	(154,000)
TOTAL EXPENDITURES	**$7,431,550**	**$8,869,479**	**$9,062,956**	**$9,096,072**	**$9,096,072**
OPERATING INCOME	**$5,186,036**	**$4,573,449**	**$4,379,972**	**$4,530,104**	**$4,530,104**
Debt Service	$3,649,967	$3,658,789	$3,659,239	$3,685,632	$3,685,632
NET REVENUE	**$1,536,069**	**$914,660**	**$720,733**	**$844,472**	**$844,472**
Debt Coverage Ratio Target	1.20	1.20	1.20	1.20	1.20
Debt Coverage Ratio	1.42	1.25	1.20	1.23	1.23

Water Fund

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
WATER FUND POSITION SUMMARY					
City Funded Full-Time	67.00	64.75	64.75	64.75	64.75
City Funded Part-Time	1.40	1.40	1.40	1.33	1.33
TOTAL FTE	**68.40**	**66.15**	**66.15**	**66.08**	**66.08**
WATER FUND SUMMARY					
BEGINNING NET ASSETS	$30,409,863				
Less: Invested in Capital Assets, net of related debt	(25,171,966)				
BEGINNING UNRESTRICTED NET ASSETS	**$5,237,897**	**$4,396,196**	**$5,991,659**	**$5,728,646**	**$5,728,646**
REVENUES					
Charges for Services	$9,794,403	$10,522,925	$10,522,925	$10,599,129	$10,599,129
Water Contracts	2,517,734	2,637,792	2,637,792	2,744,836	2,744,836
Interest and Other	305,449	282,211	282,211	282,211	282,211
TOTAL REVENUES	**$12,617,586**	**$13,442,928**	**$13,442,928**	**$13,626,176**	**$13,626,176**
EXPENDITURES					
Departmental	$7,394,458	$8,767,983	$8,943,725	$8,930,480	$8,930,480
Non-departmental	119,399	206,496	224,231	294,592	294,592
Transfer - Capital	700,000	878,746	878,746	800,000	800,000
Debt Service	3,649,967	3,658,789	3,659,239	3,685,632	3,685,632
TOTAL EXPENDITURES	**$11,863,824**	**$13,512,014**	**$13,705,941**	**$13,710,704**	**$13,710,704**
ENDING UNRESTRICTED NET ASSETS	**$5,991,659**	**$4,327,110**	**$5,728,646**	**$5,644,118**	**$5,644,118**

Note: The Water Fund assumed salary and employee benefit costs associated with three positions in the General Fund for FY 2012 and FY 2013. In FY 2014, the Water Fund will assume the costs for one position; supervision will remain in the General Fund.

Water Fund

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
WATER FUND REVENUE SUMMARY					
CHARGES FOR SERVICES					
Water Sales - Inside City	$7,108,142	$7,556,500	$7,556,500	$7,378,000	$7,378,000
General Fund Hydrant Rental	351,900	351,900	351,900	358,938	358,938
Cut-on/Late Charges	99,576	92,000	92,000	92,000	92,000
Delinquent Account Fees	82,988	85,000	85,000	85,000	85,000
Fire Protection Fees	96,781	98,025	98,025	100,691	100,691
Connection Fees	81,444	50,000	50,000	50,000	50,000
Availability Fees	72,300	25,000	25,000	60,000	60,000
Account Charges	595,011	600,000	600,000	850,000	850,000
Water Cost Plus	37,814	30,000	30,000	30,000	30,000
Sewer Fund Charges	1,241,000	1,620,000	1,620,000	1,580,000	1,580,000
All Others	27,447	14,500	14,500	14,500	14,500
TOTAL CHARGES FOR SERVICES	**$9,794,403**	**$10,522,925**	**$10,522,925**	**$10,599,129**	**$10,599,129**
WATER CONTRACTS					
Counties					
Amherst	$76,987	$110,468	$110,468	$71,400	$71,400
Bedford	1,405,753	1,563,701	1,563,701	1,544,866	1,544,866
Campbell	543,225	411,173	411,173	563,070	563,070
Industrial					
Rock Tenn	323,728	381,000	381,000	390,000	390,000
Frito Lay	168,041	171,450	171,450	175,500	175,500
TOTAL CONTRACTS	**$2,517,734**	**$2,637,792**	**$2,637,792**	**$2,744,836**	**$2,744,836**
INTEREST AND OTHER					
Interest	$40,273	$30,000	$30,000	$30,000	$30,000
All Other	265,176	252,211	252,211	252,211	252,211
TOTAL INTEREST AND OTHER	**$305,449**	**$282,211**	**$282,211**	**$282,211**	**$282,211**
TOTAL REVENUES	**$12,617,586**	**$13,442,928**	**$13,442,928**	**$13,626,176**	**$13,626,176**

Water Fund

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
WATER FUND EXPENSE SUMMARY					
DEPARTMENTAL					
Salaries	$2,770,253	$3,128,511	$3,128,511	$3,070,977	$3,070,977
Employee Benefits	978,949	1,239,807	1,239,807	1,197,916	1,197,916
Contractual Services	472,097	585,546	647,714	675,758	675,758
Chemicals	241,817	526,400	638,290	526,400	526,400
Telecommunications	27,896	31,700	31,700	29,400	29,400
Utilities-Water Treatment Plant	515,866	768,141	768,141	746,832	746,832
Supplies and Materials	1,051,449	1,074,510	1,074,510	1,078,340	1,078,340
Indirect Costs	807,321	807,321	807,321	852,890	852,890
Self-Insurance	146,529	146,529	146,529	146,529	146,529
Public Works Engineering Charges	49,079	75,000	75,000	50,000	50,000
All Other	333,202	384,518	386,202	555,438	555,438
TOTAL DEPARTMENTAL	**$7,394,458**	**$8,767,983**	**$8,943,725**	**$8,930,480**	**$8,930,480**
NON-DEPARTMENTAL					
Financial Audit	$20,656	$22,660	$40,395	$21,914	$21,914
Interest on Customer Deposits	3,212	10,300	10,300	3,408	3,408
Allowance for Uncollectible Accounts	6,496	20,600	20,600	6,891	6,891
Compensation Plan Adjustments	0	0	0	91,879	91,879
Utility Billing Upgrades	2,420	0	0	0	0
Retiree Benefits	86,615	152,936	152,936	170,500	170,500
TOTAL NON-DEPARTMENTAL	**$119,399**	**$206,496**	**$224,231**	**$294,592**	**$294,592**
CAPITAL AND TRANSFERS					
Transfer to Water Capital Fund	$700,000	$878,746	$878,746	$800,000	$800,000
TOTAL CAPITAL AND TRANSFERS	**$700,000**	**$878,746**	**$878,746**	**$800,000**	**$800,000**
Debt Service	$3,649,967	$3,658,789	$3,659,239	$3,685,632	$3,685,632
TOTAL EXPENDITURES	**$11,863,824**	**$13,512,014**	**$13,705,941**	**$13,710,704**	**$13,710,704**

Department of Water Resources Water Fund – Administration/Engineering Division. Leadership, management and administrative support are provided for all water and wastewater functions, including the operation and maintenance of two water treatment plants and one wastewater treatment plant, a surface water reservoir on the Pedlar River, 33 million gallons of system storage, water distribution lines, stormwater lines and basins, sanitary sewers, sewer separation projects, and meter reading. Functions include serving as governmental and regulatory liaison, managing the City's Combined Sewer Overflow (CSO) program, providing engineering support, ensuring compliance with environmental regulations, financial and human resource management, safety and security coordination, technical services, cross connection control and backflow programs, and other administrative duties. Services for which oversight is provided are federally mandated by the Safe Drinking Water Act and the Clean Water Act. Oversight is provided by the Virginia Department of Health, the Virginia Department of Environmental Quality, the Virginia Department of Conservation and Recreation, and the Environmental Protection Agency.

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
POSITION SUMMARY					
City Funded Full-Time	19.00	19.00	19.00	19.00	19.00
City Funded Part-Time	0.60	0.60	0.60	0.60	0.60
TOTAL FTE	**19.60**	**19.60**	**19.60**	**19.60**	**19.60**
BUDGET SUMMARY					
EXPENDITURES					
Salaries [1]	$1,075,159	$1,261,357	$1,261,357	$1,218,209	$1,218,209
Employee Benefits [1]	365,914	481,812	481,812	452,720	452,720
Contractual Services	94,913	114,540	135,317	211,783	211,783
Internal Service Charges	25,404	22,100	22,100	25,571	25,571
Other Charges	1,085,807	1,110,810	1,112,199	1,139,659	1,139,659
Capital Outlay	1,499	0	0	35,072	35,072
TOTAL	**$2,648,696**	**$2,990,619**	**$3,012,785**	**$3,083,014**	**$3,083,014**

[1] The Water Fund assumed salary and employee benefit costs associated with three positions in the General Fund for FY 2012 and FY 2013. In FY 2014, the Water Fund will assume the costs for one position; supervision will remain in the General Fund.

Water Resources Water Fund – Administration/Engineering Division Budget Description

The City Manager's Proposed FY 2014 Water Resources Water Fund – Administration/Engineering Division budget of $3,083,014 represents a 3.1% increase of $92,395 compared to the Adopted FY 2013 budget of $2,990,619.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $72,240 decrease in Salaries and Employee Benefits reflecting the transfer of funding for two positions to the General Fund. These positions will be funded through indirect cost in FY 2014.
- $97,243 increase in Contractual Services reflecting IT consulting costs for the New World Systems Logos.NET™ implementation.
- $3,471 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $28,849 increase in Other Charges reflecting Indirect Costs associated with the transfer of two positions, offset by reduced Public Works engineering service charges.
- $35,072 increase in Capital Outlay reflecting software costs for the New World Systems Logos.NET™ implementation.

Department of Water Resources Water Fund – Meter Reading Division. Meter Readers record water meter readings for over 22,000 accounts every month, which serve as the basis for monthly water and sewer billings. Personnel replace meters on a schedule intended to assure accurate recording of consumption. Two inch and larger meters are replaced or calibrated on a regular basis as recommended by the American Water Works Association. Residential meters are replaced as needed but not less than every 15 years. Meter readers also install automated meter reading (AMR) equipment throughout the system to increase efficiency and safety. At the direction of the Billing and Collections Utility Billing Division of Finance, Meters Readers investigate unusual consumption, activate or deactivate water service, and investigate customer complaints for meter reading issues. The Meter Reading Division is also responsible for testing and maintenance of all pressure reducing valves in the water system.

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
POSITION SUMMARY					
City Funded Full-Time	8.00	7.00	7.00	7.00	7.00
City Funded Part-Time	0.80	0.80	0.80	0.73	0.73
TOTAL FTE	**8.80**	**7.80**	**7.80**	**7.73**	**7.73**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$242,312	$256,626	$256,626	$259,010	$259,010
Employee Benefits	90,960	104,918	104,918	104,311	104,311
Contractual Services	30,783	31,566	31,566	42,466	42,466
Internal Service Charges	51,546	53,600	53,600	57,241	57,241
Other Charges	469,841	434,600	434,600	424,600	424,600
TOTAL	**$885,442**	**$881,310**	**$881,310**	**$887,628**	**$887,628**

Water Resources Water Fund – Meter Reading Division Budget Description

The City Manager's Proposed FY 2014 Water Resources Water Fund – Meter Reading Division budget of $887,628 represents a 0.7% increase of $6,318 compared to the Adopted FY 2013 budget of $881,310.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $1,777 increase in Salaries and Employee Benefits reflecting the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $10,900 increase in Contractual Services reflecting additional software and communications maintenance costs.
- $3,641 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $10,000 decrease in Other Charges reflecting reduced costs for minor equipment and tools.

Department of Water Resources Water Fund – Water Line Maintenance Division. Provides installation, maintenance, and repair of water lines, water services, hydrants, and valves. Responds to customer complaints, investigates, and initiates remedial action. Maintains records on the date of repairs, the length of service and the types of materials and equipment used. The water distribution system continually delivers treated water, under pressure, to customers. Services are federally mandated by the Safe Drinking Water Act. Oversight is provided by the Virginia Department of Health.

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
POSITION SUMMARY					
City Funded Full-Time	16.00	14.75	14.75	14.75	14.75
TOTAL FTE	**16.00**	**14.75**	**14.75**	**14.75**	**14.75**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$577,879	$614,524	$614,524	$587,830	$587,830
Employee Benefits	199,954	239,395	239,395	229,142	229,142
Contractual Services	123,983	140,374	140,374	173,063	173,063
Internal Service Charges	125,720	156,700	156,700	176,174	176,174
Other Charges	441,241	479,818	480,113	499,820	499,820
Capital Outlay	500	0	0	15,000	15,000
TOTAL	**$1,469,277**	**$1,630,811**	**$1,631,106**	**$1,681,029**	**$1,681,029**

Water Resources Water Fund – Water Line Maintenance Division Budget Description

The City Manager's Proposed FY 2014 Water Resources Water Fund – Water Line Maintenance Division budget of $1,681,029 represents a 3.1% increase of $50,218 compared to the Adopted FY 2013 budget of $1,630,811.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $36,947 decrease in Salaries and Employee Benefits reflecting filling vacancies at lower rates, offset by the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $32,689 increase in Contractual Services reflecting additional costs for software maintenance and water system maintenance and repairs.
- $19,474 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $20,002 increase in Other Charges primarily due to an increase in materials for water system maintenance and repair.
- $15,000 increase in Capital Outlay reflecting replacement of machinery and tools.

Department of Water Resources Water Fund – Water Treatment Plant Division. Raw water from Pedlar Reservoir in Amherst County is delivered through a 22-mile gravity pipeline to Lynchburg. Two raw water pumping stations are located on the James River to augment the Pedlar supply as required. Chemicals are added at Pedlar Reservoir and at the Abert and College Hill Filtration Plants where treatment is completed. Water is continuously examined and tested for quality assurance during processing. In addition, periodic sampling is performed at selected points in the water distribution system to assure delivery of safe and potable water. Water is provided without interruption and with sufficient volume and pressure for consumption and for fire suppression throughout the City. The water quality is federally mandated by the Safe Drinking Water Act. Oversight is provided by the Virginia Department of Health.

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
POSITION SUMMARY					
City Funded Full-Time	24	24	24	24	24
TOTAL FTE	**24**	**24**	**24**	**24**	**24**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$874,903	$996,004	$996,004	$1,005,928	$1,005,928
Employee Benefits	322,121	413,682	413,682	411,743	411,743
Contractual Services	222,418	299,066	340,457	248,446	248,446
Internal Service Charges	32,722	39,700	39,700	43,760	43,760
Other Charges	937,380	1,516,791	1,628,681	1,508,932	1,508,932
Capital Outlay	1,499	0	0	60,000	60,000
TOTAL	**$2,391,043**	**$3,265,243**	**$3,418,524**	**$3,278,809**	**$3,278,809**

Water Resources Water Fund – Water Treatment Plant Division Budget Description

The City Manager's Proposed FY 2014 Water Resources Water Fund – Water Treatment Division budget of $3,278,809 represents a 0.4% increase of $13,566 compared to the Adopted FY 2013 budget of $3,265,243.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $7,985 increase in Salaries and Employee Benefits reflecting the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $50,620 decrease in Contractual Services primarily due to reductions for mechanical maintenance, repair and janitorial services.
- $4,060 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $7,859 decrease in Other Charges primarily reflecting a reduction in electricity costs and mechanical maintenance and repair materials, offset by additional costs for waterworks operation fees.
- $60,000 increase in Capital outlay for equipment replacements.

Department of Water Resources Water Fund Performance Measures

Goal 1:
Maintain a high level of customer satisfaction with the quality and quantity of water produced.

Objective:
Produce safe, high quality water on an uninterrupted basis with sufficient volume and pressure for consumption and fire protection throughout the Lynchburg water system.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Drinking Water Compliance Rate (Percent of time compliant with National Primary Drinking Water Regulations).	100%	100%	100%	100%

Analysis of the Data:
Drinking water quality consistently exceeds all State and federal standards.

Goal 2:
Deliver water on an uninterrupted basis while maintaining a high level of customer satisfaction.

Objective:
Maintain and operate the water system such that customer complaints and service disruptions are minimized.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Water Distribution System Integrity (breaks per 100 miles of distribution pipe).	21.6	25.0	11.1	25.0

Analysis of the Data:
The water distribution system is aging; however, because of the replacement of some problematic lines, the number of water main breaks has remained steady.

Goal 3:
Operate the water treatment plants and pump stations efficiently.

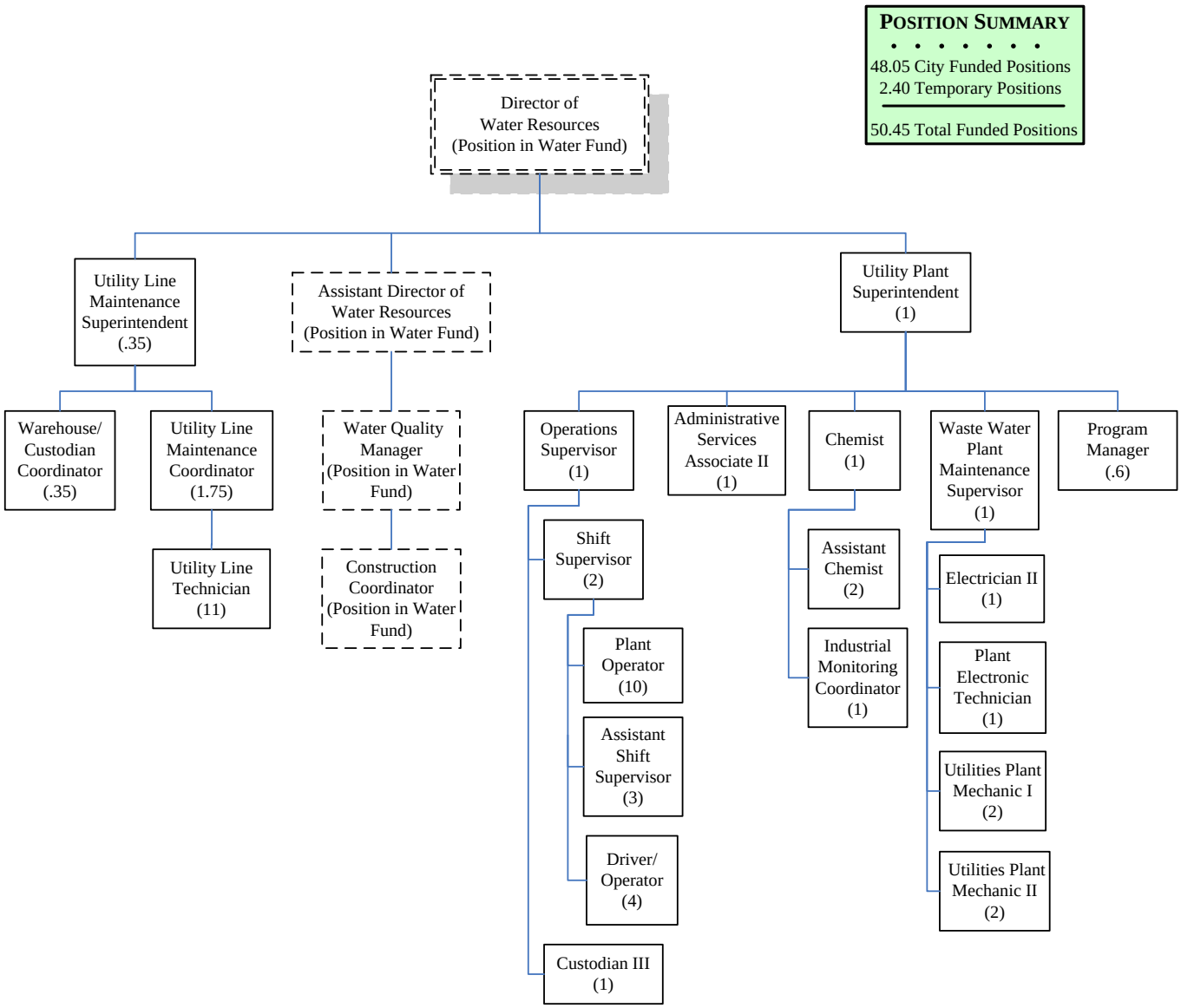
Objective:
Operate the Water Treatment Plants in a cost-effective and efficient manner.

Performance Measure:	***Actual FY 2012***	***Projected FY 2013***	***July - Dec FY 2013***	***Projected FY 2014***
Overall water treatment cost per million gallons of finished water.	$651	$800	$780	$898

Analysis of the Data:
Projected FY 2013 and FY 2014 increases are due primarily to declining consumption versus fixed operational costs.

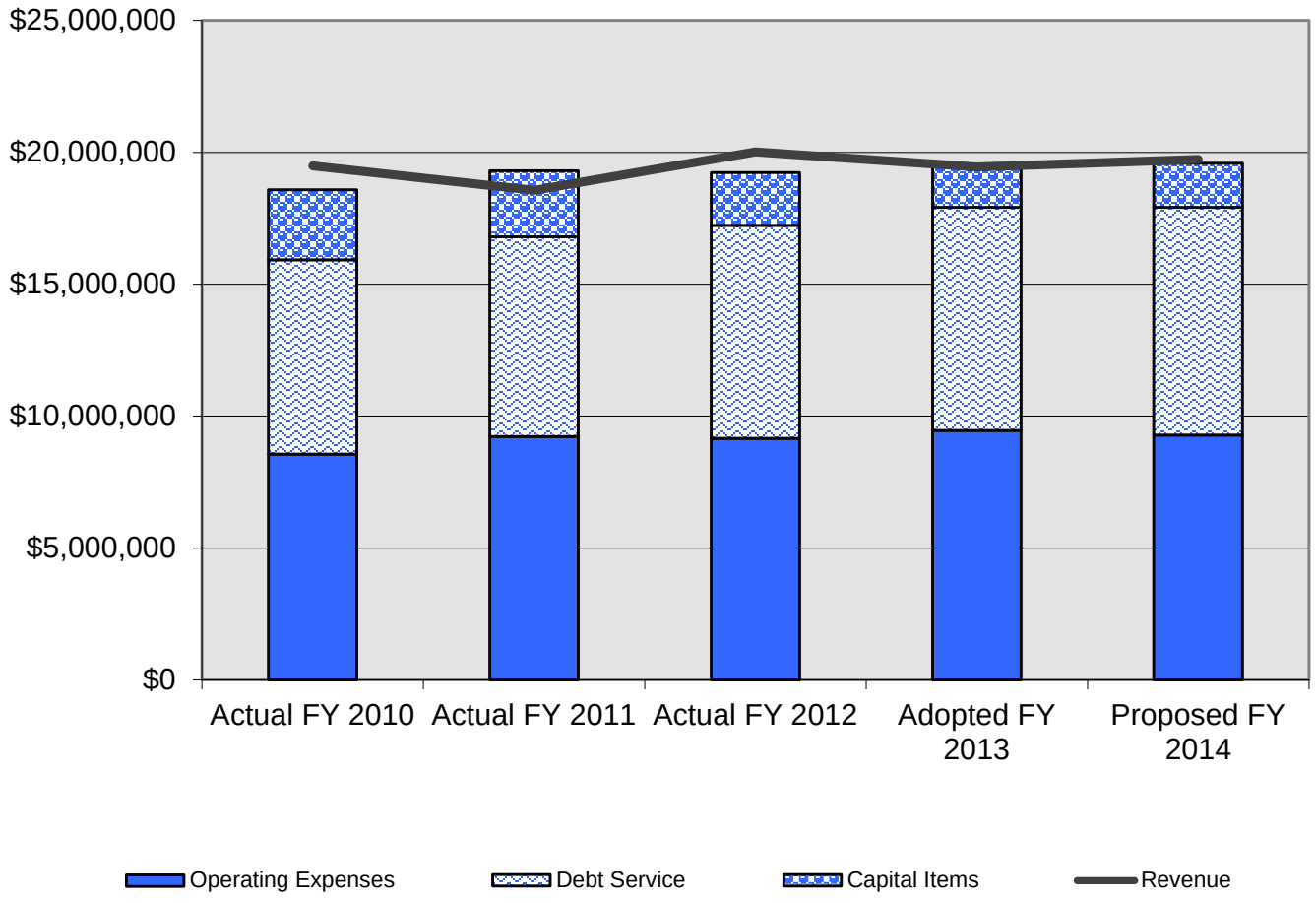
Benchmark Localities:
Charlottesville, Danville, Hampton, Richmond, and Roanoke, VA; American Water Works Association (AWWA)

DEPARTMENT OF WATER RESOURCES
SEWER FUND



Sewer Fund. The Water Resources Department operates a regional wastewater treatment plant with an average daily treatment capacity of 22 million gallons per (mgd) per day of domestic or industrial wastewater and combined stormwater. The department also owns and operates over 450 miles of sewer lines, including a combined sewer system. Wastewater service is provided to approximately 80% of the citizens and businesses in Lynchburg. Service is also provided to parts of Amherst, Bedford, and Campbell Counties under the terms of the 1974 Regional Sewage Treatment Plant Agreement. The Water Resources Department also cleans, monitors, and repairs the wastewater collection system, including an extensive network of sanitary and combined sanitary/storm drains.

Revenues & Expenses



Sewer Fund

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
SEWER FUND DEBT COVERAGE					
REVENUES					
Charges for Services	$16,398,776	$16,330,331	$16,330,331	$16,737,214	$16,737,214
Sewer Contracts	2,711,758	2,959,441	2,959,441	2,832,536	2,832,536
Interest and Other	901,838	158,094	158,094	159,722	159,722
TOTAL REVENUES	**$20,012,372**	**$19,447,866**	**$19,447,866**	**$19,729,472**	**$19,729,472**
EXPENDITURES					
Waste Water Treatment Plant	$6,103,818	$6,843,518	$7,222,327	$7,081,532	$7,081,532
Sewer Line Maintenance	2,040,459	2,329,282	2,329,577	2,123,110	2,123,110
Stormwater	558,312	0	0	0	0
Non-Departmental	462,268	346,454	366,552	258,560	258,560
Project Costs Charged to Operations	380,203	25,000	25,000	25,000	25,000
Capitalizable Labor	(298,186)	(190,000)	(190,000)	(257,000)	(257,000)
TOTAL EXPENDITURES	**$9,246,874**	**$9,354,254**	**$9,753,456**	**$9,231,202**	**$9,231,202**
OPERATING INCOME	**$10,765,498**	**$10,093,612**	**$9,694,410**	**$10,498,270**	**$10,498,270**
Debt Service	$8,067,483	$8,451,416	$8,452,076	$8,616,567	$8,616,567
NET REVENUE	**$2,698,015**	**$1,642,196**	**$1,242,334**	**$1,881,703**	**$1,881,703**
Debt Coverage ratio Target	1.20	1.20	1.20	1.20	1.20
Debt Coverage ratio	1.33	1.19	1.15	1.22	1.22

Sewer Fund

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
SEWER FUND POSITION SUMMARY					
City Funded Full-Time	51.95	47.45	47.45	47.45	47.45
City Funded Part-Time	0.60	0.60	0.60	0.60	0.60
City Funded Temporary	2.40	2.40	2.40	2.40	2.40
TOTAL FTE	**54.95**	**50.45**	**50.45**	**50.45**	**50.45**
SEWER FUND SUMMARY					
BEGINNING NET ASSETS	$110,158,233				
Less: Invested in Capital Assets, net of related debt	(100,370,755)				
BEGINNING UNRESTRICTED NET ASSETS	**$9,787,478**	**$9,269,726**	**$10,567,510**	**$10,144,844**	**$10,144,844**
REVENUES					
Charges for Services	$16,398,776	$16,330,331	$16,330,331	$16,737,214	$16,737,214
Sewer Contracts	2,711,758	2,959,441	2,959,441	2,832,536	2,832,536
Interest and Other	901,838	158,094	158,094	159,722	159,722
TOTAL REVENUES	**$20,012,372**	**$19,447,866**	**$19,447,866**	**$19,729,472**	**$19,729,472**
EXPENDITURES					
Departmental	$8,701,340	$9,112,800	$9,491,904	$9,029,433	$9,029,433
Non-departmental	462,268	346,454	366,552	258,560	258,560
Equipment Purchases	1,249	60,000	60,000	175,209	175,209
Transfer - Capital	2,000,000	1,500,000	1,500,000	1,500,000	1,500,000
Debt Service	8,067,483	8,451,416	8,452,076	8,616,567	8,616,567
TOTAL EXPENDITURES	**$19,232,340**	**$19,470,670**	**$19,870,532**	**$19,579,769**	**$19,579,769**
ENDING UNRESTRICTED NET ASSETS	**$10,567,510**	**$9,246,922**	**$10,144,844**	**$10,294,547**	**$10,294,547**

Note: Ending Unrestricted Net Assets for FY 2012 does not agree to Beginning Unrestricted Net Assets for FY 2013 as Amended due to the difference in reporting capital outlay, debt service and certain revenue items in the CAFR and the Budget.

Sewer Fund

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
SEWER FUND REVENUE SUMMARY					
CHARGES FOR SERVICES					
Sewer Sales - Inside City	$14,538,826	$14,548,750	$14,548,750	$14,407,500	$14,407,500
Septic Hauler Charges	391,361	413,117	413,117	431,476	431,476
College Hill Backwash Charge	119,457	123,041	123,041	126,732	126,732
Leachate Treatment	64,154	66,078	66,078	68,061	68,061
Industrial Pre-treatment	6,160	4,500	4,500	4,500	4,500
Industrial Monitoring Charges	33,188	35,000	35,000	35,000	35,000
Industrial Surcharges	415,370	474,845	474,845	457,945	457,945
Cut-on & Penalty Charges	90,189	82,000	82,000	83,000	83,000
Connection charges	105,903	75,000	75,000	75,000	75,000
Availability Fees	80,410	60,000	60,000	100,000	100,000
Account Charges	420,505	420,000	420,000	920,000	920,000
Sewer Cost Plus	1,264	12,000	12,000	12,000	12,000
Miscellaneous	131,989	16,000	16,000	16,000	16,000
TOTAL CHARGES FOR SERVICES	**$16,398,776**	**$16,330,331**	**$16,330,331**	**$16,737,214**	**$16,737,214**
SEWER CONTRACTS					
Counties					
Amherst	$221,480	$333,563	$333,563	$380,312	$380,312
Bedford	467,677	418,125	418,125	406,225	406,225
Campbell	411,527	274,306	274,306	308,096	308,096
Industrial					
Rock Tenn	920,823	1,081,104	1,081,104	976,901	976,901
Frito Lay	690,251	852,343	852,343	761,002	761,002
TOTAL SEWER CONTRACTS	**$2,711,758**	**$2,959,441**	**$2,959,441**	**$2,832,536**	**$2,832,536**
INTEREST AND OTHER					
Interest	$213,802	$158,094	$158,094	$159,722	$159,722
Transfer from General Fund for Stormwater	688,036	0	0	0	0
TOTAL INTEREST AND OTHER	**$901,838**	**$158,094**	**$158,094**	**$159,722**	**$159,722**
TOTAL REVENUES	**$20,012,372**	**$19,447,866**	**$19,447,866**	**$19,729,472**	**$19,729,472**

Sewer Fund

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
SEWER FUND EXPENSE SUMMARY					
DEPARTMENTAL					
Salaries	$2,086,747	$1,967,041	$1,967,041	$2,011,034	$2,011,034
Employee Benefits	736,811	796,556	796,556	791,189	791,189
Chemicals-WWTP	555,244	706,000	935,295	644,000	644,000
Communication Charges	12,656	13,100	13,100	14,300	14,300
Utilities-Waste Water Treatment Plant	597,446	720,300	720,300	705,300	705,300
Natural Gas	51,001	120,000	120,000	110,000	110,000
Sludge Disposal	545,237	600,000	604,763	575,000	575,000
Contractual Services	964,089	936,520	1,075,468	923,935	923,935
Supplies and Materials	516,658	553,200	555,270	555,500	555,500
Indirect Costs	583,776	583,776	583,776	691,833	691,833
Self-Insurance	200,727	200,727	200,727	200,727	200,727
Admin/Overhead Payments to Water fund	1,166,000	1,250,000	1,250,000	1,130,000	1,130,000
Public Works Engineering Charges	110,256	225,000	225,000	113,300	113,300
All Other	574,692	440,580	444,608	563,315	563,315
TOTAL DEPARTMENTAL	**$8,701,340**	**$9,112,800**	**$9,491,904**	**$9,029,433**	**$9,029,433**
NON-DEPARTMENTAL					
Financial Audit	$15,796	$17,510	$31,012	$16,758	$16,758
Allowance for Uncollectible Accounts	13,766	25,750	25,750	14,604	14,604
Special Order CSO Charges	0	15,450	15,450	0	0
Retiree Benefits	119,618	187,744	187,744	168,700	168,700
Compensation Plan Adjustments	0	0	0	58,498	58,498
Interceptor Maintenance	236,432	100,000	106,596	0	0
Fire Clean-Up	76,656	0	0	0	0
TOTAL NON-DEPARTMENTAL	**$462,268**	**$346,454**	**$366,552**	**$258,560**	**$258,560**
CAPITAL AND TRANSFERS					
Transfer to Sewer Capital Fund	$2,000,000	$1,500,000	$1,500,000	$1,500,000	$1,500,000
Capital Purchases	1,249	60,000	60,000	175,209	175,209
TOTAL CAPITAL AND TRANSFERS	**$2,001,249**	**$1,560,000**	**$1,560,000**	**$1,675,209**	**$1,675,209**
Debt Service	$8,067,483	$8,451,416	$8,452,076	$8,616,567	$8,616,567
TOTAL EXPENDITURES	**$19,232,340**	**$19,470,670**	**$19,870,532**	**$19,579,769**	**$19,579,769**

Department of Water Resources Sewer Fund – Sewer Line Maintenance Division. Provides installation, maintenance, cleaning and repair of sanitary sewer lines and sewer services as well as monitoring of overflow points. Performs line inspections using TV cameras. Provides vermin control. Manages stormwater and maintains retention pond grounds. Maintenance of storm and sanitary sewer lines provides flood and pollution control, thus promoting the welfare and health of the public. Services are federally mandated by the Clean Water Act. Oversight is provided by the Department of Environmental Quality.

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
POSITION SUMMARY					
City Funded Full-Time	13.45	13.45	13.45	13.45	13.45
TOTAL FTE	**13.45**	**13.45**	**13.45**	**13.45**	**13.45**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$503,356	$499,119	$499,119	$483,567	$483,567
Employee Benefits	186,736	208,141	208,141	201,445	201,445
Contractual Services	97,151	205,349	205,349	178,092	178,092
Internal Service Charges	228,145	244,000	244,000	276,437	276,437
Other Charges	1,024,072	1,162,673	1,162,968	973,569	973,569
Capital Outlay	999	10,000	10,000	10,000	10,000
TOTAL	**$2,040,459**	**$2,329,282**	**$2,329,577**	**$2,123,110**	**$2,123,110**

Water Resources Sewer Fund – Sewer Line Maintenance Division Budget Description

The City Manager's Proposed FY 2014 Water Resources Sewer Fund – Sewer Line Maintenance Division budget of $2,123,110 represents an 8.9% decrease of $206,172 compared to the Adopted FY 2013 budget of $2,329,282.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $22,248 decrease in Salaries and Employee Benefits reflecting filling vacancies at lower rates, offset by the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $27,257 decrease in Contractual Services reflecting reductions in sewer maintenance and repairs and line protection services.
- $32,437 increase in Internal Service Charges reflecting additional costs related to Fleet Services operating and vehicle capital estimates.
- $189,104 decrease in Other Charges reflecting reductions in sewer maintenance and repairs materials, Water Fund administration payments, indirect costs, and Public Works engineering costs.

Department of Water Resources Sewer Fund – Wastewater Treatment Plant Division. Performs secondary treatment for an average of 13 million gallons per day (mgd) (with peaks up to 44 mgd) of domestic and industrial wastewater. Amherst, Bedford, and Campbell Counties partner with the City in this cooperative endeavor by paying their proportional share of the capital and operating expenses based on the capacity they own and their wastewater flows. Wastewater receives primary settling, aeration, secondary settling, and disinfection before the effluent is discharged into the James River. Sludge produced from the treatment process is dewatered and landfilled. Wastewater is treated to meet or exceed federal and State water quality standards and to promote the general health and welfare of residents of the region. The services provided are federally mandated by the Clean Water Act. Oversight is provided by the Department of Environment Quality.

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
POSITION SUMMARY					
City Funded Full-Time	34.0	34.0	34.0	34.0	34.0
City Funded Part-Time	0.6	0.6	0.6	0.6	0.6
City Funded Temporary	2.4	2.4	2.4	2.4	2.4
TOTAL FTE	**37.0**	**37.0**	**37.0**	**37.0**	**37.0**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$1,369,888	$1,467,922	$1,467,922	$1,527,467	$1,527,467
Employee Benefits	471,574	588,415	588,415	589,744	589,744
Contractual Services	772,734	731,171	870,119	745,843	745,843
Internal Service Charges	201,377	229,580	229,580	336,678	336,678
Other Charges	3,287,995	3,776,430	4,016,291	3,716,591	3,716,591
Capital Outlay	250	50,000	50,000	165,209	165,209
TOTAL	**$6,103,818**	**$6,843,518**	**$7,222,327**	**$7,081,532**	**$7,081,532**

Water Resources Sewer Fund – Wastewater Treatment Plant Division Budget Description

The City Manager's Proposed FY 2014 Water Resources Sewer Fund – Wastewater Treatment Division budget of $7,081,532 represents a 3.5% increase of $238,014 compared to the Adopted FY 2013 budget of $6,843,518.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $60,874 increase in Salaries and Employee Benefits reflecting increased overtime to cover absent licensed operators, anticipated increased standby time, and the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $14,672 increase in Contractual Services reflecting IT consulting costs for the New World Systems Logos.NET™ implementation.
- $107,098 increase in Internal Service Charges reflecting additional costs related to Fleet Services operating and vehicle capital estimates.
- $59,839 decrease in Other Charges reflecting reductions in chemical costs, the Water Fund administration payment, and landfill fees, offset by increases in Chesapeake Bay Nutrient Trading credits and indirect costs.
- $115,209 increase in Capital Outlay reflecting the purchase of trailers.

Department of Water Resources Sewer Fund – Stormwater Division. The Water Resources Department manages the City's Stormwater program and is responsible for overall compliance with the Municipal Separate Storm Sewer Systems (MS4) permit. Additionally, the Department is responsible for the maintenance and operation of the City's storm sewer system.

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
POSITION SUMMARY					
City Funded Full-Time	4.5	0.0	0.0	0.0	0.0
TOTAL FTE	**4.5**	**0.0**	**0.0**	**0.0**	**0.0**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$213,503	$0	$0	$0	$0
Employee Benefits	78,501	0	0	0	0
Contractual Services	94,204	0	0	0	0
Internal Service Charges	52,983	0	0	0	0
Other Charges	119,121	0	0	0	0
TOTAL	**$558,312**	**$0**	**$0**	**$0**	**$0**

Water Resources Sewer Fund – Stormwater Division Budget Description

Beginning in FY 2013, Stormwater is budgeted in a separate fund.

Department of Water Resources Sewer Fund Performance Measures

Goal 1:
Protect the environment and promote the general health and welfare of the citizens of Lynchburg while maintaining a high level of customer satisfaction.

Objective:
Provide pollution and flood control through the maintenance of the sanitary and storm sewer systems.

Performance Measure:	***Actual FY2012***	***Projected FY2013***	***July - Dec FY2013***	***Projected FY2014***
Sewer Overflow Rate (reportable overflows per 100 miles of sewer line).	2.2	3.5	1.6	5.0

Analysis of the Data:
Increased maintenance of the system and the implementation of the Sanitary Sewer Evaluation Study (SSES) has resulted in a decline in the number of sanitary sewer overflows.

Goal 2:
Protect the environment and promote general health and welfare.

Objective:
Treat wastewater from the City of Lynchburg and Amherst, Bedford, and Campbell Counties to meet or exceed all State and federal regulatory requirements.

Performance Measure:	***Actual FY2012***	***Projected FY2013***	***July - Dec FY2013***	***Projected FY2014***
Treatment Effectiveness Rate (% of days in compliance with numerical VA Pollutant Discharge Elimination System permit limits).	100%	100%	100%	100%

Analysis of the Data:
Wastewater Treatment Plant effluent quality is consistently better than permitted requirements.

Goal 3:
Operate the Wastewater Treatment Plant in a cost-effective and efficient manner.

Objective:
Treat wastewater in a technically-sound and efficiently-operated Regional Wastewater Treatment Plant on an uninterrupted basis.

Performance Measure:	***Actual FY2012***	***Projected FY2013***	***July - Dec FY2013***	***Projected FY2014***
Overall treatment cost per million gallons treated.	$1,587	$1,850	$1,905	$1,940

Analysis of the Data:
Projected FY 2013 and FY 2014 increases are due primarily to declining consumption and increases associated with sludge disposal.

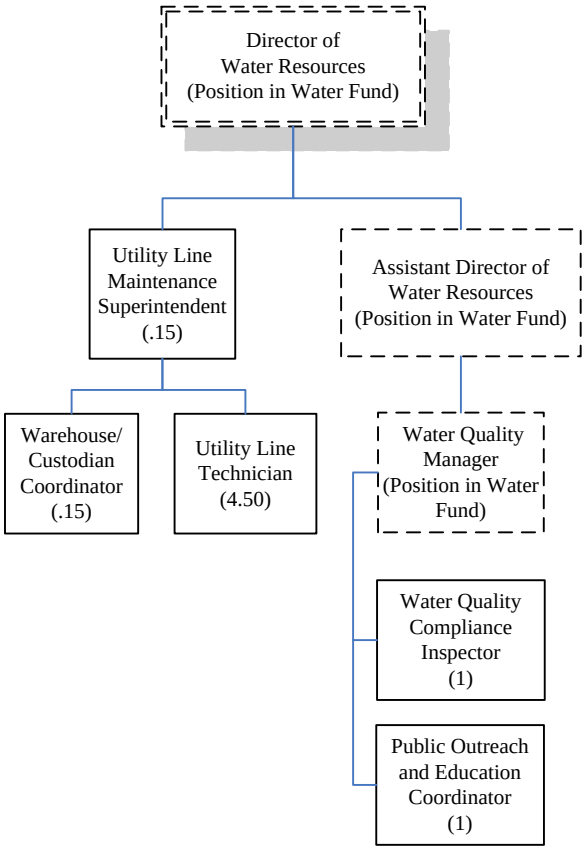
Benchmark Localities:
Charlottesville, Danville, Hampton, Richmond, and Roanoke, VA; American Water Works Association (AWWA)

DEPARTMENT OF WATER RESOURCES
STORMWATER FUND

POSITION SUMMARY

6.80 City Funded Positions

6.80 Total Funded Positions



Stormwater Fund. The Water Resources Department manages the City's Stormwater program and is responsible for overall compliance with the Municipal Separate Storm Sewer Systems (MS4) permit. Additionally, the Department is responsible for the maintenance and operation of the City's storm sewer system.

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
STORMWATER FUND POSITION SUMMARY					
City Funded Full-Time	0.0	5.8	5.8	6.8	6.8
TOTAL FTE	**0.0**	**5.8**	**5.8**	**6.8**	**6.8**
STORMWATER FUND SUMMARY					
BEGINNING UNRESTRICTED NET ASSETS	**$0**	**$0**	**$0**	**$239,663**	**$239,663**
REVENUES					
Charges for Services	$0	$2,736,000	$2,736,000	$3,120,000	$3,120,000
State Categorical Aid - Highway Maintenance	0	650,000	650,000	650,000	650,000
Miscellaneous	0	1,000	1,000	12,000	12,000
TOTAL REVENUES	**$0**	**$3,387,000**	**$3,387,000**	**$3,782,000**	**$3,782,000**
EXPENDITURES					
Salaries[1]	$0	$208,104	$208,104	$313,519	$313,519
Employee Benefits[1]	0	90,196	90,196	130,850	130,850
Contractual Services	0	202,837	210,590	183,300	183,300
Internal Service Charges	0	64,943	64,943	80,340	80,340
Other Charges	0	2,136,704	2,136,704	2,329,320	2,329,320
Non-departmental	0	136,800	136,800	81,743	81,743
Transfer - Capital	0	300,000	300,000	750,000	750,000
TOTAL EXPENDITURES	**$0**	**$3,139,584**	**$3,147,337**	**$3,869,072**	**$3,869,072**
ENDING UNRESTRICTED NET ASSETS	**$0**	**$247,416**	**$239,663**	**$152,591**	**$152,591**

[1] The Stormwater Fund will assume salary and employee benefit costs associated with one positions in the General Fund for FY 2014. Supervision will remain in the General Fund.

Water Resources Stormwater Fund Budget Description

The City Manager's Proposed FY 2014 Water Resources Stormwater Fund budget of $3,869,072 represents a 23.2% increase of $729,488 compared to the Adopted FY 2013 budget of $3,139,584.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $146,069 increase in Salaries and Employee Benefits reflecting the transfer of an IT Project Manager position from General Fund, and the addition of a public relations position to handle outreach and education work.
- $19,537 decrease in Contractual Services reflecting reductions in storm maintenance and repair services, offset by increases in architectural and engineering services and public relations.
- $15,397 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $192,616 increase in Other Charges reflecting the recoupment of overhead expenditures incurred by the Water Fund, the addition of Indirect Cost to the budget for the first time in FY 2014, and additional costs for Public Works and Community Development for the 0.6% portion of the FY 2013 Virginia Retirement System related compensation adjustment.
- $55,057 decrease in Non-Departmental reflecting a reduction in the allowance for uncollectible accounts, offset by the cost of the annual audit and a proposed compensation adjustment.
- $350,000 increase in Transfer to Stormwater Capital Fund reflecting additional resources needed for capital items.

HISTORICAL QUOTE:

Although Lynchburg had officially been in existence for only fourteen years, it had a population of some 500 by 1800. From all accounts, the first inhabitants approached the new century with hope, enthusiasm and confidence. Their aspirations were soon realized. The town would continue to grow, and in a few years would be enlarged and declared a body corporate by the General Assembly. With a duly elected mayor and council replacing the appointed trustees, Lynchburg soon had control of its destiny.

-- S. Allen Chambers, Lynchburg An Architectural History, University Press of Virginia, 1982.

City/Federal/State Aid Fund. This fund accounts for a wide range of activities funded through Federal, State, and local grants. Departments that currently receive grant funds are: Office of the Commonwealth's Attorney, Office of Economic Development, Fire Department, Human Services - Juvenile Services, Human Services - Social Services, and Community Corrections and Pretrial Services. Grant funds typically are restricted to providing a particular service within specified grant periods and may require local matching funds.

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
CITY FEDERAL STATE AID FUND POSITION SUMMARY					
Grant Funded Full-Time	18.39	16.32	26.30	26.30	26.30
Grant Funded Part-Time	3.08	3.36	3.21	2.89	2.89
Grant Funded Temporary	0.69	0.00	0.00	0.00	0.00
TOTAL FTE	**22.16**	**19.68**	**29.51**	**29.19**	**29.19**
CITY FEDERAL STATE AID FUND BUDGET SUMMARY					
BEGINNING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
REVENUES					
Federal Grants	$1,929,564	$1,558,936	$2,672,473	$2,026,601	$2,026,601
State Grants	799,266	806,068	811,162	829,113	829,113
Boys and Girls Club of America Grant	3,124	3,124	3,124	3,124	3,124
Localitites/Other Reimbursements	0	0	50,862	50,820	50,820
In-Kind Grant Match	23,706	23,706	23,706	23,706	23,706
Arts and Cultural District	24,975	0	35,025	30,000	30,000
Transfer from General Fund	11,717	11,720	11,720	11,720	11,720
TOTAL REVENUES	**$2,792,352**	**$2,403,554**	**$3,608,072**	**$2,975,084**	**$2,975,084**
EXPENDITURES					
Salaries	$693,649	$735,533	$919,511	$1,134,468	$1,134,468
Employee Benefits	247,616	302,275	408,630	448,597	448,597
Contractual Services	1,199,523	915,620	1,790,785	893,708	893,708
Other Charges	611,521	450,126	489,146	498,311	498,311
Capital Outlay	40,043	0	0	0	0
TOTAL EXPENDITURES	**$2,792,352**	**$2,403,554**	**$3,608,072**	**$2,975,084**	**$2,975,084**
ENDING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
Key Ratios:					
General Fund Transfer as a % of Total Expenditures	0.4%	0.5%	0.3%	0.4%	0.4%

City/Federal/State Aid Fund

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
PROGRAM SUMMARY BY DEPARTMENT					
EXPENDITURES					
Office of the Commonwealth's Attorney					
Byrne Memorial Justice Program	$60,250	$0	$0	$0	$0
Byrne Memorial Justice Project Outreach Program	62,476	62,476	62,476	62,476	62,476
Community Defined Solutions Grant	188,242	200,000	305,523	172,137	172,137
Domestic Violence Victim Fund	43,619	40,000	40,000	40,000	40,000
Victim/Witness Program	226,055	225,890	225,890	225,890	225,890
V-Stop Grant	90,860	94,823	94,823	94,823	94,823
Office of Economic Development					
Arts and Cultural District Program	29,975	0	35,025	35,000	35,000
Fire Department					
EMS Four for Life Program	61,196	50,000	50,000	50,000	50,000
Fire Programs	165,900	190,000	190,000	202,000	202,000
SAFER Grant	0	0	161,406	495,528	495,528
Human Services - Juvenile Services					
USDA School Nutrition Program	18,315	20,000	20,000	20,000	20,000
Human Services - Social Services					
Education Support Special Incentive Program	13,194	16,680	16,680	16,680	16,680
Foster Parent Recruiting and Training Program	9,999	10,000	10,000	10,000	10,000
Independent Living Program	27,286	23,626	23,626	23,626	23,626
OEW - Outstationed Eligibility Worker	0	0	50,862	50,820	50,820
Respite Program	9,347	11,883	11,883	11,883	11,883
Safe and Stable Families Program	34,439	34,453	34,453	34,453	34,453
TANF Job Retention and Wage Program	120,889	131,654	131,654	131,654	131,654
Community Corrections and Pretrial Services					
Byrne Memorial Justice Program	80,000	0	0	0	0
Community Corrections Program	487,069	487,069	487,069	487,069	487,069
Non-departmental					
Citizens for a Clean Lynchburg	6,244	5,000	10,094	11,045	11,045
Workforce Investment Act Program	1,056,997	800,000	1,646,608	800,000	800,000
TOTAL EXPENDITURES	**$2,792,352**	**$2,403,554**	**$3,608,072**	**$2,975,084**	**$2,975,084**

Office of the Commonwealth's Attorney Grants

Byrne Memorial Justice Project Outreach Program. This grant is awarded to local law enforcement to assist community-based crime prevention efforts targeting at-risk youth and gangs. Specifically, it supports the development and implementation of community-wide strategy and response for reducing the number of gang-involved and delinquent youth in the City of Lynchburg. The City of Lynchburg, Office of the Commonwealth's Attorney currently partners with The Boys and Girls Club of Greater Lynchburg to successfully provide safe alternatives for the at-risk youth of Lynchburg.

Community Defined Solutions Grant. The Community-Defined Solutions funding, offered through the Department of Justice, Office of Violence Against Women, is provided to encourage communities to treat domestic violence, sexual assault, dating violence and stalking as serious crimes. The awarded funds allow and promote the criminal justice system, and its community, to respond appropriately to such crimes. Victim safety and offender accountability are the centerpiece of projects funded under this program.

Domestic Violence Victim Fund. The Domestic Violence Grant funds specially trained prosecutors and investigators (the Domestic Violence Prosecution Unit) who are devoted to the aggressive investigation and prosecution of domestic violence cases. Initially formed in 1997, the Unit's main purpose is to hold those accountable who engage in acts of domestic violence, to ensure that victims of domestic violence receive information and support throughout the criminal justice process, and to work with other agencies in the community to promote a coordinated response to the problem of domestic violence. The U.S. Department of Justice's Violence Against Women Office administers the Domestic Violence Grant Program.

Victim/Witness Program. The Victim/Witness Program exists to ensure that crime victims and witnesses receive fair and compassionate treatment while participating in the criminal justice system. In particular, a long-standing primary goal of the program is to assist those who are involuntarily involved in the justice system and encourage those who have been involved in a violent crime to come forward. Victim Witness Advocates, as provided through this program, assist victims and witnesses through the criminal justice process while meeting critical needs that are often necessary to those same individuals.

V-STOP Grant. V-STOP funds originated in 1994, when the United States Congress passed the Violence Against Women Act (VAWA) as part of the Violent Crime Control and Law Enforcement Act. VAWA includes the Services, Training, Officers, Prosecution (STOP) grant program. V-STOP offers supporting funds for activities which increase the apprehension, prosecution, and adjudication of persons committing violent crimes against women.

Office of the Commonwealth's Attorney Grants

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
OFFICE OF THE COMMONWEALTH'S ATTORNEY GRANTS POSITION SUMMARY					
Grant Funded Full-Time	6.39	6.32	6.30	6.30	6.30
Grant Funded Part-Time	1.60	1.60	1.60	1.54	1.54
TOTAL FTE	**7.99**	**7.92**	**7.90**	**7.84**	**7.84**
OFFICE OF THE COMMONWEALTH'S ATTORNEY GRANTS BUDGET SUMMARY					
BEGINNING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
REVENUES					
Federal Grants	$588,199	$539,886	$645,409	$512,023	$512,023
State Grants	56,473	56,473	56,473	56,473	56,473
Boys and Girls Club of America Grant	3,124	3,124	3,124	3,124	3,124
In-Kind Grant Match	23,706	23,706	23,706	23,706	23,706
TOTAL REVENUES	**$671,502**	**$623,189**	**$728,712**	**$595,326**	**$595,326**
EXPENDITURES					
Salaries	$365,401	$355,146	$391,291	$361,089	$361,089
Employee Benefits	134,229	137,306	178,242	128,463	128,463
Contractual Services	126,962	102,726	120,926	72,994	72,994
Other Charges	44,910	28,011	38,253	32,780	32,780
TOTAL EXPENDITURES	**$671,502**	**$623,189**	**$728,712**	**$595,326**	**$595,326**
ENDING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**

Office of the Commonwealth's Attorney Grants Budget Description

The City Manager's Proposed FY 2014 Office of the Commonwealth's Attorney Grants budget of $595,326 represents a 4.5% decrease of $27,863 compared to the Adopted FY 2013 budget of $623,189.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $27,863 reduction in funding for the Community Defined Solutions Grant.

Office of Economic Development Grant

Arts and Cultural District Program. State Code permits localities to create Arts and Cultural Districts to provide incentives to attract and grow arts and cultural organizations. The attraction and growth of artists and cultural organizations will further revitalize Lynchburg's historic downtown, creating an "entertainment cluster", add jobs, and increase an important element in Community Livability. The District Ordinance was adopted by City Council in April 2010.

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
OFFICE OF ECONOMIC DEVELOPMENT GRANT BUDGET SUMMARY					
BEGINNING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
REVENUES					
State Grants	$5,000	$0	$0	$5,000	$5,000
Arts and Cultural District	24,975	0	35,025	30,000	30,000
TOTAL REVENUES	**$29,975**	**$0**	**$35,025**	**$35,000**	**$35,000**
EXPENDITURES					
Other Charges	$29,975	$0	$35,025	$35,000	$35,000
TOTAL EXPENDITURES	**$29,975**	**$0**	**$35,025**	**$35,000**	**$35,000**
ENDING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**

Office of Economic Development Grant Budget Description

The City Manager's Proposed FY 2014 Office of Economic Development Grant budget of $35,000 represents a 100.0% increase compared to the Adopted FY 2013 budget.

Fire Department Grants

Emergency Medical Services (EMS) Four for Life. Section 46.2-694 of the Code of Virginia provides for the collection of four dollars for the registration of each passenger vehicle, pickup and panel truck. Approximately 25% of the revenues are returned to the locality wherein such vehicles are registered. The funds are used to provide training for volunteer and/or salaried emergency medical service personnel and for purchases of necessary equipment/supplies.

Fire Programs. As a result of 1985 Virginia General Assembly legislative action, the Fire Programs Fund is administered by the Virginia Department of Fire Programs. This legislation, as amended, authorizes an annual assessment against all licensed insurance companies selling selected types of fire and fire-related insurance in the Commonwealth. The assessment is appropriated to localities in the Commonwealth on a per-capita basis for the purpose of improving fire service operations via expenditures for fire service training, fire prevention and public safety education programs, fire fighting equipment, protective clothing, etc.

Staffing for Adequate Fire and Emergency Response (SAFER). The SAFER program was created by the Department of Homeland Security Federal Emergency Management Agency (FEMA) to increase the number of trained, "front line" firefighters available in the community. The goal of this program is to enhance local fire departments' abilities to comply with staffing, response, and operational standards established by the NFPA and OSHA (NFPA 1710 and/or NFPA 1720 and OSHA 1910.134). SAFER funds assist local fire departments with staffing and deployment capabilities so they may respond to emergencies whenever they occur, assuring communities have adequate protection from fire and fire-related hazards.

Fire Department Grants

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
FIRE DEPARTMENT GRANTS POSITION SUMMARY					
Grant Funded Sworn Full-Time	0.00	0.00	9.00	9.00	9.00
TOTAL FTE	**0.00**	**0.00**	**9.00**	**9.00**	**9.00**
FIRE DEPARTMENT GRANTS BUDGET SUMMARY					
BEGINNING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
REVENUES					
State Grants	$227,096	$240,000	$240,000	$252,000	$252,000
Federal Grants	0	0	161,406	495,528	495,528
TOTAL REVENUES	**$227,096**	**$240,000**	**$401,406**	**$747,528**	**$747,528**
EXPENDITURES					
Salaries	$2,121	$0	$112,599	$348,048	$348,048
Employee Benefits	157	0	48,807	147,480	147,480
Contractual Services	99	0	0	0	0
Other Charges	184,676	240,000	240,000	252,000	252,000
Capital Outlay	40,043	0	0	0	0
TOTAL EXPENDITURES	**$227,096**	**$240,000**	**$401,406**	**$747,528**	**$747,528**
ENDING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**

Fire Department Grants Budget Description

The City Manager's Proposed FY 2014 Fire Department Grants budget of $747,528 represents a 211.5% increase of $507,528 compared to the Adopted FY 2013 budget of $240,000.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $12,000 increase in Fire Programs Funding.
- $495,528 increase Salaries and Employee Benefits due to the addition of nine Firefighter II positions associated with the Staffing for Adequate Fire and Emergency Response (SAFER) grant in FY 2014.

Human Services – Juvenile Services Grant

United States Department of Agriculture (USDA) School Nutrition Program for Group Homes. The United States Department of Agriculture (USDA) reimburses funding for the purchase of food for the residential youth care programs at Opportunity House and SPARC House. Administered by the Virginia Department of Juvenile Justice, these funds permit the purchase of needed kitchen equipment, utensils, and/or other food service-related requirements for these programs.

HUMAN SERVICES - JUVENILE SERVICES GRANTS BUDGET SUMMARY	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
BEGINNING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
REVENUES					
Federal Grants	$18,315	$20,000	$20,000	$20,000	$20,000
TOTAL REVENUES	**$18,315**	**$20,000**	**$20,000**	**$20,000**	**$20,000**
EXPENDITURES					
Other Charges	$18,315	$20,000	$20,000	$20,000	$20,000
TOTAL EXPENDITURES	**$18,315**	**$20,000**	**$20,000**	**$20,000**	**$20,000**
ENDING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**

Human Services– Juvenile Services Grant Budget Description

The City Manager's Proposed FY 2014 Human Services – Juvenile Services Grant budget of $20,000 represents no change compared to the Adopted FY 2013 budget.

Human Services – Social Services Grants

Education Support Special Incentive Program. The Education and Training Vouchers Grant is designed to assist foster care youth in becoming self-sufficient by helping them receive the education, training, and services necessary to obtain employment.

Foster Parent Recruiting and Training Program. Primary focus is the retention of current foster/adoptive homes while adding new homes to meet the needs of the children. This grant also enables foster parents to receive more intensive therapeutic pre-service and in-service training as well as critical supportive services. Reduces Comprehensive Services Act (CSA) expenses by reducing the number of residential placements for the more difficult to place children.

Independent Living. Assists youth 14-21 years of age in the custody of Social Services in gaining the skills and confidence necessary to care for themselves upon emancipation. Services include educational assistance, vocational training activities, daily living skills, counseling, and coordination with other service providers, outreach services, and activities for youth.

Outstationed Eligibilty Workers (OEW) Program. The Outstationed Eligibility Worker (OEW) Grant is designed to place one or more eligibility workers on site at the Lynchburg General Hospital or other Centra Health location as designated by Centra. The worker accepts medical assistance applications and makes determinations of eligibility or ineligibility for applicants who are patients of Centra Health.

Respite Program. The Respite Care Grant, funded by the State provides respite care, training and activities for foster families and children residing in foster homes with the goal of preventing placement disruptions. Foster Parents are eligible for up to 30 days of respite care per year with approved respite care providers.

Safe and Stable Families Program. Provides services for family preservation, to increase the health and well-being of families, and increase family management effectiveness.

Temporary Assistance for Needy Families (TANF) Job Retention and Wage Program. The TANF Grant provides resources to enhance welfare recipient employment, job retention and monthly earnings.

Human Services – Social Services Grants

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
HUMAN SERVICES - SOCIAL SERVICES GRANTS POSITION SUMMARY					
Grant Funded Full-Time	4.00	2.00	3.00	3.00	3.00
Grant Funded Part-Time	0.00	0.88	0.73	0.73	0.73
TOTAL FTE	**4.00**	**2.88**	**3.73**	**3.73**	**3.73**
HUMAN SERVICES - SOCIAL SERVICES GRANTS BUDGET SUMMARY					
BEGINNING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
REVENUES					
Federal Grants	$186,053	$197,594	$197,594	$197,594	$197,594
State Grants	17,384	18,982	18,982	18,982	18,982
Localities/Other Reimbursements	0	0	50,862	50,820	50,820
Transfer from General Fund	11,717	11,720	11,720	11,720	11,720
TOTAL REVENUES	**$215,154**	**$228,296**	**$279,158**	**$279,116**	**$279,116**
EXPENDITURES					
Salaries	$72,044	$83,934	$119,168	$122,372	$122,372
Employee Benefits	23,937	30,054	45,928	46,513	46,513
Contractual Services	7,800	7,120	10,300	6,469	6,469
Other Charges	111,373	107,188	103,762	103,762	103,762
TOTAL EXPENDITURES	**$215,154**	**$228,296**	**$279,158**	**$279,116**	**$279,116**
ENDING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**

Human Services – Social Services Grants Budget Description

The City Manager's Proposed FY 2014 Human Services – Social Services Grants budget of $279,116 represents a 22.3% increase of $50,820 compared to the Adopted FY 2013 budget of $228,296.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $50,820 increase reflecting the addition of the Outstationed Eligibility Workers Program grant in FY 2014.

Community Corrections and Pretrial Services Program Grant. The goal of Community Corrections Program is to reduce jail costs by providing local probation supervision for adult offenders and pretrial investigation and supervision of defendants who are released on bond while awaiting trial. Program services are provided to localities participating in the regional jail including Lynchburg, Bedford City, Bedford County, and Campbell County.

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
COMMUNITY CORRECTIONS AND PRETRIAL SERVICES GRANTS POSITION SUMMARY					
Grant Funded Full-Time	8.00	8.00	8.00	8.00	8.00
Grant Funded Part-Time	1.48	0.88	0.88	0.62	0.62
Grant Funded Temporary	0.69	0.00	0.00	0.00	0.00
TOTAL FTE	**10.17**	**8.88**	**8.88**	**8.62**	**8.62**
COMMUNITY CORRECTIONS AND PRETRIAL SERVICES GRANTS BUDGET SUMMARY					
BEGINNING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
REVENUES					
Federal Grants	$80,000	$0	$0	$0	$0
State Grants	487,069	487,069	487,069	487,069	487,069
TOTAL REVENUES	**$567,069**	**$487,069**	**$487,069**	**$487,069**	**$487,069**
EXPENDITURES					
Salaries	$254,083	$296,453	$296,453	$302,959	$302,959
Employee Benefits	89,293	134,669	135,653	126,141	126,141
Contractual Services	1,421	2,857	2,857	3,200	3,200
Other Charges	222,272	53,090	52,106	54,769	54,769
TOTAL EXPENDITURES	**$567,069**	**$487,069**	**$487,069**	**$487,069**	**$487,069**
ENDING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**

Community Corrections and Pretrial Services Program Grant Budget Description

The City Manager's Proposed FY 2014 Community Corrections and Pretrial Services Program Grant budget of $487,069 represents no change compared to the Adopted FY 2013 budget.

Non-departmental – Citizens for a Clean Lynchburg Grant. The State of Virginia has assisted localities with ongoing Recycling and Litter Prevention programs which is a part of their Department of Environmental Quality's Division of Environmental Enhancement. The State's Litter Prevention Program approves annual grants to localities for recycling and litter control activities, provides information and guidance on litter prevention and recycling topics, and works with localities, and environmental groups on improving awareness of how litter damages the environment.

The City of Lynchburg has been very fortunate to receive one of these grants for over ten years and this funding has been directed to the Citizens for a Clean Lynchburg, Inc. (CCL) organization which provides supplemental support in terms of fund-raising by volunteer groups and coordination of various community-wide efforts to combat littering and encourage recycling (i.e.: March on Litter, City Walkers, and education programs for City schools, etc.) In addition, CCL activities include public relations, community education, and publications to promote citizen awareness of the need for greater litter control and improved recycling.

NON-DEPARTMENTAL CITIZENS FOR A CLEAN LYNCHBURG GRANT BUDGET SUMMARY	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
BEGINNING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
REVENUES					
State Grants	$6,244	$5,000	$10,094	$11,045	$11,045
TOTAL REVENUES	**$6,244**	**$5,000**	**$10,094**	**$11,045**	**$11,045**
EXPENDITURES					
Contractual Services	$6,244	$5,000	$10,094	$11,045	$11,045
TOTAL EXPENDITURES	**$6,244**	**$5,000**	**$10,094**	**$11,045**	**$11,045**
ENDING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**

Non-departmental – Citizens for a Clean Lynchburg Grant

The City Manager's Proposed FY 2014 Non-departmental – Citizens for a Clean Lynchburg Grant budget of $11,045 represents a 121% increase of $6,045 compared to the Adopted FY 2013 budget of $5,000.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $6,045 increase reflecting additional awarded State revenue.

Non-departmental – Workforce Investment Act Grant. Title I Workforce Investment Act (WIA) funds are allocated to the local workforce investment area (LWIA) for the purpose of providing a single system of employment and training activities for adults and dislocated workers and to provide services for eligible youth. Region 2000 acts as the fiscal agent and the City of Lynchburg serves as the local grant recipient.

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
NON-DEPARTMENTAL WORKFORCE INVESTMENT ACT GRANT BUDGET SUMMARY					
BEGINNING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
REVENUES					
Federal Grants	$1,056,997	$800,000	$1,646,608	$800,000	$800,000
TOTAL REVENUES	**$1,056,997**	**$800,000**	**$1,646,608**	**$800,000**	**$800,000**
EXPENDITURES					
Contractual Services	$1,056,997	$800,000	$1,646,608	$800,000	$800,000
TOTAL EXPENDITURES	**$1,056,997**	**$800,000**	**$1,646,608**	**$800,000**	**$800,000**
ENDING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**

Non-departmental – Workforce Investment Act Grant Budget Description

The City Manager's Proposed FY 2014 Non-departmental – Workforce Investment Act Grant budget of $800,000 represents no change compared to the Adopted FY 2013 budget.

Community Development Block Grant (CDBG) Fund. The CDBG Program is designed to preserve, rehabilitate and improve low income neighborhoods through low interest loans, rental assistance, rehabilitation of blighted properties and program support. The City receives federal funding each year for the program. Any unexpended funds at year-end are carried forward into the next fiscal year.

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
COMMUNITY DEVELOPMENT BLOCK GRANT POSITION SUMMARY					
Grant Funded Full-Time	0.50	0.50	0.50	0.50	0.50
Grant Funded Part-Time	0.60	0.60	0.60	0.60	0.60
TOTAL FTE	**1.10**	**1.10**	**1.10**	**1.10**	**1.10**
COMMUNITY DEVELOPMENT BLOCK GRANT BUDGET SUMMARY					
BEGINNING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
REVENUES					
Federal Entitlement	$765,532	$639,243	$1,705,279	$607,179	$607,179
Program Income	10,770	2,030	2,030	2,030	2,030
TOTAL REVENUES	**$776,302**	**$641,273**	**$1,707,309**	**$609,209**	**$609,209**
EXPENDITURES					
Salaries	$67,907	$68,047	$42,144	$65,613	$65,613
Employee Benefits	11,566	12,693	21,986	11,464	11,464
Contractual Services	594,480	555,283	1,630,575	527,431	527,431
Other Charges	2,349	5,250	12,604	4,701	4,701
Capital Outlay	100,000	0	0	0	0
TOTAL EXPENDITURES	**$776,302**	**$641,273**	**$1,707,309**	**$609,209**	**$609,209**
ENDING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**

Community Development Block Grant (CDBG) Fund Budget Description

The City Manager's Proposed FY 2014 Community Development Block Grant Fund budget of $609,209 represents a 5.0% decrease of $32,064 compared to the Adopted FY 2013 budget of $641,273.

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Highlights of the City Manager's Proposed FY 2014 budget include:

- $32,064 decrease reflecting a reduction in awarded federal revenue.

Community Development Block Grant funding by project

Project	FY 2013 Funding Distribution
Program Administration (City)	$25,000
Analysis of Impediments to Fair Housing (AI)	30,000
Program Administration (Lynchburg Redevelopment & Housing Authority)	32,546
Section 108 Loan (Bluffwalk)	290,084
Demolition of Substandard Structures-City	12,000
Lynchburg Redevelopment & Housing Authority (LRHA) Spot Blight Abatement/Acquisition	125,000
LRHA Rental Rehabilitation	30,000
LRHA Delivery Costs-Disposition	10,336
LRHA Delivery Costs-Acquisition	68,473
LRHA Delivery-Rental Rehabilitation	37,466
Fifth Street Community Development Corporation (City) - Fifth Street Phase II	115,831
Riverside Park Improvements	125,000
Tinbridge Hill Neighborhood Association	125,000
TOTAL	**$1,026,736**

Note: The Adopted FY 2013 amount does not match the FY 2013 Funding Distribution total because the amount of Federal Entitlement has been adjusted to reflect the actual amount received.

Comprehensive Services Act (CSA) Fund. The CSA Program provides services to children and youth who come before the local Family and Planning Assessment Team (FAPT) and the Lynchburg Community Policy Management Team (CPMT). Juvenile Services provides administrative supervision to the CSA staff.

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
COMPREHENSIVE SERVICES ACT (CSA) FUND POSITION SUMMARY					
Grant Funded Full-Time	1.2	1.0	1.0	1.0	1.0
TOTAL FTE	**1.2**	**1.0**	**1.0**	**1.0**	**1.0**
COMPREHENSIVE SERVICES ACT (CSA) FUND BUDGET SUMMARY					
BEGINNING UNDESIGNATED FUND BALANCE	**$622,168**	**$474,002**	**$329,544**	**$329,544**	**$329,544**
REVENUES					
Intergovernmental - Public Assistance	$2,801,097	$3,417,468	$3,417,468	$3,517,468	$3,517,468
Transfer from General Fund	1,349,591	1,338,852	1,338,852	1,238,852	1,238,852
Transfer from Lynchburg City Schools	196,541	196,541	196,541	196,541	196,541
Special Welfare Recoupment	115,475	110,000	110,000	110,000	110,000
TOTAL REVENUES	**$4,462,704**	**$5,062,861**	**$5,062,861**	**$5,062,861**	**$5,062,861**
EXPENDITURES					
Salaries	$41,963	$32,718	$32,718	$34,548	$34,548
Employee Benefits	16,516	16,515	16,515	15,380	15,380
Administrative	8,218	13,050	13,050	13,050	13,050
Mandated - Foster Care	3,235,078	3,598,742	3,598,742	2,974,047	2,974,047
Mandated - Special Education	889,060	1,026,000	1,026,000	1,650,000	1,650,000
Non-Mandated Services	364,493	375,836	375,836	375,836	375,836
Transfers	200,000	0	0	0	0
TOTAL EXPENDITURES	**$4,755,328**	**$5,062,861**	**$5,062,861**	**$5,062,861**	**$5,062,861**
ENDING UNDESIGNATED FUND BALANCE	**$329,544**	**$474,002**	**$329,544**	**$329,544**	**$329,544**

Comprehensive Services Act (CSA) Fund Budget Description

The City Manager's Proposed FY 2014 Comprehensive Services Act Fund budget of $5,062,861 represents no change compared to the Adopted FY 2013 budget.

Forfeited Asset Fund. Established as required by the Commonwealth of Virginia to monitor the receipts of assets seized as a result of police investigations of criminal activity. The seizure of assets is a civil forfeiture based upon probable cause to believe the asset was used in substantial connection to a drug violation. Upon judicial action authorizing such seizure, the asset is remitted to the Commonwealth of Virginia. The State is allocated a portion of the seizure and returns the balance to the respective locality to allocate between the Police Department, Commonwealth Attorney, Sheriff and other municipalities, if appropriate. The expenditure of these funds must be related to law enforcement purposes. Per State Code it is not appropriate to budget or anticipate revenues in this fund; therefore, only figures for actual revenues can be demonstrated in the budget. Represented in the columns below are the respective allocations received from the State and allowable expenditures. Due to the delicate nature of these expenditures, they have not been itemized. This fund will be reviewed each year at the annual Carry Forward and Third Quarter Reviews to adjust for revenues and expenditures.

FORFEITED ASSET FUND BUDGET SUMMARY	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
BEGINNING RESTRICTED FUND BALANCE	**$205,253**	**$29,388**	**$215,250**	**$66,658**	**$66,658**
REVENUES					
State Asset Forfeiture	$95,753	$0	$49,770	$0	$0
Federal Asset Forfeiture	1,933	0	0	0	0
Interest	174	0	161	0	0
TOTAL REVENUES	**$97,860**	**$0**	**$49,931**	**$0**	**$0**
EXPENDITURES	$87,863	$0	$198,523	$0	$0
TOTAL EXPENDITURES	**$87,863**	**$0**	**$198,523**	**$0**	**$0**
ENDING RESTRICTED FUND BALANCE	**$215,250**	**$29,388**	**$66,658**	**$66,658**	**$66,658**

Forfeited Asset Fund Budget Description

No funds are requested for FY 2014.

HOME Investment Trust Fund. The Program is designed to assist first-time, low-income homebuyers with the purchase of a home, as well as rehabilitation of owner-occupied homes and rehabilitation of vacant properties for occupancy. The City receives federal funding each year for this program. Any unexpended funds at year-end are carried forward into the next fiscal year.

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
HOME INVESTMENT TRUST FUND POSITION SUMMARY					
Grant Funded Full-Time	0.15	0.00	0.00	0.00	0.00
Grant Funded Part-Time	0.20	0.20	0.20	0.20	0.20
TOTAL FTE	**0.35**	**0.20**	**0.20**	**0.20**	**0.20**
HOME INVESTMENT TRUST FUND BUDGET SUMMARY					
BEGINNING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
REVENUES					
Federal Entitlement	$666,720	$283,839	$913,542	$269,647	$269,647
TOTAL REVENUES	**$666,720**	**$283,839**	**$913,542**	**$269,647**	**$269,647**
EXPENDITURES					
Salaries	$12,509	$16,640	$17,873	$15,808	$15,808
Employee Benefits	1,229	1,273	4,166	1,209	1,209
Contractual Services	649,754	263,426	891,259	250,255	250,255
Other Charges	3,228	2,500	244	2,375	2,375
TOTAL EXPENDITURES	**$666,720**	**$283,839**	**$913,542**	**$269,647**	**$269,647**
ENDING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**

HOME Investment Trust Fund Budget Description

The City Manager's Proposed FY 2014 HOME Investment Trust Fund budget of $269,647 represents a 5.0% decrease of $14,192 compared to the Adopted FY 2013 budget of $283,839.

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Highlights of the City Manager's Proposed FY 2014 budget include:

- $14,192 decrease reflecting a reduction in awarded federal revenue.

HOME Investment Trust funding by project

Project	FY 2013 Funding Distribution
Rush Homes - Community Housing Development Organization (CHDO)	$175,000
Lynchburg Community Action Group (Lyn-CAG) Substantial Rehabilitation	75,000
Lynchburg Neighborhood Development Foundation (LNDF) Homeownership Program	15,000
Housing 2000 Single Family Development (CHDO)	65,000
TOTAL	**$330,000**

Note: The Adopted FY 2013 amount does not match the FY 2013 Funding Distribution total because the amount of Federal Entitlement has been adjusted to reflect the actual amount received.

Lynchburg Expressway Appearance Fund (LEAF). The Lynchburg Expressway Appearance Fund (LEAF) accounts for any pledges and donations from citizens and businesses for the beautification of major transportation corridors throughout the City by the planting of trees, shrubs, and flowerbeds.

LYNCHBURG EXPRESSWAY APPEARANCE FUND (LEAF) BUDGET SUMMARY	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
BEGINNING RESTRICTED FUND BALANCE	**$164,196**	**$164,196**	**$200,135**	**$200,135**	**$200,135**
REVENUES					
Revenue from pledges and donations	$50,849	$0	$0	$0	$0
TOTAL REVENUES	**$50,849**	**$0**	**$0**	**$0**	**$0**
EXPENDITURES					
Contractual Services	$14,910	$0	$0	$0	$0
TOTAL EXPENDITURES	**$14,910**	**$0**	**$0**	**$0**	**$0**
ENDING RESTRICTED FUND BALANCE	**$200,135**	**$164,196**	**$200,135**	**$200,135**	**$200,135**

Lynchburg Expressway Appearance Fund (LEAF) Budget Description

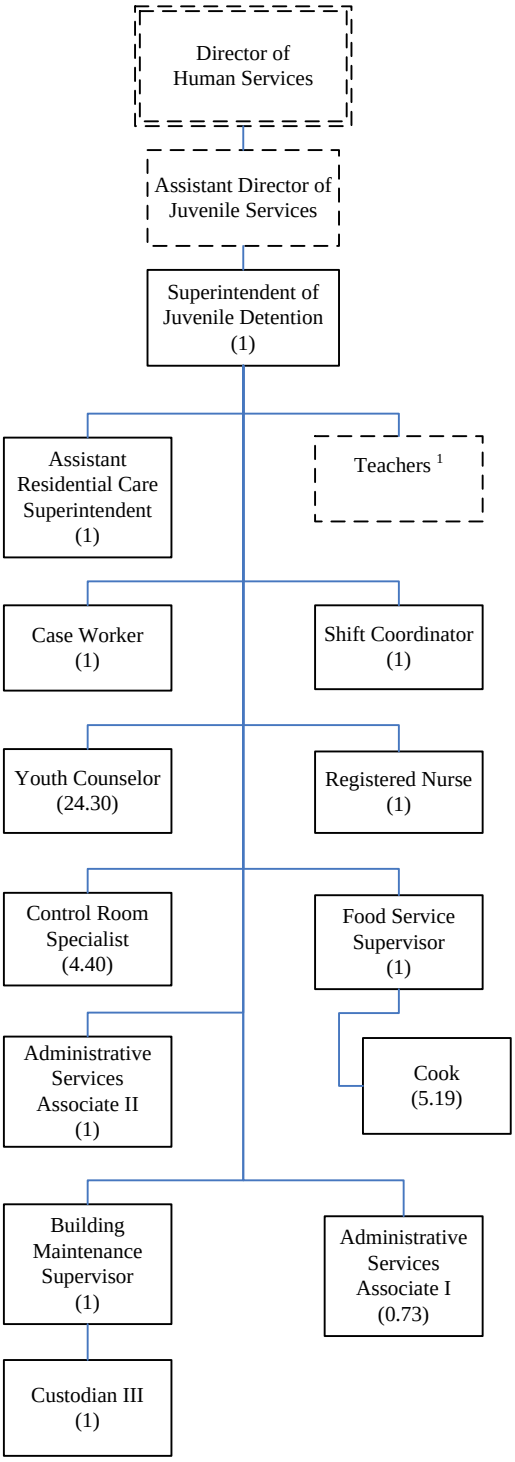
No funds are requested for FY 2014.

REGIONAL JUVENILE DETENTION CENTER

POSITION SUMMARY

43.62 City Funded Positions
2.50 Temporary Positions

46.12 Total Funded Positions



[1] *Administered by the Lynchburg City Schools*

Regional Juvenile Detention Center Fund. The Detention Center provides a secure facility to house and care for juvenile offenders in the cities of Lynchburg and Bedford as well as the counties of Amherst, Appomattox, Bedford, Campbell, Charlotte, and Nelson under the purview of the law who are awaiting disposition of their charges by the Juvenile and Domestic Relations Court or transportation to a State facility. Post-dispositional services are also available for up to nine juveniles. The Lynchburg Regional Juvenile Detention Center Advisory Board provides guidance and insight to the operations of the Detention Home.

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
REGIONAL JUVENILE DETENTION CENTER FUND POSITION SUMMARY					
City Funded Full-Time	40.00	40.00	40.00	39.00	39.00
City Funded Part-Time	4.75	4.75	4.75	4.62	4.62
City Funded Temporary	2.50	2.50	2.50	2.50	2.50
TOTAL FTE	**47.25**	**47.25**	**47.25**	**46.12**	**46.12**
REGIONAL JUVENILE DETENTION CENTER FUND BUDGET SUMMARY					
BEGINNING ASSIGNED FUND BALANCE	**$100,000**	**$96,627**	**$100,000**	**$95,797**	**$95,797**
REVENUES					
Charges for Services	$1,750,941	$1,796,789	$1,796,789	$1,676,322	$1,676,322
Intergovernmental	1,095,185	1,140,120	1,140,120	1,140,120	1,140,120
Miscellaneous	84	0	0	0	0
TOTAL REVENUES	**$2,846,210**	**$2,936,909**	**$2,936,909**	**$2,816,442**	**$2,816,442**
EXPENDITURES					
Salaries	$1,376,643	$1,406,306	$1,406,306	$1,412,955	$1,412,955
Employee Benefits	573,680	642,677	642,677	582,715	582,715
Contractual Services	76,915	37,350	38,491	48,460	48,460
Internal Service Charges	8,619	9,170	9,170	11,900	11,900
Other Charges	516,081	566,208	569,270	566,976	566,976
Debt Service	284,050	273,198	273,198	183,681	183,681
Capital Outlay	10,222	2,000	2,000	5,552	5,552
TOTAL EXPENDITURES	**$2,846,210**	**$2,936,909**	**$2,941,112**	**$2,812,239**	**$2,812,239**
ENDING ASSIGNED FUND BALANCE	**$100,000**	**$96,627**	**$95,797**	**$100,000**	**$100,000**

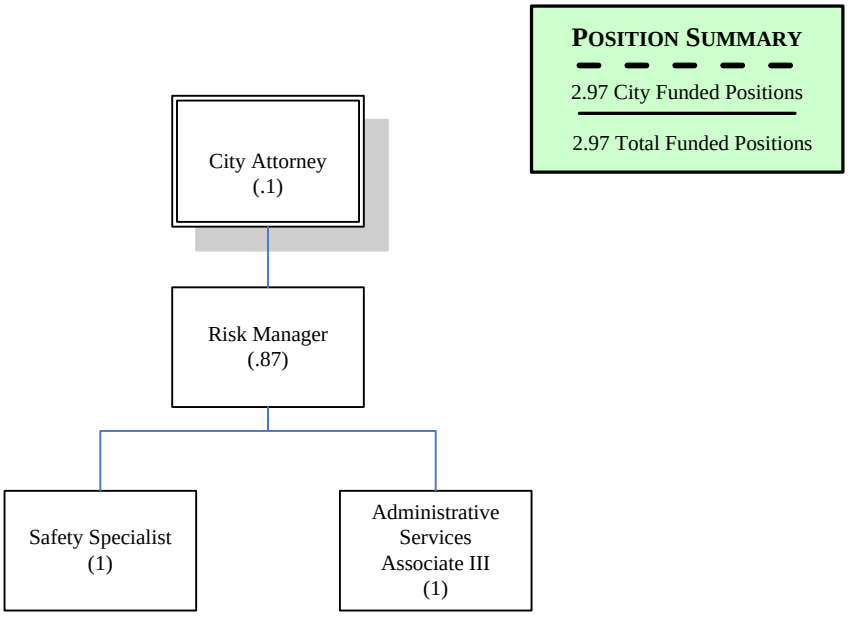
Regional Juvenile Detention Center Fund Budget Description

The City Manager's Proposed FY 2014 Regional Juvenile Detention Center Fund budget of $2,812,239 a 4.2% decrease of $124,670 compared to the Adopted FY 2013 budget of $2,936,909.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $53,313 decrease in Salaries and Employee Benefits reflecting the elimination of a full-time Youth Counselor position.
- $2,730 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $89,517 decrease in Debt Service Charges reflecting the debt amortization schedule.
- $11,110 increase in Contractual Services reflecting the implementation of New World Systems Logos.NET™.
- $3,552 increase in Capital Outlay for the implementation of New World Systems Logos.NET™.

RISK MANAGEMENT OFFICE



Risk Management Fund. The Risk Management Program was established by City Council effective January 1, 1986, as an alternative to the routine procurement of general liability and automobile liability insurance policies from commercial insurance companies. The program is funded through annual contributions from the General, Water, Sewer, Airport, Regional Juvenile Detention Funds, subrogation, and interest income. The claims placed in this fund are expended in lieu of insurance to settle liability claims filed against the City.

	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
RISK MANAGEMENT FUND POSITION SUMMARY					
City Funded Full-Time	2.10	2.10	2.10	2.10	2.10
City Funded Part-Time	0.87	0.87	0.87	0.87	0.87
TOTAL FTE	**2.97**	**2.97**	**2.97**	**2.97**	**2.97**
RISK MANAGEMENT FUND BUDGET SUMMARY					
BEGINNING COMMITTED FUND BALANCE	**$2,492,018**	**$2,487,666**	**$2,563,505**	**$2,563,505**	**$2,563,505**
REVENUES					
General Fund	$548,524	$555,524	$555,524	$505,356	$505,356
Water Fund	146,529	146,529	146,529	146,529	146,529
Sewer Fund	152,257	152,257	152,257	152,257	152,257
Sewer Fund - Treatment Plant	48,470	48,470	48,470	48,470	48,470
Airport Fund	38,670	38,670	38,670	38,670	38,670
Juvenile Detention Home	15,752	15,752	15,752	15,752	15,752
Interest Earnings	14,094	35,000	35,000	35,000	35,000
Subrogation	36,693	25,000	25,000	25,000	25,000
TOTAL REVENUES	**$1,000,989**	**$1,017,202**	**$1,017,202**	**$967,034**	**$967,034**
DEPARTMENTAL					
Salaries	$163,271	$162,825	$162,825	$168,572	$168,572
Employee Benefits	44,307	49,681	49,681	46,072	46,072
Contractual Services	32,242	33,501	33,501	33,501	33,501
Internal Service Charges	9,109	8,765	7,983	10,532	10,532
Other Charges	13,263	13,207	13,207	13,151	13,151
Rental and Leases	0	495	495	442	442
TOTAL DEPARTMENTAL EXPENDITURES	**$262,192**	**$268,474**	**$267,692**	**$272,270**	**$272,270**
NON-DEPARTMENTAL					
Insurance and Claims	$667,310	$735,918	$736,700	$685,333	$685,333
TOTAL NON-DEPARTMENTAL EXPENDITURES	**$667,310**	**$735,918**	**$736,700**	**$685,333**	**$685,333**
TOTAL EXPENDITURES	**$929,502**	**$1,004,392**	**$1,004,392**	**$957,603**	**$957,603**
ENDING COMMITTED FUND BALANCE	**$2,563,505**	**$2,500,476**	**$2,576,315**	**$2,572,936**	**$2,572,936**

Risk Management Fund Budget Description

The City Manager's Proposed FY 2014 Risk Management Fund budget of $957,603 represents a 5% decrease of $49,843 compared to the Adopted FY 2013 budget of $1,004,392.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $50,585 decrease in Insurance and Claims reflecting the downward trend over the past three years, as well as, savings from policy consolidation efforts.

Risk Management Performance Measures

Goal 1:
Reduce safety and loss control hazards to lessen or prevent injuries to employees and citizens, while protecting City assets from damage or destruction.

Objective:
Inspect 10% of City owned facilities and buildings (approximately 26) annually, recommending corrective measures to departments when required. The City owns approximately 250 buildings/facilities.

Performance Measure:	***Actual FY2012***	***Projected FY2013***	***July - Dec FY2013***	***Projected FY2014***
% of facilities inspected with comprehensive repairs sent to departments	**10%**	**10%**	**3%**	**10%**

Analysis of the Data:
Site inspections are performed and detailed reports, including photographs, are sent to each department. As of December 31 staff has performed 3% of the property inspections. With 6 months left in this fiscal year Risk Management will be able to meet the established goal of 10%. This will enable City owned buildings to be inspected on a regular basis, thereby reducing the potential hazards and citizen/employee injuries.

Goal 2:
Assist City departments in achieving Occupational Safety and Health Administration (OSHA) compliance and reducing employee injuries by providing training and/or resources relating to relevant OSHA requirements.

Objective:
Provide 1,000 hours of safety training/assistance to City departments.

Performance Measure:	***Actual FY2012***	***Projected FY2013***	***July - Dec FY2013***	***Projected FY2014***
Number of training/assistance hours provided to City departments	**1,010**	**1,000**	**347**	**1,000**

Analysis of the Data:
During FY 2012 Risk Management exceeded its goal of 1,000 training hours by 10 hours. The training hours for FY 2013 as of December 31 are 347, but with upcoming new hire safety training, driver improvement courses, and other upcoming training opportunities, the 10% goal should be met by the end of the fiscal year. This will ensure the safety related training needs for City employees are addressed.

Benchmark Localities:
Charlottesville, Hampton, Petersburg, Portsmouth, and Roanoke, VA

Special Welfare Fund. Accounts for monies received by Social Services to be used for those persons in the custody of the City and those receiving public assistance. The funds received are Christmas donations for children in the City's custody as well as restitution payments made by individuals who received public assistance for food stamps and fuel. Those monies are not part of the locality's reimbursements for regular program and administrative costs incurred by the City in delivering services to the citizens. Also, funds are received from the Health Department for pre-screening of clients by Social Workers. These funds are used for various Social Services expenses.

SPECIAL WELFARE FUND BUDGET SUMMARY	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
BEGINNING DESIGNATED FUND BALANCE	**$72,118**	**$65,430**	**$65,430**	**$39,680**	**$39,680**
REVENUES					
Donations and Restitutions	$14,059	$18,000	$18,000	$68,450	$68,450
Interest	67	2,000	2,000	2,000	2,000
Revenue from the Commonwealth	4,600	8,500	8,500	8,500	8,500
TOTAL REVENUES	**$18,726**	**$28,500**	**$28,500**	**$78,950**	**$78,950**
EXPENDITURES					
Christmas Fund	$9,288	$8,000	$8,000	$8,000	$8,000
Special Items Program	0	400	400	400	400
Food Stamps Restitution	4,436	7,000	7,000	7,000	7,000
Interest / Fiscal Relief	0	7,000	7,000	7,000	7,000
Fuel Restitution	0	550	550	550	550
Pre-screening Assessments	11,690	30,000	30,000	30,000	30,000
Welfare Advisory Board	0	800	800	800	800
Fuel Assistance	0	500	500	500	500
Youth Services	0	0	0	50,450	50,450
TOTAL EXPENDITURES	**$25,414**	**$54,250**	**$54,250**	**$104,700**	**$104,700**
ENDING DESIGNATED FUND BALANCE	**$65,430**	**$39,680**	**$39,680**	**$13,930**	**$13,930**

Special Welfare Fund Budget Description

The City Manager's Proposed FY 2014 Special Welfare Fund budget of $104,700 represents a 51.8% increase of $50,450 compared to the Adopted FY 2013 budget of $54,250.

Highlights of the City Manager's Proposed FY 2014 budget include:

- $50,450 increase reflecting the addition of Youth Services to the Special Welfare Fund budget.

Technology Fund. This fund provides for the ongoing replacement and enhancement of the City's technology infrastructure.

TECHNOLOGY FUND BUDGET SUMMARY	Actual FY 2012	Adopted FY 2013	Amended FY 2013	Department Submitted FY 2014	Manager's Proposed FY 2014
BEGINNING COMMITTED FUND BALANCE	**$2,619,360**	**$2,265,318**	**$2,595,272**	**$1,363,710**	**$1,363,710**
REVENUES					
Use of Money and Property	$2,439	$15,000	$15,000	$15,000	$15,000
Miscellaneous	29,769	0	0	0	0
Transfer from General Fund	787,508	623,575	678,597	625,705	625,705
TOTAL REVENUES	**$819,716**	**$638,575**	**$693,597**	**$640,705**	**$640,705**
EXPENDITURES					
Contractual Services	$305,082	$855,518	$1,072,793	$372,930	$372,930
Other Charges	197,734	188,400	188,400	326,000	326,000
Capital Outlay	340,988	546,200	663,966	97,000	97,000
TOTAL EXPENDITURES	**$843,804**	**$1,590,118**	**$1,925,159**	**$795,930**	**$795,930**
ENDING COMMITTED FUND BALANCE	**$2,595,272**	**$1,313,775**	**$1,363,710**	**$1,208,485**	**$1,208,485**

Technology Fund Budget Description

The City Manager’s Proposed FY 2014 Technology Fund budget of $795,930 represents a 49.9% percent decrease of $794,188 compared to the Adopted FY 2013 budget of $1,590,118.

Highlights of the City Manager’s Proposed FY 2014 budget include:

- $482,588 decrease in Contractual Services reflecting fewer projects this fiscal year.
- $137,600 increase in Other Charges reflecting replacement parts for the network infrastructure.
- $449,200 decrease in Capital Outlay reflecting fewer projects affecting this expense area.

FY 2014 – 2018 CAPITAL IMPROVEMENT PROGRAM

CAPITAL IMPROVEMENT PROGRAM OVERVIEW

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Downtown City Lofts

INTRODUCTION

Capital Improvement Programming is a method of planning for the effective and efficient provision of public facilities, infrastructure improvements, major maintenance requirements, and acquisition of property and equipment. A "capital project" is defined as an acquisition that represents a public betterment to the community, has a life of not less than twenty (20) years following its purchase, construction or other acquisition, and has a total cost of not less than twenty-five thousand dollars ($25,000). The first year of the *Capital Improvement Program* represents the City Manager's proposal to the City Council as the Capital Improvement Program (CIP) budget.

A five-year CIP allows the City Council and citizens an opportunity to view both the five-year capital construction and infrastructure maintenance needs of the City and the Lynchburg City Schools. Viewing these needs enables the City to better plan a financing strategy for capital improvements and annual operating requirements. A five-year CIP also allows for programming of multi-year projects.

Each project detail sheet includes the relationship to the Comprehensive Plan. The Comprehensive Plan presents a vision of what the community will be like in the future and identifies the steps required to move toward that vision. The 2002-2020 Comprehensive Plan was adopted by City Council in FY 2003, updated in FY 2010, and can be found on the City's website at www.lynchburgva.gov.

BASIS FOR BUDGETING

The first year of the CIP represents the Capital Improvement Budget for that year. Following adoption by the City Council, the first year of the CIP should be viewed as the capital budget. The CIP is a proposed expenditure plan; the budget adopted by the City Council provides the legal authorization to actually expend City funds.

The CIP is based on a fiscal year calendar. The fiscal year calendar for the City of Lynchburg begins July 1 and ends June 30.

BENEFITS OF CAPITAL IMPROVEMENT PROGRAMMING

The principal benefit of Capital Improvement Programming is that it requires the City to plan its capital needs in concert with available financing over a five-year period. This process contributes to a responsible fiscal policy. Other benefits of Capital Improvement Programming include:

- Fostering a sound and stable financial program over a five-year period given a set of revenue and expenditure assumptions based on current economic trends;
- Coordinating various City improvements so that informed decisions can be made and joint programs initiated among City departments in an effort to avoid duplication;
- Enabling private businesses and citizens to have some assurances as to when certain public improvements will be undertaken so they can plan more efficiently and effectively;
- Focusing on the goals and needs of the community through the provision of new facilities and infrastructure improvements;
- Evaluating annually the infrastructure needs of the City to provide for the public health and safety of the citizens of the City; and,
- Providing a logical process for assigning priorities to the various projects based on their overall importance to the City.

CONCLUSION

The CIP is a document dedicated to a process designed to identify both the capital improvement needs and priorities of the City over a five-year period in concert with projected funding levels and City Council's Vision and Principles. Actual programming of projects is dependent upon the financial resources available.

The Project Detail Sheets on the following pages reflect those projects proposed for consideration in the *FY 2014 – 2018 Capital Improvement Program*.

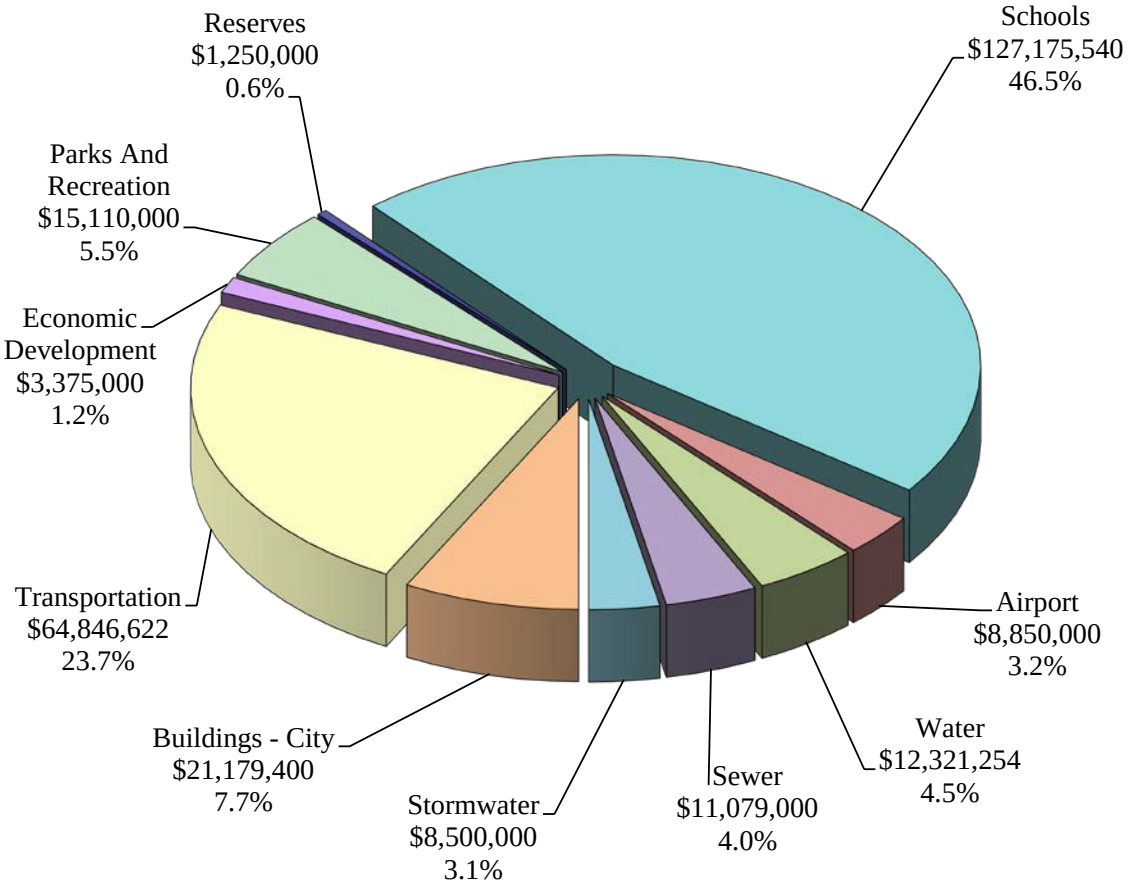
DEFINITIONS

Continuing Projects: Projects currently in progress that were appropriated in prior fiscal years.
New/Active Projects: FY 2014 – 2018 projects that were approved by City Council.
Project Type – New: Projects designed to enhance existing structures or involve new construction.
Project Type – Maintenance: Projects designed solely to maintain the condition of a current asset.

Although Lynchburg had officially been in existence for only fourteen years, it had a population of some 500 by 1800. From all accounts, the first inhabitants approached the new century with hope, enthusiasm and confidence. Their aspirations were soon realized. The town would continue to grow, and in a few years would be enlarged and declared a body corporate by the General Assembly. With a duly elected mayor and council replacing the appointed trustees, Lynchburg soon had control of its destiny.

-- S. Allen Chambers, Lynchburg An Architectural History, University Press of Virginia, 1982.

CATEGORICAL EXPENDITURE DISTRIBUTION
FY 2014-2018
CAPITAL IMPROVEMENT PLAN
$273,686,816



SUMMARY OF PROJECTS FOR FY 2014 – 2018 CAPITAL IMPROVEMENT PROGRAM

	FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY					FIVE-YEAR ESTIMATED NET COST
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	
SUMMARY - ALL FUNDS						
BUILDINGS - CITY	$1,025,155	$7,093,554	$3,321,472	$1,816,610	$7,922,609	$21,179,400
TRANSPORTATION	$11,927,451	$29,661,485	$6,401,204	$5,992,367	$10,864,115	$64,846,622
ECONOMIC DEVELOPMENT	$375,000	$500,000	$500,000	$500,000	$1,500,000	$3,375,000
PARKS AND RECREATION	$7,498,000	$1,603,000	$1,703,000	$2,978,000	$1,328,000	$15,110,000
RESERVES	$250,000	$250,000	$250,000	$250,000	$250,000	$1,250,000
TOTAL CITY CAPITAL PROJECTS (General Fund)	$21,075,606	$39,108,039	$12,175,676	$11,536,977	$21,864,724	$105,761,022
SCHOOLS	$4,358,460	$95,315,000	$12,400,400	$11,099,216	$4,002,464	$127,175,540
TOTAL CITY CAPITAL AND SCHOOLS	$25,434,066	$134,423,039	$24,576,076	$22,636,193	$25,867,188	$232,936,562
AIRPORT	$2,200,000	$1,450,000	$1,250,000	$1,400,000	$2,550,000	$8,850,000
WATER	$3,471,254	2,200,000	$2,200,000	$2,200,000	$2,250,000	$12,321,254
SEWER	$4,800,000	$519,000	$1,350,000	$1,310,000	$3,100,000	$11,079,000
STORMWATER	$550,000	$1,050,000	$1,300,000	$2,300,000	$3,300,000	$8,500,000
GRAND TOTAL ALL FUNDS	$36,455,320	$139,642,039	$30,676,076	$29,846,193	$37,067,188	$273,686,816

GENERAL FUND (CITY CAPITAL PROJECTS FUND) SUMMARY OF APPROPRIATIONS - This summary demonstrates project appropriations for each Fiscal Year along with the expected sources of funding.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
RESOURCES					
Pay-As-You-Go General Fund	$3,777,878	$8,047,239	$4,875,844	$5,334,897	$5,778,532
Group Home Reserve	0	400,000	0	0	0
VDOT Highway Maintenance	2,385,728	2,454,400	2,524,832	2,617,080	2,711,192
State Revenue Sharing	2,650,000	1,350,000	0	0	0
State/Federal - Undetermined	0	10,000,000	0	0	0
Other: Contribution from Lynchburg College	200,000	600,000	0	0	0
Amount to be Provided by General Obligation Bond Issues	13,062,000	17,256,400	5,775,000	4,585,000	13,375,000
TOTAL ESTIMATED RESOURCES	**$22,075,606**	**$40,108,039**	**$13,175,676**	**$12,536,977**	**$21,864,724**
CAPITAL PROJECTS					
Buildings - City	$1,025,155	$7,093,554	$3,321,472	$1,816,610	$7,922,609
Transportation	11,927,451	29,661,485	6,401,204	5,992,367	10,864,115
Economic Development	375,000	500,000	500,000	500,000	1,500,000
Parks and Recreation	7,498,000	1,603,000	1,703,000	2,978,000	1,328,000
Reserves	250,000	250,000	250,000	250,000	250,000
TOTAL PROPOSED PROJECTS	**$21,075,606**	**$39,108,039**	**$12,175,676**	**$11,536,977**	**$21,864,724**

Note: Resources are $1 million more each year through FY 2017 to provide reimbursement for Downtown Development projects appropriated on an accelerated schedule in FY 2012.

GENERAL FUND (CITY CAPITAL PROJECTS FUND) FINANCING PLAN - This summary demonstrates projected expenditure cash flows for each Fiscal Year along with the expected sources of funding.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
RESOURCES					
Pay-As-You-Go General Fund	$3,777,878	$8,047,239	$4,875,844	$5,334,897	$5,778,532
Group Home Reserve	0	400,000	0	0	0
VDOT Highway Maintenance	2,385,728	2,454,400	2,524,832	2,617,080	2,711,192
State Revenue Sharing	2,025,000	1,235,000	740,000	0	0
State/Federal Undetermined	0	2,560,000	6,000,000	3,015,463	0
Other: Contribution from Lynchburg College	200,000	600,000	0	0	0
Amount to be Provided by General Obligation Bond Issues	12,387,000	8,526,600	14,829,800	4,985,000	11,625,000
TOTAL ESTIMATED RESOURCES	**$20,775,606**	**$23,823,239**	**$28,970,476**	**$15,952,440**	**$20,114,724**
CASH FLOW REQUIREMENTS					
Buildings - City	$1,025,155	$3,443,554	$6,321,472	$2,466,610	$5,922,609
Transportation	10,627,451	17,026,685	19,196,004	8,757,830	11,114,115
Economic Development	1,375,000	1,500,000	1,500,000	1,500,000	1,500,000
Parks and Recreation	7,498,000	1,603,000	1,703,000	2,978,000	1,328,000
Reserves	250,000	250,000	250,000	250,000	250,000
TOTAL CASH FLOW REQUIREMENTS	**$20,775,606**	**$23,823,239**	**$28,970,476**	**$15,952,440**	**$20,114,724**

Note: Additional debt financing is not included for FY 2014. Plans for borrowing will be finalized before adoption of the FY 2014 budget.

The Aviary, located in Miller Park, at dusk

Renovated Kemper Street Train Station

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
BUILDINGS - NEW CONSTRUCTION					
Firing Range Training Facility	0	400,000	0	0	0
Source of Funding					
Pay-As-You-Go	0	400,000	0	0	0
Juvenile Services Group Home	0	4,450,000	0	0	0
Source of Funding					
Group Home Reserve	0	400,000	0	0	0
G.O. Bond	0	4,050,000	0	0	0
New Parking Facility	0	0	960,000	350,000	6,000,000
Source of Funding					
G.O. Bond	0	0	960,000	350,000	6,000,000
Total Estimates Submitted FY 2014-2018 CIP	$0	$4,850,000	$960,000	$350,000	$6,000,000
Source of Funding					
Pay-As-You-Go	$0	$400,000	$0	$0	$0
Group Home Reserve	$0	$400,000	$0	$0	$0
G.O. Bond	$0	$4,050,000	$960,000	$350,000	$6,000,000

Funding totals on this schedule may differ from the Financing Plan schedule due to the timing of projects and availability of resources.

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 10/31/12	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$400,000	0	0	$400,000
$4,450,000	1,140,185	0	$5,590,185
$7,310,000	0	0	$7,310,000
$12,160,000			$13,300,185

$400,000
$400,000
$11,360,000
$12,160,000

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
BUILDINGS - MAINTENANCE					
Major Building Repairs and Improvements - City	748,076	1,947,668	1,517,664	1,217,920	1,652,176
Source of Funding					
Pay-As-You-Go	748,076	1,947,668	1,517,664	1,217,920	1,652,176
Monument Terrace Building Improvements	277,079	21,523	678,888	155,148	149,473
Source of Funding					
Pay-As-You-Go	277,079	21,523	678,888	155,148	149,473
Roof Replacement - City	0	274,363	164,920	93,542	120,960
Sources of Funding					
Pay-As-You-Go	0	274,363	164,920	93,542	120,960
Total Estimates Submitted FY 2014-2018 CIP	$1,025,155	$2,243,554	$2,361,472	$1,466,610	$1,922,609
Source of Funding					
Pay-As-You-Go	$1,025,155	$2,243,554	$2,361,472	$1,466,610	$1,922,609

Funding totals on this schedule may differ from the Financing Plan schedule due to the timing of projects and availability of resources.

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 10/31/12	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$7,083,504	**Continuing**	**Continuing**	**$7,083,504**
$1,282,111	**0**	**0**	**$1,282,111**
$653,785	**Continuing**	**Continuing**	**$653,785**
$9,019,400			**$9,019,400**
$9,019,400			

SERVICE AREA
Buildings

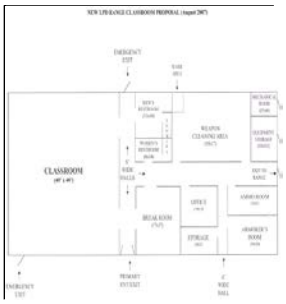
DEPARTMENT
Public Safety - Police

LOCATION
Regional Firing Range

PROJECT TITLE/PROJECT NUMBER
FIRING RANGE TRAINING FACILITY

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project supports essential services



PROJECT DESCRIPTION
Replace the existing training facility at the Firing Range. The existing structure is 30 years old and is in need of major repairs such as HVAC upgrades, insulation, electrical, and plumbing. The new facility will be larger to hold regional classes and be cost effective by minimizing maintenance costs of existing structures.

RELATIONSHIP TO COMPREHENSIVE PLAN
The Comprehensive Plan addresses public facilities. The Firing Range is considered a private facility and is not open to the general public. The current facility is available to other public safety organizations at a per diem rate.

PROJECT MANAGER(S)
Lee Newland, P.E., City Engineer

PROJECT START DATE 07/2014
PROJECT COMPLETION DATE 12/2014

COMPLETION SCHEDULE

Activity	Complete - Quarter
Construction	Q1 - Q2 FY 2015

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Maintenance and utility costs are expected to decrease through a more energy efficient facility.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Construction	0	400,000	0	0	0	**$400,000**
TOTAL	**$0**	**$400,000**	**$0**	**$0**	**$0**	**$400,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$0	$400,000	$0	**$400,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	0	400,000	0	0	0	**$400,000**
TOTAL	**$0**	**$400,000**	**$0**	**$0**	**$0**	**$400,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Buildings	**Public Works**	**1400 Florida Avenue**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
JUVENILE SERVICES GROUP HOME / B0158	**New**

DEPARTMENT PRIORITY

Project supports essential services

PROJECT DESCRIPTION

A Needs Assessment has been completed in compliance with Virginia Department of Juvenile Justice requirements for a new juvenile group home which could provide residential and counseling support services for up to 28 at-risk juveniles. Services are currently split between an existing City-owned and a leased facility. One facility co-located with the existing Juvenile Detention Facility would promote efficient use of personnel and services. A Planning Study and the detailed design will follow pending approval by Council of each phase.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 16, Page 16.6, Goal 2. Leverage investment in public facilities and services to support neighborhood and commercial improvement efforts. Objective 2.A. Facility Access. In planning for existing and new public facilities, explore the feasibility of co-locating facilities or providing multipurpose facilities.

PROJECT MANAGER(S)	**PROJECT START DATE**	11/2010
Dee Dee Conner, P.E., Principal Engineer	**PROJECT COMPLETION DATE**	07/2016

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q4 FY 2015
Construction	Q1 FY 2017

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Cost savings will be realized through consolidated and reduced staffing, and through a more energy efficient facility.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	0	275,000	0	0	0	**$275,000**
Construction	0	4,175,000	0	0	0	**$4,175,000**
TOTAL	**$0**	**$4,450,000**	**$0**	**$0**	**$0**	**$4,450,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2013-2017 APPROPRIATIONS	BEYOND FY 2017 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$1,140,185	$4,450,000	$0	**$5,590,185**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Group Home Reserve	0	400,000	0	0	0	**$400,000**
Local: G.O. Bond	0	400,000	3,500,000	150,000	0	**$4,050,000**
TOTAL	**$0**	**$800,000**	**$3,500,000**	**$150,000**	**$0**	**$4,450,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Building	**Public Works**	**Downtown**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
NEW PARKING FACILITY	**New**

DEPARTMENT PRIORITY

Project supports essential services

City has contractual agreement to continue

Project contributes to generation of new revenue

PROJECT DESCRIPTION

Construction of new multi-level parking structure in the central business district as shown in Downtown Parking Feasibility Plan by Desman Associates.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 14, Page 14.6, Goal 1, Objective 1A 7: Priorities for improvements to the transportation system should be based on safety considerations; existing deficiencies; multimodal and environmental considerations; physical, economic, and policy constraints; contribution to quality urban design; required right-of-way needs; level of service; and appropriate system continuity.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2016
Lee Newland, P.E., City Engineer	**PROJECT COMPLETION DATE**	12/2018

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Land Acquisition/Right-of-Way	Q3 FY 2017
Consultant Engineering	Q4 FY 2017
Construction	Q2 FY 2019

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

$50,000 annually for electrical costs, custodial service, maintenance and repairs per the Desman and Associates feasibility study.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Land Acquisition/Right-of-Way	0	0	0	350,000	0	**$350,000**
Consultant Engineering	0	0	960,000	0	0	**$960,000**
Construction	0	0	0	0	6,000,000	**$6,000,000**
TOTAL	**$0**	**$0**	**$960,000**	**$350,000**	**$6,000,000**	**$7,310,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
$0	$7,310,000	$0	**$7,310,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: G.O. Bond	0	0	460,000	850,000	4,000,000	**$5,310,000**
TOTAL	**$0**	**$0**	**$460,000**	**$850,000**	**$4,000,000**	**$5,310,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Buildings	**Public Works**	**Various Locations**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
MAJOR BUILDING REPAIRS AND IMPROVEMENTS - CITY	**Maintenance**

DEPARTMENT PRIORITY

Project supports essential services

Project Photograph Unavailable

PROJECT DESCRIPTION

Annual program for repair and improvements to City owned buildings. A detailed sub-project list is attached.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 16, Page 16.6, Goal 1: Provide adequate public facilities and services to support the City's long range planning goals and objectives.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Randy Dalton, Construction Coordinator	**PROJECT COMPLETION DATE**	Continuing

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Consultant Engineering	Continuing
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Maintenance and utility costs are expected to decrease through more energy efficient facilities.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Consultant Engineering - City	56,951	175,521	148,639	120,546	170,517	**$672,174**
Construction - City	691,125	1,772,147	1,369,025	1,097,374	1,481,659	**$6,411,330**
TOTAL	**$748,076**	**$1,947,668**	**$1,517,664**	**$1,217,920**	**$1,652,176**	**$7,083,504**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
Continuing	$7,083,504	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: Pay-As-You-Go	748,076	1,947,668	1,517,664	1,217,920	1,652,176	**$7,083,504**
TOTAL	**$748,076**	**$1,947,668**	**$1,517,664**	**$1,217,920**	**$1,652,176**	**$7,083,504**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

Major Building Repairs and Improvements - City

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2014	City Stadium	Replace pole lighting and improve safety cable system	$7,280	$104,000	$111,280
2014	Fire Station #1, 801 Clay Street	Emergency generator	13,712	121,538	135,250
2014	Fire Station #7, 2624 Lakeside Drive	Emergency generator	12,793	112,325	125,118
2014	Incubator Building	Replace heating and air conditioning system	1,950	28,050	30,000
2014	Opportunity House #1	Exterior renovations	0	148,412	148,412
2014	Point of Honor Museum Carriage House	Replace heating and air conditioning system	4,368	36,400	40,768
2014	Public Services Administration Building	Replace emergency generator with larger one	16,848	140,400	157,248
2014	**Sub-totals**		**$56,951**	**$691,125**	**$748,076**

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2015	Buildings and Grounds Maintenance Building	Building reconfigure and repairs	$19,440	$162,000	$181,440
2015	Buildings and Grounds Maintenance Building	Install emergency generator	22,680	189,000	211,680
2015	Circuit Court	Remodel courtrooms A and B	9,450	135,000	144,450
2015	City Hall	Interior wall coverings through-out and paint stairwells	16,441	163,306	179,747
2015	City Hall	Repair and refinish bronze entries at ground and first floors	5,222	34,815	40,037
2015	City Stadium	Replace domestic hot water boiler in Club House	3,780	54,000	57,780
2015	City Wide	Emergency and unscheduled building repairs	56,700	378,000	434,700
2015	City Wide	Upgrade building controls	0	162,000	162,000
2015	Fire Station #3, 4701 Fort Avenue	Emergency generator	12,443	108,233	120,676
2015	Fire Station #7, 2624 Lakeside Drive	Replace fascia and T-11 siding around building	2,073	34,560	36,633
2015	Fire Station #7, 2624 Lakeside Drive	Replace unit heaters	1,890	27,000	28,890
2015	Fire Station #8, 213 Old Graves Mill Road	Emergency generator	12,443	108,233	120,676
2015	Fire Training Building	Replace 5 ton heat pump	1,879	15,660	17,539
2015	Opportunity House #2	Exterior renovations	0	108,000	108,000
2015	Public Safety Building	Replace rooftop heating and air conditioning system units	11,080	92,340	103,420
2015	**Sub-totals**		**$175,521**	**$1,772,147**	**$1,947,668**

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2016	Aviary	Replace interior flooring	$6,115	$50,960	$57,075
2016	Circuit Court	Replace boiler	13,171	109,760	122,931
2016	City Wide	Emergency and unscheduled building repairs	64,680	431,200	495,880
2016	City Wide	Upgrade building controls	0	168,000	168,000
2016	Fairview Heights Recreation Center	Clean and waterproof exterior brick facade	2,442	40,716	43,158
2016	Fire Station #2, 2006 Grace Street	Emergency generator	10,363	86,828	97,191
2016	Fire Station #4, 410 Birch Street	Emergency generator	13,777	120,965	134,742
2016	Incubator Building	Replace heating and air conditioning system	5,488	78,400	83,888
2016	IT Building	Replace 11 Furnaces, air handler units, and condensers	24,136	161,236	185,372
2016	Peaksview Park	Replace waterline up to first bathroom across bridge	3,920	56,000	59,920
2016	Public Safety Building	Paint steel columns and trim	4,547	64,960	69,507
2016	**Sub-totals**		**$148,639**	**$1,369,025**	**$1,517,664**

Major Building Repairs and Improvements - City (continued)

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2017	City Market	Replace air conditioner condenser	$4,088	$27,259	$31,347
2017	City Wide	Emergency and unscheduled building repairs	74,002	493,347	567,349
2017	City Wide	Upgrade building controls	0	174,000	174,000
2017	Fire Station #1, 801 Clay Street	Replace second floor unit heaters	0	44,080	44,080
2017	Fire Station #5, 4800 Boonsboro Road	Emergency generator	13,365	116,250	129,615
2017	Public Services Administration Building	Replace boiler	13,780	114,839	128,619
2017	Stores Building (Old Auto shop)	Reroof and reskin metal building	15,311	127,599	142,910
2017	**Sub-totals**		**$120,546**	**$1,097,374**	**$1,217,920**

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2018	City Gas Pumps	Replace generator	$0	$60,000	$60,000
2018	City Hall	Replace brick pavers at ground floor entry	4,620	66,000	70,620
2018	City Market	Replace steam piping	0	66,000	66,000
2018	City Stadium	Replace heating and air conditioning system in Clubhouse	13,513	92,997	106,510
2018	City Wide	Emergency and unscheduled building repairs	84,209	561,396	645,605
2018	Fire Station #1	Replace motor control center panel	4,872	69,600	74,472
2018	IT Building	Install hydraulic elevator	18,000	150,000	168,000
2018	Jackson Heights Recreation Center	Replace siding and exterior trim	7,488	62,400	69,888
2018	Lynchburg Public Library	Interior lighting improvements for energy efficiency	10,800	90,000	100,800
2018	Lynchburg Public Library	Replace wall covering	11,206	71,832	83,038
2018	Point of Honor	Replace heating and air conditioning system units	1,932	27,600	29,532
2018	Public Works Storage Building	Reroof and reskin metal building	5,040	72,000	77,040
2018	Templeton's Senior Center	Replace rooftop package heating and air conditioning system unit	4,519	30,122	34,641
2018	Visitors' Center	Replace heating and air conditioning system	4,318	61,712	66,030
2018	**Sub-totals**		**$170,517**	**$1,481,659**	**$1,652,176**
Grand Totals			**$672,174**	**$6,411,330**	**$7,083,504**

SERVICE AREA	DEPARTMENT	LOCATION
Buildings	**Public Works**	**901 Church Street**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
MONUMENT TERRACE BUILDING IMPROVEMENTS	**Maintenance**

DEPARTMENT PRIORITY

Project supports essential services

Project Photograph Unavailable

PROJECT DESCRIPTION

Miscellaneous renovations and systems upgrades over a five year period to the Monument Terrace Building that will utilize syndicated Historic Tax Credits to create a cash return to the City on eligible renovation costs.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 16, Page 16.6, Goal 1: Provide adequate public facilities and services to support the City's long range planning goals and objectives.

PROJECT MANAGER(S)	**PROJECT START DATE**	June, 2012
Scott Glass, City Facilities Manager	**PROJECT COMPLETION DATE**	June, 2017

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Architects & Engineers	Q1-Q4 FY 2014 - FY 2018
Construction	Q1-Q4 FY 2014 - FY 2018

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Maintenance and utility costs are expected to decrease through more energy efficient facilities.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	29,687	2,306	74,088	2,030	11,740	**$119,851**
Construction	247,392	19,217	604,800	153,118	137,733	**$1,162,260**
TOTAL	**$277,079**	**$21,523**	**$678,888**	**$155,148**	**$149,473**	**$1,282,111**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$0	$1,282,111	$0	**$1,282,111**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	277,079	21,523	678,888	155,148	149,473	**$1,282,111**
TOTAL	**$277,079**	**$21,523**	**$678,888**	**$155,148**	**$149,473**	**$1,282,111**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

Monument Terrace Building Improvements

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2014	Monument Terrace Building	Replace boiler, boiler stack liner, and cap	$19,079	$158,992	$178,071
2014	Monument Terrace Building	Upgrade building controls	10,608	88,400	99,008
2014	**Sub-Totals**		**$29,687**	**$247,392**	**$277,079**

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2015	Monument Terrace Building	Replace 5 ton A/C condenser	$2,306	$19,217	$21,523
2015	**Sub-Totals**		**$2,306**	**$19,217**	**$21,523**

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2016	Monument Terrace Building	Refurbish windows - energy upgrades	$19,488	$162,400	$181,888
2016	Monument Terrace Building	Replace flat roof area	7,560	50,400	57,960
2016	Monument Terrace Building	Replace large main air handling unit	47,040	392,000	439,040
2016	**Sub-Totals**		**$74,088**	**$604,800**	**$678,888**

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2017	Monument Terrace Building	Clean and repoint exterior façade	$0	$124,119	$124,119
2017	Monument Terrace Building	Upgrade fire alarm system	2,030	28,999	31,029
2017	**Sub-Totals**		**$2,030**	**$153,118**	**$155,148**

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2018	Monument Terrace Building	Rebuild exterior back bridge	$4,600	$65,733	$70,333
2018	Monument Terrace Building	Recommissioning	5,040	42,000	47,040
2018	Monument Terrace Building	Replace courtroom rooftop unit	2,100	30,000	32,100
2018	**Sub-Totals**		**$11,740**	**$137,733**	**$149,473**
Grand Totals			**$119,851**	**$1,162,260**	**$1,282,111**

SERVICE AREA	DEPARTMENT	LOCATION
Buildings	**Public Works**	**Various Locations**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
ROOF REPLACEMENT - CITY	**Maintenance**

DEPARTMENT PRIORITY

Project supports essential services

Project Photograph Unavailable

PROJECT DESCRIPTION

Annual program for repair and replacement of roofs. A detailed sub-project list is attached.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 16, Page 16.6, Goal 1: Provide adequate public facilities and services to support the City's long range planning goals and objectives.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Scott Glass, Facilities Manager	**PROJECT COMPLETION DATE**	Continuing

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Consultant Engineering	Continuing
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

None anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Consultant Engineering	0	34,603	19,320	10,022	12,960	**$76,905**
Construction	0	239,760	145,600	83,520	108,000	**$576,880**
TOTAL	**$0**	**$274,363**	**$164,920**	**$93,542**	**$120,960**	**$653,785**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
Continuing	$653,785	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: Pay-As-You-Go	0	274,363	164,920	93,542	120,960	**$653,785**
TOTAL	**$0**	**$274,363**	**$164,920**	**$93,542**	**$120,960**	**$653,785**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

Roof Replacement - City

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2015	Carter Glass Building	Roof maintenance/replacement	$5,443	$45,360	$50,803
2015	City Wide	Emergency roof repairs	8,100	54,000	62,100
2015	Emergency Communications Building	Replace roof	14,580	97,200	111,780
2015	Miller Park Restrooms	Replace roof	6,480	43,200	49,680
2015	**Sub-Totals**		**$34,603**	**$239,760**	**$274,363**

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2016	City Wide	Emergency roof repairs	$5,880	$39,200	$45,080
2016	Miller Park Concessions	Replace roof	0	16,800	16,800
2016	Public Services Administration Building	Roof maintenance	5,880	39,200	45,080
2016	Templeton Senior Center	Replace roof	7,560	50,400	57,960
2016	**Sub-Totals**		**$19,320**	**$145,600**	**$164,920**

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2017	Fire Station #7	Replace central roof	$10,022	$83,520	$93,542
2017	**Sub-Totals**		**$10,022**	**$83,520**	**$93,542**

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2018	Fire Station #5	Roof maintenance	$3,168	$26,400	$29,568
2018	Public Safety Building	Roof maintenance	6,192	51,600	57,792
2018	Visitor's Center	Roof maintenance	3,600	30,000	33,600
2018	**Sub-Totals**		**$12,960**	**$108,000**	**$120,960**

Grand Totals			**$76,905**	**$576,880**	**$653,785**

Human Services Administration Building

Interior and Exterior Views of the Greater Lynchburg Transit Company's Trolley, a Replica of an Original Streetcar

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
TRANSPORTATION - NEW CONSTRUCTION					
College Lake Dam Improvements	500,000	9,500,000	0	0	0
Source of Funding					
G.O. Bond	500,000	9,500,000	0	0	0
Fifth Street Streetscape Improvements Phase III	700,000	0	0	0	0
Source of Funding					
G.O. Bond	700,000	0	0	0	0
Greenview Drive Phase II	1,700,000	10,000,000	0	0	0
Source of Funding					
G.O. Bond	850,000	0	0	0	0
State Revenue Sharing	850,000	0	0	0	0
State/Federal Undetermined	0	10,000,000	0	0	0
Lakeside Drive/College Street Intersection Improvements	400,000	1,200,000	0	0	0
Source of Funding					
State Revenue Sharing	200,000	600,000	0	0	0
Contribution from Lynchburg College	200,000	600,000	0	0	0
Odd Fellows Road Improvements	0	0	600,000	1,350,000	4,550,000
Source of Funding					
G.O. Bond	0	0	600,000	1,350,000	4,550,000
Public Transit Improvements (GLTC)	427,723	2,950,685	61,372	740,287	777,923
Source of Funding					
Pay-As-You-Go	427,723	2,950,685	61,372	740,287	777,923
Timberlake Road @ Logans Lane/Wards Ferry Road	1,500,000	1,764,800	0	0	0
Source of Funding					
G.O. Bond	750,000	1,014,800	0	0	0
State Revenue Sharing	750,000	750,000	0	0	0
Wards Ferry/Harvard Intersection Improvements	0	0	0	300,000	800,000
Source of Funding					
G.O. Bond	0	0	0	300,000	800,000
Wards Road/Harvard Improvements	200,000	400,000	800,000	0	0
Source of Funding					
G.O. Bond	200,000	400,000	800,000	0	0
Wards Road Pedestrian and Bicycle Improvements Phase III	500,000	300,000	0	0	0
Source of Funding					
G.O. Bond	500,000	300,000	0	0	0
Total Estimates Submitted FY 2014-2018 CIP	$5,927,723	$26,115,485	$1,461,372	$2,390,287	$6,127,923
Source of Funding					
G.O. Bond	$3,500,000	$11,214,800	$1,400,000	$1,650,000	$5,350,000
Pay-As-You-Go	$427,723	$2,950,685	$61,372	$740,287	$777,923
Contribution from Lynchburg College	$200,000	$600,000	$0	$0	$0
State/Federal Undetermined	$0	$10,000,000	$0	$0	$0
State Revenue Sharing	$1,800,000	$1,350,000	$0	$0	$0

Funding totals on this schedule may differ from the Financing Plan schedule due to the timing of projects and availability of resources.

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 10/31/12	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$10,000,000	0	0	$10,000,000
$700,000	1,955,000	0	$2,655,000
$11,700,000	2,245,501	0	$13,945,501
$1,600,000	0	0	$1,600,000
$6,500,000	0	0	$6,500,000
$4,957,990	Continuing	Continuing	$4,957,990
$3,264,800	500,000	0	$3,764,800
$1,100,000	0	0	$1,100,000
$1,400,000	0	0	$1,400,000
$800,000	2,808,020	0	$3,608,020
$42,022,790			$49,531,311

$23,114,800
$4,957,990
$800,000
$10,000,000
$3,150,000
$42,022,790

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
TRANSPORTATION - MAINTENANCE					
Bridge Maintenance	325,000	330,000	335,000	360,000	380,000
Source of Funding					
Highway Maintenance	325,000	330,000	335,000	360,000	380,000
Culvert Replacement Program	545,000	0	600,000	0	660,000
Source of Funding					
G.O. Bond	545,000	0	600,000	0	660,000
General Retaining Wall Replacement/Repair Program	300,000	50,000	350,000	50,000	400,000
Source of Funding					
G.O. Bond	300,000	50,000	350,000	50,000	400,000
General Street Improvements	680,000	705,000	710,000	730,000	750,000
Source of Funding					
G.O. Bond	680,000	705,000	710,000	730,000	750,000
Main Street Bridge Over Expressway	1,700,000	0	0	0	0
Source of Funding					
G.O. Bond	850,000	0	0	0	0
State Revenue Sharing	850,000	0	0	0	0
Odd Fellows Road Bridge Over N&S Railroad	0	140,000	550,000	0	0
Source of Funding					
G.O. Bond	0	140,000	550,000	0	0
Public Works Infrastructure Improvements	202,000	0	0	0	0
Source of Funding					
Pay-As-You-Go	202,000	0	0	0	0
Storm Drainage System Repairs/Replacement	105,000	110,000	115,000	120,000	130,000
Source of Funding					
Highway Maintenance	105,000	110,000	115,000	120,000	130,000
Street Overlay Program	1,955,728	2,014,400	2,074,832	2,137,080	2,201,192
Source of Funding					
Highway Maintenance	1,955,728	2,014,400	2,074,832	2,137,080	2,201,192
Traffic Signal Repair and Replacement Program	187,000	196,600	205,000	205,000	215,000
Source of Funding					
G.O. Bond	187,000	196,600	205,000	205,000	215,000
Total Estimates Submitted FY 2014-2018 CIP	$5,999,728	$3,546,000	$4,939,832	$3,602,080	$4,736,192
Source of Funding					
G.O. Bond	$2,562,000	$1,091,600	$2,415,000	$985,000	$2,025,000
Pay-As-You-Go	$202,000	$0	$0	$0	$0
State Revenue Sharing	$850,000	$0	$0	$0	$0
Highway Maintenance	$2,385,728	$2,454,400	$2,524,832	$2,617,080	$2,711,192

Funding totals on this schedule may differ from the Financing Plan schedule due to the timing of projects and availability of resources.

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 10/31/12	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$1,730,000	Continuing	Continuing	$1,730,000
$1,805,000	Continuing	Continuing	$1,805,000
$1,150,000	Continuing	Continuing	$1,150,000
$3,575,000	Continuing	Continuing	$3,575,000
$1,700,000	90,000	0	$1,790,000
$690,000	0	0	$690,000
$202,000	0	0	$202,000
$580,000	Continuing	Continuing	$580,000
$10,383,232	Continuing	Continuing	$10,383,232
$1,008,600	Continuing	Continuing	$1,008,600
$22,823,832			$22,913,832

$9,078,600
$202,000
$850,000
$12,693,232
$22,823,832

SERVICE AREA
Transportation

DEPARTMENT
Water Resources

LOCATION
College Lake/Lakeside Drive

PROJECT TITLE/PROJECT NUMBER
COLLEGE LAKE DAM IMPROVEMENTS

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project has a legal or regulatory mandate

PROJECT DESCRIPTION

The City is responsible for the long-term management of the College Lake Dam and in meeting all applicable state dam safety requirements. To meet these regulations, the Dam must be modified.

RELATIONSHIP TO COMPREHENSIVE PLAN

The Comprehensive Plan recognizes the need for the City to "review and study dam break inundation zones and potential impacts to downstream properties (p. 12.3). As a result of these studies significant modifications are required to be made to the College Lake dam. The Plan also places importance on providing "citizens...with safe, efficient, effective and well-planned transportation systems...while preserving the integrity and character of natural areas (p. 14.1).

PROJECT MANAGER(S)
Steve Shenk P.E.- Water Resources Engineer

PROJECT START DATE 07/2013
PROJECT COMPLETION DATE 06/2016

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q4 FY 2014
Construction	Q4 FY 2016

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Slight increase in cost per year for inspections & routine maintenance. Current staffing levels are sufficient for these activities.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	500,000	0	0	0	0	**$500,000**
Construction	0	9,500,000	0	0	0	**$9,500,000**
TOTAL	**$500,000**	**$9,500,000**	**$0**	**$0**	**$0**	**$10,000,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$0	$10,000,000	$0	**$10,000,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: G.O. Bond	500,000	4,750,000	4,750,000	0	0	**$10,000,000**
TOTAL	**$500,000**	**$4,750,000**	**$4,750,000**	**$0**	**$0**	**$10,000,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Phase III - Fifth St. between Jackson St. & Park Ave.**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
FIFTH STREET STREETSCAPE IMPROVEMENTS PHASE III / T0186	**New**

DEPARTMENT PRIORITY

Project contributes to generation of new revenue and also has a water/sewer capital project component.

PROJECT DESCRIPTION

This project would complete the Fifth Street streetscape improvements as recommended by the Fifth Street Master Plan. Phase I of the plan was completed in September 2009. Phase II started in Fall 2011 and will include sidewalk and landscaping improvements from Harrison Street to Main Street. Phase III will include sidewalk and landscaping improvements from Jackson Street to Park Avenue. Overhead utilities will be consolidated to one side of the street for all phases. Engineering Design is complete for the streetscape improvements. The streetscape improvements are a part of a more significant capital water/sewer project that will include installation of new raw and domestic water lines; sewer rehabilitation and separated storm lines. The Water Resources projects will extend from the College Hill Water Plant to Main Street.[1]

RELATIONSHIP TO COMPREHENSIVE PLAN

The Fifth Street Master Plan was adopted by the City Council on May 23, 2006 as part of the City's Comprehensive Plan 2002-2020.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2013
Lee Newland, P.E., City Engineer	**PROJECT COMPLETION DATE**	05/2014
Tom Martin, AICP, City Planner		

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Construction	Q4 FY 2014

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Streetlights, ($6,000) Landscaping Maintenance, ($1,500).

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Construction	700,000	0	0	0	0	**$700,000**
TOTAL	**$700,000**	**$0**	**$0**	**$0**	**$0**	**$700,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014 - 2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
$5,430,669 [2]	$1,900,000 [3]	$0	**$7,030,669**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: G.O. Bonds	700,000	0	0	0	0	**$700,000**
TOTAL	**$700,000**	**$0**	**$0**	**$0**	**$0**	**$700,000**

SOURCES OF PROJECT FUNDING FY 2014- 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0 OTHER = 0%

[1] Funding for Phase III Water Resources project will be from Water Distribution Improvements and CSO Capital Funds in FY 2014= $1,000,000

[2] Prior Appropriations - (Phase I) $1,033,359 City Capital Projects Fund + $70,000 CDBG + $387,768 Water + $154,082 Sewer + (Phase II) $921,641 City Capital Projects Fund + $100,000 CDBG + $1,915,653 Water + $848,166 Sewer = $5,430,669.

[3] $900,000 Phase III Streetscape ($700,000 G.O. Bonds + $100,000 FY 2013 CDBG + $100,000 FY 2014 CDBG) + $1,000,000 (Estimated) FY 2013 Phase III Water Resources project = $1,900,000.

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Greenview Drive**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
GREENVIEW DRIVE PHASE II / T0126	**New**

DEPARTMENT PRIORITY

Project has state and federal funding

Project supports essential services

PROJECT DESCRIPTION

Improve traffic conditions on Greenview Drive from the City limits to existing 4-lane. This project also includes improving the intersection of Leesville Road and Greenview Drive. This project supports additional traffic from the Wards Crossing West and Cornerstone projects. Phase II is from Hermitage Road through the intersection with Leesville Road.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 14, Page 14.6, Goal 1, Objective 1A 7: Priorities for improvements to the transportation system should be based on safety considerations; existing deficiencies; multimodal and environmental considerations; physical, economic, and policy constraints; contribution to quality urban design; required right-of-way needs; level of service; and appropriate system continuity.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2013
John P. Morris, P.E.	**PROJECT COMPLETION DATE**	12/2016
Engineering Project Manager		

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Land/ROW	Q2 FY 2015
Consultant Engineering	Q2 FY 2015
Construction	Q2 FY 2017

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Will have two additional lanes and one signal to maintain.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Land/Right-of-Way	1,700,000	0	0	0	0	**$1,700,000**
Construction	0	10,000,000	0	0	0	**$10,000,000**
TOTAL	**$1,700,000**	**$10,000,000**	**$0**	**$0**	**$0**	**$11,700,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
$2,245,501	$11,700,000	$0	**$13,945,501**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: G.O. Bond	750,000	100,000	0	0	0	**$850,000**
State: Revenue Sharing	750,000	100,000	0	0	0	**$850,000**
State/Federal: Undetermined Source**	0	2,560,000	6,000,000	3,015,463	0	**$11,575,463**
TOTAL	**$1,500,000**	**$2,760,000**	**$6,000,000**	**$3,015,463**	**$0**	**$13,275,463**

SOURCES OF PROJECT FUNDING FY 2014- 2018 (%): LOCAL = 6% STATE = 94% FEDERAL = 0% OTHER = 0%

* Application submitted to VDOT for State Revenue Sharing Program funds.

** Funding Source for construction phase has not been determined - currently exploring options with VDOT.

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Lakeside Drive**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
LAKESIDE DRIVE/COLLEGE STREET INTERSECTION IMPROVEMENTS	**New**

DEPARTMENT PRIORITY

Project supports essential services

Project has state and federal funding

PROJECT DESCRIPTION

Construction of a roundabout with pedestrian improvements to replace traffic signal.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 14, Page 14.6, Goal 1, Objective 1A 7: Priorities for improvements to the transportation system should be based on safety considerations; existing deficiencies; multimodal and environmental considerations; physical, economic, and policy constraints; contribution to quality urban design; required right-of-way needs; level of service; and appropriate system continuity.

PROJECT MANAGER(S)	**PROJECT START DATE**	08/2013
Lee Newland, P.E., City Engineer	**PROJECT COMPLETION DATE**	10/2015

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Land Acquisition/Right-of-Way	Q4 FY 2014
Consultant Engineering	Q3 FY 2014
Construction	Q2 FY 2016

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Minimal decrease in electricity due to one less signal to maintain, and an increase in mowing costs.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Land Acquisition/Right-of-Way	240,000	0	0	0	0	**$240,000**
Consultant Engineering	160,000	0	0	0	0	**$160,000**
Construction	0	1,200,000	0	0	0	**$1,200,000**
TOTAL	**$400,000**	**$1,200,000**	**$0**	**$0**	**$0**	**$1,600,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
$0	$1,600,000	$0	**$1,600,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
State: Revenue Sharing *	200,000	600,000	0	0	0	**$800,000**
Other: Contribution from Lynchburg College	200,000	600,000	0	0	0	**$800,000**
TOTAL	**$400,000**	**$1,200,000**	**$0**	**$0**	**$0**	**$1,600,000**

SOURCES OF PROJECT FUNDING FY 2014- 2018 (%): LOCAL = 0% STATE = 50% FEDERAL = 0% OTHER = 50%

* Application submitted to VDOT for State Revenue Sharing Program funds.

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Odd Fellows Road**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
ODD FELLOWS ROAD IMPROVEMENTS	**New**

DEPARTMENT PRIORITY

Project has state and federal funding

PROJECT DESCRIPTION

This project improves Odd Fellows Road from the state constructed interchange on route 460 to the Lynchburg Expressway. Improvements are required due to significantly increased traffic including trucks from new interchange. Improvements include widening, intersection improvements, pedestrian and bike facilities, and wider bridge over railroad.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 14, Page 14.6, Goal 1, Objective 1A 7: Priorities for improvements to the transportation system should be based on safety considerations; existing deficiencies; multimodal and environmental considerations; physical, economic, and policy constraints; contribution to quality urban design; required right-of-way needs; level of service; and appropriate system continuity.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2015
Lee Newland, P.E., City Engineer	**PROJECT COMPLETION DATE**	12/2018

COMPLETION SCHEDULE

Activity	Complete - Quarter
Land/Right-of-Way	Q3 FY 2017
Consultant Engineering	Q4 FY 2016
Construction	Q2 FY 2018

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Minimal impacts due to width and additional amenities.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Land/Right-of-Way	0	0	100,000	900,000	0	**$1,000,000**
Consultant Engineering	0	0	500,000	0	0	**$500,000**
Construction	0	0	0	450,000	4,550,000	**$5,000,000**
TOTAL	**$0**	**$0**	**$600,000**	**$1,350,000**	**$4,550,000**	**$6,500,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$0	$6,500,000	$0	**$6,500,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: G.O. Bond	0	0	400,000	1,200,000	4,900,000	**$6,500,000**
TOTAL	**$0**	**$0**	**$400,000**	**$1,200,000**	**$4,900,000**	**$6,500,000**

SOURCES OF PROJECT FUNDING FY 2014- 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Greater Lynchburg Transit Company (GLTC)**	**1301 Kemper Street**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
PUBLIC TRANSIT IMPROVEMENTS (GLTC)	**New**

DEPARTMENT PRIORITY

Project has State and federal funding

Project supports essential services

Project represents additional essential services

PROJECT DESCRIPTION

The Public Transit capital budget includes costs for bus maintenance/operations facility design/construction management, construction, bus maintenance/replacement/expansion, bus shelter pads and installation, and one staff vehicle replacements, and requires a 10% city match. A detailed sub-project list is attached.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 14, Page 14.5, Goal 1: Provide citizens of Lynchburg with safe, efficient and well-planned transportation systems and facilities that enhance economic development and redevelopment opportunities.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Karen Walton, General Manager	**PROJECT COMPLETION DATE**	Continuing

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Consultant Engineering	Continuing
Construction	Continuing
Miscellaneous	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Failure to fund timely upgrade of facilities and equipment will increase operating costs, degrade service delivery and safety, and forfeit $2.78 million of federal and state funds.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	**FY2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Consultant Engineering	2,800,000	0	0	0	0	**$2,800,000**
Construction	108,240	28,055,571	57,055	175,744	0	**$28,396,610**
Miscellaneous	1,368,990	1,451,285	556,666	7,227,124	7,779,225	**$18,383,290**
TOTAL	**$4,277,230**	**$29,506,856**	**$613,721**	**$7,402,868**	**$7,779,225**	**$49,579,900**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
Continuing	$49,579,900	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Federal and State Grants	3,849,507	26,556,171	552,349	6,662,581	7,001,302	**$44,621,910**
Local: Pay-As-You-Go	427,723	2,950,685	61,372	740,287	777,923	**$4,957,990**
TOTAL	**$4,277,230**	**$29,506,856**	**$613,721**	**$7,402,868**	**$7,779,225**	**$49,579,900**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 10% STATE = 10% FEDERAL = 80% OTHER = 0%

Public Transit Improvements (GLTC)

Fiscal Year	Sub-Project	Consultant Engineering	Construction	Miscellaneous	Annual Total
2014	Bus maintenance/operations facility design /construction management	$2,800,000	$0	$0	$2,800,000
2014	Bus powertrain replacements	0	0	602,498	602,498
2014	5 paratransit buses (4 replacements, 1 expansion)	0	0	729,992	729,992
2014	Bus shelter pads/installation	0	108,240	0	108,240
2014	Staff vehicle replacement (1)	0	0	36,500	36,500
2014	**Sub-totals**	**$2,800,000**	**$108,240**	**$1,368,990**	**$4,277,230**
2015	Bus powertrain replacements	$0	$0	$262,498	$262,498
2015	7 paratransit buses (replacement)	0	0	1,062,868	1,062,868
2015	Bus maintenance/operations facility construction	0	28,000,000	0	28,000,000
2015	Bus shelter pads/installation	0	55,571	0	55,571
2015	Staff vehicle replacement (2)	0	0	75,919	75,919
2015	Bus maintenance tools	0	0	50,000	50,000
2015	**Sub-totals**	**$0**	**$28,055,571**	**$1,451,285**	**$29,506,856**
2016	Bus powertrain replacements	$0	$0	$269,798	$269,798
2016	1 paratransit bus (expansion)	0	0	157,912	157,912
2016	Staff vehicle replacement (2)	0	0	78,956	78,956
2016	Bus shelter pads/installation	0	57,055	0	57,055
2016	Bus maintenance tools	0	0	50,000	50,000
2016	**Sub-totals**	**$0**	**$57,055**	**$556,666**	**$613,721**
2017	Bus powertrain replacements	$0	$0	$278,013	$278,013
2017	Bus maintenance tools	0	0	51,526	51,526
2017	2 paratransit buses (expansion)	0	0	328,457	328,457
2017	8 Heavy-duty expansion hybrid expansion bus	0	0	6,569,128	6,569,128
2017	Bus shelter pads/installation	0	175,744	0	175,744
2017	**Sub-totals**	**$0**	**$175,744**	**$7,227,124**	**$7,402,868**
2018	Heavy duty bus	$0	$0	$5,977,910	$5,977,910
2018	Medium duty bus	0	0	1,195,582	1,195,582
2018	Support vehicles	0	0	85,399	85,399
2018	Passenger stop amenities	0	0	180,445	180,445
2018	Associated capital (tools, equipment, parts)	0	0	339,889	339,889
2018	**Sub-totals**	**$0**	**$0**	**$7,779,225**	**$7,779,225**
Grand Totals		**$2,800,000**	**$28,396,610**	**$18,383,290**	**$49,579,900**

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Timberlake Road from Expressway to Leesville Road**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
TIMBERLAKE ROAD AT LOGANS LANE/WARDS FERRY ROAD / T0210	**New**

DEPARTMENT PRIORITY

Project supports essential services

PROJECT DESCRIPTION

Improve traffic conditions on Timberlake Road and Wards Ferry Road between the Expressway and Leesville Road by realigning traffic patterns. This is a needed improvement due to traffic congestion (queuing) on the ramps and close to the main travel lane of the Expressway. The queuing is causing potentially unsafe conditions.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 14, Page 14.6, Goal 1, Objective 1A 7: Priorities for improvements to the transportation system should be based on safety considerations; existing deficiencies; multimodal and environmental considerations; physical, economic, and policy constraints; contribution to quality urban design; required right-of-way needs; level of service; and appropriate system continuity.

PROJECT MANAGER(S)	**PROJECT START DATE**	12/2012
Donald DeBerry, P.E., City Traffic Engineer	**PROJECT COMPLETION DATE**	06/2016

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Land Acquisition/Right-of-Way	Q2 FY 2015
Consultant Engineering	Q2 FY 2014
Construction	Q4 FY 2016

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

One less traffic signal to maintain.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Land Acquisition/Right-of-Way	570,000	0	0	0	0	**$570,000**
Construction	930,000	1,764,800	0	0	0	**$2,694,800**
TOTAL	**$1,500,000**	**$1,764,800**	**$0**	**$0**	**$0**	**$3,264,800**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
$500,000	$3,264,800	$0	**$3,764,800**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: G.O. Bond	225,000	535,000	1,504,800	0	0	**$2,264,800**
State: Revenue Sharing *	225,000	535,000	740,000	0	0	**$1,500,000**
TOTAL	**$450,000**	**$1,070,000**	**$2,244,800**	**$0**	**$0**	**$3,764,800**

SOURCES OF PROJECT FUNDING FY 2014- 2018 (%): LOCAL = 60% STATE = 40% FEDERAL = 0% OTHER = 0%

* An application has been submitted to VDOT for State Revenue Sharing Program funds.

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Wards Ferry Road**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
WARDS FERRY/HARVARD INTERSECTION IMPROVEMENTS	**New**

DEPARTMENT PRIORITY

Project supports essential services

PROJECT DESCRIPTION

Add turn lanes and widen roads to improve safety with a roundabout or traffic signal.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 14, Page 14.6, Goal 1, Objective 1A 7: Priorities for improvements to the transportation system should be based on safety considerations; existing deficiencies; multimodal and environmental considerations; physical, economic, and policy constraints; contribution to quality urban design; required right-of-way needs; level of service; and appropriate system continuity.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2017
Lee Newland, P.E., City Engineer	**PROJECT COMPLETION DATE**	12/2018

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Land Acquisition/Right-of-Way	Q2 FY 2016
Consultant Engineering	Q4 FY 2017
Construction	Q2 FY 2019

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

One less traffic signal to maintain.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Land Acquisition/Right-of-Way	0	0	0	150,000	0	**$150,000**
Consultant Engineering	0	0	0	150,000	0	**$150,000**
Construction	0	0	0	0	800,000	**$800,000**
TOTAL	**$0**	**$0**	**$0**	**$300,000**	**$800,000**	**$1,100,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
$0	$1,100,000	$0	**$1,100,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: G.O. Bond	0	0	0	200,000	700,000	**$900,000**
TOTAL	**$0**	**$0**	**$0**	**$200,000**	**$700,000**	**$900,000**

SOURCES OF PROJECT FUNDING FY 2014- 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Wards Road**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
WARDS ROAD/HARVARD IMPROVEMENTS	**New**

DEPARTMENT PRIORITY

Project supports essential services

Project contributes to generation of new revenue

PROJECT DESCRIPTION

Replace existing span wire signal, realign roadway to proposed vehicular tunnel, and add turn lanes for safety and efficiency.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 14, Page 14.6, Goal 1, Objective 1A 7: Priorities for improvements to the transportation system should be based on safety considerations; existing deficiencies; multimodal and environmental considerations; physical, economic, and policy constraints; contribution to quality urban design; required right-of-way needs; level of service; and appropriate system continuity.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2015
Donald DeBerry, P.E., City Traffic Engineer	**PROJECT COMPLETION DATE**	12/2018

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Land Acquisition/Right-of-Way	Q4 FY 2015
Consultant Engineering	Q2 FY 2014
Construction	Q4 FY 2016

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

None anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Land Acquisition/Right-of-Way	0	400,000	0	0	0	**$400,000**
Consultant Engineering	200,000	0	0	0	0	**$200,000**
Construction	0	0	800,000	0	0	**$800,000**
TOTAL	**$200,000**	**$400,000**	**$800,000**	**$0**	**$0**	**$1,400,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
$0	$1,400,000	$0	**$1,400,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: G.O. Bond	150,000	450,000	800,000	0	0	**$1,400,000**
TOTAL	**$150,000**	**$450,000**	**$800,000**	**$0**	**$0**	**$1,400,000**

SOURCES OF PROJECT FUNDING FY 2014- 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Wards Road**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
WARDS ROAD PEDESTRIAN and BICYCLE IMPROVEMENTS PHASE III / T0166	**New**

DEPARTMENT PRIORITY

Project required to support important but not essential services.

Project contributes to generation of new revenue

PROJECT DESCRIPTION

The catalyst for this project is a pedestrian and bicycle tunnel connecting Liberty University to Wards Road. The improvements will provide for safety while improving student access to businesses which could result in increased sales and meals tax revenues. The improvements will occur in three phases; Phase I, pedestrian crossing complete - $2,052,420. Phase II, greenway trail and pedestrian crossings - $755,600. Phase III, multi-use trail - $800,000.

RELATIONSHIP TO COMPREHENSIVE PLAN

The Wards Road Pedestrian and Bicycle Concept plan was adopted as part of the City's *Comprehensive Plan 2002-2020* by City Council on September 8, 2009.

PROJECT MANAGER(S)	**PROJECT START DATE**	11/2009
Lee Newland, P.E., City Engineer	**PROJECT COMPLETION DATE**	06/2015

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Consultant Engineering	Continuing
Construction	Q4 FY 2015

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Annual streetlight operating cost, ($6,000) and landscaping maintenance, ($3,000).

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Consultant Engineering	50,000	0	0	0	0	**$50,000**
Construction	450,000	300,000	0	0	0	**$750,000**
TOTAL	**$500,000**	**$300,000**	**$0**	**$0**	**$0**	**$800,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
$2,808,020	$800,000	$0	**$3,608,020**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: G.O. Bonds	500,000	300,000	0	0	0	**$800,000**
TOTAL	**$500,000**	**$300,000**	**$0**	**$0**	**$0**	**$800,000**

SOURCES OF PROJECT FUNDING FY 2014- 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Various**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
BRIDGE MAINTENANCE / TB001	**Maintenance**

DEPARTMENT PRIORITY

Project has a legal or regulatory mandate

Project has State and federal funding

Project supports essential services

PROJECT DESCRIPTION

Annual cleaning of seventy bridges, repairs to expansion joints, annual consultant bridge safety inspections and other minor maintenance.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 14, Page 14.9, Goal 3: Commit adequate resources to the operation and maintenance of existing and future transportation facilities.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Charles Grant, Construction Manager	**PROJECT COMPLETION DATE**	Continuing

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Consultant Engineering	Continuing
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

None anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Consultant Engineering	55,000	55,000	55,000	60,000	60,000	**$285,000**
Construction	270,000	275,000	280,000	300,000	320,000	**$1,445,000**
TOTAL	**$325,000**	**$330,000**	**$335,000**	**$360,000**	**$380,000**	**$1,730,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
Continuing	$1,730,000	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Other: Highway Maintenance	325,000	330,000	335,000	360,000	380,000	**$1,730,000**
TOTAL	**$325,000**	**$330,000**	**$335,000**	**$360,000**	**$380,000**	**$1,730,000**

SOURCES OF PROJECT FUNDING FY 2014- 2018 (%): LOCAL = 0% STATE = 100% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Various**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
CULVERT REPLACEMENT PROGRAM / T0047	**Maintenance**

DEPARTMENT PRIORITY

Project supports essential services

PROJECT DESCRIPTION

Managed program to replace and maintain over 100 City culverts. Westview Drive is the next major culvert scheduled for replacement.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 14, Page 14.9, Goal 3: Commit adequate resources to the operation and maintenance of existing and future transportation facilities.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
DeeDee Conner, P.E., Principal Engineer	**PROJECT COMPLETION DATE**	Continuing

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Consultant Engineering	Continuing
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Maintenance and operating costs will be reduced.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Consultant Engineering	45,000	0	50,000	0	60,000	**$155,000**
Construction	500,000	0	550,000	0	600,000	**$1,650,000**
TOTAL	**$545,000**	**$0**	**$600,000**	**$0**	**$660,000**	**$1,805,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
Continuing	$1,805,000	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: G.O. Bond	545,000	0	600,000	0	660,000	**$1,805,000**
TOTAL	**$545,000**	**$0**	**$600,000**	**$0**	**$660,000**	**$1,805,000**

SOURCES OF PROJECT FUNDING FY 2014- 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Various Retaining Walls Throughout the City**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
GENERAL RETAINING WALL REPLACEMENT/REPAIR PROGRAM / T0093	**Maintenance**

DEPARTMENT PRIORITY

Project supports essential services

PROJECT DESCRIPTION

Existing retaining walls located throughout the City require replacement or repair as an ongoing program in order to maintain safe public spaces. FY 2014, FY 2016 and FY 2018 are for construction of walls designed and engineered in FY 2015, and FY 2017, respectively. FY 2014 work will repair the Biggers Lot wall.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 14, Page 14.9, Goal 3, Objective 3.A: As part of the development and update process for the City Transportation Master Plan, evaluate the condition of the existing transportation facilities and make appropriate recommendations for addressing needs.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
DeeDee Conner, P.E., Principal Engineer	**PROJECT COMPLETION DATE**	Continuing

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Consultant Engineering	Continuing
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

There will be no net impact to the overall operating budget. This project involves the repair/replacement of property that is already owned by the City.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Consultant Engineering	0	50,000	0	50,000	0	**$100,000**
Construction	300,000	0	350,000	0	400,000	**$1,050,000**
TOTAL	**$300,000**	**$50,000**	**$350,000**	**$50,000**	**$400,000**	**$1,150,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014 - 2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
Continuing	$1,150,000	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: G.O. Bond	300,000	50,000	350,000	50,000	400,000	**$1,150,000**
TOTAL	**$300,000**	**$50,000**	**$350,000**	**$50,000**	**$400,000**	**$1,150,000**

SOURCES OF PROJECT FUNDING FY 2014- 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Various Sites**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
GENERAL STREET IMPROVEMENTS / T0002	**Maintenance**

DEPARTMENT PRIORITY

Project supports essential services

PROJECT DESCRIPTION

Curb, gutter and sidewalk petitions, annual contractual improvements, subdivisions and storm sewer improvements, street improvements and signalization.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 14, Page 14.7, Goal 1, Objective 1B, 3a: Continue to use data to allocate CIP funds for projects to improve safety.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Lee Newland, P.E., City Engineer	**PROJECT COMPLETION DATE**	Continuing

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Consultant Engineering	Continuing
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Possible increase in lane mileage, subsequently increasing maintenance costs and State highway maintenance reimbursement. Possible increase in curb and gutter, number of signals, and square yards of sidewalk, subsequently increasing maintenance.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Consultant Engineering	30,000	30,000	35,000	35,000	40,000	**$170,000**
Construction	650,000	675,000	675,000	695,000	710,000	**$3,405,000**
TOTAL	**$680,000**	**$705,000**	**$710,000**	**$730,000**	**$750,000**	**$3,575,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
Continuing	$3,575,000	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: G.O. Bond	680,000	705,000	710,000	730,000	750,000	**$3,575,000**
TOTAL	**$680,000**	**$705,000**	**$710,000**	**$730,000**	**$750,000**	**$3,575,000**

SOURCES OF PROJECT FUNDING FY 2014- 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Main Street over Expressway**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
MAIN STREET BRIDGE OVER EXPRESSWAY / TB033	**Maintenance**

DEPARTMENT PRIORITY

Project has a legal or regulatory mandate

Project supports essential services

PROJECT DESCRIPTION

Perform additional evaluation of the bridge to determine the extent of needed repairs resulting from an unreported vehicle strike in FY 2009. Bridge has been evaluated and indications are that repairs are necessary. Upon completion of the evaluation, construction will begin in FY 2014.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 14, Page 14.9, Goal 3: Commit adequate resources to the operation and maintenance of existing and future transportation facilities.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2012
Charles Grant, Construction Manager	**PROJECT COMPLETION DATE**	06/2014

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Consultant Engineering	Q4 FY 2013
Construction	Q4 FY 2014

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

None anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Construction	1,700,000	0	0	0	0	**$1,700,000**
TOTAL	**$1,700,000**	**$0**	**$0**	**$0**	**$0**	**$1,700,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
$90,000	$1,700,000	$0	**$1,790,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: G.O. Bond	850,000	0	0	0	0	**$850,000**
State: Revenue Sharing *	850,000	0	0	0	0	**$850,000**
TOTAL	**$1,700,000**	**$0**	**$0**	**$0**	**$0**	**$1,700,000**

SOURCES OF PROJECT FUNDING FY 2014- 2018 (%): LOCAL = 50% STATE = 50% FEDERAL = 0% OTHER = 0%

* An application has been submitted to VDOT for State Revenue Sharing Program funds.

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Odd Fellows Road over N&S Railroad**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
ODD FELLOWS ROAD BRIDGE OVER N&S RAILROAD *	**Maintenance**

DEPARTMENT PRIORITY

Project has a legal or regulatory mandate

Project supports essential services

PROJECT DESCRIPTION

Perform evaluation of the bridge to determine the extent of needed repairs. Upon completion of the evaluation, construction will begin in FY 2016.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 14, Page 14.9, Goal 3: Commit adequate resources to the operation and maintenance of existing and future transportation facilities.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2015
Charles Grant, Construction Manager	**PROJECT COMPLETION DATE**	06/2016

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Consultant Engineering	Q4 FY 2015
Construction	Q4 FY 2016

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

None anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Consultant Engineering	0	140,000	0	0	0	**$140,000**
Construction	0	0	550,000	0	0	**$550,000**
TOTAL	**$0**	**$140,000**	**$550,000**	**$0**	**$0**	**$690,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014 - 2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
$0	$690,000	$0	**$690,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: G.O. Bond	0	140,000	550,000	0	0	**$690,000**
TOTAL	**$0**	**$140,000**	**$550,000**	**$0**	**$0**	**$690,000**

SOURCES OF PROJECT FUNDING FY 2014- 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

***** If Odd Fellows Road Improvements project moves forward, this Odd Fellows Road Bridge project will not be needed.

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Various Sites**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
PUBLIC WORKS INFRASTRUCTURE IMPROVEMENTS	**Maintenance**

DEPARTMENT PRIORITY

Project supports essential services

PROJECT DESCRIPTION

Curb, gutter, sidewalk, street and transportation improvements. Program is designed to enhance and improve City's street infrastructure.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 14, Page 14.9, Goal 3: Commit adequate resources to the operation and maintenance of existing and future transportation facilities.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2013
Lee Newland, P.E., City Engineer	**PROJECT COMPLETION DATE**	Continuing

COMPLETION SCHEDULE

Activity	Complete - Quarter
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Maintenance and operating costs will be reduced by timely replacement of curbs, gutters and sidewalks. Will also allow City to respond to changing conditions throughout the City as well as new infrastructure needs.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Construction	202,000	0	0	0	0	**$202,000**
TOTAL	**$202,000**	**$0**	**$0**	**$0**	**$0**	**$202,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$0	$202,000	$0	**$202,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	202,000	0	0	0	0	**$202,000**
TOTAL	**$202,000**	**$0**	**$0**	**$0**	**$0**	**$202,000**

SOURCES OF PROJECT FUNDING FY 2014- 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Various Sites**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
STORM DRAINAGE SYSTEM REPAIRS/REPLACEMENT / T0049	**Maintenance**

DEPARTMENT PRIORITY

Project has a legal or regulatory mandate

PROJECT DESCRIPTION

Continuing program for major repairs, replacements and upgrades to a deteriorating storm drainage system within streets based on average annual expenditures for the past six years.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 15, Page 15.9, Goal 3, Objective 3A, 2: Continue to enforce compliance with the Virginia Erosion and Sedimentation Control Handbook.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Lee Newland, P.E., City Engineer	**PROJECT COMPLETION DATE**	Continuing

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Reduction in repairs to old system.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Construction	105,000	110,000	115,000	120,000	130,000	**$580,000**
TOTAL	**$105,000**	**$110,000**	**$115,000**	**$120,000**	**$130,000**	**$580,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
Continuing	$580,000	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Other: Highway Maintenance	105,000	110,000	115,000	120,000	130,000	**$580,000**
TOTAL	**$105,000**	**$110,000**	**$115,000**	**$120,000**	**$130,000**	**$580,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 0% STATE = 100% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Various Sites**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
STREET OVERLAY PROGRAM / T0027	**Maintenance**

DEPARTMENT PRIORITY

Project has State and federal funding

Project supports essential services

Project Photograph Unavailable

PROJECT DESCRIPTION

Program is designed to overlay and maintain City streets in a safe and acceptable condition for general public use.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 14, Page 14.9, Goal 3, Objective 3.A: As part of the development and update process for the City Transportation Master Plan, evaluate the condition of the existing transportation facilities and make appropriate recommendations for addressing needs.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
David Owen, Director of Public Works	**PROJECT COMPLETION DATE**	Continuing

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Maintenance and operating costs will be reduced by monitoring the pavement condition index (PCI) of streets and planning work accordingly.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Construction	1,955,728	2,014,400	2,074,832	2,137,080	2,201,192	**$10,383,232**
TOTAL	**$1,955,728**	**$2,014,400**	**$2,074,832**	**$2,137,080**	**$2,201,192**	**$10,383,232**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
Continuing	$10,383,232	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Other: Highway Maintenance	1,955,728	2,014,400	2,074,832	2,137,080	2,201,192	**$10,383,232**
TOTAL	**$1,955,728**	**$2,014,400**	**$2,074,832**	**$2,137,080**	**$2,201,192**	**$10,383,232**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 0% STATE = 100% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Various Intersections**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
TRAFFIC SIGNAL REPAIR AND REPLACEMENT PROGRAM / T0028	**Maintenance**

DEPARTMENT PRIORITY

Project has a legal or regulatory mandate

Project supports essential services

PROJECT DESCRIPTION

Replaces or upgrades existing sub-standard traffic signals throughout the City by converting from span wire to mast arms to improve operation and maintenance. Priority list includes 1) Campbell Avenue and Mayflower Drive 2) Lakeside Drive and Oakley Avenue and, 3) Memorial Avenue and Oakley Avenue.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 14, Page 14.9, Goal 3, Objective 3A 1: Include recommendations for funding the operation and maintenance of transportation facilities in the Master Plan and subsequent updates.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Don DeBerry, P.E., Traffic Engineer	**PROJECT COMPLETION DATE**	Continuing

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Consultant Engineering	Continuing
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Reduction in electrical costs and staff maintenance time through a more energy efficient signal.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Consultant Engineering	27,000	27,000	30,000	30,000	35,000	**$149,000**
Construction	160,000	169,600	175,000	175,000	180,000	**$859,600**
TOTAL	**$187,000**	**$196,600**	**$205,000**	**$205,000**	**$215,000**	**$1,008,600**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
Continuing	$1,008,600	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: G.O. Bond	187,000	196,600	205,000	205,000	215,000	**$1,008,600**
TOTAL	**$187,000**	**$196,600**	**$205,000**	**$205,000**	**$215,000**	**$1,008,600**

SOURCES OF PROJECT FUNDING FY 2014- 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Intersection of Memorial Ave., Lakeside Dr., Park Ave.**

PROJECT TITLE/PROJECT NUMBER

INTERSECTION IMPROVEMENTS AT MEMORIAL/LAKESIDE/PARK / T0138

PROJECT DESCRIPTION

Implement improvements to both the traffic flow and pedestrian safety at the intersection of Memorial Avenue, Lakeside Drive and Park Avenue.

PROJECT STATUS

Design was completed June 2012. Right-of-way will be purchased in FY 2013 and construction will begin shortly thereafter. Construction duration is expected to be 12 - 18 months.

PROJECT MANAGER(S)

Don DeBerry, P.E., City Traffic Engineer

APPROPRIATION HISTORY

Date	Source of Appropriation	Amount
01/30/09	Council Meeting 12/9/08, Agenda Item #5	$487,000
10/25/11	Transfer from UCI Funds Project T0197	582,355
01/26/12	Appropriation Rescinded - change in VDOT funding	(277,000)
TOTAL		**$792,355**
10/31/12	Expenditures to date	142,047
AVAILABLE APPROPRIATIONS		**$650,308**

Activity	Amount
Consultant Engineering	$166,707
Construction	625,648
TOTAL	**$792,355**

CASH FLOW PROJECTION

CASH AVAILABLE	November - June FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
State: Urban Construction	260,340	500,000	0	0	0	0	**$760,340**
State: VDOT Grant Match	2,466	0	0	0	0	0	**$2,466**
Federal: Highway Safety Grant	22,194	0	0	0	0	0	**$22,194**
TOTAL CASH	**$285,000**	**$500,000**	**$0**	**$0**	**$0**	**$0**	**$785,000**

EXPENDITURES THROUGH 10/31/12	**$142,047**
UNFUNDED APPROPRIATIONS	**$0**
*** TOTAL PROJECT ESTIMATE**	**$927,047**

***** Additional VDOT funding is expected to be approved by the end of FY 2013

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Kemper Street**

PROJECT TITLE/PROJECT NUMBER

KEMPER STREET BRIDGE REHABILITATION AND REPAIRS / TB007

PROJECT DESCRIPTION

Rehabilitation and repairs, including deck replacement, precast concrete beam replacement, as well as miscellaneous sidewalk, median barrier, and parapet repairs. This project also includes intersection modifications. The project will be coordinated with construction of Phase I of the Midtown Connector.

PROJECT STATUS

Final project design is complete. Project will be bid in April 2013 and construction will begin June 2013.

PROJECT MANAGER(S)

Charles Grant, Construction Manager

APPROPRIATION HISTORY

Date	Source of Appropriation	Amount
01/15/05	Transfer from Bedford Avenue Bridge project	$80,000
07/01/08	FY 2009 CIP	210,000
07/01/09	FY 2010 CIP	3,710,000
01/07/10	Rescinded Appropriation	(48,160)
10/11/10	Transfer from Bridge Maintenance Project	1,200
10/12/10	Carry forward	220,778
10/27/10	Transfer from Rivermont Bridge Revenue Sharing Funds	1,489,840
12/06/10	Transfer from Bridge Maintenance	500
05/16/11	Transfer State UCI Funds to UCI Unassigned Funds Project	(453,507)
05/16/11	Transfer Revenue Sharing Funds from Grace St. Retaining Wall	453,507
05/31/11	Transfer State UCI Funds to UCI Unassigned Funds Project	(1,016,493)
05/31/11	Rescind Appropriation	(220,778)
05/31/11	Transfer Revenue Sharing Funds from Greenview Drive Phase II	1,597,942
08/12/11	Transfer from Bridge Maintenance	13,600
09/28/11	Rescinded Appropriation	(71,987)
TOTAL		**$5,966,442**
10/31/12	Expenditures to date	472,961
AVAILABLE APPROPRIATIONS		**$5,493,481**

PROJECT BUDGET

Activity	Amount
Consultant Engineering Services	$569,126
Construction	5,397,316
TOTAL	**$5,966,442**

CASH FLOW PROJECTION

CASH AVAILABLE	November - June FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	500,000	2,000,000	468,146	0	0	0	**$2,968,146**
Local: Bonds	25,335	0	0	0	0	0	**$25,335**
State: Revenue Sharing	500,000	2,000,000	0	0	0	0	**$2,500,000**
TOTAL CASH	**$1,025,335**	**$4,000,000**	**$468,146**	**$0**	**$0**	**$0**	**$5,493,481**

EXPENDITURES THROUGH 10/31/12	**$472,961**
UNFUNDED APPROPRIATIONS	**$0**
TOTAL PROJECT ESTIMATE	**$5,966,442**

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Langhorne Rd. & Memorial Ave.**

PROJECT TITLE/PROJECT NUMBER

LANGHORNE/MEMORIAL INTERSECTION IMPROVEMENTS/ T0157

PROJECT DESCRIPTION

Re-alignment of Langhorne Road at Memorial Avenue to tie into the Midtown Connector and repave to Murrell Road.

PROJECT STATUS

Project will coincide with Midtown Connector construction.

PROJECT MANAGER(S)

John P. Morris, P.E., Engineering Project Manager

APPROPRIATION HISTORY

Date	Source of Appropriation	Amount
04/24/09	Transfer from General Street Improvements Project	$101,100
06/30/09	Transfer from General Street Improvements Project	3,695
08/16/10	Transfer from Greenview Drive Phase I	436,982
11/10/10	Transfer from Greenview Drive Phase I	14,889
03/13/12	Transfer from General Street Improvements Project	548,130
TOTAL		**$1,104,796**
10/31/12	Expenditures to date	170,475
AVAILABLE APPROPRIATIONS		**$934,321**

PROJECT BUDGET

Activity	Amount
Consultant Engineering Services	$104,796
Construction	1,000,000
TOTAL	**$1,104,796**

CASH FLOW PROJECTION

CASH AVAILABLE	November - June FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	240,000	62,243	0	0	0	0	**$302,243**
Local: Bonds	0	287,757	344,321	0	0	0	**$632,078**
TOTAL CASH	**$240,000**	**$350,000**	**$344,321**	**$0**	**$0**	**$0**	**$934,321**

EXPENDITURES THROUGH 10/31/12	**$170,475**
UNFUNDED APPROPRIATIONS	**$0**
TOTAL PROJECT ESTIMATE	**$1,104,796**

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Kemper Street, Park Avenue, and Langhorne Road**

PROJECT TITLE/PROJECT NUMBER

MIDTOWN CONNECTOR / T0003

PROJECT DESCRIPTION

Upgrade a total of 2.1 miles from US 29 (Lynchburg Expressway) to Memorial Avenue. The project includes widening Kemper Street/Park Avenue from US 29 to Langhorne Road to four lanes, as well as improvements to Langhorne Road from Park Avenue to Memorial Avenue.

PROJECT STATUS

Construction is underway and scheduled to be completed in FY 2015.

PROJECT MANAGER(S)

John P. Morris, P.E., Engineering Project Manager

APPROPRIATION HISTORY

Date	Source of Appropriation	Amount
07/01/06	CIP Budget Balance	$298,962
07/01/07	FY 2008 CIP Urban Construction Program	16,233,790
01/29/09	Council Meeting 12/9/08 Agenda Item #6	431,354
09/22/09	Carry forward Appropriation	571,632
01/07/10	Appropriation Rescinded	(16,586)
10/27/10	Transfer From Midtown Phase II	3,025,000
10/28/10	Appropriation Rescinded	(11,854)
11/03/10	Transfer From Greenview Dr. Phase I	29,000
08/10/11	Transfer from Carter Glass Bridge Project	10,572
09/01/11	Transfer from Rivermont Bridge Project	649,596
10/31/11	Transfer from GLTC	784,669
10/31/11	Transfer from Snow, Street and Bridge Reserve	237,705
01/06/12	Transfer from General Street Improvements Project	2,185
03/05/12	Transfer from Juvenile & Domestic Relations Court Building Project	59,207
TOTAL		**$22,305,232**
10/31/12	Expenditures to date	7,358,422
AVAILABLE APPROPRIATIONS		**$14,946,810**

PROJECT BUDGET

Activity	Amount
Land/Right-of-Way	$4,198,923
Consultant Engineering	2,216,675
Construction	15,844,152
Miscellaneous	45,482
TOTAL	**$22,305,232**

CASH FLOW PROJECTION

CASH AVAILABLE	November - June FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
State: Urban Construction	1,218,891	6,500,000	3,968,119	0	0	0	**$11,687,010**
Federal: Dept. of Transportation	3,259,800	0	0	0	0	0	**$3,259,800**
TOTAL CASH	**$4,478,691**	**$6,500,000**	**$3,968,119**	**$0**	**$0**	**$0**	**$14,946,810**

EXPENDITURES THROUGH 10/31/12	**$7,358,422**
UNFUNDED APPROPRIATIONS	**$0**
TOTAL PROJECT ESTIMATE	**$22,305,232**

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Wards Rd at Candlers Mountain Road Bridge**

PROJECT TITLE/PROJECT NUMBER

WARDS ROAD AT CANDLERS MOUNTAIN BRIDGE / TB025

PROJECT DESCRIPTION

Rehabilitation and repairs including the demolition and replacement of several inches of deck material, repair of drains, eliminating expansion joints at the approaches, minor substructure repairs and cleaning and painting of bearing devices.

PROJECT STATUS

Final design is complete. Project will be bid in December 2012 and construction will begin in May 2013.

PROJECT MANAGER(S)

Charles Grant, Construction Manager

APPROPRIATION HISTORY

Date	Source of Appropriation	Amount
07/01/10	FY 2011 CIP	$90,100
07/01/11	FY 2012 CIP	650,000
03/03/12	Transfer from Snow, Street & Bridge Reserve	250,000
03/03/12	Transfer from General Street Improvements Project	300,000
TOTAL		**$1,290,100**
10/31/12	Expenditures to date	111,482
AVAILABLE APPROPRIATIONS		**$1,178,618**

PROJECT BUDGET

Activity	Amount
Consultant Engineering Services	$90,100
Construction	1,200,000
TOTAL	**$1,290,100**

CASH FLOW PROJECTION

CASH AVAILABLE	November - June FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Bonds	358,000	820,618	0	0	0	0	**$1,178,618**
TOTAL CASH	**$358,000**	**$820,618**	**$0**	**$0**	**$0**	**$0**	**$1,178,618**

EXPENDITURES THROUGH 10/31/12	**$111,482**
UNFUNDED APPROPRIATIONS	**$0**
TOTAL PROJECT ESTIMATE	**$1,290,100**

Widening of Old Graves Mill Road

Renovated Monument Terrace, February 2005

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
ECONOMIC DEVELOPMENT - NEW CONSTRUCTION					
Downtown Development	0	0	0	0	1,000,000
Source of Funding					
Pay-As-You-Go	0	0	0	0	1,000,000
General Development Support	250,000	250,000	250,000	250,000	250,000
Source of Funding					
Pay-As-You-Go	250,000	250,000	250,000	250,000	250,000
Street and Utility Extensions to Promote Economic Development	125,000	250,000	250,000	250,000	250,000
Source of Funding					
Pay-As-You-Go	125,000	250,000	250,000	250,000	250,000
Total Estimates Submitted FY 2014-2018 CIP	$375,000	$500,000	$500,000	$500,000	$1,500,000
Source of Funding					
Pay-As-You-Go	$375,000	$500,000	$500,000	$500,000	$1,500,000

Funding totals on this schedule may differ from the Financing Plan schedule due to the timing of projects and availability of resources.

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 10/31/12	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$1,000,000	**Continuing**	**Continuing**	**$1,000,000**
$1,250,000	**Continuing**	**Continuing**	**$1,250,000**
$1,125,000	**Continuing**	**Continuing**	**$1,125,000**
$3,375,000			**$3,375,000**
$3,375,000			

SERVICE AREA	DEPARTMENT	LOCATION
Economic Development	**Public Works**	**Jefferson Street and Riverfront**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
DOWNTOWN DEVELOPMENT / E0002	**New**

DEPARTMENT PRIORITY

Project contributes to generation of new revenue

PROJECT DESCRIPTION

Downtown and Riverfront projects require significant coordination with private land owners/developers. Projects are scheduled based on funding available from previous and annual appropriations. Infrastructure improvements per the current Downtown and Riverfront Master Plan Implementation schedule include Phase II and Phase III - Lower Bluff Walk ($5,000,000) to be completed in FY 2016. Riverfront Master Plan projects would proceed in future years based on the Master Plan schedule. Note: City Council approved advanced funding in January 2012 to take advantage of favorable construction cost and to support significant private sector development adjacent to the Lower Bluff Walk facility. Completion of the Lower Bluff Walk facility furthers the primary goal of Phase II of the Downtown and Riverfront Master Plan, which is to induce private sector development.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 8, Page 8.5, Goal 3, Objective 3.A: Concentrate on improving and expanding retail businesses, street-level activities, and streetscape environments.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2006
Charles Grant, Construction Manager	**PROJECT COMPLETION DATE**	07/2020

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Consultant Engineering	Continuing
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

None anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Consultant Engineering	0	0	0	0	100,000	**$100,000**
Construction	0	0	0	0	900,000	**$900,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$1,000,000**	**$1,000,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
Continuing	$1,000,000	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: Pay-As-You-Go	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	**$5,000,000**
TOTAL	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$5,000,000**

SOURCES OF PROJECT FUNDING FY 2014- 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

Note: Resources are $1 million more each year for FY 2014 - FY 2017 to provide reimbursement for Downtown Development projects appropriated on an accelerated schedule in FY 2012.

SERVICE AREA	DEPARTMENT	LOCATION
Economic Development	**Economic Development**	**Various**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
GENERAL DEVELOPMENT SUPPORT / EG000	**New**

DEPARTMENT PRIORITY

Projects and initiatives support essential services

Projects and initiatives contribute to generation of new revenue

Project Photograph Unavailable

PROJECT DESCRIPTION

Provide funds for the implementation of various new development and business retention projects.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 7, Page 7.7, Goal 2: Coordinate existing efforts regarding business development, encouragement of entrepreneurship, and recruitment strategies.

PROJECT MANAGER(S)

Marjette Upshur,
Director of Economic Development

PROJECT START DATE Continuing

PROJECT COMPLETION DATE Continuing

COMPLETION SCHEDULE

Activity	Complete - Quarter
Miscellaneous	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

None anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Miscellaneous	250,000	250,000	250,000	250,000	250,000	**$1,250,000**
TOTAL	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,250,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
Continuing	$1,250,000	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	250,000	250,000	250,000	250,000	250,000	**$1,250,000**
TOTAL	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,250,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Economic Development	**Economic Development**	**Various**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
STREET AND UTILITY EXTENSIONS TO PROMOTE ECONOMIC DEVELOPMENT / EX000	**New**

DEPARTMENT PRIORITY

Projects and initiatives support essential services

Projects and initiatives contribute to generation of new revenue

Project Photograph Unavailable

PROJECT DESCRIPTION

Construction of streets, water and sewer lines to support private investment and development of sites throughout the City.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 7, Page 7.8, Goal 3: Implement appropriate City policies designed to maximize City-wide economic development strategies.

PROJECT MANAGER(S)

Marjette Upshur,
Director of Economic Development

PROJECT START DATE Continuing

PROJECT COMPLETION DATE Continuing

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Miscellaneous	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

None anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Miscellaneous	125,000	250,000	250,000	250,000	250,000	**$1,125,000**
TOTAL	**$125,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,125,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
Continuing	$1,125,000	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: Pay-As-You-Go	125,000	250,000	250,000	250,000	250,000	**$1,125,000**
TOTAL	**$125,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,125,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

Lynchburg Recreation Trails

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
PARKS AND RECREATION - NEW CONSTRUCTION					
Bikeway Bridge to Linkhorne Renovation	0	900,000	0	0	0
Source of Funding					
G.O. Bond	0	900,000	0	0	0
City Football Stadium Restoration	7,000,000	0	0	0	0
Source of Funding					
G.O. Bond	7,000,000	0	0	0	0
College Park Upgrade	0	0	0	0	450,000
Source of Funding					
Pay-As-You-Go	0	0	0	0	450,000
Community Market Plaza Deck Repairs/Renovations	0	0	0	1,600,000	0
Source of Funding					
G.O. Bond	0	0	0	1,600,000	0
Community Park Investment Fund	0	75,000	75,000	75,000	75,000
Source of Funding					
Pay-As-You-Go	0	75,000	75,000	75,000	75,000
Creekside Trail Bridge Replacement	0	0	0	250,000	0
Source of Funding					
Pay-As-You-Go	0	0	0	250,000	0
Jefferson Park Master Plan Development	75,000	0	0	0	0
Source of Funding					
Pay-As-You-Go	75,000	0	0	0	0
Miller Park Retaining Wall Restoration	0	0	0	250,000	0
Source of Funding					
Pay-As-You-Go	0	0	0	250,000	0
Total Estimates Submitted FY 2014-2018 CIP	$7,075,000	$975,000	$75,000	$2,175,000	$525,000
Source of Funding					
G.O. Bond	$7,000,000	$900,000	$0	$1,600,000	$0
Pay-As-You-Go	$75,000	$75,000	$75,000	$575,000	$525,000

Funding totals on this schedule may differ from the Financing Plan schedule due to the timing of projects and availability of resources.

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 10/31/12	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$900,000	0	0	$900,000
$7,000,000	300,000	0	$7,300,000
$450,000	0	0	$450,000
$1,600,000	90,000	0	$1,690,000
$300,000	Continuing	Continuing	$300,000
$250,000	0	0	$250,000
$75,000	0	0	$75,000
$250,000	0	0	$250,000
$10,825,000			$11,215,000

$9,500,000
$1,325,000
$10,825,000

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
PARKS AND RECREATION - MAINTENANCE					
Athletic Field Maintenance	0	250,000	250,000	250,000	250,000
Source of Funding					
Pay-As-You-Go	0	250,000	250,000	250,000	250,000
Daniels Hill Neighborhood Center Renovation	0	0	0	175,000	0
Source of Funding					
Pay-As-You-Go	0	0	0	175,000	0
General Park Maintenance	100,000	100,000	100,000	100,000	100,000
Source of Funding					
Pay-As-You-Go	100,000	100,000	100,000	100,000	100,000
Jefferson Park Neighborhood Center Renovation	0	0	0	0	175,000
Source of Funding					
Pay-As-You-Go	0	0	0	0	175,000
Parks Paving and Lighting/Reconstruction	278,000	278,000	278,000	278,000	278,000
Source of Funding					
Pay-As-You-Go	278,000	278,000	278,000	278,000	278,000
Riverside Park Overlook Restoration	45,000	0	1,000,000	0	0
Source of Funding					
Pay-As-You-Go	45,000	0	0	0	0
G.O. Bond	0	0	1,000,000	0	0
Total Estimates Submitted FY 2014-2018 CIP	$423,000	$628,000	$1,628,000	$803,000	$803,000
Source of Funding					
Pay-As-You-Go	$423,000	$628,000	$628,000	$803,000	$803,000
G.O. Bond	$0	$0	$1,000,000	$0	$0

Funding totals on this schedule may differ from the Financing Plan schedule due to the timing of projects and availability of resources.

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 10/31/12	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$1,000,000	Continuing	Continuing	$1,000,000
$175,000	0	0	$175,000
$500,000	Continuing	Continuing	$500,000
$175,000	0	0	$175,000
$1,390,000	Continuing	Continuing	$1,390,000
$1,045,000	0	0	$1,045,000
$4,285,000			$4,285,000

$3,285,000
$1,000,000
$4,285,000

SERVICE AREA
Parks and Recreation

DEPARTMENT
Parks and Recreation

LOCATION
Blackwater Bike Trail

PROJECT TITLE/PROJECT NUMBER
BIKEWAY BRIDGE TO LINKHORNE RENOVATION

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project required to support important but not essential services

PROJECT DESCRIPTION
Stabilization and renovation of existing abandoned railway trestle over Langhorne Road in preparation of future extension of the Blackwater Creek Bike Trail from the Ed Page entrance to Linkhorne Middle School.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 13, Page 13.5, Goal 1, Objective 1.E: Create a system of open space along the James River and other City streams that connect parks, natural areas, schools and other important natural and recreational resources.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

PROJECT START DATE 07/2014
PROJECT COMPLETION DATE 06/2015

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q1 - Q4 FY 2015
Construction	Q1 - Q4 FY 2015

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
$7,500/Annual Preventive Maintenance. No staffing impacts.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	0	66,000	0	0	0	**$66,000**
Construction	0	834,000	0	0	0	**$834,000**
TOTAL	**$0**	**$900,000**	**$0**	**$0**	**$0**	**$900,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$0	$900,000	$0	**$900,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: G.O. Bond	0	900,000	0	0	0	**$900,000**
TOTAL	**$0**	**$900,000**	**$0**	**$0**	**$0**	**$900,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Parks and Recreation	**Parks and Recreation**	**City Stadium (football)**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
CITY FOOTBALL STADIUM RESTORATION / P0083	**New**

DEPARTMENT PRIORITY
Project required to support important but not essential services
Project contributes to generation of new revenue

PROJECT DESCRIPTION
Renovations to meet National Federation of State High School Associations (NFHS) and other standards. Work to include bleachers, rest-rooms, concessions, locker rooms, sound systems, entry gates, parking, drainage, fencing, etc.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 13, Page 13.4, Goal 1, Objective 1.B.7: Renovate City Stadium, at a minimum, to comply with the ADA.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

PROJECT START DATE 01/2011
PROJECT COMPLETION DATE 06/2015

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q1 - Q4 FY 2014
Construction	Q1 - Q4 FY 2014

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	700,000	0	0	0	0	**$700,000**
Construction	6,300,000	0	0	0	0	**$6,300,000**
TOTAL	**$7,000,000**	**$0**	**$0**	**$0**	**$0**	**$7,000,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$300,000	$7,000,000	$0	**$7,300,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: G.O. Bond	7,000,000	0	0	0	0	**$7,000,000**
TOTAL	**$7,000,000**	**$0**	**$0**	**$0**	**$0**	**$7,000,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Parks and Recreation

DEPARTMENT
Parks and Recreation

LOCATION
College Park

PROJECT TITLE/PROJECT NUMBER
COLLEGE PARK UPGRADE

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project required to support important but not essential services
Project contributes to generation of new revenue

PROJECT DESCRIPTION
Architecture, engineering, and construction improvements to College Park as recommended in the College Park Master Plan. Improvements to include stream erosion and sedimentation mitigation, access, amenity, play equipment, parking, and other improvements consistent with other neighborhood parks.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 13, Page 13.4, Goal 1, Objective 1.B: Upgrade existing facilities in parks to meet current codes and to improve their appearance and function.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

PROJECT START DATE 07/2017
PROJECT COMPLETION DATE 06/2018

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q1 - Q4 FY 2018
Construction	Q1 - Q4 FY 2018
Miscellaneous	Q1 - Q4 FY 2018

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	0	0	0	0	60,000	**$60,000**
Construction	0	0	0	0	200,000	**$200,000**
Miscellaneous	0	0	0	0	190,000	**$190,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$450,000**	**$450,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$0	$450,000	$0	**$450,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	0	0	0	0	450,000	**$450,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$450,000**	**$450,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Parks and Recreation	**Parks and Recreation**	**Community Market**

PROJECT TITLE/PROJECT NUMBER
COMMUNITY MARKET PLAZA DECK REPAIRS / RENOVATION / P0085

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project required to support important but not essential services
Project contributes to generation of new revenue

PROJECT DESCRIPTION
Renovation of market parking deck, façade upgrade to Farmer's Market and Community Market exterior, renovation of fountain /event space, and general utility/infrastructure improvements.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 13, Page 13.4, Objective 1.B: Upgrade existing facilities in parks to meet current codes and to improve their appearance and function.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

PROJECT START DATE 07/2012
PROJECT COMPLETION DATE 06/2017

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q1 - Q4 FY 2017 - FY 2018
Construction	Q1 - Q4 FY 2012; Q1 - Q4 FY 2017 - FY 2018

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	0	0	0	150,000	0	**$150,000**
Construction	0	0	0	1,450,000	0	**$1,450,000**
TOTAL	**$0**	**$0**	**$0**	**$1,600,000**	**$0**	**$1,600,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$90,000	$1,600,000	$0	**$1,690,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: G.O Bond	0	0	0	1,600,000	0	**$1,600,000**
TOTAL	**$0**	**$0**	**$0**	**$1,600,000**	**$0**	**$1,600,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Parks and Recreation	**Parks and Recreation**	**Various**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
COMMUNITY PARK INVESTMENT FUND / P0089	**New**

DEPARTMENT PRIORITY
Project required to support important but not essential services
Project contributes to generation of new revenue

PROJECT DESCRIPTION
Funding to be used in combination with community funds to improve parks, centers, and trails throughout the City.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 13, Page 7, Goal 4, Objective 4.B: Explore alternative funding methods for Parks and Recreation.

PROJECT MANAGER(S)
Kay Frazier, Director of Parks and Recreation

PROJECT START DATE Continuing
PROJECT COMPLETION DATE Continuing

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Continuing
Construction	Continuing
Miscellaneous	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Unknown at this time.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	0	7,500	7,500	7,500	7,500	**$30,000**
Construction	0	57,000	57,000	57,000	57,000	**$228,000**
Miscellaneous	0	10,500	10,500	10,500	10,500	**$42,000**
TOTAL	**$0**	**$75,000**	**$75,000**	**$75,000**	**$75,000**	**$300,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
Continuing	$300,000	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	0	75,000	75,000	75,000	75,000	**$300,000**
TOTAL	**$0**	**$75,000**	**$75,000**	**$75,000**	**$75,000**	**$300,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Parks and Recreation

DEPARTMENT
Parks and Recreation

LOCATION
Blackwater Creek Nature Area Creekside Trail

PROJECT TITLE/PROJECT NUMBER
CREEKSIDE TRAIL BRIDGE REPLACEMENT

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project required to support important but not essential services

PROJECT DESCRIPTION
Replace the existing suspension bridge over Blackwater Creek connecting the Blackwater Creekside Trail to the Beaver Trail (and onto the Blackwater Creek Bikeway). This project will demolish the old bridge and build a new bridge following designs similar to the newer upstream bridge completed several years ago.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 13, Page 13.4 , Goal 1: Provide a range of individual and family-oriented outdoor recreation opportunities while preserving the natural, cultural, and historic qualities of park and maintaining high-quality facilities.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

PROJECT START DATE 07/2016
PROJECT COMPLETION DATE 06/2017

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q1 - Q4 FY 2017
Construction	Q1 - Q4 FY 2017

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Maintenanace costs are expected to be reduced.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	0	0	0	28,000	0	**$28,000**
Construction	0	0	0	222,000	0	**$222,000**
TOTAL	**$0**	**$0**	**$0**	**$250,000**	**$0**	**$250,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$0	$250,000	$0	**$250,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	0	0	0	250,000	0	**$250,000**
TOTAL	**$0**	**$0**	**$0**	**$250,000**	**$0**	**$250,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Parks and Recreation

DEPARTMENT
Parks and Recreation

LOCATION
Jefferson Park

PROJECT TITLE/PROJECT NUMBER
JEFFERSON PARK MASTER PLAN DEVELOPMENT

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project required to support important but not essential services

PROJECT DESCRIPTION
Conduct an environmental site assessment on the property and develop a master plan to guide future park renovations and improvements.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 13, Page 13.4, Goal 1, Objective 1.B.1: Prepare master plans for Miller Park, Riverside Park, City Stadium and other city parks to guide and appropriately locate needed upgrades and improvements.

PROJECT MANAGER(S)
Andrew Reeder/Kay Frazier

PROJECT START DATE 07/2013
PROJECT COMPLETION DATE 06/2014

COMPLETION SCHEDULE

Activity	Complete - Quarter
Architectural Services (Contractual)	Q1 - Q4 FY 2014

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Architectural Services (Contractual)	75,000	0	0	0	0	**$75,000**
TOTAL	**$75,000**	**$0**	**$0**	**$0**	**$0**	**$75,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$0	$75,000	$0	**$75,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	75,000	0	0	0	0	**$75,000**
TOTAL	**$75,000**	**$0**	**$0**	**$0**	**$0**	**$75,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Parks and Recreation

DEPARTMENT
Parks and Recreation

LOCATION
Miller Park (Park Ave.)

PROJECT TITLE/PROJECT NUMBER
MILLER PARK RETAINING WALL RESTORATION

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project required to support important but not essential services

PROJECT DESCRIPTION
Architectural and engineering geotechnical investigation of historic stone retaining wall along Park Ave. resulting in design drawings, specifications, and bid documents. Construction to include sidewalk replacement.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 13, Page 13.4, Goal 1, Objective 1.B: Upgrade existing facilities in parks to meet current codes and to improve their appearance and function.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

PROJECT START DATE 07/2016
PROJECT COMPLETION DATE 06/2017

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q1 - Q4 FY 2017; Q1 - Q4 FY 2017
Construction	Q1 - Q4 FY 2017; Q1 - Q4 FY 2017

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	0	0	0	20,000	0	**$20,000**
Construction	0	0	0	230,000	0	**$230,000**
TOTAL	**$0**	**$0**	**$0**	**$250,000**	**$0**	**$250,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$0	$250,000	$0	**$250,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	0	0	0	250,000	0	**$250,000**
TOTAL	**$0**	**$0**	**$0**	**$250,000**	**$0**	**$250,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Parks and Recreation

DEPARTMENT
Parks and Recreation

LOCATION
Various

PROJECT TITLE/PROJECT NUMBER
ATHLETIC FIELD MAINTENANCE / P0081

PROJECT TYPE
Maintenance

DEPARTMENT PRIORITY
Project required to support important but not essential services
Project contributes to generation of new revenue

PROJECT DESCRIPTION
Improvements to City-wide athletic fields and amenities. A detailed project list is attached.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 13, Page 13.4, Goal 1.B.5: Schedule periodic renovations of athletic fields, lawns, park driver and parking areas, sidewalks, trails, and other areas.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

PROJECT START DATE Continuing
PROJECT COMPLETION DATE Continuing

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Continuing
Construction	Continuing
Miscellaneous (fencing, lighting, signs)	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	0	45,000	47,500	48,500	24,500	**$165,500**
Construction	0	175,000	155,500	180,000	158,000	**$668,500**
Miscellaneous (fencing, lighting, signs)	0	30,000	47,000	21,500	67,500	**$166,000**
TOTAL	**$0**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,000,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
Continuing	$1,000,000	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	0	250,000	250,000	250,000	250,000	**$1,000,000**
TOTAL	**$0**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,000,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

Athletic Field Maintenance

Fiscal Year	Project Name	Consultant Engineering	Construction	Miscellaneous	Annual Total
2015	Peaks View Football Field Conversion	$45,000	$175,000	$30,000	$250,000
2015	**Sub-totals**	**$45,000**	**$175,000**	**$30,000**	**$250,000**
2016	Peaks View Park Field #s 8 and 9 Renovation	$3,500	$99,000	$8,000	$110,500
2016	Sandusky Elementary School Baseball Field	5,000	21,500	15,000	41,500
2016	Linkhorne Elementary School Baseball Field	0	20,000	20,000	40,000
2016	Miller Park Athletic-Complex Design	35,000	0	0	35,000
2016	Bass Elementary School Baseball Field	4,000	15,000	4,000	23,000
2016	**Sub-totals**	**$47,500**	**$155,500**	**$47,000**	**$250,000**
2017	Sandusky Park Upgrade	$45,000	$130,000	$10,000	$185,000
2017	Perrymont Park Baseball Field	3,500	50,000	11,500	65,000
2017	**Sub-totals**	**$48,500**	**$180,000**	**$21,500**	**$250,000**
2018	Miller Park Bradford and Lloyd Dugouts Renovation	$7,000	$53,000	$20,000	$80,000
2018	Miller Park Bradford and Lloyd Backstop/Fence	7,000	52,000	20,000	79,000
2018	Miller Park Fence/Signage	7,000	33,000	21,000	61,000
2018	Hutcherson Early Learning Center Baseball Field	3,500	20,000	6,500	30,000
2018	**Sub-totals**	**$24,500**	**$158,000**	**$67,500**	**$250,000**
Grand Totals		**$165,500**	**$668,500**	**$166,000**	**$1,000,000**

SERVICE AREA	DEPARTMENT	LOCATION
Parks and Recreation	**Parks and Recreation**	**Daniels Hill Center**

PROJECT TITLE/PROJECT NUMBER
DANIELS HILL NEIGHBORHOOD CENTER RENOVATION

PROJECT TYPE
Maintenance

DEPARTMENT PRIORITY
Project required to support important but not essential services
Project contributes to generation of new revenue

PROJECT DESCRIPTION
Interior and exterior building renovations to Daniels Hill Neighborhood Center including mechanical system upgrades, general carpentry and painting, ceiling and floor repairs, lighting and ADA access upgrades, appliance and equipment replacement, landscaping and general signage/fencing replacements.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 13, Page 13.6, Goal 2, Objective 2.A: Ensure that all parks and recreation community centers are attractive, function well and meet current codes.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

PROJECT START DATE 07/2016
PROJECT COMPLETION DATE 06/2017

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q1 - Q4 FY 2017
Construction	Q1 - Q4 FY 2017

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Unknown at this time.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	0	0	0	17,500	0	**$17,500**
Construction	0	0	0	157,500	0	**$157,500**
TOTAL	**$0**	**$0**	**$0**	**$175,000**	**$0**	**$175,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$0	$175,000	$0	**$175,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	0	0	0	175,000	0	**$175,000**
TOTAL	**$0**	**$0**	**$0**	**$175,000**	**$0**	**$175,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Parks and Recreation

DEPARTMENT
Parks and Recreation

LOCATION
Various

PROJECT TITLE/PROJECT NUMBER
GENERAL PARK MAINTENANCE / P0086

PROJECT TYPE
Maintenance

DEPARTMENT PRIORITY
Project required to support important but not essential services
Project contributes to generation of new revenue

PROJECT DESCRIPTION
Improvements and renovations to park playgrounds, signage, fencing and other amenities and features. A detailed project list is attached.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 13, Page 13.4, Goal 1, Objective 1.B: Upgrade existing facilities in parks to meet current codes and to improve their appearance and function.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

PROJECT START DATE Continuing
PROJECT COMPLETION DATE Continuing

COMPLETION SCHEDULE

Activity	Complete - Quarter
Construction	Continuing
Miscellaneous (equipment, supplies)	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Construction	40,000	28,000	36,000	11,000	18,000	**$133,000**
Miscellaneous (equipment, supplies)	60,000	72,000	64,000	89,000	82,000	**$367,000**
TOTAL	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$500,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
Continuing	$500,000	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	100,000	100,000	100,000	100,000	100,000	**$500,000**
TOTAL	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$500,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

General Park Maintenance

Fiscal Year	Project Name	Construction	Miscellaneous	Annual Total
2014	Fairview Fencing II	$20,000	$33,000	$53,000
2014	Jackson Heights	20,000	27,000	47,000
2014	**Sub-totals**	**$40,000**	**$60,000**	**$100,000**
2015	Fort Avenue Park Fencing	$18,000	$32,000	$50,000
2015	General Signage, Fencing, and Amenities	10,000	40,000	50,000
2015	**Sub-totals**	**$28,000**	**$72,000**	**$100,000**
2016	Fort Avenue Play Equipment	$22,000	$40,000	$62,000
2015	General Signage, Fencing, and Amenities	14,000	24,000	38,000
2016	**Sub-totals**	**$36,000**	**$64,000**	**$100,000**
2017	Daniels Hill Play Equipment	$3,000	$60,000	$63,000
2017	General Signage, Fencing, and Amenities	8,000	29,000	37,000
2017	**Sub-totals**	**$11,000**	**$89,000**	**$100,000**
2018	Peaks View Tot Lot	$10,000	$53,000	$63,000
2018	General Signage, Fencing, and Amenities	8,000	29,000	37,000
2018	**Sub-totals**	**$18,000**	**$82,000**	**$100,000**
Grand Totals		**$133,000**	**$367,000**	**$500,000**

SERVICE AREA	DEPARTMENT	LOCATION
Parks and Recreation	**Parks and Recreation**	**Jefferson Park Center**

PROJECT TITLE/PROJECT NUMBER
JEFFERSON PARK NEIGHBORHOOD CENTER RENOVATION

PROJECT TYPE
Maintenance

DEPARTMENT PRIORITY
Project required to support important but not essential services
Project contributes to generation of new revenue

PROJECT DESCRIPTION
Interior and exterior building renovations to Jefferson Park Neighborhood Center including; mechanical system upgrades, general carpentry and painting, ceiling and floor repairs, lighting and ADA access upgrades, appliance and equipment replacement, landscaping and general signage/fencing replacements.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 13, Page 13.6, Goal 2, Objective 2.A: Ensure that all parks and recreation community centers are attractive, function well and meet current codes.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

PROJECT START DATE 07/2016
PROJECT COMPLETION DATE 06/2017

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q1 - Q4 FY 2018
Construction	Q1 - Q4 FY 2018

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Unknown at this time.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	0	0	0	0	17,500	**$17,500**
Construction	0	0	0	0	157,500	**$157,500**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$175,000**	**$175,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$0	$175,000	$0	**$175,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	0	0	0	0	175,000	**$175,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$175,000**	**$175,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Parks and Recreation

DEPARTMENT
Parks and Recreation

LOCATION
Various

PROJECT TITLE/PROJECT NUMBER
PARKS PAVING AND LIGHTING / RECONSTRUCTION / P0087

PROJECT TYPE
Maintenance

DEPARTMENT PRIORITY
Project required to support important but not essential services
Project contributes to generation of new revenue

PROJECT DESCRIPTION
Renovation of park athletic courts, trails, walks, steps, parking lots, and lighting. A detailed project list is attached.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 13, Page 13.4, Objective 1.B: Upgrade existing facilities in parks to meet current codes and to improve their appearance and function.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

PROJECT START DATE Continuing
PROJECT COMPLETION DATE Continuing

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Consultant Engineering	Continuing
Construction	Continuing
Miscellaneous (goals, signs, lighting)	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Consultant Engineering	0	9,000	6,000	18,500	18,500	**$52,000**
Construction	182,000	215,000	191,500	224,500	207,000	**$1,020,000**
Miscellaneous (goals, signs, lighting)	96,000	54,000	80,500	35,000	52,500	**$318,000**
TOTAL	**$278,000**	**$278,000**	**$278,000**	**$278,000**	**$278,000**	**$1,390,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
Continuing	$1,390,000	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: Pay-As-You-Go	278,000	278,000	278,000	278,000	278,000	**$1,390,000**
TOTAL	**$278,000**	**$278,000**	**$278,000**	**$278,000**	**$278,000**	**$1,390,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

Parks Paving and Lighting/Reconstruction

Fiscal Year	Project Name	Consultant Engineering	Construction	Miscellaneous	Annual Total
2014	Bikeway Trails I Resurfacing	$0	$67,000	$8,000	$75,000
2014	Riverside Park Trails	0	75,000	65,000	140,000
2014	Fort Avenue Park Basketball Court Overlay	0	40,000	23,000	63,000
2014	**Sub-totals**	**$0**	**$182,000**	**$96,000**	**$278,000**
2015	Bikeway II Trail Resurfacing	$0	$55,000	$3,000	$58,000
2015	Daniels Hill Basketball Court Overlay	9,000	100,000	40,000	149,000
2015	Sandusky Park Lot & Pedestrian Trail	0	60,000	11,000	71,000
2015	**Sub-totals**	**$9,000**	**$215,000**	**$54,000**	**$278,000**
2016	Westover Park Basketball Court Overlay	$0	$15,000	$12,000	$27,000
2016	Miller Park - Fort Avenue Parking Lot Overlay	2,000	41,000	6,500	49,500
2016	Fairview Center Tennis Courts Overlay	4,000	75,000	40,000	119,000
2016	Biggers Park Basketball Court Overlay	0	60,500	22,000	82,500
2016	**Sub-totals**	**$6,000**	**$191,500**	**$80,500**	**$278,000**
2017	Miller Park Pool Parking Lot Overlay	$9,000	$134,000	$12,000	$155,000
2017	Miller Park Basketball Court Relocation	9,500	90,500	23,000	123,000
2017	**Sub-totals**	**$18,500**	**$224,500**	**$35,000**	**$278,000**
2018	Peaks View Tennis Courts Overlay	$4,500	$45,000	$20,000	$69,500
2018	Peaks View Park Lighting Upgrade	12,000	80,000	12,000	104,000
2018	Peaks View - Tenbury Drive Parking Lot Overlay	2,000	42,000	8,500	52,500
2018	Peaks View Basketball Court Overlay	0	40,000	12,000	52,000
2018	**Sub-totals**	**$18,500**	**$207,000**	**$52,500**	**$278,000**
Grand Totals		**$52,000**	**$1,020,000**	**$318,000**	**$1,390,000**

SERVICE AREA
Parks and Recreation

DEPARTMENT
Parks and Recreation

LOCATION
Riverside Park

PROJECT TITLE/PROJECT NUMBER
RIVERSIDE PARK OVERLOOK RESTORATION

PROJECT TYPE
Maintenance

DEPARTMENT PRIORITY
Project required to support important but not essential services

PROJECT DESCRIPTION
Architectural and engineering study resulting in site plans, cost estimates, bid documents, construction drawings and specifications for restoration of the overlook, with restoration in FY 2016.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 13, Page 13.4, Goal 1, Objective 1.B: Upgrade existing facilities in parks to meet current codes and to improve their appearance and function.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

PROJECT START DATE 07/2013
PROJECT COMPLETION DATE 06/2016

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q1 - Q4 FY 2013; Q1 - Q4 FY 2016
Construction	Q1 - Q4 FY 2016

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	45,000	0	0	0	0	**$45,000**
Construction	0	0	1,000,000	0	0	**$1,000,000**
TOTAL	**$45,000**	**$0**	**$1,000,000**	**$0**	**$0**	**$1,045,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$0	$1,045,000	$0	**$1,045,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	45,000	0	0	0	0	**$45,000**
Local: G.O. Bond	0		1,000,000	0	0	**$1,000,000**
TOTAL	**$45,000**	**$0**	**$1,000,000**	**$0**	**$0**	**$1,045,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Parks and Recreation

DEPARTMENT
Parks and Recreation

LOCATION
Allen-Morrison Property

PROJECT TITLE/PROJECT NUMBER
CITY STADIUM PARK / P0024

Project Photo Unavailable

PROJECT DESCRIPTION
Completion of environmental assessment and site remediation to satisfy requirements specified by Virginia Department of Environmental Quality through the Voluntary Remediation Program.

PROJECT STATUS
Site assessment work is complete and corrective action plans are under review by VA Department of Environmental Quality. Site remediation is planned for completion in FY 2014.

PROJECT MANAGER(S)
Dee Dee Conner, Principal Engineer

APPROPRIATION HISTORY

Date	Source of Appropriation	Amount
06/30/03	Life To Date Exppenditures Through 6/30/03 - Appropriation	$9,722
07/01/03	FY 2003 CIP	678,305
11/27/07	Council Agenda Item #11, rescind appropriations	(410,422)
07/01/08	FY 2009 CIP	806,001
09/22/09	Council Agenda Item #12, DEQ reimbursable grant appropriation	58,000
05/11/10	Third Quarter Adjustment: rescind unused DEQ grant appropriations	(32,400)
TOTAL		**$1,109,206**
10/31/12	Expenditures to date	964,952
AVAILABLE APPROPRIATIONS		**$144,254**

PROJECT BUDGET

Activity	Amount
Life To Date Exp Through 6/30/03	9,722
Consultant Engineering	83,296
Contract Administration	47,177
Construction	887,011
Contingency	74,800
Miscellaneous	7,200
TOTAL	**$1,109,206**

CASH FLOW PROJECTION

CASH AVAILABLE	November - June FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	50,000	94,254	0	0	0	0	**$144,254**
TOTAL CASH	**$50,000**	**$94,254**	**$0**	**$0**	**$0**	**$0**	**$144,254**

EXPENDITURES THROUGH 10/31/12	**$964,952**
UNFUNDED APPROPRIATIONS	**$0**
TOTAL PROJECT ESTIMATE	**$1,109,206**

SERVICE AREA
Parks and Recreation

DEPARTMENT
Parks and Recreation

LOCATION
Miller Center

PROJECT TITLE/PROJECT NUMBER
MILLER CENTER RENOVATION / P0072

PROJECT DESCRIPTION
Renovation of historic Miller Center including plumbing, electrical and HVAC systems; flooring, ceiling, and roof replacement; elevator installation, classroom, office and auditorium renovations; ADA/accessibility; landscaping; and other site improvements to increase delivery of recreation services.

PROJECT STATUS
Design plans are at the 65% completion level; construction documents should be 100% complete by December of 2012, and the project bid in January of 2013. Construction should begin in April of 2013, to be completed by June of 2014.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

APPROPRIATION HISTORY

Date	Source of Appropriation	Amount
07/01/08	FY 2009 CIP	$213,840
05/11/10	FY 2010 3rd Quarter Adjustment	79,395
08/02/10	Transfer from Miller Park Improvements	30,587
01/14/11	Transfer from Diamond Hill Renovations	906
03/24/11	Realign funding from other City CIP projects, per City Manager	728,318
07/01/11	FY 2012 CIP	942,612
08/17/11	Realign funding from other City CIP projects, per City Manager	54,835
06/06/12	Realign funding from other City CIP projects, per City Manager	72,549
07/01/12	FY 2013 CIP	4,100,000
TOTAL		**$6,223,042**
10/31/12	Expenditures to date	413,753
AVAILABLE APPROPRIATIONS		**$5,809,289**

PROJECT BUDGET

Activity	Amount
A&E Services	$844,051
Consultant Engineering	516,195
Construction	4,824,996
Contingency	23,560
Miscellaneous	14,240
TOTAL	**$6,223,042**

CASH FLOW PROJECTION

CASH AVAILABLE	November - June FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	829,290	880,000	0	0	0	0	**$1,709,290**
G.O. Bond	1,170,710	2,929,290	0	0	0	0	**$4,100,000**
TOTAL CASH	**$2,000,000**	**$3,809,290**	**$0**	**$0**	**$0**	**$0**	**$5,809,290**

Note: The City is filing for Historical Tax Credits as a source of funding for the Miller Center Renovation.

EXPENDITURES THROUGH 10/31/12	**$413,753**
UNFUNDED APPROPRIATIONS	**$0**
TOTAL PROJECT ESTIMATE	**$6,223,043**

SERVICE AREA
Parks and Recreation

DEPARTMENT
Parks and Recreation

LOCATION
Riverside Park

PROJECT TITLE/PROJECT NUMBER
RIVERSIDE PARK CONSTRUCTION PHASE I / P0078

PROJECT DESCRIPTION
Design and construction of train shed, access, landscape, signage and site amenity improvements (per the Riverside Park Master Plan). City funding supplemented by federal grants.

PROJECT STATUS
The design development phase is underway. Project is anticipated to be bid in November 2013 with construction to be complete November 2014.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

APPROPRIATION HISTORY

Date	Source of Appropriation	Amount
01/12/09	Transfer from General Park Improvements	$78,840
05/26/09	Transfer from Riverside Park Master Plan - SAFETEA-LU grant	525,934
08/27/09	Transfer to General Park Improvements	(94,774)
09/22/09	9/08/2009 Council Agenda, Item #4 (grant)	208,519
08/15/11	Transfer from Diamond Hill Renovations and General Park Maintenance	186,114
09/01/11	Transfer to Riverside Park Playcore	(100,000)
TOTAL		**$804,633**
10/31/12	Expenditures to date	177
AVAILABLE APPROPRIATIONS		**$804,456**

PROJECT BUDGET

Activity	Amount
Construction	$804,456
Miscellaneous	177
TOTAL	**$804,633**

CASH FLOW PROJECTION

CASH AVAILABLE	November - June FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
VDOT SAFETEA-LU Grant	200,000	518,519	0	0	0	0	**$718,519**
Local: Pay-As-You-Go	20,000	65,937	0	0	0	0	**$85,937**
TOTAL CASH	**$220,000**	**$584,456**	**$0**	**$0**	**$0**	**$0**	**$804,456**

EXPENDITURES THROUGH 10/31/12	**$177**
UNFUNDED APPROPRIATIONS	**$0**
TOTAL PROJECT ESTIMATE	**$804,633**

SERVICE AREA
Parks and Recreation

DEPARTMENT
Parks and Recreation

LOCATION
Riverside Park

PROJECT TITLE/PROJECT NUMBER
RIVERSIDE PARK PAVING / P0090

Project Photo Unavailable

PROJECT DESCRIPTION
Resurfacing of park road in Riverside Park as part of Masterplan improvements.

PROJECT STATUS
Project to begin in spring of 2013, completed by fall 2013.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

APPROPRIATION HISTORY

Date	Source of Appropriation	Amount
08/17/11	Transfer from Parks Paving & Lighting	$100,000
05/01/12	Transfer from Parks Paving & Lighting	50,000
TOTAL		**$150,000**
10/31/12	Expenditures to date	0
AVAILABLE APPROPRIATIONS		**$150,000**

PROJECT BUDGET

Activity	Amount
Construction	$150,000
TOTAL	**$150,000**

CASH FLOW PROJECTION

CASH AVAILABLE	November - June FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	75,000	75,000	0	0	0	0	**$150,000**
TOTAL CASH	**$75,000**	**$75,000**	**$0**	**$0**	**$0**	**$0**	**$150,000**

EXPENDITURES THROUGH 10/31/12	**$0**
UNFUNDED APPROPRIATIONS	**$0**
TOTAL PROJECT ESTIMATE	**$150,000**

SERVICE AREA
Parks and Recreation

DEPARTMENT
Parks and Recreation

LOCATION
Riverside Park

PROJECT TITLE/PROJECT NUMBER
RIVERSIDE PARK TRAILS / P0098

Project Photo Unavailable

PROJECT DESCRIPTION
Reconstruction of secondary trail improvements within the park, per Riverside Park Master Plan and Phase I final drawings.

PROJECT STATUS
Currently working with consultant to complete final design drawings. Project to begin in spring of 2013, completed by fall of 2013.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

APPROPRIATION HISTORY

Date	Source of Appropriation	Amount
07/01/12	FY 2013 CIP	$128,000
TOTAL		**$128,000**
10/31/12	Expenditures to date	0
AVAILABLE APPROPRIATIONS		**$128,000**

PROJECT BUDGET

Activity	Amount
Construction	$118,000
Miscellaneous	10,000
TOTAL	**$128,000**

CASH FLOW PROJECTION

CASH AVAILABLE	November - June FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	100,000	28,000	0	0	0	0	**$128,000**
TOTAL CASH	**$100,000**	**$28,000**	**$0**	**$0**	**$0**	**$0**	**$128,000**

EXPENDITURES THROUGH 10/31/12	**$0**
UNFUNDED APPROPRIATIONS	**$0**
TOTAL PROJECT ESTIMATE	**$128,000**

Biggers Neighborhood Park

Lynchburg Expressway

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
RESERVES					
Snow, Street and Bridge Reserve	250,000	250,000	250,000	250,000	250,000
Source of Funding					
Pay-As-You-Go	250,000	250,000	250,000	250,000	250,000
Total Estimates Submitted FY 2014-2018 CIP	$250,000	$250,000	$250,000	$250,000	$250,000
Source of Funding					
Pay-As-You-Go	$250,000	$250,000	$250,000	$250,000	$250,000

Funding totals on this schedule may differ from the Financing Plan schedule due to the timing of projects and availability of resources.

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 10/31/12	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$1,250,000	**Continuing**	**Continuing**	**$1,250,000**
$1,250,000			**$1,250,000**
$1,250,000			

SERVICE AREA	DEPARTMENT	LOCATION
Reserves	**Various**	**N/A**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
SNOW, STREET, AND BRIDGE RESERVE / TR001	**Maintenance**

DEPARTMENT PRIORITY

Project supports essential services

Project Photograph Unavailable

PROJECT DESCRIPTION

Reserves for unexpected maintenance expenditures related to snow, streets and bridges.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 14, Page 14.9, Goal 3, Objective 3.A: As part of the development and update process for the City Transportation Master Plan, evaluate the condition of the existing transportation facilities and make appropriate recommendations for addressing needs.

PROJECT MANAGER(S)

David Owen, Director of Public Works

Lee Newland, City Engineer

PROJECT START DATE Continuing

PROJECT COMPLETION DATE Continuing

COMPLETION SCHEDULE

Activity	Complete - Quarter
Miscellaneous (snow removal/maint.)	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Requires project management time from the Public Works Department, which is built into estimated costs.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Miscellaneous (snow removal/maint.)	250,000	250,000	250,000	250,000	250,000	**$1,250,000**
TOTAL	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,250,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
Continuing	$1,250,000	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	250,000	250,000	250,000	250,000	250,000	**$1,250,000**
TOTAL	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,250,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

E. C. Glass and Heritage High Schools

SCHOOLS CAPITAL PROJECTS SUMMARY OF APPROPRIATIONS - This summary demonstrates project appropriations for each Fiscal Year along with the expected sources of funding.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
RESOURCES					
Amount to be Provided by General Obligation Bond Issues	$1,106,000	$92,400,000	$10,200,000	$8,320,000	$2,660,000
Pay-As-You-Go	3,252,460	2,915,000	2,200,400	2,779,216	1,342,464
TOTAL ESTIMATED RESOURCES	**$4,358,460**	**$95,315,000**	**$12,400,400**	**$11,099,216**	**$4,002,464**
PROPOSED PROJECTS					
Elementary School Gymnasiums	$0	$0	$0	$0	$2,500,000
Heritage High School	0	83,250,000	0	0	0
Linkhorne Elementary School Renovation	0	500,000	9,300,000	0	0
Paul Munro Elementary School Renovation	0	0	400,000	7,600,000	0
Sandusky Elementary School Renovation	400,000	8,000,000	0	0	0
School Bus Replacements	1,002,460	1,040,000	950,000	988,000	670,000
Athletic Complexes	30,000	490,000	420,000	610,000	0
Major Building Repairs - Schools	1,970,000	1,125,000	560,000	900,000	380,000
Paving and Fencing	140,000	145,600	151,424	157,481	163,780
Playground Equipment Replacement	110,000	114,400	118,976	123,735	128,684
Roof Replacements - Schools	706,000	650,000	500,000	720,000	160,000
TOTAL PROPOSED PROJECTS	**$4,358,460**	**$95,315,000**	**$12,400,400**	**$11,099,216**	**$4,002,464**

Source: Lynchburg City Schools

SCHOOLS CAPITAL PROJECTS FINANCING PLAN - This summary demonstrates projected expenditure cash flows for each Fiscal Year along with the expected sources of funding.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
RESOURCES					
Amount to be Provided by General Obligation Bond Issues	$1,106,000	$29,900,000	$38,700,000	$42,320,000	$2,660,000
Pay-As-You-Go	3,252,460	2,915,000	2,200,400	2,779,216	1,342,464
TOTAL ESTIMATED RESOURCES	**$4,358,460**	**$32,815,000**	**$40,900,400**	**$45,099,216**	**$4,002,464**
CASH FLOW REQUIREMENTS					
Elementary School Gymnasiums	$0	$0	$0	$0	$2,500,000
Heritage High School	0	20,750,000	28,500,000	34,000,000	0
Linkhorne Elementary School Renovation	0	500,000	9,300,000	0	0
Paul Munro Elementary School Renovation	0	0	400,000	7,600,000	0
Sandusky Elementary School Renovation	400,000	8,000,000	0	0	0
School Bus Replacements	1,002,460	1,040,000	950,000	988,000	670,000
Athletic Complexes	30,000	490,000	420,000	610,000	0
Major Building Repairs - Schools	1,970,000	1,125,000	560,000	900,000	380,000
Paving and Fencing	140,000	145,600	151,424	157,481	163,780
Playground Equipment Replacement	110,000	114,400	118,976	123,735	128,684
Roof Replacements - Schools	706,000	650,000	500,000	720,000	160,000
TOTAL PROPOSED PROJECTS	**$4,358,460**	**$32,815,000**	**$40,900,400**	**$45,099,216**	**$4,002,464**

Source: Lynchburg City Schools

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
SCHOOLS - NEW CONSTRUCTION					
Elementary School Gymnasiums	0	0	0	0	2,500,000
Source of Funding					
G.O. Bond	0	0	0	0	2,500,000
Heritage High School	0	83,250,000	0	0	0
Source of Funding					
G.O. Bond	0	83,250,000	0	0	0
Linkhorne Elementary School Renovation	0	500,000	9,300,000	0	0
Source of Funding					
G.O. Bond	0	500,000	9,300,000	0	0
Paul Munro Elementary School Renovation	0	0	400,000	7,600,000	0
Source of Funding					
G.O. Bond	0	0	400,000	7,600,000	0
Sandusky Elementary School Renovation	400,000	8,000,000	0	0	0
Source of Funding					
G.O. Bond	400,000	8,000,000	0	0	0
School Bus Replacements	1,002,460	1,040,000	950,000	988,000	670,000
Source of Funding					
Pay-As-You-Go	1,002,460	1,040,000	950,000	988,000	670,000
Total Estimates Submitted FY 2014-2018 CIP	$1,402,460	$92,790,000	$10,650,000	$8,588,000	$3,170,000
Source of Funding					
G.O. Bond	$400,000	$91,750,000	$9,700,000	$7,600,000	$2,500,000
Pay-As-You-Go	$1,002,460	$1,040,000	$950,000	$988,000	$670,000

Funding totals on this schedule may differ from the Financing Plan schedule due to the timing of projects and availability of resources.

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 10/31/12	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$2,500,000	0	0	$2,500,000
$83,250,000	3,480,000	0	$86,730,000
$9,800,000	0	0	$9,800,000
$8,000,000	0	0	$8,000,000
$8,400,000	0	0	$8,400,000
$4,650,460	0	0	$4,650,460
$116,600,460			$120,080,460

$111,950,000
$4,650,460
$116,600,460

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
SCHOOLS - MAINTENANCE					
Athletic Complexes	30,000	490,000	420,000	610,000	0
Source of Funding					
Pay-As-You-Go	30,000	490,000	420,000	610,000	0
Major Building Repairs and Improvements - Schools	1,970,000	1,125,000	560,000	900,000	380,000
Source of Funding					
Pay-As-You-Go	1,970,000	1,125,000	560,000	900,000	380,000
Paving and Fencing	140,000	145,600	151,424	157,481	163,780
Source of Funding					
Pay-As-You-Go	140,000	145,600	151,424	157,481	163,780
Playground Equipment Replacement	110,000	114,400	118,976	123,735	128,684
Source of Funding					
Pay-As-You-Go	110,000	114,400	118,976	123,735	128,684
Roof Replacement - Schools	706,000	650,000	500,000	720,000	160,000
Source of Funding					
G.O. Bond	706,000	650,000	500,000	720,000	160,000
Total Estimates Submitted FY 2014-2018 CIP	$2,956,000	$2,525,000	$1,750,400	$2,511,216	$832,464
Source of Funding					
Pay-As-You-Go	$2,250,000	$1,875,000	$1,250,400	$1,791,216	$672,464
G.O. Bond	$706,000	$650,000	$500,000	$720,000	$160,000

Funding totals on this schedule may differ from the Financing Plan schedule due to the timing of projects and availability of resources.

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 10/31/12	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$1,550,000	0	0	$1,550,000
$4,935,000	Continuing	Continuing	$4,935,000
$758,285	Continuing	Continuing	$758,285
$595,795	Continuing	Continuing	$595,795
$2,736,000	Continuing	Continuing	$2,736,000
$10,575,080			$10,575,080

$7,839,080
$2,736,000
$10,575,080

SERVICE AREA	DEPARTMENT	LOCATION
Schools	**Schools**	**5 Elementary Schools**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
ELEMENTARY SCHOOL GYMNASIUMS	**New**

DEPARTMENT PRIORITY

Project supports essential services

PROJECT DESCRIPTION

This project involves construction of gymnasiums at five elementary schools. Bedford Hills ES, Heritage ES, Perrymont ES, Sheffield ES and Dearington ES in FY 2018.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 11, Page 11.12, Goal 6: Support efforts to improve the quality of Lynchburg Public Schools.

PROJECT MANAGER(S)

Ben Copeland, Assistant Superintendent for Operations and Administration - Schools

PROJECT START DATE 07/2017

PROJECT COMPLETION DATE 09/2019

COMPLETION SCHEDULE

Activity	Complete - Quarter
Construction	Q1 FY 2018 - Q4 FY 2019

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Additional utility expense required in future years.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Construction	0	0	0	0	2,500,000	**$2,500,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$2,500,000**	**$2,500,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$0	$2,500,000	$0	**$2,500,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: G.O. Bond	0	0	0	0	2,500,000	**$2,500,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$2,500,000**	**$2,500,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Schools	**Schools**	**3020 Wards Ferry Road**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
HERITAGE HIGH SCHOOL	**New**

DEPARTMENT PRIORITY

Project supports essential services

PROJECT DESCRIPTION

The Heritage High School Task Force proposed three options: new construction on the current site, new construction on a new site, or substantial renovation to the existing building. An architect has been selected and the project is currently in the design phase.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 11, Page 11.12, Goal 6: Support efforts to improve the quality of Lynchburg Public Schools.

PROJECT MANAGER(S)	PROJECT START DATE	07/2013
Ben Copeland, Assistant Superintendent for Operations and Administration - Schools	PROJECT COMPLETION DATE	06/2018

COMPLETION SCHEDULE

Activity	Complete - Quarter
Land Acquisition	Q1 FY 2015 - Q3 FY 2015
Architectural Services (Contractual)	Q1 FY 2013 - Q3 FY 2015
Consultant Engineering	Q1 FY 2013 - Q3 FY 2015
Contract Administration (Contractual)	Q1 FY 2015 - Q3 FY 2018
Construction	Q1 FY 2015 - Q4 FY 2018

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

More efficient building will result in lower operating and maintenance costs.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Land Acquisition	0	500,000	0	0	0	**$500,000**
Architectural Services (Contractual)	0	1,000,000	0	0	0	**$1,000,000**
Consultant Engineering	0	1,000,000	0	0	0	**$1,000,000**
Contract Administration (Contractual)	0	750,000	0	0	0	**$750,000**
Construction	0	80,000,000	0	0	0	**$80,000,000**
TOTAL	**$0**	**$83,250,000**	**$0**	**$0**	**$0**	**$83,250,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$3,480,000	$83,250,000	$0	**$86,730,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: G.O. Bond	0	$20,750,000	28,500,000	34,000,000	0	**$83,250,000**
TOTAL	**$0**	**$20,750,000**	**$28,500,000**	**$34,000,000**	**$0**	**$83,250,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

Note: $624,297 is segregated in a reserve for this project, and $3,044,657 is being reserved in FY 2014 for a total of $3,668,954.

SERVICE AREA	DEPARTMENT	LOCATION
Schools	**Schools**	**2501 Linkhorne Drive**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
LINKHORNE ELEMENTARY SCHOOL RENOVATION	**New**

DEPARTMENT PRIORITY

Project supports essential services

PROJECT DESCRIPTION

This project involves a renovation to Linkhorne Elementary School. The mechanical, electrical, and major systems at the school are at the end of their estimated useful life and need replacement.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 11, Page 11.12, Goal 6: Support efforts to improve the quality of Lynchburg Public Schools.

PROJECT MANAGER(S)

Ben Copeland, Assistant Superintendent for Operations and Administration - Schools

PROJECT START DATE 07/2014

PROJECT COMPLETION DATE 08/2017

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q1 FY 2015 - Q4 FY 2015
Construction	Q1 FY 2016 - Q4 FY 2017

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

More efficient building will result in lower operating and maintenance costs while extending the remaining useful life of the building.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	0	500,000	0	0	0	**$500,000**
Construction	0	0	9,300,000	0	0	**$9,300,000**
TOTAL	**$0**	**$500,000**	**$9,300,000**	**$0**	**$0**	**$9,800,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$0	$9,800,000	$0	**$9,800,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: G.O. Bond	0	500,000	9,300,000	0	0	**$9,800,000**
TOTAL	**$0**	**$500,000**	**$9,300,000**	**$0**	**$0**	**$9,800,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Schools	**Schools**	**4641 Locksview Road**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
PAUL MUNRO ELEMENTARY SCHOOL RENOVATION	**New**

DEPARTMENT PRIORITY

Project supports essential services

PROJECT DESCRIPTION

This project involves a renovation to Paul Munro Elementary School. The mechanical, electrical, and major systems at the school are at the end of their estimated useful life and need replacement.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 11, Page 11.12, Goal 6: Support efforts to improve the quality of Lynchburg Public Schools.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2015
Ben Copeland, Assistant Superintendent for Operations and Administration - Schools	**PROJECT COMPLETION DATE**	08/2018

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Consultant Engineering	Q1 FY 2016 - Q4 FY 2016
Construction	Q1 FY 2017 - Q4 FY 2018

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

More efficient building will result in lower operating and maintenance costs while extending the remaining useful life of the building.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Consultant Engineering	0	0	400,000	0	0	**$400,000**
Construction	0	0	0	7,600,000	0	**$7,600,000**
TOTAL	**$0**	**$0**	**$400,000**	**$7,600,000**	**$0**	**$8,000,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
$0	$8,000,000	$0	**$8,000,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: G.O. Bond	0	0	400,000	7,600,000	0	**$8,000,000**
TOTAL	**$0**	**$0**	**$400,000**	**$7,600,000**	**$0**	**$8,000,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Schools	**Schools**	**5828 Apache Lane**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
SANDUSKY ELEMENTARY SCHOOL RENOVATION	**New**

DEPARTMENT PRIORITY

Project supports essential services

PROJECT DESCRIPTION

This project involves a renovation to Sandusky Elementary School. The mechanical, electrical, and major systems at the school are at the end of their estimated useful life and need replacement.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 11, Page 11.12, Goal 6: Support efforts to improve the quality of Lynchburg Public Schools.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2013
Ben Copeland, Assistant Superintendent for Operations and Administration - Schools	**PROJECT COMPLETION DATE**	08/2016

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Consultant Engineering	Q1 FY 2014 - Q4 FY 2014
Construction	Q1 FY 2015 - Q4 FY 2016

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

More efficient building will result in lower operating and maintenance costs while extending the remaining useful life of the building.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Consultant Engineering	400,000	0	0	0	0	**$400,000**
Construction	0	8,000,000	0	0	0	**$8,000,000**
TOTAL	**$400,000**	**$8,000,000**	**$0**	**$0**	**$0**	**$8,400,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATION**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
$0	$8,400,000	$0	**$8,400,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: G.O. Bond	400,000	8,000,000	0	0	0	**$8,400,000**
TOTAL	**$400,000**	**$8,000,000**	**$0**	**$0**	**$0**	**$8,400,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Schools	**Schools**	**915 Court Street**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
SCHOOL BUS REPLACEMENTS	**New**

DEPARTMENT PRIORITY

Project supports essential services

PROJECT DESCRIPTION

This project involves the implementation of a replacment program for school buses owned and operated by Lynchburg Public Schools.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 11, Page 11.12, Goal 6: Support efforts to improve the quality of Lynchburg Public Schools.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2013
Ben Copeland, Assistant Superintendent for Operations and Administration - Schools	**PROJECT COMPLETION DATE**	06/2018

COMPLETION SCHEDULE

Activity	Complete - Quarter
Miscellaneous	Q1 FY 2014 - Q4 FY 2018

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

New vehicles will be more efficient to operate and require less maintatence.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Miscellaneous	1,002,460	1,040,000	950,000	988,000	670,000	**$4,650,460**
TOTAL	**$1,002,460**	**$1,040,000**	**$950,000**	**$988,000**	**$670,000**	**$4,650,460**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$0	$4,650,460	$0	**$4,650,460**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	1,002,460	1,040,000	950,000	988,000	670,000	**$4,650,460**
TOTAL	**$1,002,460**	**$1,040,000**	**$950,000**	**$988,000**	**$670,000**	**$4,650,460**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Schools	**Schools**	**Various Schools**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
ATHLETIC COMPLEXES	**Maintenance**

DEPARTMENT PRIORITY

Project supports essential services

PROJECT DESCRIPTION

This project involves repairs and replacements at various school athletic complexes. A detailed sub-project list is attached.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 11, Page 11.12, Goal 6: Support efforts to improve the quality of Lynchburg Public Schools.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2014
Ben Copeland, Assistant Superintendent for Operations and Administration - Schools	**PROJECT COMPLETION DATE**	09/2017

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q1 FY 2014 - Q4 FY 2016
Construction	Q1 FY 2015 - Q4 FY 2017

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Reduced cost of maintenance and upkeep of existing faciliites.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	30,000	20,000	40,000	0	0	**$90,000**
Construction	0	470,000	380,000	610,000	0	**$1,460,000**
TOTAL	**$30,000**	**$490,000**	**$420,000**	**$610,000**	**$0**	**$1,550,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$0	$1,550,000	$0	**$1,550,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	30,000	490,000	420,000	610,000	0	**$1,550,000**
TOTAL	**$30,000**	**$490,000**	**$420,000**	**$610,000**	**$0**	**$1,550,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

Athletics Complexes

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2014	Dunbar Middle School	Replace tennis courts	$30,000	$0	$30,000
2014	**Sub-Totals**		**$30,000**	**$0**	**$30,000**
2015	Dunbar Middle School	Replace tennis courts	$0	$470,000	$470,000
2015	Heritage High School / EC Glass High School	Resurface track	20,000	0	20,000
2015	**Sub-Totals**		**$20,000**	**$470,000**	**$490,000**
2016	Heritage High School	Resurface track	$0	$190,000	$190,000
2016	EC Glass High School	Resurface track	0	190,000	190,000
2016	EC Glass High School	Replace artificial turf	40,000	0	40,000
2016	**Sub-Totals**		**$40,000**	**$380,000**	**$420,000**
2017	EC Glass High School	Replace artificial turf	$0	$610,000	$610,000
2017	**Sub-Totals**		**$0**	**$610,000**	**$610,000**
Grand Totals			**$90,000**	**$1,460,000**	**$1,550,000**

SERVICE AREA	DEPARTMENT	LOCATION
Schools	**Schools**	**Various Schools**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
MAJOR BUILDING REPAIRS AND IMPROVEMENTS - SCHOOLS	**Maintenance**

DEPARTMENT PRIORITY

Project supports essential services

Project Photograph Unavailable

PROJECT DESCRIPTION

This project involves the replacement of mechanical and electrical systems that are at the end of their estimated useful life and need replacement. A detailed sub-project list is attached.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 11, Page 11.12, Goal 6: Support efforts to improve the quality of Lynchburg Public Schools.

PROJECT MANAGER(S)

Ben Copeland, Assistant Superintendent for Operations and Administration - Schools

PROJECT START DATE Continuing

PROJECT COMPLETION DATE Continuing

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Continuing
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Reduced cost of maintenance and upkeep of existing faciliites.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	240,000	30,000	40,000	54,000	23,000	**$387,000**
Construction	1,730,000	1,095,000	520,000	846,000	357,000	**$4,548,000**
TOTAL	**$1,970,000**	**$1,125,000**	**$560,000**	**$900,000**	**$380,000**	**$4,935,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATION	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
Continuing	$4,935,000	Continuing	**$4,935,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	1,970,000	1,125,000	560,000	900,000	380,000	**$4,935,000**
TOTAL	**$1,970,000**	**$1,125,000**	**$560,000**	**$900,000**	**$380,000**	**$4,935,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

Major Building Repair and Improvements - Schools

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2014	Paul Munro Elementary School	Replace windows	$0	$275,000	$275,000
2014	Governor's School	Replace chiller	10,000	140,000	150,000
2014	Hutcherson Early Learning Center	HVAC replacement	20,000	330,000	350,000
2014	TC Miller Elementary School	Lighting upgrade	0	40,000	40,000
2014	Bedford Hills Elementary School	Lighting upgrade	0	45,000	45,000
2014	Bass Elementary	Lighting upgrade	0	35,000	35,000
2014	Administration Building	Lighting upgrade	0	30,000	30,000
2014	RS Payne	Lighting upgrade	0	45,000	45,000
2014	Gymnasium's at various schools	Lighting upgrade	0	55,000	55,000
2014	Bass Elementary	Fire sprinkler head replacement	0	30,000	30,000
2014	EC Glass High School	Auditorium stage upgrades	0	300,000	300,000
2014	EC Glass High School	Auditorium lighting upgrades	0	200,000	200,000
2014	Dunbar Middle School	Auditorium stage upgrades	0	50,000	50,000
2014	Various Schools	Vestibule security additions	10,000	130,000	140,000
2014	Various Schools	Visitor check security hardware	0	25,000	25,000
2014	Various Schools	Facilities condition assesment	200,000	0	200,000
2014	**Sub-totals**		**$240,000**	**$1,730,000**	**$1,970,000**
2015	Heritage Elementary School	Replace main electrical service	$8,000	$202,000	$210,000
2015	Bus Lot	Electrical upgrade	2,000	123,000	125,000
2015	Linkhorne Middle School	Fire sprinkler flow switch addition	0	30,000	30,000
2015	EC Glass High School	Fire sprinkler flow switch addition	0	35,000	35,000
2015	Dunbar Middle School	Retaining wall and parking repairs	20,000	280,000	300,000
2015	School Administration Building	Replace elevator	0	250,000	250,000
2015	EC Glass High School	Auditorium stage smoke ventilation replacement	0	100,000	100,000
2015	EC Glass High School	Auditorium stage apron replacement	0	75,000	75,000
2015	**Sub-totals**		**$30,000**	**$1,095,000**	**$1,125,000**
2016	Dearington Elementary School for Innovation	Lighting/ceiling upgrade	$40,000	$520,000	$560,000
2016	**Sub-totals**		**$40,000**	**$520,000**	**$560,000**
2017	School Administration Building	Upgrade HVAC	$54,000	$846,000	$900,000
2017	**Sub-totals**		**$54,000**	**$846,000**	**$900,000**
2018	Dunbar Middle School	HVAC replacement	$8,000	$172,000	$180,000
2018	TC Miller Elementary School	Chiller replacement	15,000	185,000	200,000
2018	**Sub-totals**		**$23,000**	**$357,000**	**$380,000**
Grand Totals			**$387,000**	**$4,548,000**	**$4,935,000**

SERVICE AREA	DEPARTMENT	LOCATION
Schools	**Schools**	**Numerous**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
PAVING AND FENCING	**Maintenance**

DEPARTMENT PRIORITY

Project supports essential services

Project Photograph Unavailable

PROJECT DESCRIPTION

This project involves the replacement of unserviceable paving and fencing.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 11, Page 11.12, Goal 6: Support efforts to improve the quality of Lynchburg Public Schools.

PROJECT MANAGER(S)

Ben Copeland, Assistant Superintendent for Operations and Administration - Schools

PROJECT START DATE Continuing

PROJECT COMPLETION DATE Continuing

COMPLETION SCHEDULE

Activity	Complete - Quarter
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

None anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Construction	140,000	145,600	151,424	157,481	163,780	**$758,285**
TOTAL	**$140,000**	**$145,600**	**$151,424**	**$157,481**	**$163,780**	**$758,285**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATION	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
Continuing	$758,285	Continuing	**$758,285**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	140,000	145,600	151,424	157,481	163,780	**$758,285**
TOTAL	**$140,000**	**$145,600**	**$151,424**	**$157,481**	**$163,780**	**$758,285**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Schools	**Schools**	**Numerous**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
PLAYGROUND EQUIPMENT REPLACEMENT	**Maintenance**

DEPARTMENT PRIORITY

Project supports essential services

Project Photograph Unavailable

PROJECT DESCRIPTION

This project involves the replacement of unserviceable playground equipment.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 11, Page 11.12, Goal 6: Support efforts to improve the quality of Lynchburg Public Schools.

PROJECT MANAGER(S)

Ben Copeland, Assistant Superintendent for Operations and Administration - Schools

PROJECT START DATE Continuing

PROJECT COMPLETION DATE Continuing

COMPLETION SCHEDULE

Activity	Complete - Quarter
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

None anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Miscellanious	110,000	114,400	118,976	123,735	128,684	**$595,795**
TOTAL	**$110,000**	**$114,400**	**$118,976**	**$123,735**	**$128,684**	**$595,795**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATION	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
Continuing	$595,795	Continuing	**$595,795**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: Pay-As-You-Go	110,000	114,400	118,976	123,735	128,684	**$595,795**
TOTAL	**$110,000**	**$114,400**	**$118,976**	**$123,735**	**$128,684**	**$595,795**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Schools	**Schools**	**Various Schools**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
ROOF REPLACEMENT - SCHOOLS	**Maintenance**

DEPARTMENT PRIORITY

Project supports essential services

Project Photograph Unavailable

PROJECT DESCRIPTION

This project involves the replacement of roof systems that are at the end of their estimated useful life and need replacement. A detailed sub-project list is attached.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 11, Page 11.12, Goal 6: Support efforts to improve the quality of Lynchburg Public Schools.

PROJECT MANAGER(S)

Ben Copeland, Assistant Superintendent for Operations and Administration - Schools

PROJECT START DATE Continuing

PROJECT COMPLETION DATE Continuing

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Continuing
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

More efficient building will result in lower operating and maintenance costs while extending the remaining useful life of the building.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	43,000	39,000	30,000	44,000	10,000	**$166,000**
Construction	663,000	611,000	470,000	676,000	150,000	**$2,570,000**
TOTAL	**$706,000**	**$650,000**	**$500,000**	**$720,000**	**$160,000**	**$2,736,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATION	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
Continuing	$2,736,000	Continuing	**$2,736,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: G.O. Bond	706,000	650,000	500,000	720,000	160,000	**$2,736,000**
TOTAL	**$706,000**	**$650,000**	**$500,000**	**$720,000**	**$160,000**	**$2,736,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

Roof Replacement - Schools

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2014	EC Glass High School	Replace roof annex sections 5, 6, 12, 13	$20,000	$300,000	$320,000
2014	Laurel School	Replace round section of roof	3,000	33,000	36,000
2014	Sandusky Elementary School	Replace roof	20,000	330,000	350,000
2014	**Sub-Totals**		**$43,000**	**$663,000**	**$706,000**
2015	School Administration Building	Replace roof	$9,000	$141,000	$150,000
2015	EC Glass High School	Replace roof section A	30,000	470,000	500,000
2015	**Sub-Totals**		**$39,000**	**$611,000**	**$650,000**
2016	EC Glass High School	Replace roof section B	$30,000	$470,000	$500,000
2016	**Sub-Totals**		**$30,000**	**$470,000**	**$500,000**
2017	Heritage Elementary School	Replace roof	$44,000	$676,000	$720,000
2017	**Sub-Totals**		**$44,000**	**$676,000**	**$720,000**
2018	Dunbar Middle School	Replace roof	$10,000	$150,000	$160,000
2018	**Sub-Totals**		**$10,000**	**$150,000**	**$160,000**
Grand Totals			**$166,000**	**$2,570,000**	**$2,736,000**

Child's Artwork

Lynchburg Regional Airport Terminal at Twilight

AIRPORT CAPITAL PROJECTS FUND – SUMMARY OF APPROPRIATIONS - This summary demonstrates project appropriations for each Fiscal Year along with the expected sources of funding.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
RESOURCES					
Federal Aviation Administration	$1,500,000	$630,000	$1,125,000	$1,260,000	$2,295,000
Virginia Department of Aviation		210,000	125,000	140,000	255,000
Passenger Facility Charge (PFC) Revenue	700,000				
General Obligation Bonds		610,000			
TOTAL ESTIMATED RESOURCES	**$2,200,000**	**$1,450,000**	**$1,250,000**	**$1,400,000**	**$2,550,000**
PROPOSED PROJECTS					
Air Traffic Control Tower Replacement/Construction	$2,200,000				
T-Hangar Construction, Phase II		750,000			
Multi-Purpose Snow Equipment		700,000			
Terminal Refurbishment (Baggage Systems/Lighting/Counters)			1,250,000		
Mid-Field General Aviation Development Area, Phase II				1,400,000	
Runway 4-22 Parallel Taxiway, Phase I					2,550,000
TOTAL PROPOSED PROJECTS	**$2,200,000**	**$1,450,000**	**$1,250,000**	**$1,400,000**	**$2,550,000**

AIRPORT CAPITAL PROJECTS FUND – FINANCING PLAN - This summary demonstrates projected expenditure cash flows for each Fiscal Year along with the expected sources of funding.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
RESOURCES					
Federal Aviation Administration	$1,500,000	$630,000	$1,125,000	$1,260,000	$2,295,000
Virginia Department of Aviation		210,000	125,000	140,000	255,000
Passenger Facility Charge (PFC) Revenue	700,000				
General Obligation Bonds		610,000			
TOTAL ESTIMATED RESOURCES	**$2,200,000**	**$1,450,000**	**$1,250,000**	**$1,400,000**	**$2,550,000**
CASH FLOW REQUIREMENTS					
FY 2014-2018 CIP Projects	$2,200,000	$1,450,000	$1,250,000	$1,400,000	$2,550,000
TOTAL CASH FLOW REQUIREMENTS	**$2,200,000**	**$1,450,000**	**$1,250,000**	**$1,400,000**	**$2,550,000**

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
AIRPORT - NEW CONSTRUCTION					
Air Traffic Control Tower Replacement/Construction	2,200,000	0	0	0	0
Source of Funding					
Other: Passenger Facility Charge	700,000	0	0	0	0
Federal: Federal Aviation Administration	1,500,000	0	0	0	0
Mid-field General Aviation Development Area, Phase II	0	0	0	1,400,000	0
Source of Funding					
State: Department of Aviation	0	0	0	140,000	0
Federal: Federal Aviation Administration	0	0	0	1,260,000	0
Multi-purpose Snow Equipment	0	700,000	0	0	0
Source of Funding					
State: Department of Aviation	0	70,000	0	0	0
Federal: Federal Aviation Administration	0	630,000	0	0	0
Runway 4-22 Parallel Taxiway, Phase I	0	0	0	0	2,550,000
Source of Funding					
State: Department of Aviation	0	0	0	0	255,000
Federal: Federal Aviation Administration	0	0	0	0	2,295,000
T-Hangar Construction, Phase II	0	750,000	0	0	0
Source of Funding					
State: Department of Aviation	0	140,000	0	0	0
G.O. Bond	0	610,000	0	0	0
Total Estimates Submitted FY 2014-2018 CIP	$2,200,000	$1,450,000	$0	$1,400,000	$2,550,000
Source of Funding					
G.O. Bond	$0	$610,000	$0	$0	$0
Other: Passenger Facility Charge	$700,000	$0	$0	$0	$0
State: Department of Aviation	$0	$210,000	$0	$140,000	$255,000
Federal: Federal Aviation Administration	$1,500,000	$630,000	$0	$1,260,000	$2,295,000

Funding totals on this schedule may differ from the Financing Plan schedule due to the timing of projects and availability of resources.

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 10/31/12	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$2,200,000	0	0	$2,200,000
$1,400,000	0	0	$1,400,000
$700,000	0	0	$700,000
$2,550,000	0	0	$2,550,000
$750,000	0	0	$750,000
$7,600,000			$7,600,000

$610,000
$700,000
$605,000
$5,685,000
$7,600,000

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
AIRPORT - MAINTENANCE					
Terminal Refurbishment (Baggage Systems/Lighting/Counters)	0	0	1,250,000	0	0
Source of Funding					
State: Department of Aviation	0	0	125,000	0	0
Federal: Federal Aviation Administration	0	0	1,125,000	0	0
Total Estimates Submitted FY 2014-2018 CIP	$0	$0	$1,250,000	$0	$0
Source of Funding					
State: Department of Aviation	$0	$0	$125,000	$0	$0
Federal: Federal Aviation Administration	$0	$0	$1,125,000	$0	$0

Funding totals on this schedule may differ from the Financing Plan schedule due to the timing of projects and availability of resources.

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 10/31/12	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$1,250,000	**0**	**0**	**$1,250,000**
$1,250,000			**$1,250,000**
$125,000			
$1,125,000			
$1,250,000			

SERVICE AREA
Airport

DEPARTMENT
Airport

LOCATION
Lynchburg Regional Airport

PROJECT TITLE/PROJECT NUMBER
AIR TRAFFIC CONTROL TOWER REPLACEMENT / CONSTRUCTION

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project has State and federal funding
Project supports essential services

Project Photograph Unavailable

PROJECT DESCRIPTION
The recently updated Airport Master Plan recommends replacement of the Air Traffic Control Tower due to the age, inefficiency, and poor operating condition of the existing building.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 14, Page 14.9, Goal 5, Objective 5.C: Continue to expand and improve airport facilities and offer competitive rates and services.

PROJECT MANAGER(S)
Mark Courtney, Airport Director

PROJECT START DATE 08/2013
PROJECT COMPLETION DATE 05/2014

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q1 - FY 2014
Construction	Q4 - FY 2014

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	200,000	0	0	0	0	**$200,000**
Construction	2,000,000	0	0	0	0	**$2,000,000**
TOTAL	**$2,200,000**	**$0**	**$0**	**$0**	**$0**	**$2,200,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$0	$2,200,000	$0	**$2,200,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Federal: Federal Aviation Admin	1,500,000	0	0	0	0	**$1,500,000**
Other: Passenger Facility Charge (PFC)	700,000	0	0	0	0	**$700,000**
TOTAL	**$2,200,000**	**$0**	**$0**	**$0**	**$0**	**$2,200,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 0% STATE = 0% FEDERAL = 68% OTHER = 32%

SERVICE AREA
Airport

DEPARTMENT
Airport

LOCATION
Lynchburg Regional Airport

PROJECT TITLE/PROJECT NUMBER
MID-FIELD GENERAL AVIATION DEVELOPMENT AREA, PHASE II

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project has State and federal funding
Project contributes to generation of new revenue

Project Photograph Unavailable

PROJECT DESCRIPTION
Area has been identified in the recently updated Airport Master Plan as a prime area for development for General Aviation (GA) use. Development would include construction of ramp and apron areas as well as site work for future construction of hangars or other facilities by the airport or others.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 14, Page 14.9, Goal 5, Objective 5.C: Continue to expand and improve airport facilities and offer competitive rates and services.

PROJECT MANAGER(S)
Mark Courtney, Airport Director

PROJECT START DATE 10/2016
PROJECT COMPLETION DATE 05/2017

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q2 - FY 2017
Construction	Q4 - FY 2017

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	0	0	0	125,000	0	**$125,000**
Construction	0	0	0	1,275,000	0	**$1,275,000**
TOTAL	**$0**	**$0**	**$0**	**$1,400,000**	**$0**	**$1,400,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$0	$1,400,000	$0	**$1,400,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
State: VA Dept of Aviation	0	0	0	140,000	0	**$140,000**
Federal: Federal Aviation Admin	0	0	0	1,260,000	0	**$1,260,000**
TOTAL	**$0**	**$0**	**$0**	**$1,400,000**	**$0**	**$1,400,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 0% STATE = 10% FEDERAL = 90% OTHER = 0%

SERVICE AREA
Airport

DEPARTMENT
Airport

LOCATION
Lynchburg Regional Airport

PROJECT TITLE/PROJECT NUMBER
MULTI-PURPOSE SNOW EQUIPMENT

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project has State and federal funding
Project required to support important but not essential services

Project Photograph Unavailable

PROJECT DESCRIPTION
The recently updated Airport master Plan recommends replacement of certain snow removal equipment due to the age and poor operating condition of existing equipment.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 14, Page 14.9, Goal 5, Objective 5.C: Continue to expand and improve airport facilities and offer competitive rates and services.

PROJECT MANAGER(S)
Mark Courtney, Airport Director

PROJECT START DATE 07/2014
PROJECT COMPLETION DATE 12/2014

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering (Specs)	Q1 - FY 2015
Miscellaneous	Q2 - FY 2015

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering (Specs)	0	25,000	0	0	0	**$25,000**
Miscellaneous (Equipment)	0	675,000	0	0	0	**$675,000**
TOTAL	**$0**	**$700,000**	**$0**	**$0**	**$0**	**$700,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$0	$700,000	$0	**$700,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
State: VA Dept of Aviation	0	70,000	0	0	0	**$70,000**
Federal: Federal Aviation Admin	0	630,000	0	0	0	**$630,000**
TOTAL	**$0**	**$700,000**	**$0**	**$0**	**$0**	**$700,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 0% STATE = 10% FEDERAL = 90% OTHER = 0%

SERVICE AREA
Airport

DEPARTMENT
Airport

LOCATION
Lynchburg Regional Airport

PROJECT TITLE/PROJECT NUMBER
RUNWAY 4-22 PARALLEL TAXIWAY, PHASE I

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project has a legal or regulatory mandate
Project has State and federal funding

Project Photograph Unavailable

PROJECT DESCRIPTION
The recently updated Airport Master Plan anticipates the need for a reconfiguration of the parallel taxiway to the airport main runway due to changes to airport design and safety standards. Project would involve extensive design engineering and would be followed by multi-phased construction.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 14, Page 14.9, Goal 5, Objective 5.C: Continue to expand and improve airport facilities and offer competitive rates and services.

PROJECT MANAGER(S)
Mark Courtney, Airport Director

PROJECT START DATE 07/2017
PROJECT COMPLETION DATE 05/2018

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q1 - FY 2018
Construction	Q4 - FY 2018

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	0	0	0	0	350,000	**$350,000**
Construction	0	0	0	0	2,200,000	**$2,200,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$2,550,000**	**$2,550,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$0	$2,550,000	$0	**$2,550,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
State: VA Dept of Aviation	0	0	0	0	255,000	**$255,000**
Federal: Federal Aviation Admin	0	0	0	0	2,295,000	**$2,295,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$2,550,000**	**$2,550,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 0% STATE = 10% FEDERAL = 90% OTHER = 0%

SERVICE AREA
Airport

DEPARTMENT
Airport

LOCATION
Lynchburg Regional Airport

PROJECT TITLE/PROJECT NUMBER
T-HANGAR CONSTRUCTION, PHASE II

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project has State and federal funding
Project required to support important but not essential services
Project contributes to generation of new revenue

Project Photograph Unavailable

PROJECT DESCRIPTION
Construct additional T-Hangar units for rent to individual aircraft owners. The existing 12 units which were completed in July 2006 are continuously rented with a waiting list of additional aircraft owners.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 14, Page 14.9, Goal 5, Objective 5.C: Continue to expand and improve airport facilities and offer competitive rates and services.

PROJECT MANAGER(S)
Mark Courtney, Airport Director

PROJECT START DATE 07/2014
PROJECT COMPLETION DATE 12/2014

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q1 - FY 2015
Construction	Q2 - FY 2015

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Debt service for 20 years would be paid by rents received from individual aircraft owners (no net impact).

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	0	100,000	0	0	0	**$100,000**
Construction	0	650,000	0	0	0	**$650,000**
TOTAL	**$0**	**$750,000**	**$0**	**$0**	**$0**	**$750,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$0	$750,000	$0	**$750,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: G.O. Bond	0	610,000	0	0	0	**$610,000**
State: VA Dept of Aviation	0	140,000	0	0	0	**$140,000**
TOTAL	**$0**	**$750,000**	**$0**	**$0**	**$0**	**$750,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 81% STATE = 19% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Airport

DEPARTMENT
Airport

LOCATION
Lynchburg Regional Airport

PROJECT TITLE/PROJECT NUMBER
TERMINAL REFURBISHMENT (BAGGAGE SYSTEMS/LIGHTING/COUNTERS)

PROJECT TYPE
Maintenance

DEPARTMENT PRIORITY
Project has State and federal funding
Project required to support important but not essential services

Project Photograph Unavailable

PROJECT DESCRIPTION
The recently updated Airport Master Plan recommends refurbishment of several passenger terminal components such as; 1) baggage claim plates and conveyor feed belts, 2) Terminal Sustainability Improvements (energy saving lighting), and 3) airline and rental car counter upgrades.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 14, Page 14.9, Goal 5, Objective 5.C: Continue to expand and improve airport facilities and offer competitive rates and services.

PROJECT MANAGER(S)
Mark Courtney, Airport Director

PROJECT START DATE 10/2015
PROJECT COMPLETION DATE 04/2016

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q2 - FY 2016
Construction	Q4 - FY 2016

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	0	0	75,000	0	0	**$75,000**
Construction	0	0	1,175,000	0	0	**$1,175,000**
TOTAL	**$0**	**$0**	**$1,250,000**	**$0**	**$0**	**$1,250,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
$0	$1,250,000	$0	**$1,250,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
State: VA Dept of Aviation	0	0	125,000	0	0	**$125,000**
Federal: Federal Aviation Admin	0	0	1,125,000	0	0	**$1,125,000**
TOTAL	**$0**	**$0**	**$1,250,000**	**$0**	**$0**	**$1,250,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 0% STATE = 10% FEDERAL = 90% OTHER = 0%

Flight Departure at Lynchburg Regional Airport

College Hill Water Filtration Plant

WATER FUND CAPITAL PROJECTS – SUMMARY OF APPROPRIATIONS - This summary demonstrates project appropriations for each Fiscal Year along with the expected sources of funding.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
RESOURCES					
Pay-As-You-Go - Water Operating	$800,000	$800,000	$800,000	$800,000	$800,000
General Obligation Bond Proceeds	2,671,254	1,400,000	1,400,000	1,400,000	1,450,000
TOTAL ESTIMATED RESOURCES	**$3,471,254**	**$2,200,000**	**$2,200,000**	**$2,200,000**	**$2,250,000**
LOCALLY FINANCED PROJECTS					
Annual Water Petitions	$0	$0	$0	$0	$50,000
Distribution System Improvements	3,121,254	2,000,000	2,000,000	2,000,000	2,000,000
Water Facilities Improvements	350,000	200,000	200,000	200,000	200,000
TOTAL PROPOSED PROJECTS	**$3,471,254**	**$2,200,000**	**$2,200,000**	**$2,200,000**	**$2,250,000**

WATER FUND CAPITAL PROJECTS FINANCING PLAN - This summary demonstrates projected expenditure cash flows for each Fiscal Year along with the expected sources of funding.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
BALANCE FORWARD	**$240,616**	**$172,869**	**$322,869**	**$672,869**	**$1,022,869**
INCOME					
Pay-As-You-Go - Water Operating	$800,000	$800,000	$800,000	$800,000	$800,000
General Obligation Bond Proceeds	4,200,000	2,000,000	2,000,000	2,000,000	1,000,000
BALANCE AND INCOME	**$5,000,000**	**$2,800,000**	**$2,800,000**	**$2,800,000**	**$1,800,000**
CASH FLOW REQUIREMENTS					
Incomplete Projects as of July 1, 2013	$1,596,493	$450,000	$250,000	$250,000	$235,750
FY 2014-2018 CIP Projects	3,471,254	2,200,000	2,200,000	2,200,000	2,250,000
TOTAL EXPENDITURES	**$5,067,747**	**$2,650,000**	**$2,450,000**	**$2,450,000**	**$2,485,750**
BALANCE FORWARD	**$172,869**	**$322,869**	**$672,869**	**$1,022,869**	**$337,119**

Note: Additional debt financing is not included for FY 2014. Plans for borrowing will be finalized before adoption of the FY 2014 budget.

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
WATER - NEW CONSTRUCTION					
Annual Water Petitions	0	0	0	0	50,000
Source of Funding					
G.O. Bond	0	0	0	0	50,000
Distribution System Improvements	3,121,254	2,000,000	2,000,000	2,000,000	2,000,000
Source of Funding					
G.O. Bond	2,321,254	1,200,000	1,200,000	1,200,000	1,200,000
Pay-As-You-Go	800,000	800,000	800,000	800,000	800,000
Water Facility Improvements	350,000	200,000	200,000	200,000	200,000
Source of Funding					
G.O. Bond	350,000	200,000	200,000	200,000	200,000
Total Estimates Submitted FY 2014-2018 CIP	$3,471,254	$2,200,000	$2,200,000	$2,200,000	$2,250,000
Source of Funding					
G.O. Bond	$2,671,254	$1,400,000	$1,400,000	$1,400,000	$1,450,000
Pay-As-You-Go	$800,000	$800,000	$800,000	$800,000	$800,000

Funding totals on this schedule may differ from the Financing Plan schedule due to the timing of projects and availability of resources.

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 10/31/12	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$50,000	**Continuing**	**Continuing**	**$50,000**
$11,121,254	**Continuing**	**Continuing**	**$11,121,254**
$1,150,000	**Continuing**	**Continuing**	**$1,150,000**
$12,321,254			**$12,321,254**

$8,321,254
$4,000,000
$12,321,254

SERVICE AREA	DEPARTMENT	LOCATION
Water	**Water Resources**	**Various**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
ANNUAL WATER PETITIONS / U0013	**New**

DEPARTMENT PRIORITY

Project represents additional essential services

Project contributes to generation of new revenue

PROJECT DESCRIPTION

Extensions of water lines are requested by petition process. These requests may include existing non-served properties, commercial development and new residential subdivisions. Funding is also included for reimbursement of developer's cost to construct City water lines per City Code.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 15, Page 15.7, Goal 1: Provide citizens of Lynchburg with dependable, modern, high quality water and sanitary sewer service with sufficient capacity to meet the City's long-term requirements.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Scott Parkins, Utilities Engineer	**PROJECT COMPLETION DATE**	Continuing

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Increases revenue from new water service customers, and increases costs to maintain new lines.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Construction	0	0	0	0	50,000	**$50,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$50,000**	**$50,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
Continuing	$50,000	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: G.O. Bond	0	0	0	0	50,000	**$50,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$50,000**	**$50,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Water	**Water Resources**	**Various**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
DISTRIBUTION SYSTEM IMPROVEMENTS / U0012	**New**

DEPARTMENT PRIORITY

Project has legal or regulatory mandate

Project supports essential services

PROJECT DESCRIPTION

Water distribution system improvements to upgrade and replace aging water infrastructure, at locations throughout the City. The Downtown areas will be a major priority for replacement.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 15, Page 15.8, Goal 1 Objective 1.E4: Implement, to the maximum extent feasible, the Water System Master Plan update recommendations for the long-term maintenance of water supply and transmission capacity.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Scott Parkins, Utilities Engineer	**PROJECT COMPLETION DATE**	Continuing

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Consultant Engineering	Continuing
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Lessens the impact on overall water operating budget for repairs and line breaks.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Consultant Engineering	100,000	100,000	100,000	100,000	100,000	**$500,000**
Construction	3,021,254	1,900,000	1,900,000	1,900,000	1,900,000	**$10,621,254**
TOTAL	**$3,121,254**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$11,121,254**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
Continuing	$11,121,254	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: Pay-As-You-Go	800,000	800,000	800,000	800,000	800,000	**$4,000,000**
Local: G.O. Bond	2,321,254	1,200,000	1,200,000	1,200,000	1,200,000	**$7,121,254**
TOTAL	**$3,121,254**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$11,121,254**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Water	**Water Resources**	**Various**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
WATER FACILITY IMPROVEMENTS / U0078	**New**

DEPARTMENT PRIORITY

Project supports essential services

PROJECT DESCRIPTION

General repairs, replacement or renovation to major water treatment process equipment or structures located on thirteen separate sites. This funding is set aside for unanticipated expenditures for major capital equipment replacement as failures occur to maintain compliance with regulatory requirements. Also included are security improvements including replacement and installation of improved camera surveillance; access controls; controlled access gates; security fencing and area lighting.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 15, Page 15.7, Goal 1,Objective 1.A.1: Focus on the maintenance of the existing water system and replacement of old mains.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Scott Parkins, Utilities Engineer	**PROJECT COMPLETION DATE**	Continuing

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Minor increase in operation budget for long term maintenance.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Construction	350,000	200,000	200,000	200,000	200,000	**$1,150,000**
TOTAL	**$350,000**	**$200,000**	**$200,000**	**$200,000**	**$200,000**	**$1,150,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
Continuing	$1,150,000	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: G.O. Bond	350,000	200,000	200,000	200,000	200,000	**$1,150,000**
TOTAL	**$350,000**	**$200,000**	**$200,000**	**$200,000**	**$200,000**	**$1,150,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Water

DEPARTMENT
Water Resources

LOCATION
Kemper Street, Park Avenue, and Langhorne Road

PROJECT TITLE/PROJECT NUMBER
Midtown Connector / U0161

PROJECT DESCRIPTION
The Midtown Connector includes road improvements on Kemper Street between 17th Street and Fort Avenue and on Park Avenue between Fort Avenue and Stuart Street. The project will include replacement of water, sewer, and storm utilities as needed based on age and condition of the existing infrastructure, including establishing new water services

PROJECT STATUS
Under construction.

PROJECT MANAGER(S)
Tom Wilson, Project Construction Coordinator

APPROPRIATION HISTORY

Date	Source of Appropriation	Amount
07/01/09	FY 2009 CIP	$103,288
07/01/12	FY 2013 CIP	1,427,245
TOTAL		**$1,530,533**
10/31/12	Expenditures to date	308,719
AVAILABLE APPROPRIATIONS		**$1,221,814**

PROJECT BUDGET

Activity	Amount
Consultant Engineering	$306,115
Construction	1,224,418
TOTAL	**$1,530,533**

CASH FLOW PROJECTION

CASH AVAILABLE	November - June FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: G. O. Bond	400,000	721,814	100,000	0	0	0	**$1,221,814**
TOTAL CASH	**$400,000**	**$721,814**	**$100,000**	**$0**	**$0**	**$0**	**$1,221,814**

EXPENDITURES THROUGH 10/31/12	**$308,719**
UNFUNDED APPROPRIATIONS	**$0**
TOTAL PROJECT ESTIMATE	**$1,530,533**

Utility Line Maintenance Crew at Work

A typical street during and after a Combined Sewer Overflow (CSO) Project.

SEWER FUND CAPITAL PROJECTS SUMMARY OF APPROPRIATIONS - This summary demonstrates project appropriations for each Fiscal Year along with the expected sources of funding.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
RESOURCES					
Pay-As-You-Go - Sewer Operating	$2,200,000	$519,000	$1,350,000	$1,310,000	$1,600,000
Local: G.O. Bonds	2,600,000	0	0	0	1,500,000
TOTAL ESTIMATED RESOURCES	**$4,800,000**	**$519,000**	**$1,350,000**	**$1,310,000**	**$3,100,000**
LOCALLY FINANCED PROJECTS					
Blue Ridge Farms Neighborhood Sewer Rehabilitation/Replacement	$300,000	$50,000	$500,000	$60,000	$600,000
Waste Water Treatment Plant Improvements	0	0	250,000	350,000	350,000
Burton Creek Interceptor Replacement	4,500,000	0	0	0	0
Waster Water Treatment Plant Control Building Renovation	0	0	0	250,000	1,500,000
Sewer System Evaluation and Rehabilitation	0	369,000	500,000	500,000	500,000
Rainleader Disconnect Program	0	0	0	50,000	50,000
Sewer Extension Program	0	100,000	100,000	100,000	100,000
TOTAL LOCALLY FINANCED PROJECTS	**$4,800,000**	**$519,000**	**$1,350,000**	**$1,310,000**	**$3,100,000**
TOTAL PROPOSED PROJECTS	**$4,800,000**	**$519,000**	**$1,350,000**	**$1,310,000**	**$3,100,000**

SEWER FUND CAPITAL PROJECTS FINANCING PLAN - This summary demonstrates projected expenditure cash flows for each Fiscal Year along with the expected sources of funding.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
BALANCE FORWARD	**$2,318,418**	**$958,912**	**$21,281**	**$171,281**	**$361,281**
INCOME					
Pay-As-You-Go - Sewer Operating	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$1,500,000
General Obligation Bond Proceeds	0	600,000	2,000,000	0	1,500,000
BALANCE AND INCOME	**$1,500,000**	**$2,100,000**	**$3,500,000**	**$1,500,000**	**$3,000,000**
CASH FLOW REQUIREMENTS					
Incomplete projects as of July 1, 2013	$2,059,506	$518,631	$0	$0	$0
FY 2014-2018 CIP Projects	800,000	2,519,000	3,350,000	1,310,000	3,100,000
TOTAL EXPENDITURES	**$2,859,506**	**$3,037,631**	**$3,350,000**	**$1,310,000**	**$3,100,000**
BALANCE FORWARD	**$958,912**	**$21,281**	**$171,281**	**$361,281**	**$261,281**

Note: Additional debt financing is not included for FY 2014. Plans for borrowing will be finalized before adoption of the FY 2014 budget.

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
SEWER - NEW CONSTRUCTION					
Blue Ridge Farms Neighborhood Sewer Rehabilitation/Replacement	300,000	50,000	500,000	60,000	600,000
Source of Funding					
Pay-As-You-Go	300,000	50,000	500,000	60,000	600,000
Burton Creek Interceptor Replacement	4,500,000	0	0	0	0
Source of Funding					
Pay-As-You-Go	1,900,000	0	0	0	0
Local: G.O. Bonds	2,600,000	0	0	0	0
Waste Water Treatment Plant Control Building Renovation	0	0	0	250,000	1,500,000
Source of Funding					
Pay-As-You-Go	0	0	0	250,000	0
Local: G.O. Bonds	0	0	0	0	1,500,000
Waste Water Treatment Plant Improvements	0	0	250,000	350,000	350,000
Source of Funding					
Pay-As-You-Go	0	0	250,000	350,000	350,000
Total Estimates Submitted FY 2014-2018 CIP	$4,800,000	$50,000	$750,000	$660,000	$2,450,000
Source of Funding					
Pay-As-You-Go	$2,200,000	$50,000	$750,000	$660,000	$950,000
Local: G.O. Bonds	$2,600,000	$0	$0	$0	$1,500,000

Funding totals on this schedule may differ from the Financing Plan schedule due to the timing of projects and availability of resources.

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 10/31/12	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$1,510,000	**30,000**	**0**	**$1,540,000**
$4,500,000	**Continuing**	**0**	**$4,500,000**
$1,750,000	**0**	**0**	**$1,750,000**
$950,000	**Continuing**	**Continuing**	**$950,000**
$8,710,000			**$8,740,000**

$4,610,000
$4,100,000
$8,710,000

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
SEWER - MAINTENANCE					
Rainleader Disconnect Program (CSO)	0	0	0	50,000	50,000
Source of Funding					
Pay-As-You-Go	0	0	0	50,000	50,000
Sewer Extension Program	0	100,000	100,000	100,000	100,000
Source of Funding					
Pay-As-You-Go	0	100,000	100,000	100,000	100,000
Sewer System Evaluation and Rehabilitation	0	369,000	500,000	500,000	500,000
Source of Funding					
Pay-As-You-Go	0	369,000	500,000	500,000	500,000
Total Estimates Submitted FY 2014-2018 CIP	$0	$469,000	$600,000	$650,000	$650,000
Source of Funding					
Pay-As-You-Go	$0	$469,000	$600,000	$650,000	$650,000

Funding totals on this schedule may differ from the Financing Plan schedule due to the timing of projects and availability of resources.

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 10/31/12	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$100,000	**Continuing**	**Continuing**	**$100,000**
$400,000	**Continuing**	**Continuing**	**$400,000**
$1,869,000	**Continuing**	**Continuing**	**$1,869,000**
$2,369,000			**$2,369,000**
$2,369,000 **$2,369,000**			

SERVICE AREA	DEPARTMENT	LOCATION
Sewer	**Water Resources**	**Blue Ridge Farms off Old Forest Rd**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
BLUE RIDGE FARMS NEIGHBORHOOD SEWER REHABILITATION/REPLACEMENT / U0318	**New**

DEPARTMENT PRIORITY

Project has legal or regulatory mandate

Project supports essential services

THIS PROJECT ALSO HAS (A) COMPONENT (S) IN:

Water Fund- Distribution System Improvements

PROJECT DESCRIPTION

Inspection and evaluation of the sewer system in this area has revealed major issues necessitating rehab or replacement of the system. Construction will take place over a number of years along with waterline replacements.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 15, Page 15.7, Goal 1: Provide the citizens of Lynchburg with dependable, modern, high quality water and sanitary sewer service with sufficient system capacity to meet the City's long-term requirements.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Eric Schrader, Utilities Engineer	**PROJECT COMPLETION DATE**	Continuing

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Consultant Engineering	Continuing
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Lessens routine maintenance of sewer collection system in the completed project areas.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Consultant Engineering	0	50,000	0	60,000	0	**$110,000**
Construction	300,000	0	500,000	0	600,000	**$1,400,000**
TOTAL	**$300,000**	**$50,000**	**$500,000**	**$60,000**	**$600,000**	**$1,510,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
$30,000	$1,510,000	$0	**$1,540,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: Pay-As-You-Go	300,000	50,000	500,000	60,000	600,000	**$1,510,000**
TOTAL	**$300,000**	**$50,000**	**$500,000**	**$60,000**	**$600,000**	**$1,510,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Sewer

DEPARTMENT
Water Resources

LOCATION
Adjacent to Burton Creek and Rock Castle Creek; adjacent to Route 501

PROJECT TITLE/PROJECT NUMBER
BURTON CREEK INTERCEPTOR REPLACEMENT

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project has legal or regulatory mandate
Project supports essential services

PROJECT DESCRIPTION
Replacement of 12,000 l.f. of the existing interceptor from Burton Creek/Custer Drive to Rock Castle Creek and Route 501. Recent flow monitoring indicates the line is near capacity and requires replacement.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 15, Page 15.7, Goal 1: Provide the citizens of Lynchburg with dependable, modern, high quality water and sanitary sewer service with sufficient system capacity to meet the City's long-term requirements.

PROJECT MANAGER(S)
Eric Schrader- Utilities Engineer

PROJECT START DATE 07/2013
PROJECT COMPLETION DATE 06/2016

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q4 FY 2014
Construction	Q4 FY 2016

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Slight increase in cost per year for inspections and routine maintenance.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	500,000	0	0	0	0	**$500,000**
Construction	4,000,000	0	0	0	0	**$4,000,000**
TOTAL	**$4,500,000**	**$0**	**$0**	**$0**	**$0**	**$4,500,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
Continuing	$4,500,000	$0	**$4,500,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: G.O. Bond	0	600,000	2,000,000	0	0	**$2,600,000**
Local: Pay-As-You-Go	500,000	1,400,000	0	0	0	**$1,900,000**
TOTAL	**$500,000**	**$2,000,000**	**$2,000,000**	**$0**	**$0**	**$4,500,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Sewer	**Water Resources**	**Concord Turnpike**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
WASTE WATER TREATMENT PLANT CONTROL BUILDING RENOVATION	**New**

DEPARTMENT PRIORITY

Project has legal or regulatory mandate

Project supports essential services

PROJECT DESCRIPTION

Existing Wastewater Treatment Plant Control Building is inadequate for daily operations and laboratory staff. Upcoming laboratory regulations and plant operation changes require additional staff and work space. This project will renovate the building expanding the building footprint and more efficiently using the existing space.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 15, Page 15.7, Goal 1: Provide the citizens of Lynchburg with dependable, modern, high quality water and sanitary sewer service with sufficient system capacity to meet the City's long-term requirements.

PROJECT MANAGER(S)	**PROJECT START DATE**	Q1 FY 2017
Scott Parkins, Utilities Engineer	**PROJECT COMPLETION DATE**	Q4 FY 2018

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Consultant Engineering	Q4 FY 2017
Construction	Q4 FY 2018

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

No increase of staff or operating expenses anticipated.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Consultant Engineering	0	0	0	250,000	1,500,000	**$1,750,000**
TOTAL	**$0**	**$0**	**$0**	**$250,000**	**$1,500,000**	**$1,750,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
$0	$1,750,000	$0	**$1,750,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: Pay-As-You-Go	0	0	0	250,000	0	**$250,000**
Local: G.O. Bond	0	0	0	0	1,500,000	**$1,500,000**
TOTAL	**$0**	**$0**	**$0**	**$250,000**	**$1,500,000**	**$1,750,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

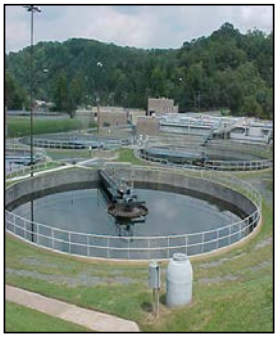
SERVICE AREA	DEPARTMENT	LOCATION
Sewer	**Water Resources**	**Concord Turnpike**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
WASTEWATER TREATMENT PLANT IMPROVEMENTS / U0017	**New**

DEPARTMENT PRIORITY

Project has legal or regulatory mandate

Project supports essential services



PROJECT DESCRIPTION

General repairs, replacement or renovation to major plant process equipment or structures at the waste water treatment plant. This funding is set aside for unanticipated expenditures for major capital equipment replacement as failures occur to maintain compliance with regulatory requirements. Security improvements include replacement and installation of improved camera surveillance; access controls; controlled access gates; security fencing and area lighting.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 15, Page 15.7, Goal 1: Provide the citizens of Lynchburg with dependable, modern, high quality water and sanitary sewer service with sufficient system capacity to meet the City's long-term requirements.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Scott Parkins, Utilities Engineer	**PROJECT COMPLETION DATE**	Continuing

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Consultant Engineering	Continuing
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Minor impact to operational budget for additional yearly maintenance costs on new equipment.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Consultant Engineering	0	0	10,000	15,000	15,000	**$40,000**
Construction	0	0	240,000	335,000	335,000	**$910,000**
TOTAL	**$0**	**$0**	**$250,000**	**$350,000**	**$350,000**	**$950,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
Continuing	$950,000	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: Pay-As-You-Go	0	0	250,000	350,000	350,000	**$950,000**
TOTAL	**$0**	**$0**	**$250,000**	**$350,000**	**$350,000**	**$950,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Sewer	**Water Resources**	**Various**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
RAINLEADER DISCONNECT PROGRAM (CSO) / U0074	**Maintenance**

DEPARTMENT PRIORITY

Project has legal or regulatory mandate

PROJECT DESCRIPTION

As part of the CSO program, the project involves the removal of storm water by disconnection of rainleaders, downspouts and area drains from the sanitary sewer system.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 15, Page 15.9, Goal 2: Maintain the priority of and commitment to execution of the City's Combined Sewer Overflow elimination program with a goal of program completion of 2020.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
James Talian, CSO Program Manager	**PROJECT COMPLETION DATE**	Continuing

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Consultant Engineering	Continuing
Inspections (Contractual)	Continuing
Miscellaneous	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Reduces treatment cost by reducing flows to the Wastewater Treatment Plant.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Consultant Engineering	0	0	0	10,000	10,000	**$20,000**
Inspections (Contractual)	0	0	0	20,000	20,000	**$40,000**
Miscellaneous	0	0	0	20,000	20,000	**$40,000**
TOTAL	**$0**	**$0**	**$0**	**$50,000**	**$50,000**	**$100,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
Continuing	$100,000	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: Pay-As-You-Go	0	0	0	50,000	50,000	**$100,000**
TOTAL	**$0**	**$0**	**$0**	**$50,000**	**$50,000**	**$100,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Sewer	**Water Resources**	**Various locations within City limits**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
SEWER EXTENSION PROGRAM / U0016	**Maintenance**

DEPARTMENT PRIORITY

Project represents additional essential services

Project contributes to generation of new revenue

PROJECT DESCRIPTION

Provide for the extension of sanitary sewer lines into unserved areas of the City due to new construction, failed septic systems or economic development. Also used to reimburse developers per City Code for constructing City sewers.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 15, Page15.7, Goal 1: Provide citizens of Lynchburg with a dependable, modern, high quality water and sanitary sewer system with sufficient system capacity to meet the City's long term requirements.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Eric Schrader, Utilities Engineer	**PROJECT COMPLETION DATE**	Continuing

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Increases revenue from new sewer service customers and increases maintenance for new sewer lines.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Construction	0	100,000	100,000	100,000	100,000	**$400,000**
TOTAL	**$0**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$400,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
Continuing	$400,000	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: Pay-As-You-Go	0	100,000	100,000	100,000	100,000	**$400,000**
TOTAL	**$0**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$400,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Sewer	**Water Resources**	**Various**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
SEWER SYSTEM EVALUATION AND REHABILITATION / U0015	**Maintenance**

DEPARTMENT PRIORITY

Project has legal or regulatory mandate

Project supports essential services

PROJECT DESCRIPTION

Inspection and evaluation along with major repairs or replacement of the City's Wastewater Collection System. Costs of repairs are beyond normal operating budget for the Water Resources Department.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 15, Page 15.7, Goal 1: Provide the citizens of Lynchburg with dependable, modern, high quality water and sanitary sewer service with sufficient system capacity to meet the City's long-term requirements.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Eric Schrader, Utilities Engineer	**PROJECT COMPLETION DATE**	Continuing

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Lessens routine maintenance of sewer collection system in the completed project areas.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Construction	0	369,000	500,000	500,000	500,000	**$1,869,000**
TOTAL	**$0**	**$369,000**	**$500,000**	**$500,000**	**$500,000**	**$1,869,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
Continuing	$1,869,000	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: Pay-As-You-Go	0	369,000	500,000	500,000	500,000	**$1,869,000**
TOTAL	**$0**	**$369,000**	**$500,000**	**$500,000**	**$500,000**	**$1,869,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Sewer

DEPARTMENT
Water Resources

LOCATION
Kemper Street, Park Avenue, and Langhorne Road

PROJECT TITLE/PROJECT NUMBER
MIDTOWN CONNECTOR / U0161

PROJECT DESCRIPTION
The Midtown Connector includes road improvements on Kemper Street between 17th Street and Fort Avenue, and on Park Avenue between Fort Avenue and Stuart Street. The project will include replacement of water, sewer, and storm utilities as needed based on age and condition of the existing infrastructure, including establishing new water services and sanitary laterals.

PROJECT STATUS
Under construction.

PROJECT MANAGER(S)
Tom Wilson, Project Construction Coordinator

APPROPRIATION HISTORY

Date	Source of Appropriation	Amount
07/01/09	FY 2009 CIP	$119,408
07/01/10	FY 2010 CIP	54,383
07/01/12	FY 2013 CIP	1,253,163
TOTAL		**$1,426,954**
10/31/12	Expenditures to date	233,773
AVAILABLE APPROPRIATIONS		**$1,193,181**

PROJECT BUDGET

Activity	Amount
Consultant Engineering	$346,284
Construction	1,080,670
TOTAL	**$1,426,954**

CASH FLOW PROJECTION

CASH AVAILABLE	November - June FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: G. O. Bond	400,000	700,000	93,181			0	**$1,193,181**
TOTAL CASH	**$400,000**	**$700,000**	**$93,181**	**$0**	**$0**	**$0**	**$1,193,181**

EXPENDITURES THROUGH 10/31/12	**$233,773**
UNFUNDED APPROPRIATIONS	**$0**
TOTAL PROJECT ESTIMATE	**$1,426,954**

Installation of a Stormwater Line

The James River after a storm.

STORMWATER FUND CAPITAL PROJECTS SUMMARY OF APPROPRIATIONS - This summary demonstrates project appropriations for each Fiscal Year along with the expected sources of funding.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
RESOURCES					
Pay-As-You-Go - Stormwater	$550,000	$1,050,000	$0	$0	$0
General Obligation Bond Proceeds	0	0	1,300,000	2,300,000	3,300,000
TOTAL ESTIMATED RESOURCES	**$550,000**	**$1,050,000**	**$1,300,000**	**$2,300,000**	**$3,300,000**
LOCALLY FINANCED PROJECTS					
Stormwater System Infrastructure Renewal	$300,000	$300,000	$300,000	$300,000	$300,000
Stormwater System Master Planning	250,000	750,000	500,000	0	0
Water Quality Improvements	0	0	500,000	2,000,000	3,000,000
TOTAL PROPOSED PROJECTS	**$550,000**	**$1,050,000**	**$1,300,000**	**$2,300,000**	**$3,300,000**

STORMWATER FUND CAPITAL PROJECTS FINANCING PLAN - This summary demonstrates projected expenditure cash flows for each Fiscal Year along with the expected sources of funding.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
BALANCE FORWARD	**$150,000**	**$350,000**	**$100,000**	**$100,000**	**$100,000**
INCOME					
Pay-As-You-Go - Stormwater	$750,000	$800,000	$0	$0	$0
General Obligation Bond Proceeds	0	0	1,300,000	2,300,000	3,300,000
BALANCE AND INCOME	**$750,000**	**$800,000**	**$1,300,000**	**$2,300,000**	**$3,300,000**
CASH FLOW REQUIREMENTS					
FY 2014-2018 CIP Projects	$550,000	$1,050,000	$1,300,000	$2,300,000	$3,300,000
TOTAL EXPENDITURES	**$550,000**	**$1,050,000**	**$1,300,000**	**$2,300,000**	**$3,300,000**
BALANCE FORWARD	**$350,000**	**$100,000**	**$100,000**	**$100,000**	**$100,000**

Note: Debt financing is not included for FY 2014. Plans for borrowing will be finalized before adoption of the FY 2014 budget.

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
STORMWATER - NEW CONSTRUCTION					
Stormwater System Infrastructure Renewal	300,000	300,000	300,000	300,000	300,000
Source of Funding					
G.O. Bond	0	0	300,000	300,000	300,000
Pay-As-You-Go	300,000	300,000	0	0	0
Stormwater System Master Planning	250,000	750,000	500,000	0	0
Source of Funding					
G.O. Bond	0	0	500,000	0	0
Pay-As-You-Go	250,000	750,000	0	0	0
Water Quality Improvements	0	0	500,000	2,000,000	3,000,000
Source of Funding					
G.O. Bond	0	0	500,000	2,000,000	3,000,000
Total Estimates Submitted FY 2014-2018 CIP	$550,000	$1,050,000	$1,300,000	$2,300,000	$3,300,000
Source of Funding					
G.O. Bond	$0	$0	$1,300,000	$2,300,000	$3,300,000
Pay-As-You-Go	$550,000	$1,050,000	$0	$0	$0

Funding totals on this schedule may differ from the Financing Plan schedule due to the timing of projects and availability of resources.

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 10/31/2012	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$1,500,000	**Continuing**	**Continuing**	**$1,500,000**
$1,500,000	**Continuing**	**Continuing**	**$1,500,000**
$5,500,000	**Continuing**	**Continuing**	**$5,500,000**
$8,500,000			**$8,500,000**
$6,900,000			
$1,600,000			
$8,500,000			

SERVICE AREA	DEPARTMENT	LOCATION
Stormwater	**Water Resources**	**Various**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
STORMWATER SYSTEM INFRASTRUCTURE RENEWAL / U0320	**New**

DEPARTMENT PRIORITY

Project supports essential services

PROJECT DESCRIPTION

This program will provide for the major capital repair, replacement and mapping of the City's stormwater conveyance systems, including piping, channels, and streams that are too costly to include in the operations budget.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 15, Page 15.7, Goal 1: Provide the citizens of Lynchburg with dependable, modern, high quality water and sanitary sewer service with sufficient system capacity to meet the City's long-term requirements.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Erin Hawkins, Water Quality Manager	**PROJECT COMPLETION DATE**	Continuing

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Most work will be performed by an outside contractor; therefore there will be minimal impact to operating expenses and staff requirements.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Estimate**
Construction	300,000	300,000	300,000	300,000	300,000	**$1,500,000**
TOTAL	**$300,000**	**$300,000**	**$300,000**	**$300,000**	**$300,000**	**$1,500,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	**FY 2014-2018 APPROPRIATIONS**	**BEYOND FY 2018 APPROPRIATIONS**	**TOTAL PROJECT APPROPRIATIONS**
Continuing	$1,500,000	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Program Period Total**
Local: G.O. Bond	300,000	300,000	0	0	0	**$600,000**
Local: General Obligation Bonds	0	0	300,000	300,000	300,000	**$900,000**
TOTAL	**$300,000**	**$300,000**	**$300,000**	**$300,000**	**$300,000**	**$1,500,000**

SOURCES OF PROJECT FUNDING FY 2014-2018(%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Stormwater

DEPARTMENT
Water Resources

LOCATION
Various

PROJECT TITLE/PROJECT NUMBER
STORMWATER SYSTEM MASTER PLANNING

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project has a legal or regulatory mandate
Project supports essential services

PROJECT DESCRIPTION
This program will provide for the necessary master planning of the City's efforts to address Federal and State mandates according to the MS4 Permit and various other Chesapeake Bay Total Maximum Daily Load (TMDL) regulations and requirements.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 15, Page 15.7, Goal 1: Provide the citizens of Lynchburg with dependable, modern, high quality water and sanitary sewer service with sufficient system capacity to meet the City's long-term requirements.

PROJECT MANAGER(S)
Erin Hawkins, Water Quality Manager

PROJECT START DATE 09/2013
PROJECT COMPLETION DATE 06/2016

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q4 FY 2016

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Most work will be performed by an outside contractor; therefore, there will be minimal impact to operating expenses and staff requirements.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Consultant Engineering	250,000	750,000	500,000	0	0	**$1,500,000**
TOTAL	**$250,000**	**$750,000**	**$500,000**	**$0**	**$0**	**$1,500,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
Continuing	$1,500,000	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: G.O. Bond	0	0	500,000	0	0	**$500,000**
Local: Pay-As-You-Go	250,000	750,000	0	0	0	**$1,000,000**
TOTAL	**$250,000**	**$750,000**	**$500,000**	**$0**	**$0**	**$1,500,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Stormwater

DEPARTMENT
Water Resources

LOCATION
Various

PROJECT TITLE/PROJECT NUMBER
WATER QUALITY IMPROVEMENTS

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project has a legal or regulatory mandate
Project supports essential services

PROJECT DESCRIPTION

This program will provide for the construction of necessary water quality Best Management Practices (BMP) in the City's efforts to address Federal and State mandates according to the MS4 Permit and various other Chesapeake Bay Total Maximum Daily Load (TMDL) regulations and requirements.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 15, Page 15.7, Goal 1: Provide the citizens of Lynchburg with dependable, modern, high quality water and sanitary sewer service with sufficient system capacity to meet the City's long-term requirements.

PROJECT MANAGER(S)
Erin Hawkins, Water Quality Manager

PROJECT START DATE 07/2015
PROJECT COMPLETION DATE Continuing

COMPLETION SCHEDULE

Activity	Complete - Quarter
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Most work will be performed by an outside contractor; therefore, there will be minimal impact to operating expenses and staff requirements.

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Estimate
Construction	0	0	500,000	2,000,000	3,000,000	**$5,500,000**
TOTAL	**$0**	**$0**	**$500,000**	**$2,000,000**	**$3,000,000**	**$5,500,000**

TOTAL PROJECT COST

TOTAL PRIOR APPROPRIATIONS THROUGH 10/31/12	FY 2014-2018 APPROPRIATIONS	BEYOND FY 2018 APPROPRIATIONS	TOTAL PROJECT APPROPRIATIONS
Continuing	$5,500,000	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Program Period Total
Local: G.O. Bond	0	0	500,000	2,000,000	3,000,000	**$5,500,000**
TOTAL	**$0**	**$0**	**$500,000**	**$2,000,000**	**$3,000,000**	**$5,500,000**

SOURCES OF PROJECT FUNDING FY 2014 - 2018 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%