PROPOSED

FY 2017 Operating Budget
FY 2017-2021 Capital Improvement Program

THE CITY OF LYNCHBURG

PROPOSED
FY 2017 OPERATING BUDGET and
FY 2017 – 2021 CAPITAL IMPROVEMENT PROGRAM
CITY OF LYNCHBURG, VIRGINIA

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

CITY COUNCIL

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Mitchell Nuckles, Commissioner of the Revenue
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Margaret Schmitt, Director of Human Resources
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Marjette Upshur, Director of Economic Development
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SPECIAL ACKNOWLEDGMENT

Cover photographs by LuAnn Hunt, Communications and Marketing Coordinator

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July 1, 2015

Executive Director

CITY MANAGER'S BUDGET MESSAGE ..... SEE TAB

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OFFICE OF THE
CITY MANAGER

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TO: The Honorable City Council

FROM: L. Kimball Payne, III, City Manager

SUBJECT: *Proposed FY 2017 Budget*

DATE: March 8, 2016

Introduction

The *Proposed FY 2017 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 $352.2 million. For comparison, the *Adopted FY 2016 Budget* totaled $331.1 million. General Fund expenditures for FY 2017 are projected to increase by less than $1 million. Increases in the Capital Fund and some enterprise funds are primarily responsible for the planned increase in overall spending.

The *Proposed FY 2017 Budget* reflects a stable economy with modest revenue growth from local taxes and increased State and federal funding for mandated programs. The additional resources are utilized to support new debt service, fund increased costs of employee medical benefits, provide selective compensation adjustments to enhance recruitment and retention, implement a body-worn camera program in the Police Department, and set aside funds for future capital needs.

The *Proposed FY 2017 Budget* complies with the fiscal policies adopted by City Council. It does not include any recommendation for tax increases. It does, however, propose increases in Water and Sewer Fund user fees of 4.9% and 3.3%, respectively.

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 periodically, as appropriate. The next review and affirmation is scheduled for March 22, 2016.

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

On October 8, 2013, City Council adopted a new vision statement and strategic plan for the Lynchburg community. The strategic plan was a natural evolution from the Sustainable Lynchburg Initiative that had been underway for several years and includes both a foundation and strategic pillars (core areas) that support the vision of Lynchburg as, ***"A Great Place to Live, Work and Play."***

Foundation: *Good Governance and Fiscal Responsibility are the foundation to achieving Council's vision of making Lynchburg "A Great Place to Live, Work and Play."*

Following are the pillars that support Council's Vision:

Arts and Culture: *Lynchburg is a place to discover and enjoy arts, history, and culture.*

Citizen Engagement and Social Capital: *Lynchburg citizens are engaged in participative democracy, interact with each other, learn from each other and together make the community more than the sum of its parts.*

Economic Development: *Lynchburg fosters an environment where businesses develop, thrive and compete in the global marketplace.*

Healthy and Active Living: *Lynchburg supports healthy and active living.*

Infrastructure: *Lynchburg will develop, renew and replace the City's infrastructure in a manner that is cost effective, efficient, and sensitive to the community's needs.*

Land Use: *Lynchburg optimizes the use of land and resources within its 50 square miles.*

Lifelong Learning: *Lynchburg is a community that values, encourages, and supports the pursuit of learning opportunities at all stages of life.*

Natural Resources: *Lynchburg protects, preserves, and restores the natural environment.*

Neighborhoods: *Lynchburg is a community of vibrant, healthy, and diverse neighborhoods.*

Safe Community: *Lynchburg supports a safe and vibrant community through partnerships, planning and prevention.*

Social Equity: *Lynchburg is a city where everyone is valued and respected, and has fair access to public resources.*

Transportation: *Lynchburg's transportation system is multi-modal, safe and accessible to all citizens.*

City Council's vision provides a baseline for City policy development and operational priorities. During its most recent planning session, in September 2015, City Council identified infrastructure maintenance, education, and economic development as priority focus areas.

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

The proposed budget supports these principles.

Budget Preparation

Throughout the fiscal year budget personnel have closely monitored current revenues and expenditures compared to the *Adopted FY 2016 Budget*. City Council's Finance Committee has been kept abreast of budget performance through the presentation of quarterly financial reports on the major funds and monthly tracking of the City's major revenue producers. Staff has also gathered information on significant events that might affect either costs or revenues in the proposed budget and have kept informed of State budget proposals in preparation for FY 2017 budget development. A number of issues or concerns impacting the budget were noted. They are:

- **Employee Compensation and Benefits:** In anticipation of a significant increase in the costs of medical coverage, City Council implemented an employee cost share for single coverage effective January 1, 2016. Even with that action, the City's costs for employee medical

coverage were projected to increase by about $435,000 in FY 2017. On the positive side, while retirement through the Virginia Retirement System (VRS) continues to be the highest cost benefit, a reduction in the certified contribution rate from 20.80% to 18.76% for the FY 2017-2018 biennium will result in savings of over $900,000 in the General Fund. Funds were included in the FY 2016 Budget to support compensation adjustments for selected positions in the Human Services and Parks & Recreation departments to improve market competitiveness, enhance recruitment and reduce turnover. A second year of adjustments was planned for FY 2017 and there was also a desire for market adjustments for other positions; in particular to address recruitment and retention challenges in the Public Works Department.

- **Tax Revenues:** General Fund revenues from local taxes were projected to show some growth.

- **State Funding:** With an improving revenues picture at the state level, there was a possibility that some additional assistance might be provided to support state-mandated, locally-delivered services. In particular, Governor McAuliffe promised additional State support for public education.

- **Body-Worn Cameras:** The implementation of a body-worn camera program in the Police Department, while supported by a Federal grant, requires significant additional resources for staff support and data storage.

- **Greater Lynchburg Transit Company (GLTC):** The preliminary budget for GLTC called for additional City support of over $500,000 to offset higher personnel costs.

- **Tourism:** City Council's decision to support the renovation of the historic Academy Theatre requires the dedication of Lodging Tax revenue in the amount of $200,000 from the Tourism budget.

- **Infrastructure:** City and School buildings, public safety facilities, roads, bridges, parks, community centers and other components of the City's infrastructure are perhaps the most significant ongoing funding challenge facing the City. Maintenance of the current infrastructure requires a significant investment that cannot be fully covered by annual pay-as-you-go financing. Major renovations and new facilities will require debt funding, however, the City's capacity to service additional debt is limited by available resources. When new debt was issued for the construction of the new Heritage High School, it was anticipated that without additional revenues the City's capacity to issue new debt would be limited for a decade. In the meantime, capital needs are escalating and, while the City has been successful in receiving funds from the Virginia Department of Transportation for necessary road projects, the City has to provide over $10 million in matching funds. In addition, State regulations mandate that something be done to address College Lake Dam within the next few years. As a result, preliminary budget planning included costs for new debt service in FY 2017.

- **Schools Funding:** The proposed School Budget seeks additional local funding of $1.8 million to fund a one percent (1%) compensation increase, market adjustments for selected positions, and an Empowerment Academy to improve graduation rates. Additional funding would be required for school bus replacements.

Budget instructions to City departments directed that an effort be made to maintain current levels of spending. Nevertheless, a combination of unavoidable cost increases and additional requests from departments resulted in a preliminary gap of over $5 million as budget development proceeded.

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. Information on the budget process to date was shared with City Council during its annual budget and planning session in January. Council indicated that it had no interest in a tax increase and expressed support for continuing efforts to address market disparities in compensation and for infrastructure maintenance, education and economic development.

As staff made the necessary decisions to close the gap between revenues and expenditures to produce a balanced budget it was mindful of the following goals:

- Continue the implementation of targeted compensation adjustments for positions that are considerably below market.
- Reserve as much as possible of the $1.2 million General Fund Reserve for Contingencies for capital needs.
- Eliminate the use of Managed Vacancy savings to enhance the end of year fund balance and provide greater future funding for pay-as-you-go capital projects.

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 2017 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 2017 funding. This includes an increase/decrease column, subtotals for personnel and operating (non-personnel related) costs, and a description of significant changes from the *Adopted FY 2016 Budget*.

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 hourly 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 the employer's share of Social Security Program contribution.

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

Health Benefit – Payments made for health insurance for full-time classified employees and other employees eligible under the Affordable Care Act.

Dental Benefit – Payments made for dental insurance for full-time classified employees and other employees eligible under the Affordable Care Act.

Vision Benefit – Payments made for vision insurance for employees participating in the Health Management Program.

Virginia Local Disability Program – Payments for third party administration of this State-mandated program that applies to all employees hired after January 1, 2014.

Affordable Care Act Fees – Fees set by the Federal government and included in the cost of medical benefits.

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, and printing.

Internal Services – Charges to departments for services, including vehicle maintenance and fuel, 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.

Performance Measures

Performance measures 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. An effort is being made to more closely align departmental performance measures with City Council's strategic plan and the priorities that were identified in each of the core areas. Each performance measure has been linked to a pillar or core service that supports City Council's vision of Lynchburg as "A Great Place to Live, Work and Play". The *Proposed FY 2017 Budget* includes funding to improve the use of performance metrics.

General Fund Revenues

Total General Fund revenues for FY 2017 are projected to be $180.4 million, an increase of $5.4 million compared to the *Adopted FY 2016 Budget*. General Fund revenues consist of both Dedicated Revenues ($36.9 million) and Non-Dedicated Revenues ($143.5 million). Overall, General Fund Revenues are projected to increase by approximately three percent (3.1%).

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, fees, reimbursement for indirect costs from enterprise funds, and federal and state categorical aid and grants. Dedicated revenues in the *Proposed FY 2017 Budget* total $36.9 million, approximately $1.9 million, or over five percent (5.5%), more than the current year. The majority of this increase is due to additional state and federal support for highway maintenance and social services programs and administration.

Charges for Services are projected to increase by approximately $87,000. An increase in Off-Duty Police fees of $195,000 and an increase in residential waste disposal fees of $85,000 are offset by reductions to stormwater charges allocated to General Fund departments, Community Development and Public Works.

Recreation Revenues are projected to increase by $103,000, to $476,000, due to increased programs participation.

Parking Revenues are projected to remain stable at $515,000.

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 decrease by about $185,000 primarily due to a rebenchmarking of the allocation of stormwater fees across departments.

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 $22.3 million, an increase of approximately $1.2 million. Highway Maintenance funding is projected to increase by $364,000, to $7.7 million. State funding for Social Services programs and administration is projected to increase by $700,000 and State funding for the annual Health Department true up, never previously budgeted, is projected to be $125,000. Funding for Constitutional Officers is anticipated to increase by less than $17,000.

Federal Categorical Aid is primarily funding for social services programs and administration and totals $7.3 million, an increase of about $687,000 from the current year.

Non-Dedicated Revenues

Non-dedicated revenues, or revenues that can be used at the City's discretion, are projected to total $143.5 million, an increase of approximately $3.5 million, or two and one half percent (2.5%), from the *Adopted FY 2016 Budget*.

In the proposed budget about eighty-nine percent (88.9%) of non-dedicated revenues and more than two-thirds (70.7%) of total General Fund revenues are generated by seven local taxes: the Real Property Tax ($57.9 million), the Personal Property Tax ($23.3 million, including the State reimbursement), the Local Sales Tax ($15.8 million), the Meals Tax ($14.4 million), the Business License Tax ($8.5 million), Consumer Utility Taxes ($4.4 million), and the Communications Sales and Use Tax ($3.2 million).

General Property Taxes

Revenues from the **Real Property Tax** are projected to total $57.9 million, an increase of approximately $1.4 million, or two and one half percent (2.5%), from the *Adopted FY 2016 Budget*.

Real Property Tax revenue projections are adjusted for a historically uncollectible percentage of two percent (2.0%, about $1.2 million), rehabilitation tax credits ($625,000) and tax relief for the elderly ($700,000).

This budget proposes no change to the Real Property Tax rate. For budget discussions, each penny on the Real Property Tax rate will generate approximately $500,000. This revenue source represents approximately forty percent (38.6%) 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 nearly seven billion dollars ($6,800,668,200), an increase of approximately $87.7 million from last year. Over twenty-three percent (23.2%) of real estate in the City is tax-exempt. The total assessed value of taxable real property in the City is estimated to be just over five point two billion dollars ($5,219,991,700) as of July 1, 2016, about $64.4 million more than the previous year.

Personal Property Tax revenues are projected to remain at the same level as FY 2016, 23.3 million. The local share of the Personal Property Tax category totals $17.8 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 be less than fifty percent (47.23%) for Calendar Year 2017. 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 about sixteen percent (16.3%) of General Fund non-dedicated revenues in the proposed budget.

Public Service Corporations Tax revenue is projected to increase by about $175,000 to $2.4 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 eleven percent (11.0%) of those funds. Sales Tax revenues have grown steadily, although slowly, since bottoming out in FY 2010. The estimated revenue of about $15.8 million represents an increase of just over seven percent (7.2% or $1.1 million) compared to the FY 2016 Budget.

Electric and Gas Utility Consumption Tax revenues are not projected to change from FY 2016, remaining at $4.4 million.

Communications Sales and Use Tax revenues are projected to continue their slow decline, falling $80,000 in FY 2017, to $3.2 million.

Meals Tax revenues are projected to grow nearly five percent (4.9%) to $14.4 million in FY 2017. Meals Tax revenue represents ten percent (10.0%) of General Fund non-dedicated revenues.

Business License Tax revenues of $8.5 million reflect a slight increase ($84,000) from the current year. This source makes up almost six percent (5.9%) of General Fund non-dedicated revenues.

Motor Vehicle License revenues are projected to remain at approximately $1.5 million.

Amusement Tax revenues are projected to remain at $675,000.

Other revenues in this category make up approximately $4.8 million of the FY 2017 revenue stream. This category includes **Right-of-Way Fees** ($250,000), **Electricity and Gas Consumption Taxes** ($349,000), **Bank Stock Tax** ($750,000), **Recordation Tax** ($475,000), **Tobacco Tax** ($875,000), and **Lodging Tax** ($2.1 million). In combination, these revenues are projected to increase by about $179,000 in FY 2017 compared to FY 2016. The most significant change is a projected increase of $100,000 in Bank Stock Tax.

Permits, Fees, and Regulatory Licenses ($749,000) are projected to increase by about $20,000. **Fines and Forfeitures** ($443,000) are projected to remain at current levels. **Revenue from the Use of**

Money and Property ($379,000) is expected to increase by about $65,000 due to slightly improved investments performance.

Charges for Services are projected to be $3.4 million, an increase of $46,000 from the current year. The majority of this revenue will be from charges for Ambulance Services ($2.75 million).

Non-Categorical State Aid totals $6.2 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 $244,000.

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 $185.7 million represent an increase of approximately $800,000, or less than one half of one percent (0.4%), from the *Adopted FY 2016 Budget*. Increased spending for City operations, schools, transit and debt service are offset by reductions in transfers to capital and reserves.

The following chart compares proposed FY 2017 expenditures by categories to the *Adopted FY 2016 Budget* and shows the proportion of the General Fund utilized by each service area.

Proposed FY 2017 Expenditures Compared to Adopted FY 2016 and as a Percent of Total General Fund Expenditures

	Adopted FY 2016	Manager's Proposed FY 2017	Percent Increase/ (Decrease)	Percent of FY 2017 General Fund
GENERAL FUND EXPENDITURES				
Operations - Departmental				
General Government	$12,737,041	$12,413,539	-2.5%	6.7%
Judicial Administration	4,827,800	4,912,654	1.8%	2.6%
Public Safety	35,741,308	36,549,098	2.3%	19.7%
Public Works	17,772,235	18,022,216	1.4%	9.7%
Health and Welfare	18,273,365	19,955,252	9.2%	10.7%
Parks, Recreation, and Cultural	5,513,707	5,764,526	4.5%	3.1%
Community Development	4,382,483	4,570,127	4.3%	2.5%
Total Operations - Departmental	**$99,247,939**	**$102,187,412**	**3.0%**	
Operations - Non-Departmental/Other				
Non-Departmental	$5,852,957	$6,709,885	14.6%	3.6%
Transfers to Other Funds	1,301,196	674,732	-48.1%	0.4%
Transfer to City Capital	7,830,529	3,871,635	-50.6%	2.1%
Transfer to Schools Capital	0	538,000	100.0%	0.3%
Schools Operations	41,064,276	41,681,666	1.5%	22.4%
Greater Lynchburg Transit Company	1,394,038	1,675,805	20.2%	0.9%
External Service Providers	8,174,630	8,279,169	1.3%	4.5%
Debt Service	17,211,443	17,923,738	4.1%	9.7%
Reserves	2,827,842	2,131,851	-24.6%	1.1%
Total Operations - Non-Departmental/Other	**$85,656,911**	**$83,486,481**	**-2.5%**	
TOTAL GENERAL FUND EXPENDITURES	**$184,904,850**	**$185,673,893**	**0.4%**	

General Government includes the Council/Manager Offices, the City Attorney, the City Assessor, the Commissioner of the Revenue, 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, Economic Development, Communications and Marketing, and Tourism.

External Service 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 Workers' Compensation, retiree medical and dental costs and a general salary increase, if programmed. **Transfers** include payments from the General Fund to other funds, generally as a payment for services.

Significant Changes from FY 2016

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

- A net increase in local funding for the operation of Lynchburg City Schools ($620,000) to fund market adjustments for selected positions ($790,000), the Empowerment Academy ($280,000) and school bus replacements ($500,000). Of the Schools request for $1.8 million in new funding, approximately $1 million is funded. Funding requested for an across-the-board compensation increase is not included ($700,000). Previously, school bus replacements were supported by pay-as-you-go funding from the prior year fund balance. For FY 2017 this annual cost is funded with General Fund revenues. A reduction in school bus replacement funding of $450,000, results in the net increase in Schools funding.
- Approximately $1.1 million in federal and State funding for public assistance programs and administration in the Human Services Department.
- A net increase in debt service costs of approximately $700,000 to provide the required match for Revenue Sharing transportation projects and other capital needs.
- Additional costs for employee medical benefits of $424,000 are funded.
- Additional costs for retiree benefits of $773,000 are funded.
- Savings of approximately $944,000 in Virginia Retirement System (VRS) costs help to offset other benefit cost increases.
- Funding for the Police Department and Office of the Commonwealth's Attorney to support implementation of the Body-Worn Camera (BWC) program ($385,000).
- Additional funding for the Greater Lynchburg Transit Company ($282,000).
- A second year of compensation adjustments to improve the market competitiveness in Parks & Recreation and Social Services is funded ($245,000). An additional $70,000 for Social Services is State funded.
- Increased funding in the Public Works department to provide structure and individual market adjustments to improve recruitment and retention ($185,000).
- Additional funding to maintain the competitive advantage at 10% above market in Public Safety ($36,000).
- Matching funds in support of a grant to the Emergency Services Department for the replacement of E911 call handling equipment ($155,000).
- The creation of a reserve to support the Academy Theatre restoration ($200,000).
- The establishment of a Capital Maintenance Reserve ($458,000) to support future debt service.

- The proposed budget reflects a reduction in available pay-as-you-go funding by $4.6 million.
- Schools Capital projects are being funded from the Heritage High School Furniture, Fixtures, and Equipment Reserve ($538,000).
- Eight (8) additional FTE positions in the General Fund and six (6) in the Water Resources enterprise funds are proposed, as outlined below.

Personnel Changes:

- An Assistant City Manager position is funded. The position will serve as a management analyst and support the City Manager in day to day operations.
- Three (3) new positions are funded to support the implementation of the Body-Worn Camera program; a Network Administrator II in the Police Department, an Assistant Commonwealth's Attorney and a Legal Assistant in the Commonwealth Attorney's Office.
- An additional Police Officer position is added through the elimination of a Captain's position.
- A Public Safety Recruiter position is funded to enhance overall recruitment, and minority recruitment in particular, in the Police, Fire and Emergency Services departments.
- The proposed budget also funds two (2) positions that City Council approved outside of the budget process; a Legal Assistant for the Commonwealth's Attorney and a Family Support Specialist for Foster Care in the Human Services Department.
- A full-time position in the Library is eliminated and part-time hours are increased to compensate.
- Although not in the General Fund, four (4) positions are eliminated in the Regional Juvenile Detention Center Fund in response to reduced usage of the facility.
- Two (2) new positions are proposed in the Waterline Maintenance Division of the Water Fund to add a utility line technician and a utility crew leader position for a water valve maintenance program.
- Three (3) full-time positions are proposed in the Sewer Fund: a Fats, Oils, and Grease (FOG) Program Manager/Pretreatment Coordinator, an Administrative Services Associate II in the Wastewater Treatment Plant, and a Utility Crew Leader.
- A Best Management Practices (BMP) Inspector position is proposed in the Stormwater Fund.

Other Changes of Note:

- The proposed budget does not utilize any Managed Vacancy Savings for balancing. Any savings realized from less than full employment of all positions throughout the fiscal year will be allowed to fall to unrestricted fund balance in order to be available as pay-as-you-go funding for future capital needs.
- School bus replacement costs are included in the Schools Operating Funds and are funded with ongoing revenues. In previous years school bus replacements have been funded with pay-as-you-go funds.
- Approximately $600,000 is captured from overfunded or no longer necessary reserves and fund balances to fund one-time capital expenditures in the operating budget.

Local Contribution to City Schools

Local funding in an amount of $50.1 million is proposed for Schools Operations ($41.7 million, including $500,000 for school bus replacements) and Debt Service ($8.4 million). The proposed budget includes an increase of $0.6 million in local funding for Schools Operations. 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) and is compared to the actual local expenditures in the annual report. (The most current report is entitled, "Actual Fiscal Year 2015 Required Local Effort and Required Local Match; Certification of Budgeted Fiscal Year 2016 Required Local Effort and Required Local Match," and was transmitted to the General Assembly on January 13, 2016.) The State Superintendent's Office has reported the following for Lynchburg:

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 actually funded $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 actually funded $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 actually funded $31,942,103, 109.38% more than the RLE. This compared to a First Cities average of 98.83%.

For FY 2013, Lynchburg's RLE was $16,755,419 and the City actually funded $33,383,248 or 99.24% more than the RLE. This compared to a First Cities average of 109.55%

For FY 2014, Lynchburg's RLE was $16,865,432 and the City actually funded $34,293,481 or 103.34% more than the RLE. This compared to a First Cities average of 100.55%.

For FY 2015, Lynchburg's RLE was $18,769,234 and the City actually funded $36,525,952 or 94.61% more than the RLE. This compared to a First Cities average of 108.16%.

For FY 2016, Lynchburg's budgeted RLE was $18,719,987 and the City budgeted $41,064,276 or 119.36% more than the RLE. The state's report on RLE for FY 2016 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 2017 Required Local Effort will be $18,376,447 based on the State budget proposed by Governor McAuliffe. The Senate and House of Delegates have both passed different budgets that will be resolved in conference. The final RLE will be determined by General Assembly action and will, almost certainly, be different than that in the Governor's proposed budget. If it remains unchanged and the amount in the *Proposed FY 2017 Budget* for schools ($41,681,666) is approved, local funding for schools operations will be 126.82% more than the RLE.

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 2017.

With a projected enrollment of 8,051.2 students in FY 2017, local per student support for operations would increase from $4,941 to $5,177.

In the *Proposed FY 2017 Budget* total appropriations for Schools, including all activities and funding sources, is estimated to be $103.1 million.

Debt Service

The City finances a large component of the Capital Improvement Program (CIP) with general obligation bonds.

A $115,190,000 General Obligation Public Improvement and Refunding Bond, Series 2014, issuance was completed in July 2014 to fund construction of the new Heritage High School, City Stadium renovations, transportation projects, the new Juvenile Group Home and other smaller projects in the General Fund, as well as water and sewer projects and the refunding of previously issued debt. That "once in a generation" bond sale resulted in nearly $3 million in new debt service in the General Fund and, without new resources for increased debt service payments, severely limits the City's ability to borrow additional funds for capital projects for about ten years. Nevertheless, it has become clear that we cannot defer capital projects for a decade. Several important transportation projects have received State Revenue Sharing support that must be matched, important infrastructure must be maintained, and regulatory requirements must be satisfied.

The proposed budget includes approximately $900,000 in additional debt service funding for FY 2017 to support a $17 million general obligation bond sale for General Fund projects. The bond sale may also include the advanced refunding of approximately $21 million of debt issued in 2007 and the financing of $11.6 million in the Water and Sewer funds. Sale of the bonds would occur in May 2016.

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 2017 debt service as a percent of expenditures is projected to be seven percent (7.3%).

Reserves

The City budget includes a number of reserve funds, described on the following pages, either in anticipation of future expenses or as a contingency.

The *Proposed FY 2017 Budget* includes new or additional funding for the following reserves:

General Fund Reserve for Contingencies FY 2017	$1,200,000
Other Post Employment Benefits (OPEB)	250,000
Academy Center of the Arts	200,000
Capital Maintenance	457,809
Parking	24,042
	$2,131,851

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, 2016 it is projected that nearly $1 million will be unspent in the General Fund Reserve for Contingencies at the end of the fiscal year. It is recommended a portion of those funds roll over into the FY 2017 Capital Fund to support Pay-As-You-Go projects ($648,000); the remainder will fall to fund balance to support future projects.

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. Due to budget restraints and the concern of setting aside funding that offers no direct services to citizens, a phased in approach is being used to slowly build the reserve. For FY 2017 a General Fund contribution of $250,000, the same as in the current year, is proposed. The balance in the OPEB Reserve for General Fund activities will be $2,381,814 after the FY 2017 contributions.

The **Academy Center of the Arts Reserve** is established as a repository for funds committed to the theatre restoration project. An initial installment of $200,000 from Lodging Tax revenues will be made in FY 2017. Additional contributions of $200,000 each year will be made in FY 2018, 2019, and 2020. Half of the $1 million set aside for downtown revitalization will be committed in FY 2018, 2019, and 2020. The full amount of $2.3 million will be held in the reserve as a “last dollar in” contribution once other financing for the theatre restoration has been secured by the Academy Center of the Arts.

A **Capital Maintenance Reserve** will be established in FY 2017 with the intent to identify additional funding for the maintenance of City capital assets ($457,809).

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 2017, the balance in the Parking Program Reserve is projected to be $158,707.

The **Reserve for Snow, Streets, and Bridges** serves as a contingency should the costs of snow removal exceed budgeted resources. These funds are budgeted in 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:

Heritage High School Furniture, Fixtures, and Equipment	$362,000
Detention Home Workers' Compensation	100,000
Law Library	38,338
Debt Service - Solid Waste	241,121
Juvenile Services Group Home Capital Needs	50,000
Future Landfill Post-Closure	380,102
Museums	50,028
Medical Benefits	1,078,048
Line of Duty Death Benefit	501,440
Greater Lynchburg Transit Company (GLTC)	500,000
Fire and EMS Department Equipment	30,922
Recreation Programs	127,404
Partners in Emergency Response (PIER)	82,625
Miscellaneous Reserves	10,488
	$3,552,516

A **Heritage High School Furniture, Fixtures, and Equipment Reserve** was established in FY 2015 with the intent to fund necessary furniture and equipment for the new school. The reserve reached a fully funded amount of $4.5 million with the FY 2016 funding. Uses of the reserve total $3.6 million, leaving a balance of $900,000. The proposed budget includes a transfer of $538,000 from the reserve to fund pay-as-you-go Schools capital projects. Once the Heritage High School project is complete, any remaining funds in this reserve will be used for future Schools capital needs.

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.

A **Juvenile Services Group Home Capital Needs Reserve** was established as an additional contingency until the project is complete in summer 2016.

A **Future Landfill Post-Closure Reserve** was established to when the City's landfill was sold to the Regional Authority. This reserve is used to pay expenses related to closing the landfills in the Authority as they are filled.

The **Museums Reserve** was created when the Museums Fund was closed into the General Fund. These funds will be used for future needs of the Museum System.

No additional funding is provided in FY 2017, for the **Medical Benefits Reserve**. The reserve was established to ameliorate the impact of increasing medical benefits costs. A previously extablished **Dental Benefits Reserve** is no longer needed and its assets of $150,000 are used in the *Proposed FY 2017 Budget* to fund one-time capital expenditures in the General Fund Operating Budget.

A **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 $501,440.

A **Greater Lynchburg Transit Reserve** was established in FY 2014 as a contingency fund to assist with cash flow when there is a delay in reimbursements from federal and State grants. The goal is to maintain the reserve at approximately $500,000.

A **Fire and EMS Department Equipment Reserve** was established with the remaining department budget appropriations from FY 2014 to assist with the purchase of new and replacement equipment as needed.

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

A **Partners in Emergency Response (PIER) Reserve** is used to purchase equipment as required.

In addition to the list of committed and assigned funds above, the City also maintains the **Schools' Reserve for Textbooks** ($811,000), **Health Insurance** ($1.7 million), **Special Education Reserve** ($321,000) and a **Workman's Compensation Reserve** ($421,000).

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 10.8% fund balance, amounting to $19.5 million. It also recommends utilizing $3.2 million in Unassigned General Fund Balance for pay-as-you-go capital outlay.

Personnel

As with any service based organization, the largest part of the City's operating budget, is devoted to personnel costs; salaries, wages, and benefits. Although the costs over the entire General Fund are approximately sixty-one percent (61.1%) of the budget, within the individual departmental budgets personnel costs can exceed ninety percent (90%) of expenditures. Increasing or cutting services in the public sector often is reflected directly in personnel costs.

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 recruitment and retention and regularly measures market competitiveness.

Continued efforts to promote workforce stability may be reaping benefits as overall voluntary turnover is essentially flat compared to last year, although total turnover increased slightly. Attraction and recruitment for vacant positions remains generally positive; however, attraction and retention challenges continue in some departments and positions. Voluntary turnover in CY 2015 decreased slightly, to just over six percent (6.26%), compared to CY 2014 at 6.33%. Total turnover, separations for all reasons, increased by just over one half percent, to about ten and one half percent (10.52%). A retirement rate of thirty-one percent (31%) of all separations compared to resignations at sixty percent (60%) indicates that the majority of employees leaving the City do so for other opportunities. City-wide turnover is especially influenced by the rise and fall of public safety turnover, particularly Police Department turnover. In CY 2015, Police Department voluntary turnover rose to just over five percent (5.29%) and total public safety turnover rose to almost eight percent (7.79%) from CY 2014's rate of over six and one half percent (6.6%).

Attention to public safety pay has resulted in entry level Recruit pay leading the market by ten percent (10%) and overall average sworn employee wages that lead the market by one percent (101% of market averages) while the average pay of the general workforce lags comparative market averages by approximately seven percent (7.0%). A two percent (2%) general wage increase, effective July 1, 2015, had little apparent impact on the overall comparison to the market averages for employees. Three years after City Council established a compensation goal of leading the market in public safety pay at the entry level, it is clear that regional localities continue to follow the City's lead by increasing public safety pay ranges, hiring rates and actual pay. Market forces continue to exert pressure for more significant structure and compensation adjustments in the general workforce, especially in Social Services, Parks and Recreation, and Public Works. Adjustments to targeted positions in Social Services and Parks and Recreation on July 1, 2015 may have contributed to slightly reduced turnover. However, comparisons to market pay indicate that the City lost ground in most cases, despite individual pay adjustments.

Limited resources continue to prevent the full realization of the goals in the City's *Compensation Philosophy*, adopted in 2003. The cost of a 1% adjustment to total General Fund salaries, with benefits, is approximately $570,000.

The *Proposed FY 2017 Budget* does not include funds for a general wage increase. It does include support for market adjustments to the Police, Fire, and Emergency Services pay range minimums This action is consistent with City Council's stated goal of maintaining market leadership in public safety pay. Resources for a second year of targeted adjustments in Social Services and Parks and Recreation are included in the Proposed Budget as well as resources for comparable adjustments in Public Works.

The required local contribution toward employee retirement pensions and life insurance in the Virginia Retirement System (VRS) is calculated each biennium. A new biennium begins on July 1, 2016 and the City's blended VRS contribution rate of 18.76% is lower than in the previous biennium. An additional five percent (5.0%) of annual pay is contributed by individual employees. The blended rate funds the City's obligation for all of the various VRS pension programs. In addition, the City fully funds the Group Life Insurance rate, estimated to be 1.19% for FY 2017. Most new non-public safety employees, hired after January 1, 2014, are covered by the VRS Hybrid Plan which includes a long term

disability benefit. The administration of the Local Disability Program by a third party administrator represents a cost of nearly six tenths of a percent (0.59%) of covered payroll in FY 2017. Newly hired, non-public safety employees are normally hired under the VRS Hybrid Plan which includes a revised paid time off program that accrues generic paid leave in addition to holiday time off for employee use. When employees hired under the VRS Hybrid Plan achieve one year of service, they become eligible for short and long term disability benefits in addition to paid time off.

Succession planning continues to be a primary focus area for the City as almost forty percent (40%) of the leadership team members are eligible to retire now or within three (3) years. A City-wide group of emerging leaders continues to take advantage of a variety of developmental opportunities, such as education assistance, group learning and project work and funding in the FY 2017 budget supports the on-going talent management system. Results of the developmental opportunities are positive as several participants have been selected for higher level internal opportunities over the past two years.

While the City has effectively contained health care costs over the past decade and the City was able to fund all increases for the past eight (8) years, changes in overall medical and pharmacy costs outpaced the City's ability to fully fund the projected 2016 medical plan year resource needs. In response, City Council decided to "reset" the rate structure based on actuarial costs and share the increases with plan members by establishing a five percent (5%) employee share for single coverage. The *Proposed FY 2017 Budget* includes about $424,000 in additional resources for the City's share of the increase. Plan changes and increased family member costs were implemented on January 1, 2016. As of that date, the City's plan is no longer "grandfathered" under the Affordable Care Act (ACA), which when coupled with the plan changes, results in a closer alignment with the City Schools' medical plan. Ongoing collaboration continues to work toward full consolidation of medical plan design, similar contribution strategies and improved administrative efficiencies.

The Health Management Program (HMP) provides on-going efficiencies and savings in medical claims, while it also provides a resource for employees as they manage episodic illness and chronic disease. Over ninety-eight percent (98%) 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 cost savings from 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 2017 Budget* totals 1,103.9 Full-Time Equivalent (FTE) employees, comprised of 956.56 full-time classified (compared to 949.33 in the *FY 2016 Adopted Budget*), 47.65 part-time classified, 2.00 grant full-time, 40.69 hourly, and 57 State-funded positions. The City's workforce in all funds totals 1,335.45 FTEs. This includes 1,150.66 full-time classified, 53.56 part-time classified, 26.86 grant FTEs, 47.37 hourly and 57 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 $6.3 million for Fleet Services is a decrease of ten percent (10.3%), or $725,000, from FY 2016. The proposed budget recommends replacing thirty-eight (38) vehicles and

assorted equipment in the General Fund, two (2) vehicles in the Water Fund, and three (3) vehicles in the Sewer Fund. The total cost of vehicle and equipment replacement in FY 2017 will be $2.2 million.

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 2017-2021 Capital Improvement Program* (CIP) includes $135.6 million for City capital projects and $7.6 million for Schools capital projects. With the addition of the planned capital projects in the Airport, Water, Sewer, and Stormwater funds the proposed five year CIP totals $199.9 million. Adoption of the CIP is anticipated coincident with adoption of the annual budget.

Proposed capital project appropriations total approximately $31.7 million in FY 2017 for the City Capital Fund including contributions for major building repairs and roof replacements. FY 2017 Schools' major building repairs and roof replacement projects were funded in FY 2016 with the FY 2015 return of fund balance. In addition, a few Schools projects are programmed to be funded from the remaining Heritage High School Furniture, Fixtures, and Equipment Reserve. Major transportation projects include construction of the realignment of the intersection at Timberlake Road, Logans Lane, and Wards Ferry Road, the widening of Wards Ferry Road and major repairs to the Main Street Bridge over the Expressway. The capital budget also supports continued investment in downtown revitalization with the first phase of streetscape improvements coincident with a major water line replacement project.

A significant impact on the Capital Improvement Plan was the July 2014 bond issue to fund Heritage High School, improvements to City Stadium, and water system projects. The debt service, which started in FY 2015, has limited the ability of the City to issue further general obligation debt over the next ten years. As a result, the CIP has been substantially revised to consider alternative funding sources, to move some projects further out on the timeline, and to defer other projects. The Deferred Projects List includes the replacement of Miller Park Pool, a new Firing Range Training Facility, renovations to the interior of the Community Market, adding gymnasiums to five elementary schools and the major renovation of three elementary schools.

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 2017 – 2021 CIP, seventy-one percent (71.1%) of the proposed appropriations are to be funded with pay-as-you-go funds and other cash sources such as Highway Maintenance funds, State Revenue Sharing Funds, and State and federal grants.

The *Proposed FY 2017 Budget* provides $4.5 million for pay-as-you-go projects. This is funded from several sources: unassigned fund balance from FY 2015, a transfer from the Heritage High School Furniture, Fixtures, and Equipment Reserve, the allocation of a portion of the FY 2016 General Fund

Reserve for Contingencies that will be unspent, and reallocated FY 2016 Major Building Repairs appropriations.

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

FY 2017 PROPOSED GENERAL FUND
PAY-AS-YOU-GO CAPITAL PROJECTS

Buildings	
Major Building Repairs and Improvements	$860,946
Roof Replacement	135,316
Total Buildings	**$996,262**
Transportation	
Public Transit Improvements (GLTC)	$363,828
Retaining Wall Replacement/Repair Program	350,000
Total Transportation	**$713,828**
Economic Development	
Downtown Redevelopment	$1,000,000
General Development Support	250,000
Street and Utility Extensions to Promote Economic Development	250,000
Streetscape Improvements Downtown	250,000
Total Economic Development	**$1,750,000**
Miscellaneous	
Radio Replacements	$191,500
Total Miscellaneous	**$191,500**
Reserves	
City Baseball Stadium Capital Maintenance Reserve	$100,000
Snow, Streets, and Bridges Reserve	250,000
Total Reserves	**$350,000**
Schools	
Athletic Complexes	$80,000
Paving and Fencing	158,000
Roof Replacement - Schools	300,000
Total Schools	**$538,000**
TOTAL GENERAL FUND PAY-AS-YOU-GO	**$4,539,590**
FUNDING SOURCES	
Pay-As-You-Go	$3,223,392
FY 2016 Major Building Repairs Appropriations	129,955
FY 2016 General Fund Reserve for Contingencies	648,243
Schools - Reallocated Funds from Heritage High School Furniture, Fixtures, and Equipment Reserve	538,000
TOTAL FUNDING SOURCES	**$4,539,590**

Airport Fund

The Lynchburg Regional Airport is budgeted as a separate fund to clearly delineate its financial operations and any support from the General Fund. Cost center revenues will cover total expenditures of $2.4 million. This represents no change from the current year. Airport passenger activity remains strong and revenues from landing fees, terminal rents, rental car concessions, parking and fuel sales are projected to be $180,000 higher for FY 2017 compared to the *Adopted FY 2016 Budget*. Airport revenues will exceed expenditures and for the second year, the Airport Fund will require no General Fund subsidy for airport operations. Instead, funds can be set aside to support further investment in the airfield.

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 is 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 nine straight years.

The City's water system can also be characterized as having low rates and ample capacity while being positioned for significant growth opportunities in its customer base. In addition to serving 22,640 City accounts, water is sold by contract to the counties of Amherst, Bedford, and Campbell and to two large industrial customers.

Over the past few years overall water consumption has remained stable. Slight increases in commercial and contract water sales have helped to offset significant reductions in residential consumption. Over the past five years alone the average household consumption has decreased by more than 8%. In the near future we anticipate significant decreases in contract water use. This will primarily be a result of reduced consumption by the Bedford Regional Water Authority (BRWA). On October 1, 2015 a new Water Purchase Agreement with the BRWA became effective. Beginning on July 1, 2016 through June 30, 2017 BRWA agrees to purchase a minimum of 1.25 million gallons of water per day and 1.0 million gallons per day each year thereafter. Additionally, beginning October 1, 2017 through June 30, 2017 BRWA water rate will be $1.20 per hundred cubic feet (hcf). Each year thereafter the rate will be adjusted based on City-wide rate increases and the Consumer Price Index. As previously discussed, this new contract will have a significant impact to Water Fund revenues; it is anticipated that revenues from BRWA will decrease by $400,000 in FY 2017 and by $900,000 in FY 2018. As a result, annual water rate increases of 4% to 6% are needed over the next several years. The recommended water rate increase for FY 2017 is 4.9%.

As in previous years a significant concern related to the water systems is the age of the water lines. While the useful life of a water line varies depending upon size and material, a general guideline is that a water system should be renewed every one hundred years. This means that the City should be renewing 4.6 miles of its 460 mile distribution system each year. Over the past year only 2.8 miles were replaced. Water capital expenditures will average approximately $4.7 million per year through 2021 with nearly 70% of that earmarked for renewal and replacement of the distribution system network. In addition to the financial challenge of replacing one percent of the distribution system each year there are challenges

associated with traffic disruption and staffing to manage the projects. As a result, the Department of Water Resources utilizes asset management to prioritize the water lines to be replaced. Factors that are considered in a replacement schedule include: maintenance history, age, consequence of failure, water quality, and fire flow capacity. In the upcoming years priority will be given to renewing the water system in the Central Business District.

Operating expenditures and debt service are projected to increase from $13.9 million to $14.2 million. Operating expenses are expected to total $9.8 million with debt service of $4.4 million. There is an increase of $72,000 for salaries and benefits. Two new positions are proposed in the Waterline Maintenance Division to add a utility line technician and utility crew leader position for a water valve maintenance program. This valve maintenance program will require additional equipment at a cost of approximately $65,000. Additional, increases of $71,000 are expected in Contractual Services, primarily due to two areas: 1) $31,000 of line protection and safety services used during waterline repairs in high traffic areas and 2) $30,000 related to completion of the implementation of new computer software for utility billing and higher maintenance costs on other existing computer software currently in use. Debt Service is projected to increase slightly from $4.3 million to $4.4 million. An additional capital transfer of $1.75 million is proposed for pay-as-you go funding.

The unrestricted cash balance in the Water Fund is projected to be forty-nine percent (49%) of total fund expenditures for FY 2017, compared to City Council's policy to maintain a fund balance of between twenty-five and forty percent (25-40%). 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 1.17. These variances from Council's financial policies are temporary as we transition to the lower revenues from BRWA. Although the debt coverage is below the minimum, the overall fiscal health of the fund is anticipated to be good for the upcoming year and the five year projection period.

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.

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.

On July 31, 2015 the City entered into a new consent order with the Department of Environmental Quality to address water quality issues. The new consent order replaced the 1993 Special Order that

established the City's Combined Sewer Overflow (CSO) control program. Highlights of the new consent order include:

- Implementation of a revised CSO Long Term Control Plan which, instead of the traditional CSO sewer/stormwater separation, focuses on capturing and treating the combined sewage and stormwater flow in the remaining CSO areas, and conveying it to the wastewater treatment plant for treatment.
- Maintains the requirement that the annual sewer bill for the average residential customer, using 7 hundred cubic feet (hcf) a month, equal or exceed 1.25% of median household income (MHI).
- Maintains the requirement that the sewer fund's operating debt coverage ratio be within a range of 1.15 to 1.5, but allows this to be computed based on a three year rolling average, providing for more flexibility.
- Increases the minimum reserve funds from no more than 25% of the prior year's budgeted operating expenditures to 40%, which will provide for a more stable and resilient enterprise fund.
- Clarifies and memorializes the City's ability to enter into sewer contracts based on a cost of service analysis.

The final phase of the largest replacement project in the CSO Program, the James River Interceptor, is nearing completion. Once complete the total James River Interceptor replacement project will span over seven (7) miles at a cost of over $75 million. Completion of the project is a significant milestone in the CSO Program. The new James River Interceptor will have the capacity to convey millions more gallons of wastewater and stormwater to the wastewater treatment plant, greatly reducing the overall volume of overflow events and improving water quality in the James River. The majority of the remainder of the work related to the new CSO Long Term Control Plan will occur at the Lynchburg Regional Wastewater Treatment Plant. Under the new plan it is anticipated that the CSO Program will be completed within the next decade and save the citizens of Lynchburg nearly a quarter of a billion dollars that would have been spent under the previous plan. Equally important, the new plan, by taking a holistic approach, will provide greater improvement in water quality.

In addition to CSO and related water quality improvement work, an increased emphasis is placed on the maintenance needs of the entire wastewater collection system. The Environmental Protection Agency is placing more pressure on utilities to adequately manage and maintain collection systems in order to prevent sanitary sewer overflows (SSO). This is accomplished through the implementation of a Capacity, Management, Operations, and Maintenance (CMOM) Program. A well-developed CMOM Program includes: robust inspection and cleaning programs, condition assessment, capacity assurance, and programs such as Fats, Oils, and Grease (FOG) Program Manager/Pretreatment Coordinator, among others. FOG programs are primarily directed at food establishments to adequately manage their discharges and minimize overflows associated with grease blockages. During a recent two day inspection EPA emphasized the need to complete the development of the City's CMOM Program with special emphasis on developing a program to clean and inspect the entire sewer collection system.

In order to adequately perform sewer system condition assessments Sanitary Sewer Evaluation Surveys (SSES) are performed. These surveys identify and rank defects in the sanitary sewer system from which corrective action plans are developed. Adequate funding of both these surveys and the corrective actions are essential for the elimination of sanitary sewer overflows (SSO's) and for overall

system maintenance. Ensuring that there is adequate capacity in the sewer system is important for economic development and is also critical to preventing SSO's. A key capacity related sewer project scheduled to start this year is the Burton Creek Interceptor, which serves a growing Liberty University and the Wards Road commercial area.

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, in order to adequately finance Sewer Fund activities and to ensure compliance with the provisions of the regulatory orders.

In the *Proposed FY 2017 Budget* total revenues in the Sewer Fund are projected to increase by approximately $740,000, from $21.5 million to $22.2 million. The increase in revenues is primarily from three sources: 1) Contract customers, comprised of the counties of Amherst, Bedford, and Campbell and two industrial customers, WestRock and Frito-Lay, are projected to have increased volumes resulting in projected increased revenue of $358,000; 2) Inside city customer revenue is expected to increase by $245,340 with a proposed volume rate increase of 3.3%, and; 3) a Septic Hauler Charges revenue increase of $150,000 is directly related to a new customer bringing in leachate from Maplewood Landfill in Amelia County.

Projected total expenditures of $22.3 million include $11.6 million for operating expenditures, $9.4 million for debt service, and a $1.3 million transfer to capital for pay-as-you go items. There are five expenditure line items with large changes:

1) A $164,000 increase for salaries and benefits due to the proposed addition of three (3) full-time positions; a Fats, Oils, and Grease (FOG) Program Manager/Pretreatment Coordinator to monitor customers that contribute significant of fats, oils, and grease to the sewer system, an Administrative Services Associate II in the Wastewater Treatment Plant to set up a parts inventory system and provide administrative support for increasing regulatory requirements and, a Utility Crew Leader for off road sewer line inspection;

2) A $200,000 increase in chemical costs mostly associated with Region 2000 Landfill requirements to help reduce odors caused by sludge;

3) A $298,000 increase in Contractual Services, mostly attributable to using land application for sludge disposal and hauling slightly more sludge to the Maplewood Landfill;

4) A $483,000 increase in Other Charges and Capital Outlay, including $365,000 to purchase new equipment to inspect, clean and maintain off road sanitary sewer lines in order to reduce sanitary sewer overflows within the City, and a $89,000 increase in the amount to be paid to Fleet Services to adequately fund large equipment replacement;

5) A $100,000 decrease in tipping fees paid for sludge disposal at Region 2000 Landfill due to reduced tonnage as a result of the land application of treated biosolids and, hauling more tons per week to Maplewood Landfill in Amelia County.

The unrestricted cash balance in the Sewer Fund is projected to be twenty-five (25%) of fund expenses for FY 2017 which complies with the Consent Special Order limiting the Sewer Operating Fund to the retention of no more than 40% of reserve funds compared to a subsequent year's operating

expenditure budget. The debt coverage ratio is projected at 1.20, meeting Council's policy minimum of 1.20. The annual sewer bill for the average residential customer is estimated to be 1.40% of median household income. These projections are based on a proposed 3.3% increase in the volume rate.

Stormwater Fund

The Stormwater Fund was established in 2012 in response to increasing federal and state regulations and the significant costs required both for compliance and the maintenance of existing stormwater infrastructure. The Stormwater Fund is also 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.

In January the Department of Water Resources was authorized by the State Water Control Board to receive a zero percent interest loan in the amount of $1.7 million through the Virginia Resource Authority. This loan will provide the local match to a $1.7 million Stormwater Local Assistance Fund grant that the Department has already received. The combined resources will fund the construction, beginning this year, of five water quality projects that will satisfy the current permit requirement to achieve 5% of the City's pollution reduction goals associated with the Chesapeake Bay TMDL (Total Maximum Daily Load). Over the next two permit cycles, or by 2028, the remaining 95% must be achieved at an estimated cost of up to $85 million. As required by the City's stormwater permit, mapping of the entire stormwater system is underway. A high level of condition assessment is also being performed in order to prioritize storm system rehabilitation and replacement needs.

In the *Proposed FY 2017 Budget* for the Stormwater Fund total revenues are projected to remain the same as FY 2016, at $3.5 million, due to no change in the $4.00 per s.f.u. stormwater management fee and no change in the $275,000 transfer from the General Fund to the Stormwater Fund to cover VDOT reimbursable stormwater expenses for work performed by the Department of Water Resources.

Expenditures are projected to fall from $3.8 million to $3.6 million. A net decrease of $230,000 is attributed to the following significant changes:

1) A $356,000 decrease in Other Charges reflecting a reduction in indirect costs transfers to the Community Development and Public Works Departments;
2) A $127,000 decrease in transfer to the Sewer Fund due to the Stormwater Fund has fully reimbursed the Sewer Fund for all the costs incurred to implement the Stormwater Fund that began in FY 2013;
3) A $115,000 increase in salaries and benefits reflecting a request to add a Best Management Practices (BMP) Inspector position and moving one Utility Line Technician position from the Sewer Fund due to increased stormwater maintenance and repair work;
4) Additional increases include $68,000 for Contractual Services and $31,000 for Internal Service Charges.

[Note: More complete information about the Water, Sewer, and Stormwater Funds can be found in the Department of Water Resources, FY 2017 Rate Study and Annual Report that will be presented to City Council on March 22, 2016. It will be available on the City website.]

Outstanding Issues

There are several outstanding issues that may impact budget deliberations.

- Revenue projections in the *Proposed FY 2017 Budget* are based on an analysis of actual revenues and trends up to January 1, 2016. Staff will re-examine revenues after April 1, 2016, and recommend appropriate adjustments, if any.

- Actions taken by the General Assembly could affect both revenues and expenditures in the FY 2017 Budget. Once the session ends, staff will analyze the impact of new legislation on the proposed budget and will suggest changes as appropriate.

- Each of the three State budget proposals include funding for pay raises for school teachers and sheriff's deputies, however, in different amounts and on different timetables. Any state funding of pay raises results in additional costs to localities. Once the General Assembly has adopted a State budget, City Council will be advised of the choices that it has regarding pay increases and the potential costs.

Outlook

The *Proposed FY 2017 Budget* reflects another year of modest income growth that, while allowing for incremental adjustments to spending, does not provide the resources to significantly affect larger issues of infrastructure maintenance and replacement, appropriate compensation to support a talented and dedicated public employee workforce, or to address important issues such as educational attainment and income disparities in the community. Furthermore, increasing costs of service delivery erode the ability to use revenue growth for new initiatives.

City Council's identification of education, economic development and infrastructure as strategic priorities recognizes the importance of both human assets and physical, or capital assets to a community's success. Nurturing a talented workforce, from early childhood education through the productive adult years, is an important task requiring investment at many levels. While a talented workforce can attract and create new business enterprises, it is important that the community maintain a quality of place where workers, entrepreneurs, and businesses want to locate. Millennials, who are making up a growing proportion of the workforce, are said to choose where to live rather than where to work. The work finds them, in communities where they choose to reside, either through new business creation or existing business expansion.

Maintaining community infrastructure is a critical component of creating a desirable place to live, work and play. City capital assets, schools, other public buildings, parks, trails, roads, bridges, water and sewer plants, and distribution and collection systems, are valued at over $1 Billion. A little over half of those assets are the responsibility of the General Fund. If those assets have an average life of between thirty and fifty years, an annual investment of between $11 million to $19 million is necessary to cover the depreciation of General Fund assets. In today's interest rate environment, a mid-range annual investment of $15 million toward infrastructure maintenance and replacement would require about $1 million in additional debt service each year.

The competing interests are clear. In recent budgets there have been tradeoffs between investment in infrastructure and investment in people. The FY 2016 Budget supported slight compensation increases across the board for both City and Schools employees, with some further adjustments for positions significantly below market. In earlier years the focus was on finding the resources to support new debt service related to the replacement of Heritage High School and employees went over five years without an increase in compensation. The *Proposed FY 2017 Budget* returns to a focus on infrastructure, providing only selected market adjustments for positions that are having the greatest difficulty in recruitment and retention. Future budgets will experience this same competition for funding between human assets and capital assets; and the tradeoffs and compromises between the two may result in neither being adequately maintained. At the same time, community interest has arisen in addressing endemic intergenerational poverty, the educational achievement gap, workforce development, and even for adding new cultural and recreational amenities to enhance quality of place.

Given the reality of modest revenue growth, increasing costs of service delivery, and competing issues, finding the funding to do everything desirable or even necessary is the major fiscal challenge facing the City. There are a limited number of ways to address the issue; taxes may be raised, services may be cut or alternative, less expensive service delivery mechanisms developed. Whatever path is chosen, the choice will be difficult. It will require a community discussion to determine, and ultimately a political decision by the governing body to represent, the ability and willingness of the citizens to pay more for the quality of workforce, services, and infrastructure that they expect and the amenities that they desire.

Conclusion

The *Proposed FY 2017 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 2017. Work sessions will be held on Tuesday afternoons throughout the months of March and April.

A public hearing on the proposed budget is scheduled for April 5, 2016, at 7:00 p.m., in Council Chamber.

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

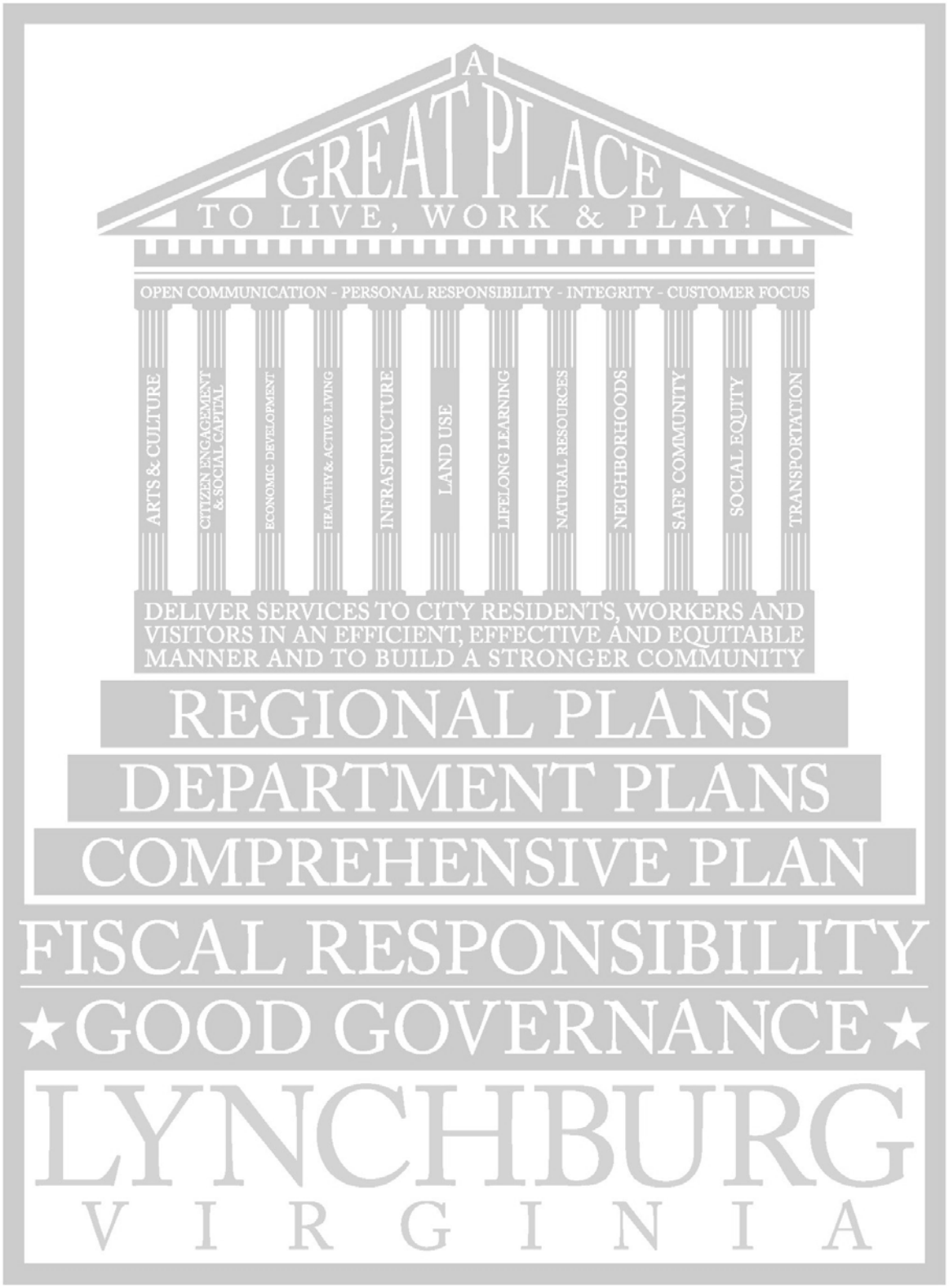
Copies of the *Proposed FY 2017 Budget* are available for public review at the main public library and the downtown branch as well as on the City's website at www.lynchburgva.gov.

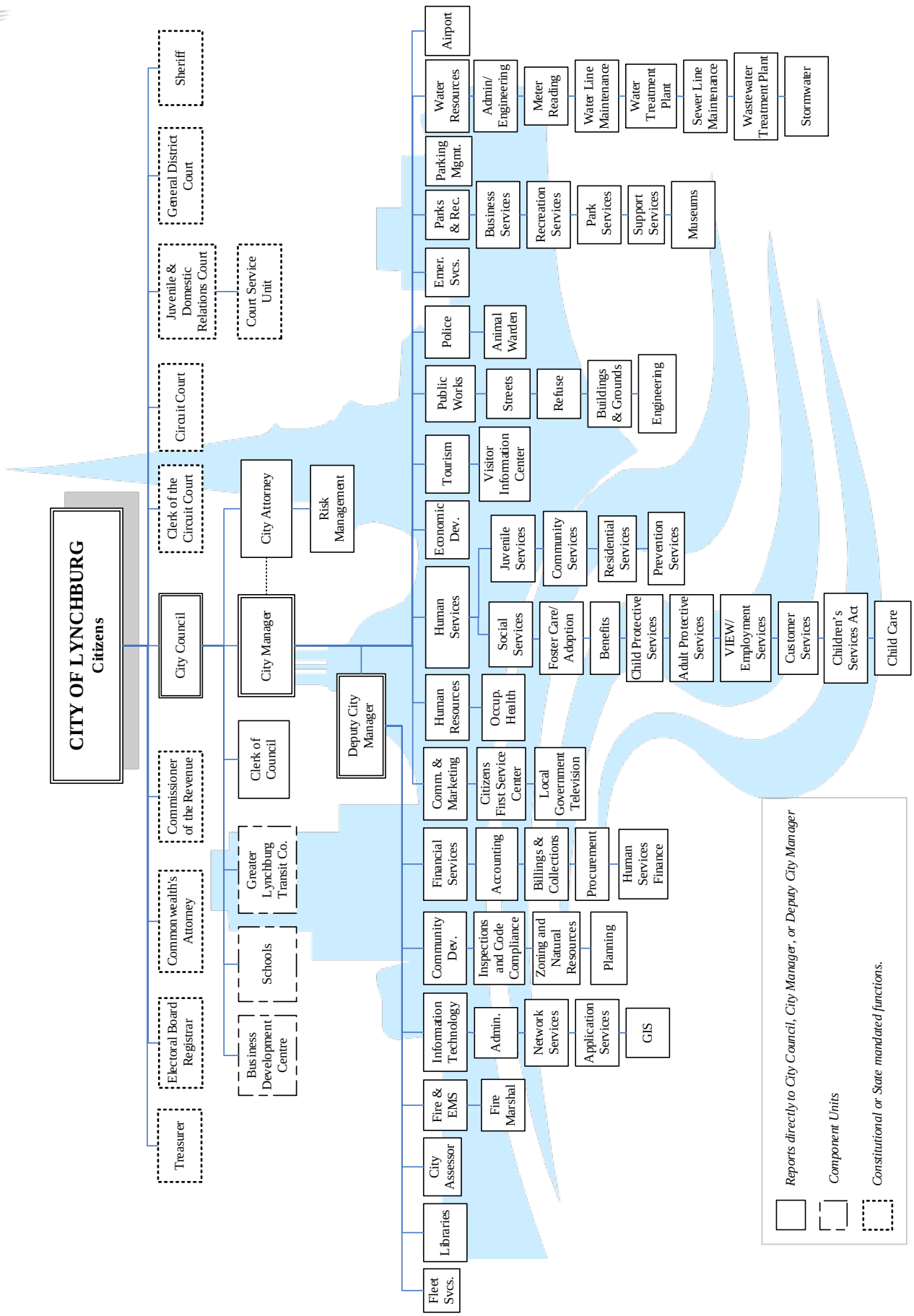
Acknowledgements

I would like to acknowledge the hard work of City staff who developed and produced the *Proposed FY 2017 Budget*. Once again Deputy City Manager Bonnie Svrcek and Director of Financial Services Donna Witt provided outstanding leadership for the overall budget process. Megan Palmer, Starlette Early, and Courtney Blankenstein 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 Operations

Manager Reid Lanham and Financial Services Assistant Director Rhonda Allbeck, also provided valuable input 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 in making Lynchburg "A Great Place to Live, Work and Play."

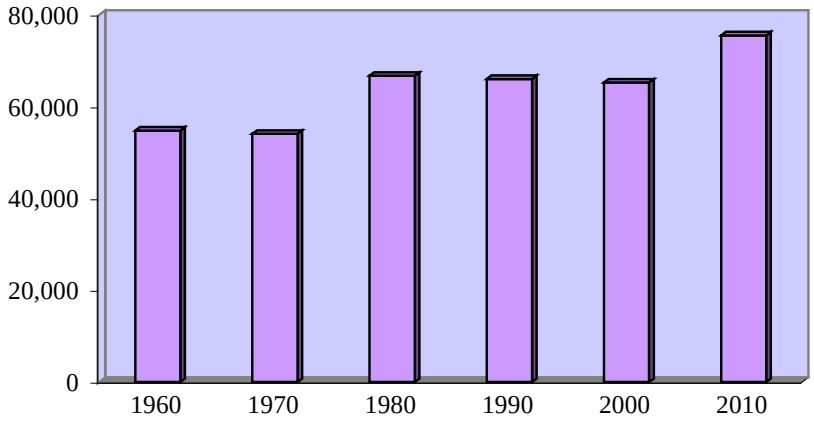

A
GREAT PLACE
TO LIVE, WORK & PLAY!
OPEN COMMUNICATION - PERSONAL RESPONSIBILITY - INTEGRITY - CUSTOMER FOCUS
ARTS & CULTURE
CITIZEN ENGAGEMENT & SOCIAL CAPITAL
ECONOMIC DEVELOPMENT
HEALTHY & ACTIVE LIVING
INFRASTRUCTURE
LAND USE
LIFELONG LEARNING
NATURAL RESOURCES
NEIGHBORHOODS
SAFE COMMUNITY
SOCIAL EQUITY
TRANSPORTATION
DELIVER SERVICES TO CITY RESIDENTS, WORKERS AND VISITORS IN AN EFFICIENT, EFFECTIVE AND EQUITABLE MANNER AND TO BUILD A STRONGER COMMUNITY
REGIONAL PLANS
DEPARTMENT PLANS
COMPREHENSIVE PLAN
FISCAL RESPONSIBILITY
★GOOD GOVERNANCE★
LYNCHBURG
VIRGINIA


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

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)



	1960	1970	1980	1990	2000	2010
Population	54,790	54,083	66,743	66,049	65,269	75,568

Note: The most recent figure from the Weldon Cooper Center for Public Service (www.coopercenter.org) estimates the City's July 1, 2015, population to be 78,675.

Form of Government
Lynchburg has operated under a Council/Manager form of government since 1920. 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 and Vice Mayor to serve two-year terms.

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 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 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 the Code of Virginia 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 is also required to assess 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 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 four public/private colleges and universities as well as Central Virginia Community College.

A city with outstanding cultural, educational, and recreation opportunities, Lynchburg has over 900 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).

Following the recession of 2008, the City identified eleven key elements critical to the City's future. These elements are: Arts and Culture, Citizen Engagement and Social Capital, Economic Development, Lifelong Learning, Healthy and Active Living, Infrastructure, Natural Resources, Neighborhoods, Safe Community, Land Use, and Transportation. In FY 2014, a twelfth element, Social Equity, was added and City Council adopted a new Vision for the City – *"A Great Place to Live, Work and Play!"* – with goal statements for each of the twelve pillars that support the Vision. Following Council's adoption of these priorities, the Strategic Planning Action Team is meeting with internal and external stakeholders to identify the metrics that demonstrate progress and/or success with each priority. Within this document as an initial step to linking City functions to the Vision, departments associated pillars with performance measures where there was a connection.

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

COUNCIL MISSION:

To deliver services to City residents, workers and visitors in an efficient, effective and equitable manner and to build a stronger community.

VALUES:

Open Communication ❧ Personal Responsibility ❧ Integrity ❧ Customer Focus

City Council Adopted Priorities

Lynchburg, VA: A Great Place to Live, Work and Play!

- **Arts & Culture:** Lynchburg is a place to discover and enjoy arts, history, and culture.
  Priority: Improve the City's role as facilitator and champion of local and regional efforts to promote preservation, the arts, and heritage development.

- **Citizen Engagement and Social Capital:** Lynchburg citizens are engaged in participative democracy, interact with each other, learn from each other and together make the community more than the sum of its parts.
  Priority: Promote active and effective participation in civic affairs, democratic process, and community improvement efforts.

- **Economic Development:** Lynchburg fosters an environment where businesses develop, thrive and compete in the global marketplace.
  Priority: Focus on areas that will directly impact economic growth and ensure Lynchburg is in a competitive position to attract, retain, and grow the types of companies and industries it desires.

- **Healthy & Active Living:** Lynchburg supports healthy and active living.
  Priority: Upgrade existing facilities in parks to meet current codes and to improve their appearance and function.

- **Infrastructure:** Lynchburg will develop, renew and replace the City's infrastructure in a manner that is cost-effective, efficient, and sensitive to the community's needs.
  Priority: Provide the citizens of Lynchburg with dependable, modern, high-quality roads, utilities and public spaces to meet the City's long-term requirements.

- **Land Use:** Lynchburg optimizes the use of land and resources within its 50 square miles.
  Priority: Promote public and private strategies that allow for transit and pedestrian-oriented, mixed-use development opportunities, especially within designated redevelopment areas.

- **Lifelong Learning:** Lynchburg is a community that values, encourages, and supports the pursuit of learning opportunities at all stages of life.
  Priority: Create partnerships with Lynchburg City Schools, private schools, universities, colleges and the business community to support workforce development.

- **Natural Resources:** Lynchburg protects, preserves, and restores the natural environment.
  Priority: Encourage development that maximizes the use of limited land resources, while being sensitive to cultural and natural resources and surrounding land uses.

- **Neighborhoods:** Lynchburg is a community of vibrant, healthy, and diverse neighborhoods.
  Priority: Support neighborhoods through infrastructure and public services.

- **Safe Community:** Lynchburg supports a safe and vibrant community through partnerships, planning and prevention.
  Priority: Foster a safe and vibrant community through conserving, stabilizing and revitalizing City neighborhoods.

- **Social Equity:** Lynchburg is a city where everyone is valued and respected, and has fair access to public resources.
  Priority: Promote activities which support the healthy development of the City's at-risk youth, adults and families.

- **Transportation:** Lynchburg's transportation system is multi-modal, safe and accessible to all citizens.
  Priority: Create a sustainable, multi-modal transportation system that minimizes and, where possible, reduces pollution and motor vehicle congestion while ensuring safe mobility and access for all.

FY 2015
(July 1, 2014 – June 30, 2015)
Accomplishments and Recognitions
(With updates through December 2015)

ECONOMIC DEVELOPMENT

The City continues to maintain its role as an employment and commercial center for a four county metropolitan statistical area with a population of approximately 260,000. The following was published in the August 2015 edition of *Virginia Business* regarding the City of Lynchburg: "With more than 4,700 businesses ranging from traditional shops to global corporation headquarters, [its] industry makeup and workforce is made up of firms of all sizes, making [its] economy stable and diverse. While employment is driven primarily by health care and retail, these jobs are complimented by healthy higher education, energy, professional services and advanced manufacturing sectors." Real property assessments have experienced slight growth and personal property assessments have experienced unexpected growth due to consumer friendly gas prices. Consumption driven revenues have realized growth since FY 2011. In FY 2015, Local Sales Tax Revenue exceeded pre-recession levels for the first time. Looking ahead, it is anticipated that real property values will remain relatively stable, while personal property values and consumption tax revenues will continue to grow gradually as the economy allows.

Areva NP, with three major facilities in greater 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 March 2015, Areva was awarded a multi-million dollar contract to fabricate and deliver a replacement reactor vessel head to a U.S. utility. As part of this contract, AREVA will also supply control rod drive mechanisms. The equipment will be designed and manufactured by the AREVA teams in Lynchburg and at their international headquarters in France.

Other business sector growth includes Seven Hills Food, which purchased and renovated a 100-year-old, 40,000-square-foot meat processing facility. Seven Hills Food was awarded the largest Governor's Agriculture and Forestry Industries Development Fund grant to date. The business is a medium-scale processing plant which anticipates buying 12,000 Virginia cattle and hogs, in the first three years, and growing its employee base to 43.

A major new retail development, Lakeside Crossing, opened in 2013 at the intersection of Lakeside Drive and the Lynchburg Expressway. While Lakeside Crossing continues to inject substantial revenue into the Lynchburg economy, the success of the project has prompted renewed interest in new retail development in the area.

Liberty University (LU) announced plans in October 2013 to increase its online and resident student population and an expansive "campus transformation" with over $500 million in new construction. This transformation continued with the opening of the second of six nine-story residence halls Fall 2015 semester. A new 60,000-square-foot Academic and Performance Center is under construction as well as the new 275-foot-tall Freedom Tower.

LYNCHBURG CITY SCHOOLS

Lynchburg City Schools (LCS) saw division wide improvement in Standards of Learning (SOL) pass rates. Gains in math, reading, science, and social studies were achieved and many schools had double digit increases in pass rates. LCS also saw improvement for African-American students and among economically disadvantaged students and students with disabilities.

LCS graduated 19 Early College Program students this year. This is the first group of students to graduate from LCS with an Advanced Diploma and an Associate's Degree from Central Virginia Community College.

INFRASTRUCTURE

FY 2015 was a year of continued work on downtown redevelopment, the Combined Sewer Overflow (CSO) Program and transportation projects. The second phase of the Midtown Connector, which included the re-working of a major intersection was completed in December 2015. Construction of the new Juvenile Services Group Home and the Kemper Street Bridge has begun with completion dates next fall. Construction continues on the complete renovation of the football/soccer facilities at Lynchburg City Stadium. These renovations will meet National Federation of State High School Associations standards.

Construction of the new Heritage High School began in May 2014. The total project costs are estimated at $76.9 million which includes demolition of the existing school, the construction of new athletic fields and a new field house. The school will be occupied in August 2016 with final completion of all project phases in July 2017.

TECHNOLOGY

The City continues to be a leader in using technology to assist in service delivery. e.Republic's Center for Digital Government and Digital Communities Program has ranked Lynchburg fifth among the top-ranked digital city governments in the 75,000 – 124,999 population categories in the 13th annual Digital Cities Survey. This is Lynchburg's eleventh year of ranking in the top ten for communities of its size.

TRANSPORTATION

Greater Lynchburg Transit Company (GLTC) provides public bus service for Lynchburg citizens. Construction of a new bus maintenance and operations facility began this year with funding from Federal, state and local sources.

The City is also served by the Lynchburg Regional Airport, an FAA-designated small non-hub commercial airport with significant general aviation flight and training activity. Airline service includes 6 daily departures, with an estimated yearly passenger count of 159,000. Commercial service is provided by American Airlines with 80% passenger loads resulting in increased airport revenues. Through its Air Service Development Partnership with the Chamber of Commerce and area businesses the City is actively seeking new airline service to a northern hub airport as well as investigating possibilities for adding service with ultra-low cost carriers to popular tourist destinations.

The Lynchburg Regional Airport has had two fixed base operators (FBOs) providing a full range of aeronautical services such as fueling, maintenance, flight training, and charter services. In addition, Liberty University's rapidly growing School of Aeronautics is based at the airport.

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 Comprehensive Annual Financial Report (CAFR) for the fiscal year ended June 30, 2014. This is the City's eighteenth consecutive year in receiving this award.

GFOA also awarded the Distinguished Budget Presentation Award to the City of Lynchburg for its FY 2016 Adopted Budget. This is the City's twelfth consecutive year in receiving this award.

UNDERSTANDING THE BUDGET

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, expenditures, 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 is 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

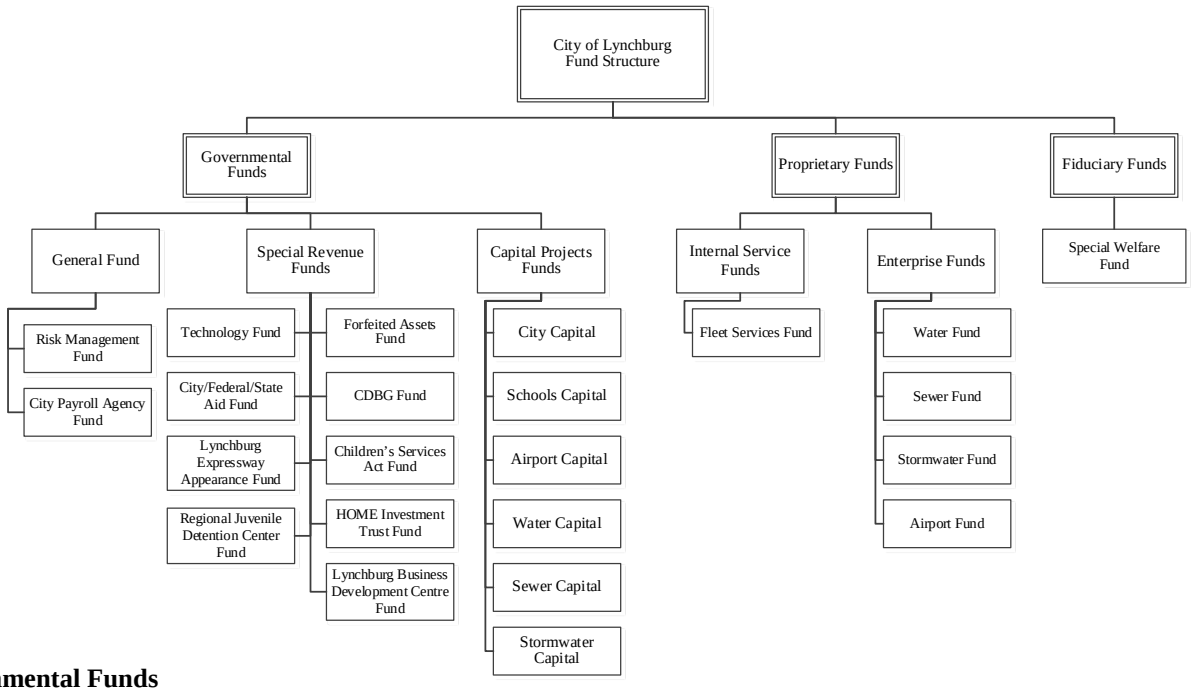
Typically, in early March, the City Manager submits to the City Council a proposed operating budget for the fiscal year starting July 1 and ending June 30 of the following year. The City Manager includes a budget message that explains budget issues and presents recommendations. The operating budget includes 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. In addition, citizen engagement meetings are held concurrently with department budget development during the months of November and December to receive citizen input in a more informal environment. 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 based on City Council deliberations and adoption of a budget resolution.

DESCRIPTION OF CITY FUNDS

For accounting purposes, a local government is not treated as a single 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.
- Children's Services Act Fund – Accounts for revenues received and expenditures made to support the Children's Services Act for At-Risk Youth and Families adopted by the Virginia General Assembly. This was formerly the Comprehensive Services Act Fund.

DESCRIPTION OF CITY FUNDS (CONTINUED)

- 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.

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 for debt service.

Internal Service Fund

Internal Service Funds account 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 operate 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. Capital projects for school buildings are included in bond issues with the City.

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 2017

September 8, 2015	Council Meeting - Carry forward and First Quarter Adjustments Public Hearing
September 22, 2015	Council Meeting - Carry forward and First Quarter Adjustments Adoption
September 24, 2015	City Council Retreat - FY 2017 Budget Preview
October 15, 2015	First Draft of Financial Projections (Expenditures/Revenues/Debt) completed by Budget Office
October 29, 2015	Citizen Engagement - Ward I, Bedford Hills Elementary School
November 3, 2015	Budget Instructions to Departments
November 4, 2015	Capital Improvement Program (CIP) Meeting to prioritize pay-as-you-go funded General Fund and Schools
November 9, 2015	Budget Q&A Session for Department Budget Contacts
November 11, 2015	Citizen Engagement - Ward III, Sheffield Elementary School
November 19, 2015	Citizen Engagement - Ward IV, Linkhorne Middle School
December 1, 2015	Citizen Engagement - Ward II, Dunbar Middle School
December 2, 2015	Budget Submissions Due from Small and Medium Departments
December 16, 2015	Budget Submissions Due from Large Departments
January 8, 2016	Meet with Departments to clarify budget requests
January 8, 2016	CIP submissions due to Budget Office (General Fund and Schools)
January 13, 2016	Meet with Departments to clarify budget requests
January 19, 2016	Council Budget Retreat
January 21, 2016	Budget Submissions for Water, Sewer, Stormwater, and Schools Operating Funds Due
January 25-28, 2016	Balance Budget
March 7, 2016	Third Quarter Budget Adjustments Letter to Departments
March 8, 2016	Regular Council Work Session - City Manager Introduces Proposed Budget; Begin to review FY 2017
March 11, 2016	Third Quarter Budget Adjustment Requests Due from departments to Accountants
March 15, 2016	Council Budget Work Session - Continue to review FY 2017 Proposed Budget
March 22, 2016	Regular Council Work Session - Review Proposed CIP and City Schools Request
March 29, 2016	Council Budget Work Session - Continue to review FY 2017 Proposed Budget (if necessary)
March 30, 2016	Ad for 3rd Quarter Public Hearing (if necessary) to Communications & Marketing
April 5, 2016	FY 2017 Budget Public Hearing: 7:00 p.m.
April 12, 2016	Regular Council Work Session - Begin to review the proposed changes
April 19, 2016	Council Budget Work Session - Budget Balancing
April 26, 2016	Regular Council Work Session - Budget Balancing (if necessary)
May 10, 2016	Council Meeting - First Reading of the Budget; Third Quarter Budget Adjustments Adoption
May 24, 2016	Council Meeting - Second Reading and Adoption of the Budget
July 1, 2016	FY 2017 Adopted Budget available online and in libraries

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.

Affordable Care Act (ACA) – Federal legislation that mandates certain health benefit requirements.

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.

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 (BRRJA) – 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 City of Lynchburg and the Counties of Amherst, Appomattox, Bedford, Campbell, and Halifax. 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 (CIP) – 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.

Combined Sewer Overflow (CSO) – Occurs when heavy rainfall enters a combined sewer system, resulting in a volume of rainwater and sanitary wastewater that exceeds the system's capacity. Sewage is forced to overflow into area streams and rivers through CSO outfalls.

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 – The Comprehensive Plan establishes a clear vision for the future of Lynchburg, identifies goals towards achieving that vision, creates policy guidance for public and private decision-makers, and identifies tasks that need to be pursued to make the Plan's vision and goals a reality. The 2013-2030 Comprehensive Plan was adopted by City Council in FY 2014 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 (FY) – 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.

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

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:

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.

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. These committed amounts cannot be used for any other purpose unless City Council removes or changes the specified use by taking the same type of action (ordinance or resolution) it employed to previously commit those amounts. Committed fund balance also includes contractual obligations to the extent that existing resources in the fund have been specifically committed for use in satisfying those contractual requirements.

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, the Director of Finance, in accordance with the Council adopted fund balance policy.

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.

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.

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.

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.

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.

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

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.

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.

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.

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

Region 2000 Services Authority (RSA) – Established in 2008, the RSA serves the City of Lynchburg and Campbell County residents and businesses, as well as participating localities (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.

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., $1.11 per $100 assessed valuation), or a percentage of the value of the tax base (e.g., 5.3 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 hourly 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 the employer's share of Social Security Program contribution.
- *Workers' Compensation Claims* – Payments for authorized claims involving employees' work related injuries.
- *Health Benefit* – Payments made for health insurance for full-time classified employees and other employees eligible under the Affordable Care Act.
- *Dental Benefit* – Payments made for dental insurance for full-time classified employees and other employees eligible under the Affordable Care Act.
- *Vision Benefit* – Payments made for vision insurance for all employees participating in the Health Management Program.
- *Virginia Local Disability Program* – Payments for third party administration of this State-mandated program that applies to all employees hired after January 1, 2014.
- *Affordable Care Act Fees* –Fees set by the Federal government and included in the cost of medical benefits.
- *Unemployment Compensation* – Payments for benefits related to unemployment claims.
- *Tuition Reimbursement* – Payments to employees to assist with costs for education 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; including maintenance and fuel purchases.

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.

Rentals and Leases – Includes expenditures associated with the rental or lease of buildings, real property, and equipment.

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**

Note: City Council is scheduled to review these Policies at their March 22, 2016 Council meeting.

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, Children's 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.

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.

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.

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 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-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-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 (as of June 30, 2015)

Date of Incorporation	1805
Date of Independent City Status	1852
2015 City Population [1]	78,675
Metropolitan Statistical Area Population [1] (2015 Estimate)	259,900
Composition of Population [1] (2014Estimate)	
White	65.7%
Black	29.1%
Other	5.2%
Median Household Income, 2 Person Family [2]	$39,391
Form of Government	Council-Manager
Number of Employees – All Funds (excluding Police and Fire):	
Full and Part-Time FTE	821
Hourly FTE	66
City of Lynchburg Facilities and Services:	
Miles of Streets	378
Number of Street Lights	10,347
Number of Traffic Signals	121
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	195
Number of Calls Answered per month [3]	241
Number of Inspections Conducted	192
Number of EMS Calls	19,426
Police protection:	
Number of Stations	1
Number of Police Personnel [4]	238
Number of Patrol Units	60
Number of Law Violations:	
Physical Arrests	5,435
Traffic Violations	10,344
Parking Violations	6,812
Sewer System:	
Number of Service Connections	19,060
Daily Average Treatment in Gallons	22 million
Maximum Daily Capacity of Treatment Plant in Gallons	44 million
Water System:	
Number of Service Connections	22,640
Number of Fire Hydrants	3,210
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	967
Number of Community Colleges	1
Number of Universities or Colleges	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] *U.S. Census Bureau: State and County QuickFacts; quickfacts.census.gov*
[3] *Fire calls only, not EMS*
[4] *Includes Department of Emergency Services*

PRINCIPAL PROPERTY TAXPAYERS IN 2015

Taxpayer	Type of Business	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
AEP - American Electric Power	Utility	$ 80,513,404	1	1.36 %
Frito Lay, Inc.	Food Manufacturer	54,214,901	2	0.92
Areva NP Inc.	Nuclear Power Design & Fuel	53,326,337	3	0.90
River Ridge, Ltd.	Shopping Mall	46,604,400	4	0.79
Genworth Financial, Inc. (fmr First Colony)	Life Insurance	42,584,249	5	0.72
Verizon Va, Inc.	Utility	39,612,860	6	0.67
Wal-Mart Real Estate Business Trust	Retail	37,819,140	7	0.64
R R Donnelly	Periodical Publication Printing	32,157,377	8	0.54
Columbia Gas of Virginia, Inc.	Utility	28,830,464	9	0.49
J Crew Inc.	Clothing	23,410,765	10	0.40
C.B. Fleet Co.	Pharmaceuticals	20,025,859	11	0.34
CCRC, Inc.	Nursing Home/Assisted Living	18,802,100	12	0.32
LU Candlers Station Holdings LLC	Shopping Center	17,588,400	13	0.30
Total		$ 495,490,256		8.39 %
Total Assessed Valuation:		$ 5,906,644,753		

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]
2006	70,491	2,191,424	$ 30,439	35.1	8,808	4.0
2007	72,331	2,286,528	31,612	35.1	8,883	4.3
2008	73,834	2,430,025	32,912	35.1	8,715	5.6
2009	75,204	2,434,579	32,373	35.1	8,634	9.3
2010	75,826	2,482,619	32,741	30.3	8,597	9.2
2011	76,448	2,605,959	34,088	30.3	8,646	9.1
2012	77,203	2,715,847	35,178	30.3	8,688	8.9
2013	77,376	2,724,641	35,213	30.3	8,576	8.2
2014	77,874	2,821,920	36,237	30.3	8,583	7.1
2015	78,675	*	*	30.3	8,577	4.9

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. Current year estimate is as of July 1, 2015.

[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
Estimates for 2010-2014 reflect population estimates available as of March 2015.

[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 December 2015

* Information unavailable - Per Capita Personal Inmcome only available through 2014

PRINCIPAL EMPLOYERS

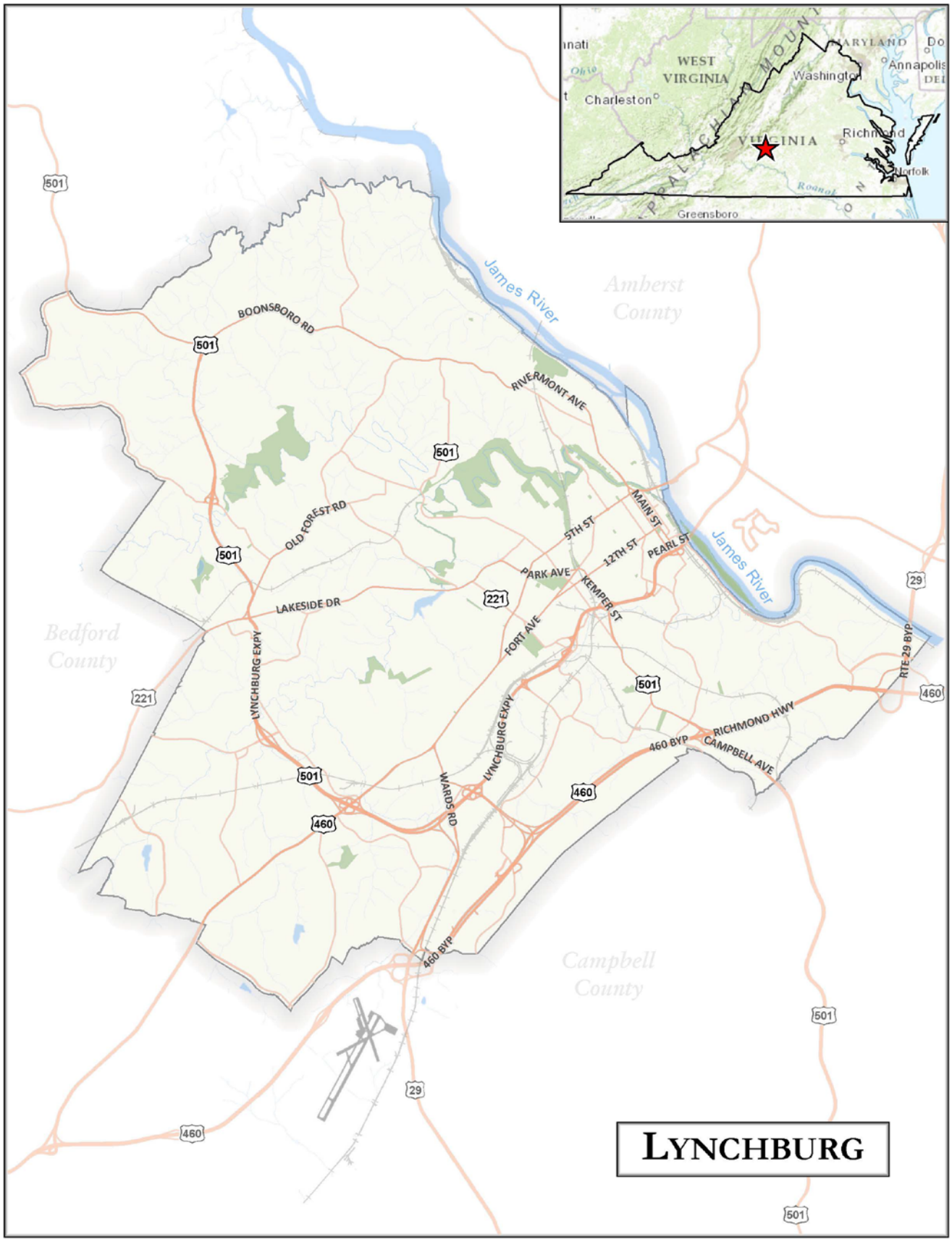
	FY 2015	
Employer	**Ownership**	**Employees**
Liberty University [1]	Private	8000 +
Centra Health, Inc.	Public	6000-6999
Areva	Public	1500-1999
Lynchburg City Schools	Local Government	1500-1999
City of Lynchburg	Local Government	1000-1499
Genworth Financial Inc.	Public	1000-1499
J. Crew Outfitters	Private	1000-1499
Central Virginia Community College	Private	500-999
Harris Corp.	Public	500-999
Horizon Behavioral Health	Local Government	500-999
Kroger	Public	500-999
Southern Air, Inc	Private	500-999
Walmart	Public	500-999
Lynchburg College	Private	250-499
Tri-Tech Laboratories, Inc.	Private	250-499
Frito Lay	Public	250-499
R.R. Donnelley	Public	250-499
Nationwide Insurance Company	Public	0-249

Source: FY 2015 numbers are derived from Office of Economic Development, City of Lynchburg, VA, or employer contact, as of June 30, 2015.

[1] Combined numbers for Thomas Road Baptist Church and Liberty University

Identification of Acronyms

ACA	Affordable Care Act
ALS	Advanced Life Support
AMR	Automated Meter Reading
APA	Auditor of Public Accounts
BABs	Build America Bonds
BJA	Byrne Justice Assistance
BLS	Basic Life Support
BOE	Board of Equalization
BWC	Body-Worn Camera
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	Children's Services Act
CSI	Cost Savings Initiative
CSO	Combined Sewer Overflow
CVRCB	Central Virginia Radio Communications Board
CY	Calendar Year
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
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
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
VLDP	Virginia Local Disability Program
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

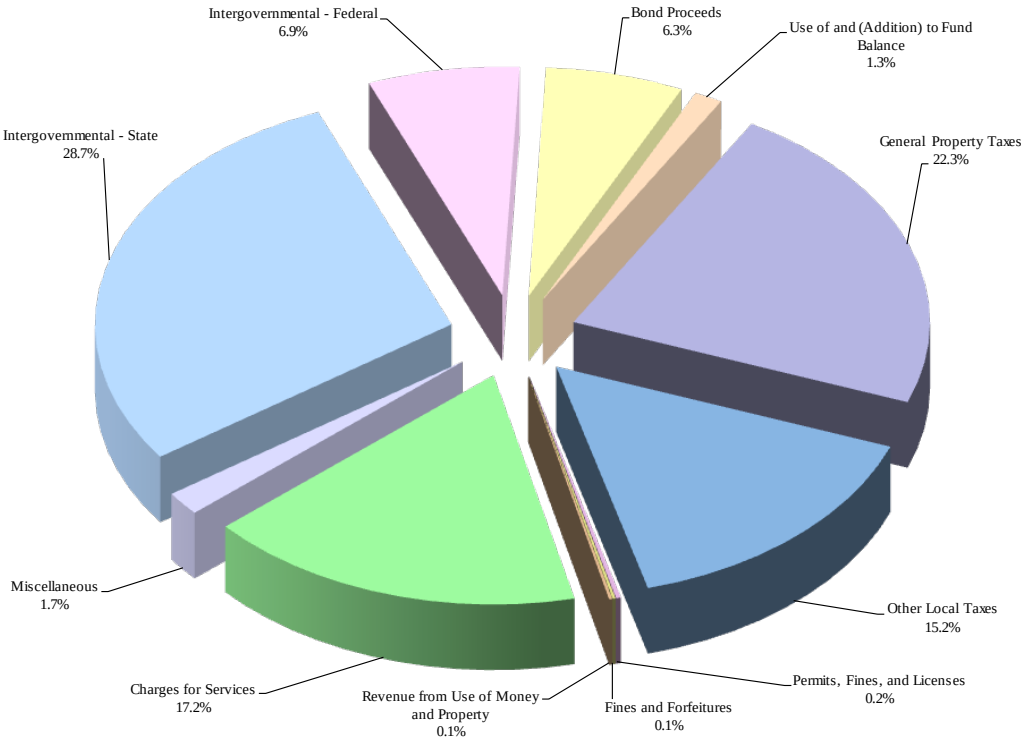

LYNCHBURG
James River
Amherst County
Bedford County
Campbell County
BOONSBORO RD
RIVERMONT AVE
OLD FOREST RD
LAKESIDE DR
LYNCHBURG EXPY
MAIN ST
5TH ST
12TH ST
PEARL ST
PARK AVE
KEMPER ST
FORT AVE
WARDS RD
460 BYP
RICHMOND HWY
CAMPBELL AVE
RTE 29 BYP
501
221
460
29
Charleston
WEST VIRGINIA
Washington
Annapolis
Richmond
Norfolk
Greensboro

SUMMARY OF ALL FUNDS BY REVENUES AND EXPENDITURES

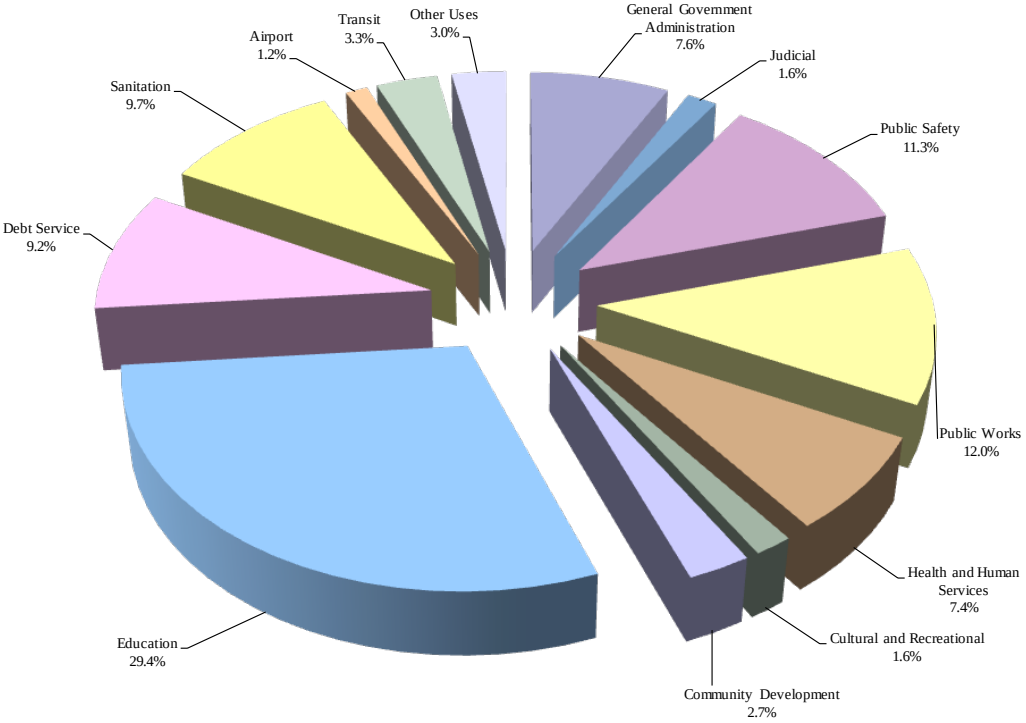
ALL FUNDS	Actual FY 2015	Adopted FY 2016	Manager's Proposed FY 2017
BEGINNING FUNDS	**$64,338,876**	**$52,395,686**	**$46,619,178**
REVENUES			
General Property Taxes	$75,798,297	$77,220,620	$78,711,770
Other Local Taxes	51,972,356	51,532,711	53,452,219
Permits, Fines, and Licenses	840,852	728,133	748,526
Fines and Forfeitures	510,039	442,500	442,500
Revenue from Use of Money and Property	618,733	492,961	513,388
Charges for Services	58,175,125	59,782,590	60,507,728
Miscellaneous	9,034,353	8,066,835	5,881,792
Intergovernmental - State	92,619,345	94,985,000	101,057,024
Intergovernmental - Federal	25,569,781	20,677,565	24,229,019
Bond Proceeds	91,192,775	6,616,208	22,117,031
Operating Transfers In	56,411,886	56,940,432	54,730,195
Use of and (Addition) to Fund Balance	(44,939,738)	10,524,343	4,501,266
TOTAL REVENUES	**$417,803,804**	**$388,009,898**	**$406,892,458**
Less Operating Transfers In	(56,411,886)	(56,940,432)	(54,730,195)
TOTAL REVENUES NET OF TRANSFERS	**$361,391,918**	**$331,069,466**	**$352,162,263**
TOTAL AVAILABLE RESOURCES NET OF TRANSFERS	**$425,730,794**	**$383,465,152**	**$398,781,441**
EXPENDITURES			
General Government Administration	$27,925,080	$27,090,104	$26,679,767
Judicial	5,550,778	5,719,049	5,780,906
Public Safety	37,728,340	39,261,245	39,788,378
Public Works	32,317,823	34,074,465	42,087,285
Health and Human Services	25,596,061	23,727,406	26,169,077
Cultural and Recreational	9,219,965	7,696,127	5,801,526
Community Development	7,342,962	7,149,302	9,503,655
Education	133,373,687	100,373,319	103,463,865
Debt Service	32,271,978	31,643,312	32,436,698
Operating Transfers Out	56,411,886	56,940,432	54,730,195
Sanitation	31,219,897	31,894,390	34,088,547
Airport	2,857,080	3,690,466	4,199,570
Transit	7,515,866	7,747,809	11,751,969
Other Uses	8,472,401	11,002,472	10,411,020
TOTAL EXPENDITURES	**$417,803,804**	**$388,009,898**	**$406,892,458**
Less Operating Transfers Out	(56,411,886)	(56,940,432)	(54,730,195)
TOTAL EXPENDITURES NET OF TRANSFERS	**$361,391,918**	**$331,069,466**	**$352,162,263**
ENDING FUND BALANCES	$64,338,876	$52,395,686	$46,619,178
TOTAL EXPENDITURES AND FUND BALANCES NET OF TRANSFERS	**$425,730,794**	**$383,465,152**	**$398,781,441**

SUMMARY OF ALL FUNDS BY REVENUES AND EXPENDITURES (CONTINUED)

REVENUES – ALL FUNDS
$352,162,263



EXPENDITURES – ALL FUNDS
$352,162,263

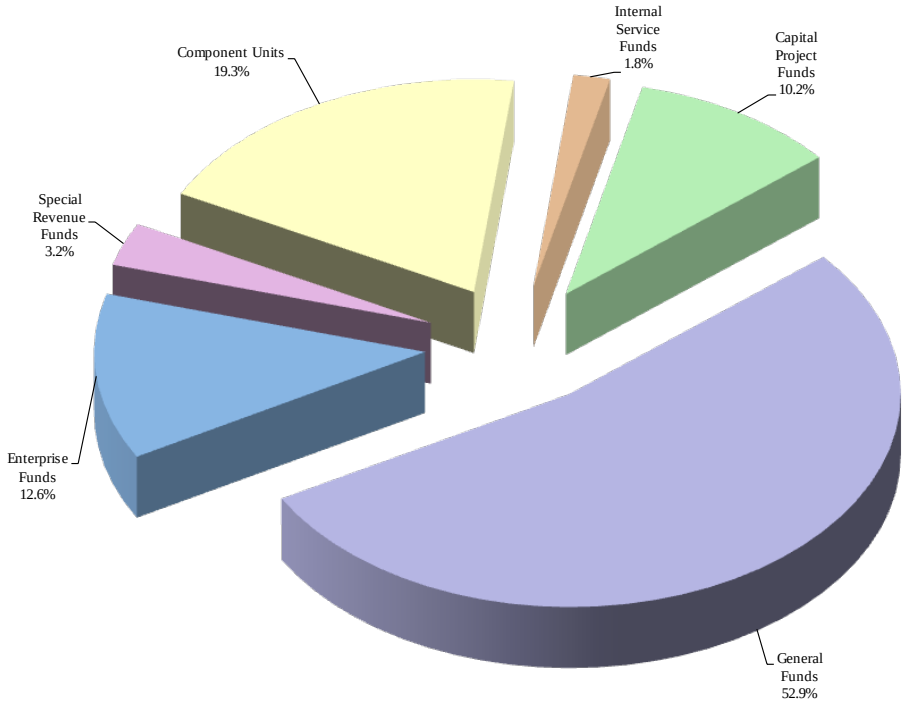


SUMMARY OF REVENUES AND EXPENDITURES BY FUND TYPE

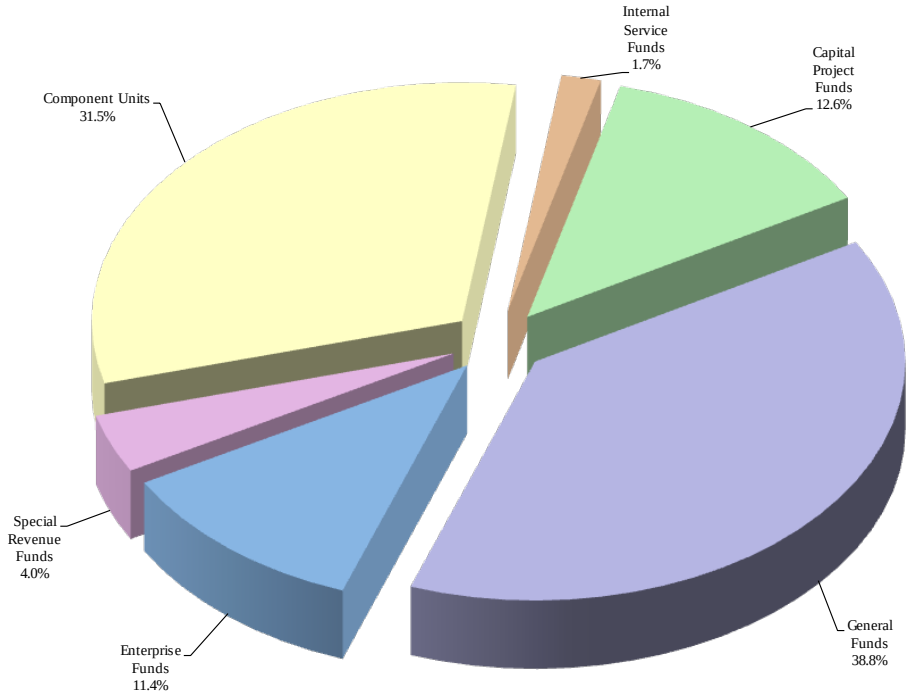
BUDGET SUMMARY BY FUND TYPE FOR FISCAL YEAR 2017	General Funds	Enterprise Funds	Special Revenue Funds	Component Units	Internal Service Funds	Capital Project Funds	Grand Total
BEGINNING FUNDS	**$25,053,268**	**$17,239,033**	**$3,525,466**	**$0**	**$801,411**	**$0**	**$46,619,178**
REVENUES							
General Property Taxes	$78,711,770	$0	$0	$0	$0	$0	$78,711,770
Other Local Taxes	53,452,219	0	0	0	0	0	53,452,219
Permits, Privilege Fees, and Licenses	748,526	0	0	0	0	0	748,526
Fines and Forfeitures	442,500	0	0	0	0	0	442,500
Revenue from Use of Money and Property	379,420	124,968	9,000	0	0	0	513,388
Charges for Services	8,479,811	42,045,693	1,548,012	2,776,693	5,657,519	0	60,507,728
Miscellaneous	3,379,796	306,487	260,809	1,734,700	200,000	0	5,881,792
Intergovernmental - State	28,443,717	383,750	6,268,168	53,449,230	0	12,512,159	101,057,024
Intergovernmental - Federal	7,345,309	107,500	2,867,585	9,918,000	0	3,990,625	24,229,019
Bond Proceeds	0	0	0	0	0	22,117,031	22,117,031
Operating Transfers In	250,000	0	2,488,089	43,357,471	0	8,634,635	54,730,195
Use of Fund Balance	5,004,873	1,345,854	514,050	0	468,089	(2,831,600)	4,501,266
TOTAL REVENUES	**$186,637,941**	**$44,314,252**	**$13,955,713**	**$111,236,094**	**$6,325,608**	**$44,422,850**	**$406,892,458**
Less Operating Transfers In	(250,000)	0	(2,488,089)	(43,357,471)	0	(8,634,635)	(54,730,195)
TOTAL REVENUES NET OF TRANSFERS	**$186,387,941**	**$44,314,252**	**$11,467,624**	**$67,878,623**	**$6,325,608**	**$35,788,215**	**$352,162,263**
TOTAL AVAILABLE RESOURCES NET OF TRANSFERS	**$211,441,209**	**$61,553,285**	**$14,993,090**	**$67,878,623**	**$7,127,019**	**$35,788,215**	**$398,781,441**
EXPENDITURES							
General Government Administration	$20,087,472	$0	$973,605	$0	$5,618,690	$0	$26,679,767
Judicial	4,912,654	0	868,252	0	0	0	5,780,906
Public Safety	36,549,098	0	3,047,780	0	0	191,500	39,788,378
Public Works	18,022,216	0	0	0	0	24,065,069	42,087,285
Health and Human Services	18,338,436	0	7,830,641	0	0	0	26,169,077
Cultural and Recreational	5,764,526	0	37,000	0	0	0	5,801,526
Community Development	4,570,127	0	1,083,528	0	0	3,850,000	9,503,655
Education	0	0	0	102,925,865	0	538,000	103,463,865
Debt Service	17,923,738	13,941,135	114,907	0	456,918	0	32,436,698
Operating Transfers Out	50,058,654	4,225,000	0	196,541	250,000	0	54,730,195
Sanitation	0	23,848,547	0	0	0	10,240,000	34,088,547
Airport	0	2,299,570	0	0	0	1,900,000	4,199,570
Transit	0	0	0	8,113,688	0	3,638,281	11,751,969
Other Uses	10,411,020	0	0	0	0	0	10,411,020
TOTAL EXPENDITURES	**$186,637,941**	**$44,314,252**	**$13,955,713**	**$111,236,094**	**$6,325,608**	**$44,422,850**	**$406,892,458**
Less Operating Transfers Out	(50,058,654)	(4,225,000)	0	(196,541)	(250,000)	0	(54,730,195)
TOTAL EXPENDITURES NET OF TRANSFERS	**$136,579,287**	**$40,089,252**	**$13,955,713**	**$111,039,553**	**$6,075,608**	**$44,422,850**	**$352,162,263**
ENDING FUND BALANCES	25,053,268	17,239,033	3,525,466	0	801,411	0	46,619,178
TOTAL EXPENDITURES AND FUND BALANCES NET OF TRANSFERS	**$161,632,555**	**$57,328,285**	**$17,481,179**	**$111,039,553**	**$6,877,019**	**$44,422,850**	**$398,781,441**

SUMMARY OF REVENUES AND EXPENDITURES BY FUND TYPE (CONTINUED)

REVENUES BY FUND TYPE
$352,162,263



EXPENDITURES BY FUND TYPE
$352,162,263



Personnel Summary

FY 2017 Benefit Rates: Retirement – 18.76% Life – 1.19% Health – $5,520/yr Dental – $336/yr

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
FUND PERSONNEL SUMMARY					
General Government Administration					
Council/Manager Offices	6.00	6.00	6.00	7.00	1.00
City Assessor					
Full-Time	9.00	9.00	9.00	9.00	0.00
Hourly	0.60	0.60	0.00	0.00	(0.60)
City Attorney	6.90	6.90	6.90	6.90	0.00
Commissioner of the Revenue					
City Full-Time	4.00	4.00	4.00	4.00	0.00
City Hourly	0.40	0.40	0.50	0.50	0.10
State Full-Time	6.00	6.00	6.00	6.00	0.00
Financial Services - Office of the Director	6.00	6.00	7.00	7.00	1.00
Financial Services - Accounting	10.00	10.00	11.00	11.00	1.00
Financial Services - Billings and Collections					
Full-Time	19.00	19.00	19.00	19.00	0.00
Part-Time	0.00	0.73	0.73	0.73	0.00
Hourly	0.73	0.00	0.00	0.00	0.00
Financial Services - Budget	2.00	2.00	0.00	0.00	(2.00)
Financial Services - Procurement	4.00	4.00	4.00	4.00	0.00
Financial Services - Human Services Financial					
Full-Time	5.00	5.00	5.00	5.00	0.00
Part-Time	0.00	0.73	0.73	0.73	0.00
Hourly	0.73	0.00	0.00	0.00	0.00
Human Resources					
Full-Time	8.00	8.00	8.00	8.00	0.00
Hourly	0.50	0.50	0.55	0.55	0.05
Human Resources - Occupational Health					
Full-Time	1.00	1.00	1.00	1.00	0.00
Hourly	0.13	0.13	0.13	0.13	0.00
Information Technology Administration	4.00	4.00	4.00	4.00	0.00
Information Technology Application Services	11.00	12.00	12.00	12.00	0.00
Information Technology Geographic Informatn System	3.00	3.00	3.00	3.00	0.00
Information Technology Network Services	12.00	13.00	13.00	13.00	0.00
Registrar and Electoral Board					
City Full-Time	1.00	1.00	1.00	1.00	0.00
City Part-Time	0.50	0.50	0.50	0.50	0.00
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
General Government Administration Total FTEs	**124.49**	**126.49**	**126.04**	**127.04**	**0.55**

Personnel Summary (continued)

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
FUND PERSONNEL SUMMARY					
Judicial Administration					
Circuit Court Clerk					
State Full-Time	13.00	13.00	13.00	13.00	0.00
Circuit Court Judges					
City Full-Time	2.00	2.00	2.00	2.00	0.00
Commonwealth Attorney					
City Full-Time	1.74	2.93	5.16	5.16	2.23
State Full-Time	15.15	14.00	14.00	14.00	0.00
Sheriff					
City Full-Time	2.00	2.00	2.00	2.00	0.00
City Hourly	6.00	6.35	6.35	6.35	0.00
State Full-Time	22.00	22.00	21.00	21.00	(1.00)
Judicial Administration Total FTEs	**61.89**	**62.28**	**63.51**	**63.51**	**1.23**
Public Safety					
Police Department					
Sworn Full-Time	170.00	170.00	171.00	171.00	1.00
Civilian Full-Time	23.00	23.00	26.00	25.00	2.00
Part-Time	1.40	1.40	1.90	1.90	0.50
Animal Control Unit					
Civilian Full-Time	3.00	4.00	4.00	4.00	0.00
Part-Time	1.70	1.73	1.73	1.73	0.00
Off-Duty					
Hourly	0.70	0.70	0.70	0.70	0.00
Emergency Services					
Full-Time	35.00	36.00	37.00	36.00	0.00
Hourly	0.60	0.60	0.60	0.60	0.00
Fire Department					
Sworn Full-Time	177.00	179.00	179.00	179.00	0.00
Civilian Full-Time	8.00	8.00	8.00	8.00	0.00
Part-Time	0.95	0.95	0.95	0.95	0.00
Hourly	0.50	0.50	0.50	0.50	0.00
Civilian Full-Time Not Funded	1.00	1.00	1.00	1.00	0.00
Public Safety Total FTEs	**422.85**	**426.88**	**432.38**	**430.38**	**3.50**
Public Works					
Public Works Administration					
Full-Time	10.00	10.00	10.00	10.00	0.00
Hourly	0.73	0.73	0.00	0.00	(0.73)
Buildings Maintenance					
Full-Time	39.00	40.00	40.00	40.00	0.00
Part-Time	0.50	1.44	1.50	1.50	0.06
Hourly	0.95	0.83	0.83	0.83	0.00
Parks and Grounds Maintenance					
Full-Time	29.00	31.00	31.00	31.00	0.00
Part-Time	1.44	0.95	0.95	0.95	0.00
Hourly	1.44	0.00	0.00	0.00	0.00
Engineering					
Full-Time	28.52	29.52	29.52	29.52	0.00
Part-Time	0.50	0.49	0.50	0.50	0.01
Hourly	2.20	2.20	2.20	2.20	0.00

Personnel Summary (continued)

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
FUND PERSONNEL SUMMARY					
Public Works (continued)					
Street Maintenance					
Full-Time	26.00	26.00	26.00	26.00	0.00
Part-Time	1.20	0.76	0.80	0.80	0.04
Hourly	1.40	0.60	0.60	0.60	0.00
Refuse					
Full-Time	17.00	17.00	17.00	17.00	0.00
Part-Time	1.44	1.89	1.89	1.89	0.00
Hourly	1.41	0.00	0.75	0.75	0.75
Public Works Total FTEs	**162.73**	**163.41**	**163.54**	**163.54**	**0.13**
Health and Welfare					
Human Services - Juvenile Services					
Full-Time	25.00	25.00	25.00	25.00	0.00
Part-Time	0.40	0.40	0.40	0.40	0.00
Hourly	6.14	6.76	5.78	5.78	(0.98)
Grant Full-Time	2.00	2.00	2.00	2.00	0.00
Human Services - Social Services Administration					
Full-Time	126.00	126.00	128.00	128.00	2.00
Part-Time	1.96	1.96	1.96	1.96	0.00
Hourly	6.38	3.38	3.38	3.38	0.00
Health and Welfare Total FTEs	**167.88**	**165.50**	**166.52**	**166.52**	**1.02**
Parks, Recreation, and Cultural					
Public Library					
Full-Time	20.00	20.00	19.00	19.00	(1.00)
Part-Time	5.09	9.11	10.26	10.26	1.15
Hourly	4.25	0.00	0.00	0.00	0.00
Law Library					
Hourly	0.00	0.28	0.00	0.00	(0.28)
Parks and Recreation					
Full-Time	31.00	33.00	36.00	33.00	0.00
Part-Time	5.33	9.92	10.98	9.72	(0.20)
Hourly	9.29	6.17	6.37	6.37	0.20
Recreation Programs					
Part-Time	1.20	3.36	3.36	3.36	0.00
Hourly	4.36	4.89	4.98	4.98	0.09
Community Market					
Full-Time	2.00	3.00	3.00	3.00	0.00
Part-Time	3.03	2.26	2.26	2.26	0.00
Museums					
Full-Time	4.00	4.00	4.00	4.00	0.00
Part-Time	2.16	5.04	5.04	5.04	0.00
Hourly	2.91	0.03	0.33	0.33	0.30
Parks, Recreation, and Cultural Total FTEs	**94.62**	**101.06**	**105.58**	**101.32**	**0.26**

Personnel Summary (continued)

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
FUND PERSONNEL SUMMARY					
Community Development					
Community Development - Office of the Director	3.00	3.00	3.00	3.00	0.00
Inspections and Code Compliance					
Full-Time	11.48	11.48	11.48	11.48	0.00
Part-Time	0.75	0.75	1.48	0.75	0.00
Hourly	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	2.50	3.50	3.50	3.50	0.00
Economic Development	3.00	3.00	3.00	3.00	0.00
Parking Management					
Full-Time	5.00	5.00	5.00	5.00	0.00
Part-Time	0.72	0.72	0.72	0.72	0.00
Communications and Marketing	4.00	4.00	5.00	4.00	0.00
Citizens First Customer Service Center					
Full-Time	2.00	3.00	3.00	3.00	0.00
Part-Time	1.00	0.00	0.00	0.00	0.00
Local Government Channel	2.00	2.00	2.00	2.00	0.00
Tourism					
Full-Time	5.00	5.00	5.00	5.00	0.00
Tourism - Visitor Information Center					
Part-Time	1.00	1.00	1.00	1.00	0.00
Hourly	5.84	5.84	5.84	5.84	0.00
Community Development Total FTEs	**51.59**	**52.59**	**54.32**	**52.59**	**0.00**
TOTAL GENERAL FUND FTEs	**1,086.05**	**1,098.21**	**1,111.89**	**1,104.90**	**6.69**
FLEET SERVICES FUND					
Full-Time	10.00	10.00	10.00	10.00	0.00
Part-Time	0.50	0.50	0.62	0.62	0.12
Hourly	0.50	0.50	0.50	0.50	0.00
TOTAL FLEET SERVICES FUND FTEs	**11.00**	**11.00**	**11.12**	**11.12**	**0.12**
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 Hourly	3.00	3.00	3.00	3.00	0.00
TOTAL AIRPORT FUND FTEs	**17.70**	**17.70**	**17.70**	**17.70**	**0.00**

Personnel Summary (continued)

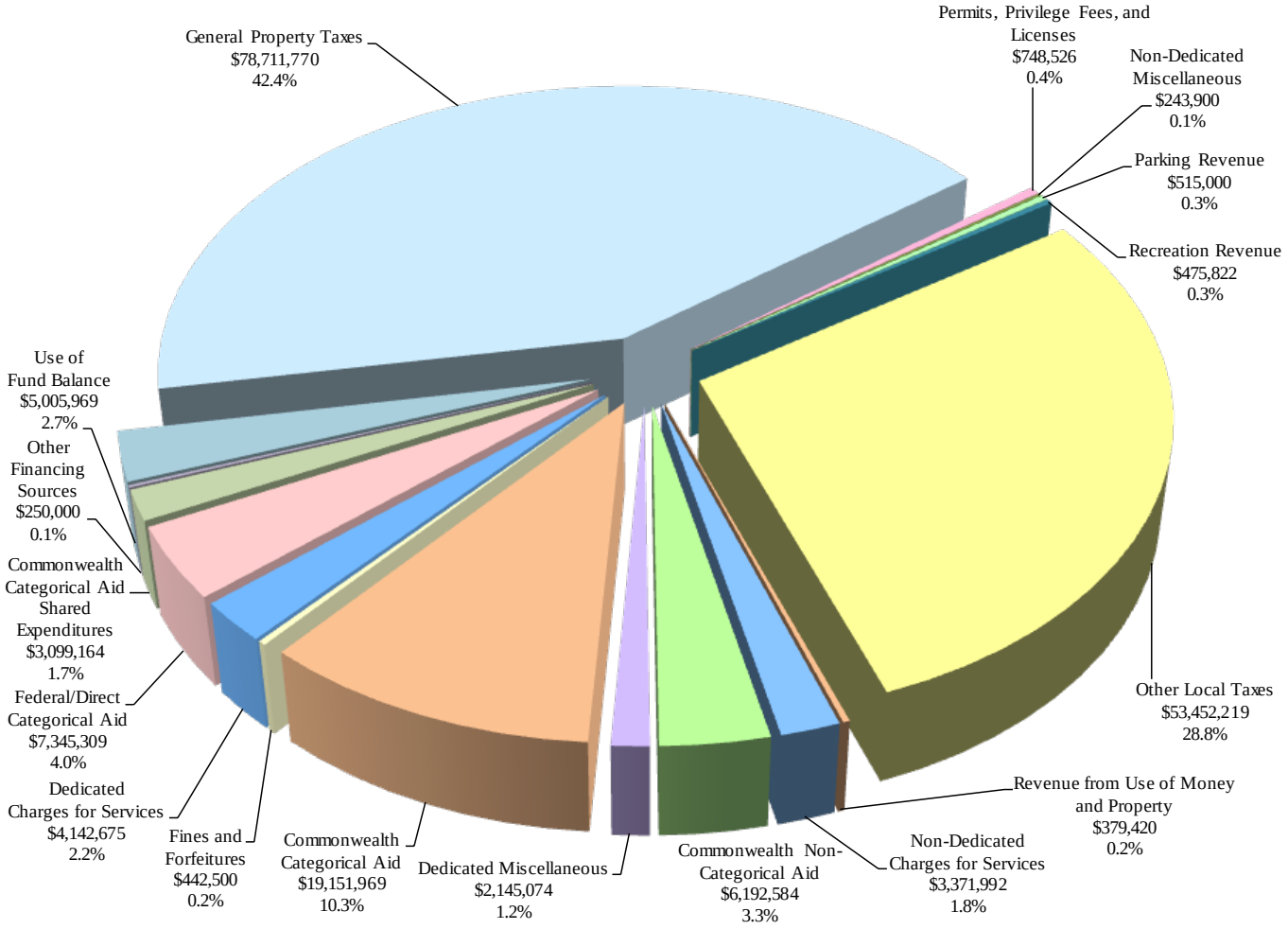
	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
FUND PERSONNEL SUMMARY					
WATER FUND					
Administration/Engineering					
Full-Time	22.00	24.00	24.00	24.00	0.00
Part-Time	0.60	0.60	0.60	0.60	0.00
Meter Reading					
Full-Time	7.00	7.00	7.00	7.00	0.00
Part-Time	0.63	0.00	0.00	0.00	0.00
Water Line Maintenance	14.75	14.75	16.75	16.75	2.00
Water Treatment Plant	24.00	24.00	24.00	24.00	0.00
TOTAL WATER FUND FTEs	**68.98**	**70.35**	**72.35**	**72.35**	**2.00**
SEWER FUND					
Sewer Line Maintenance	15.45	15.45	16.45	16.45	1.00
Wastewater Treatment Plant					
Full-Time	34.00	35.00	37.00	37.00	2.00
Part-Time	0.60	0.60	0.60	0.60	0.00
Hourly	2.40	2.40	1.40	1.40	(1.00)
TOTAL SEWER FUND FTEs	**52.45**	**53.45**	**55.45**	**55.45**	**2.00**
STORMWATER FUND					
Full-Time	6.80	6.80	8.80	8.80	2.00
Hourly	0.25	0.25	0.25	0.25	0.00
TOTAL STORMWATER FUND FTEs	**7.05**	**7.05**	**9.05**	**9.05**	**2.00**
OTHER FUNDS					
Children's Services Act (CSA) Fund					
Grant Full-Time	1.00	1.00	1.00	1.00	0.00
Regional Juvenile Detention Center Fund					
Full-Time	38.00	38.00	34.00	34.00	(4.00)
Part-Time	4.62	2.59	2.59	2.59	0.00
Hourly	2.50	4.53	4.53	4.53	0.00
Risk Management Fund					
Full-Time	2.10	2.10	2.10	2.10	0.00
Part-Time	0.80	0.80	0.80	0.80	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 Part-Time	0.20	0.20	0.20	0.20	0.00

Personnel Summary (continued)

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
FUND PERSONNEL SUMMARY					
OTHER FUNDS (continued)					
City/Federal/State Aid Fund					
Office of the Commonwealth's Attorney Grants					
Grant Full-Time	4.38	4.07	3.84	3.84	(0.23)
Grant Part-Time	1.59	1.40	1.40	1.40	0.00
Grant Hourly	0.00	0.00	0.62	0.62	0.62
Emergency Services Grants					
Grant Full-Time	1.00	1.00	1.00	1.00	0.00
Fire Department Grants					
Grant Sworn Full-Time	9.00	3.00	0.00	0.00	(3.00)
Police Department Grants					
Grant Sworn Full-Time	3.00	3.00	3.00	3.00	0.00
Human Services - Social Services Grants					
Grant Full-Time	1.00	1.00	1.00	1.00	0.00
Community Corrections and Pre-Trial Svcs Grants					
Grant Full-Time	8.00	8.00	8.00	8.00	0.00
Grant Hourly	0.70	0.70	0.70	0.70	0.00
TOTAL OTHER FUNDS FTEs	**78.99**	**72.49**	**65.88**	**65.88**	**(6.61)**
TOTAL FULL TIME EQUIVALENTS	**1,322.22**	**1,330.25**	**1,343.44**	**1,336.45**	**6.20**

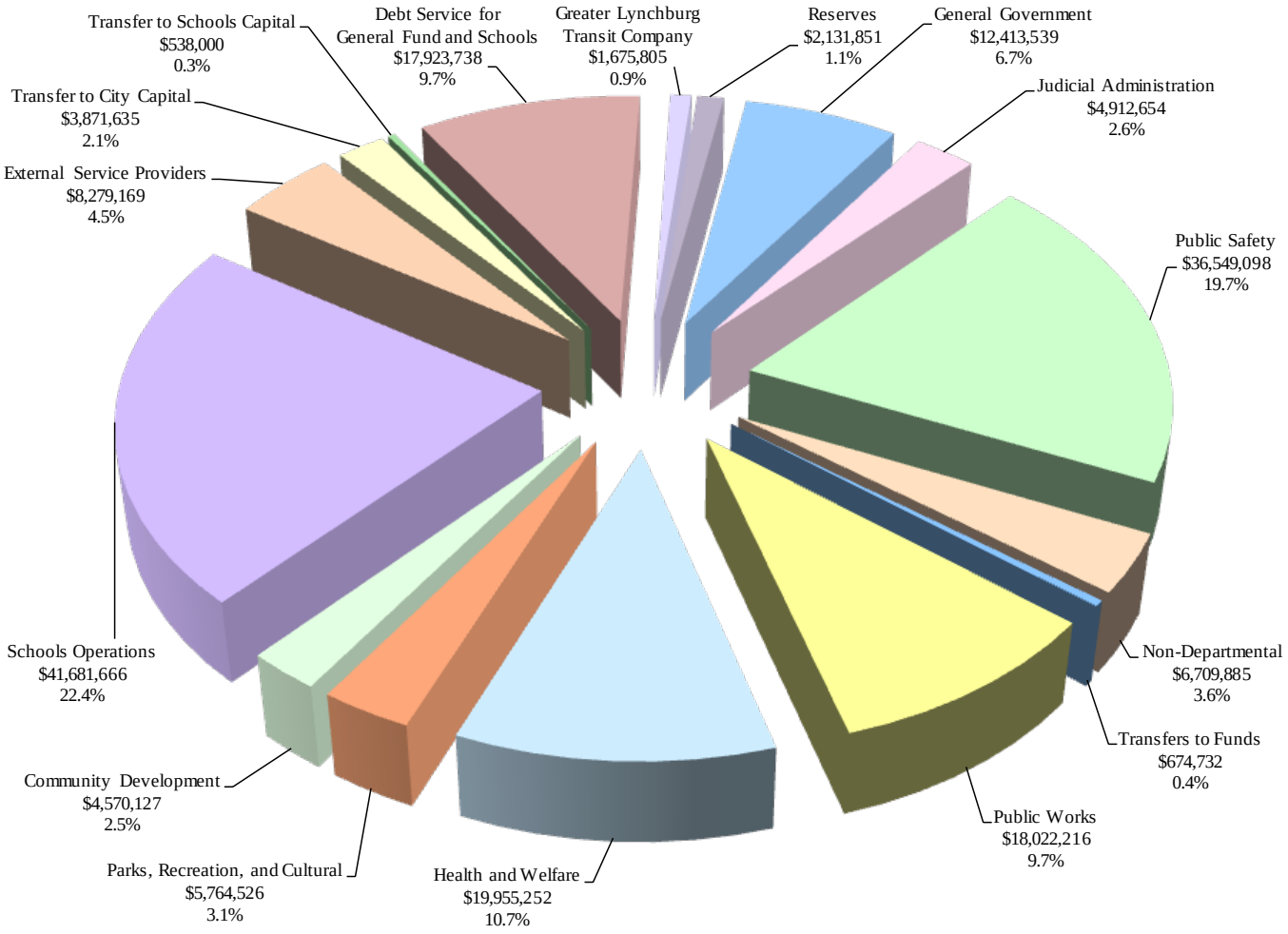
FY 2017 REVENUES AND USE OF FUND BALANCE

$185,673,893



FY 2017 EXPENDITURES, RESERVES, AND TRANSFERS

$185,673,893



General Fund Financial Summary

	Actual FY 2015	Adopted FY 2016	Revised Estimate FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017
BEGINNING UNASSIGNED FUND BALANCE	**$33,878,500**	**$26,992,591**	**$32,089,924**	**$22,714,978**	**$22,714,978**
REVENUES					
Non-dedicated Revenue	$139,849,698	$140,018,634	$141,722,523	$143,542,911	$143,542,911
Dedicated Revenue	36,614,789	34,964,310	35,193,320	36,875,013	36,875,013
TOTAL REVENUES	**$176,464,487**	**$174,982,944**	**$176,915,843**	**$180,417,924**	**$180,417,924**
Other Financing Sources	$587,799	$0	$0	$0	$250,000
Use of Committed/Assigned Fund Balance	(505,307)	365,040	1,173,809	148,021	1,782,577
Use of (Additions to) Unassigned Fund Balance	(420,395)	0	0	0	0
TOTAL REVENUES AND USE OF COMMITTED/ASSIGNED FUND BALANCE AND OTHER	**$176,126,584**	**$175,347,984**	**$178,089,652**	**$180,565,945**	**$182,450,501**
Use of (Additions to) Unassigned Fund Balance	$0	$1,726,337	$1,389,647	$3,218,090	$0
Use of Unassigned Fund Balance - Capital	11,018,547	7,830,529	7,985,299	3,223,392	3,223,392
TOTAL REVENUES AND USE OF FUND BALANCE	**$187,145,131**	**$184,904,850**	**$187,464,598**	**$187,007,427**	**$185,673,893**
EXPENDITURES					
Operating - Departmental	$95,224,304	$99,247,939	$100,946,463	$103,638,902	$102,187,412
Operating - Non-Departmental	15,297,183	14,027,587	14,032,587	15,762,068	14,989,054
Transfers To Other Funds	1,025,153	1,301,196	1,417,467	674,732	674,732
General Fund - Debt Service	9,417,860	8,515,623	8,516,723	9,483,676	9,483,676
Greater Lynchburg Transit Company (GLTC)	1,350,336	1,394,038	1,394,038	1,925,805	1,675,805
Schools - Operations	36,319,745	40,114,276	40,114,276	41,886,666	41,181,666
Schools - School Buses	0	950,000	950,000	500,000	500,000
Schools - Debt Service	8,262,032	8,695,820	8,695,820	8,440,062	8,440,062
Reserves					
Capital Maintenance	$0	$0	$0	$0	$457,809
Heritage High School Furniture, Fixtures and Equipment	0	1,727,318	1,727,318	0	0
Juvenile Services Group Home Captital Needs	0	100,000	100,000	0	0
Other Post Employment Benefits (OPEB)	0	250,000	250,000	250,000	250,000
Line of Duty Death Benefit	0	77,632	77,632	0	0
Academy Center of the Arts	0	0	0	0	200,000
Parking	0	56,975	56,975	22,124	24,042
General Fund Reserve for Contingencies FY 2017	0	615,917	1,200,000	1,200,000	1,200,000
TOTAL EXPENDITURES	**$166,896,613**	**$177,074,321**	**$179,479,299**	**$183,784,035**	**$181,264,258**
TRANSFER TO CAPITAL FUNDS					
School Capital Projects Fund - School Buses	$1,031,882	$0	$0	$0	$0
School Capital Projects Fund	3,056,405	0	0	0	538,000
City Capital Projects Fund	6,930,260	7,830,529	7,985,299	3,223,392	3,871,635
TOTAL TRANSFER TO CAPITAL	**$11,018,547**	**$7,830,529**	**$7,985,299**	**$3,223,392**	**$4,409,635**
TOTAL EXPENDITURES, RESERVES, AND TRANSFERS	**$177,915,160**	**$184,904,850**	**$187,464,598**	**$187,007,427**	**$185,673,893**
UNASSIGNED FUND BALANCE	**$32,089,924**	**$17,435,725**	**$22,714,978**	**$16,273,496**	**$19,491,586**
COMMITTED/ASSIGNED FUND BALANCE RESERVES *(detail on next page)*	**$16,000,117**	**$16,852,275**	**$11,342,479**	**$12,664,693**	**$11,691,753**
TOTAL FUND BALANCE	**$48,090,041**	**$34,288,000**	**$34,057,457**	**$28,938,189**	**$31,183,339**

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 2015	Adopted FY 2016	Revised Estimate FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017
Encumbrances	$500,868	$0	$0	$0	$0
General Fund Reserve for Contingencies FY 2016	0	615,917	1,096,182	1,096,182	447,939
General Fund Reserve for Contingencies FY 2017	0	0	0	1,200,000	1,200,000
Technology Fund	53,826	0	0	0	0
Detention Home Workers' Compensation	100,000	100,000	100,000	100,000	100,000
Medical Benefits	713,510	695,467	713,510	713,510	713,510
Lynchburg City Schools - Textbooks	655,254	1,432,254	810,693	810,693	810,693
Lynchburg City Schools - Health Insurance	1,740,608	1,440,608	1,740,608	1,740,608	1,740,608
Other Post Employment Benefits (OPEB)	1,881,814	2,127,471	2,131,814	2,381,814	2,381,814
Juvenile Services Group Home Capital Needs	0	100,000	150,000	150,000	50,000
Debt Service - Solid Waste	587,281	340,615	340,615	241,121	241,121
Academy of the Arts	0	0	0	0	200,000
Capital Maintenance	0	0	0	0	457,809
Heritage High School Furniture, Fixtures and Equipment	2,672,682	4,500,000	900,000	900,000	362,000
Lynchburg City Schools - Special Education	321,000	321,000	321,000	321,000	321,000
Armstrong School Gymnasium	29,086	0	29,086	29,086	0
Greater Lynchburg Transit Company (GLTC)	587,562	543,860	587,562	587,562	500,000
Parking	38,575	0	0	0	0
Sub-total Committed Fund Balance	**$9,882,066**	**$12,217,192**	**$8,921,070**	**$10,271,576**	**$9,526,494**
ASSIGNED FUND BALANCE					
Encumbrances	$227,474	$0	$0	$0	$0
Lynchburg City Schools - Return of School Funding	3,987,555	3,349,440	420,667	420,667	420,667
Law Library	53,488	64,929	53,488	38,338	38,338
Museums	50,028	50,028	50,028	50,028	50,028
Recreation Programs	229,568	74,298	161,194	127,817	127,404
Partners in Emergency Response (PIER)	82,625	49,232	82,625	82,625	82,625
Dental Benefits	150,000	150,000	150,000	150,000	0
Medical Benefits	364,538	264,538	364,538	364,538	364,538
Future Landfill Post-Closure	380,102	0	380,102	380,102	380,102
Fire and EMS Department Equipment	80,922	48,680	30,922	30,922	30,922
Line of Duty Death Benefit	211,904	211,904	501,440	501,440	501,440
Line of Duty Health Claims	145,000	145,000	0	0	0
Parking	65,465	217,015	134,665	156,789	158,707
Point of Honor	2,653	2,653	2,653	2,653	2,653
Police Range Operations	1,889	1,889	1,889	0	0
Fire Restitution	50	50	2,408	2,408	2,408
Adopt-A-Bed Program	3,113	3,113	3,113	3,113	3,113
Blue Ridge Regional Jail	79,363	0	79,363	79,363	0
Virginia Land Conservation	2,314	2,314	2,314	2,314	2,314
Sub-total Assigned Fund Balance	**$6,118,051**	**$4,635,083**	**$2,421,409**	**$2,393,117**	**$2,165,259**
TOTAL COMMITTED AND ASSIGNED FUND BALANCE RESERVES	**$16,000,117**	**$16,852,275**	**$11,342,479**	**$12,664,693**	**$11,691,753**

Changes to Committed and Assigned Fund Balance Reserves

COMMITTED AND ASSIGNED FUND BALANCE RESERVES	REVISED ESTIMATE FY 2016	MANAGER'S PROPOSED FY 2017	CHANGE BETWEEN FY 2016 and FY 2017	REASON FOR CHANGE
General Fund Reserve for Contingencies FY 2016	$1,096,182	$447,939	($648,243)	Remaining FY 2016 balance to fund Pay-As-You-Go Capital Improvement Projects
General Fund Reserve for Contingencies FY 2017	0	1,200,000	1,200,000	FY 2017 Funds set aside for unanticipated expenditures outside of budget development
Other Post Employment Benefits (OPEB)	2,131,814	2,381,814	250,000	Funds set aside for payment of future health benefits for retirees
Juvenile Services Group Home Captital Needs	150,000	50,000	(100,000)	Funds set aside for expenditures related to construction of new group home
Debt Service - Solid Waste	340,615	241,121	(99,494)	Amount proposed to fund Solid Waste Debt Payment
Academy Center of the Arts	0	200,000	200,000	Funds set aside for Academy Center of the Arts funded from Tourism Department
Capital Maintenance	0	457,809	457,809	Funds set aside for Capital Maintenance needs
Heritage High School Furniture, Fixtures and Equipment	900,000	362,000	(538,000)	Fully fund furniture, fixtures and equipment purchases for Heritage High School and other school capital needs
Armstrong School Gymnasium	29,086	0	(29,086)	FY 2016 Reconciliation
Greater Lynchburg Transit Company (GLTC)	587,562	500,000	(87,562)	In compliance with $500,000 reserve target
Law Library	53,488	38,338	(15,150)	Amount proposed to fund Law Library expenditures
Recreation Programs	161,194	127,404	(33,790)	Amount proposed to fund recreation program expenditures
Dental Benefits	150,000	0	(150,000)	Reserve no longer needed
Parking	134,665	158,707	24,042	Funds set aside for future parking expenditures
Police Range	1,889	0	(1,889)	FY 2016 Reconciliation
Blue Ridge Regional Jail Authority	79,363	0	(79,363)	FY 2016 Reconciliation

General Fund Revenue Summary by Category

REVENUE SUMMARY BY CATEGORY	Actual FY 2015	Adopted FY 2016	Revised FY 2016	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
NON-DEDICATED REVENUE					
General Property Taxes	$75,798,297	$77,220,620	$77,854,292	$78,711,770	$1,491,150
Other Local Taxes	51,972,356	51,532,711	52,575,234	53,452,219	1,919,508
Permits, Fees, and Regulatory Licenses	840,852	728,133	740,268	748,526	20,393
Fines and Forfeitures	510,039	442,500	442,500	442,500	0
Revenue from Use of Money and Property	449,137	314,734	327,420	379,420	64,686
Charges for Services	3,371,899	3,326,352	3,329,225	3,371,992	45,640
Miscellaneous	683,454	236,000	236,000	243,900	7,900
Commonwealth for State Non-Categorical Aid	6,223,664	6,217,584	6,217,584	6,192,584	(25,000)
TOTAL NON-DEDICATED REVENUE	$139,849,698	$140,018,634	$141,722,523	$143,542,911	$3,524,277
DEDICATED REVENUE					
Charges for Services	$3,910,841	$4,055,248	$4,048,248	$4,142,675	$87,427
Recreation Revenue	445,804	373,100	436,000	475,822	102,722
Parking Revenue	498,070	515,000	515,000	515,000	0
Miscellaneous	3,054,578	2,329,755	2,440,755	2,145,074	(184,681)
Interfund Transfers	325,036	0	0	0	0
Revenue from the Commonwealth					
Categorical Aid for State Shared Expenditures	3,040,544	3,082,483	3,065,526	3,099,164	16,681
State Categorical Aid	17,125,473	17,950,703	17,946,266	19,151,969	1,201,266
Revenue from the Federal Government					
Federal Direct/Categorical Aid	8,214,443	6,658,021	6,741,525	7,345,309	687,288
TOTAL DEDICATED REVENUE	$36,614,789	$34,964,310	$35,193,320	$36,875,013	$1,910,703
TOTAL REVENUES	$176,464,487	$174,982,944	$176,915,843	$180,417,924	$5,434,980

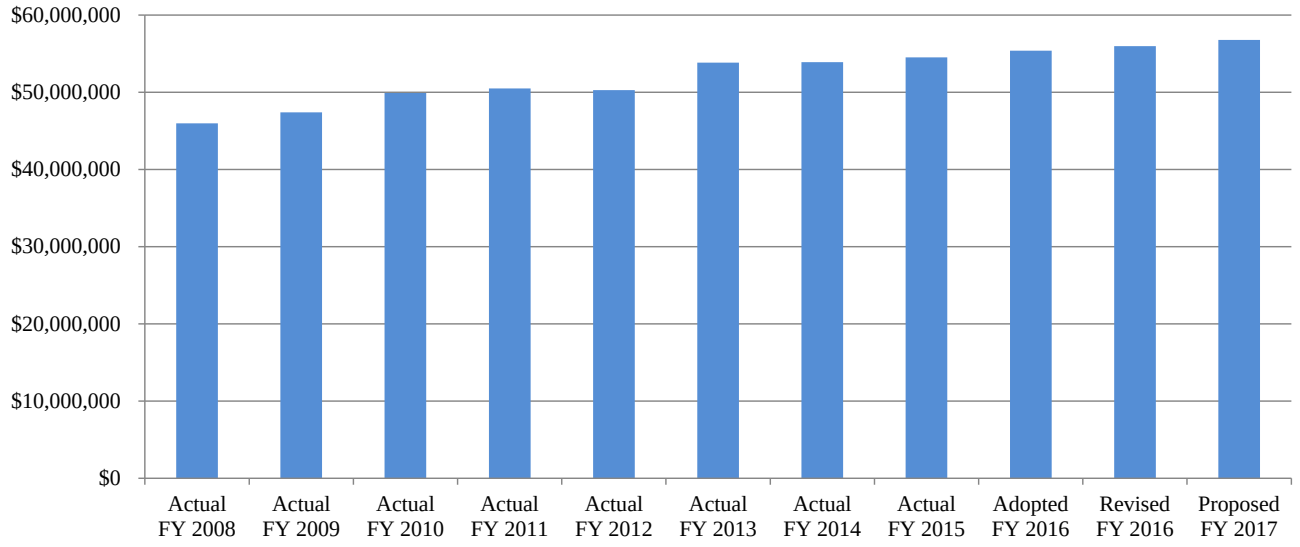
Current Real Property Tax

Fiscal Year	Tax Rate	Amount	Percent Change
2008	$1.05 per $100 assessed value	$45,969,063	
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	$1.11 per $100 assessed value	$53,837,603	7.1%
2014	$1.11 per $100 assessed value	$53,899,619	0.1%
2015	$1.11 per $100 assessed value	$54,519,003	1.2%
2016 Adopted	$1.11 per $100 assessed value	$55,383,720	1.6%
2016 Revised	$1.11 per $100 assessed value	$55,959,793	1.0%
2017 Proposed	**$1.11 per $100 assessed value**	**$56,771,770**	**2.5%**

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 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.



FY 2017 Analysis:

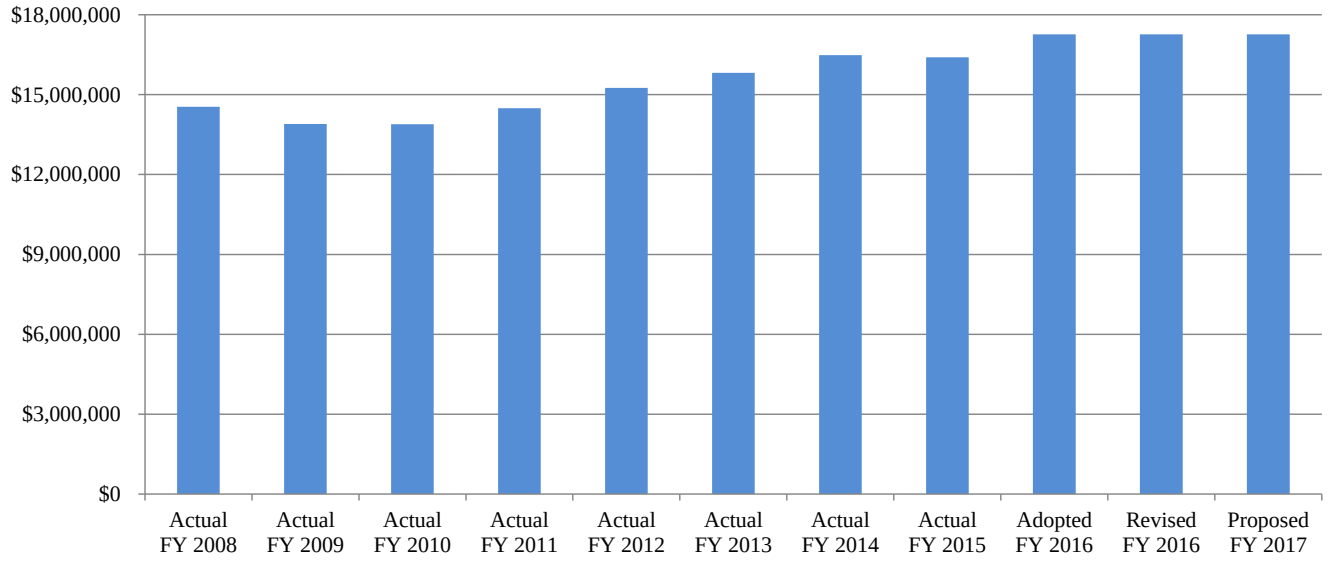
The Current Real Property figure includes the real property tax less an anticipated percentage of uncollectible accounts. The City Assessor is projecting the FY 2016 reassessment will result in a 1.0% increase in values over the final July 1, 2015 land book (Revised FY 2016). With FY 2017 not being a reassessment year, a proposed 2.5% growth over the FY 2016 Adopted budget is consistent with the previous three years. This growth consists of new construction net of any additional properties included in the rehab program, as well as tax-exempt properties.

Current Personal Property Tax – Local Portion

Fiscal Year	Tax Rate	Amount	Percent Change
2008	$3.80 per $100 assessed value	$14,541,089	
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	$3.80 per $100 assessed value	$15,821,976	3.7%
2014	$3.80 per $100 assessed value	$16,483,231	4.2%
2015	$3.80 per $100 assessed value	$16,405,290	(0.5%)
2016 Adopted	$3.80 per $100 assessed value	$17,266,000	5.3%
2016 Revised	$3.80 per $100 assessed value	$17,266,000	0.0%
2017 Proposed	**$3.80 per $100 assessed value**	$17,266,000	**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.

Personal property taxes are due in two installments on June 5 and December 5 each year. Supplemental billings for personal property acquisitions will be due March 5 and September 5.

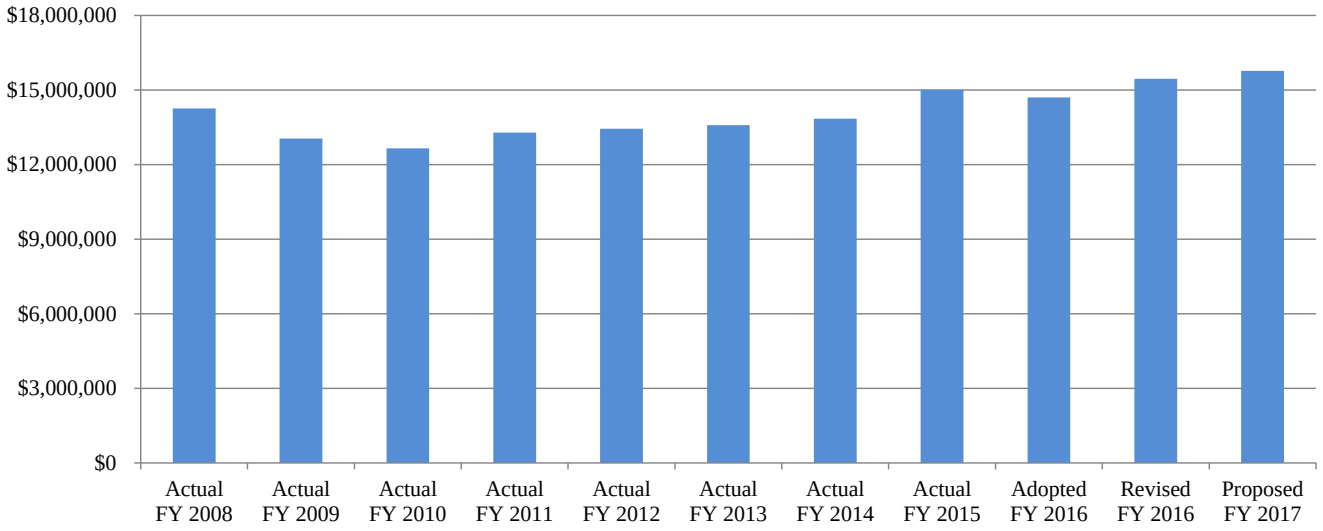


FY 2017 Analysis:
Personal Property Tax revenue has increased every year from FY 2010 to FY 2014, ranging from a 3.7% increase to a 5.3% increase. FY 2015 shows a slight loss based on more payments being collected after year end. FY 2016 reflects the collection of these payments plus additional growth. FY 2017 is proposed flat with FY 2016. This projection will be reviewed after the Commissioner of Revenue receives final values from the National Automobile Dealers Association (NADA) in late April.

Local Sales Tax

Fiscal Year	Tax Rate	Amount	Percent Change
2008	1% + 4.0% VA tax	$14,260,830	
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	1% + 4.0% VA tax	$13,589,747	1.1%
2014	1% + 4.3% VA tax	$13,842,292	1.9%
2015	1% + 4.3% VA tax	$15,006,326	8.4%
2016 Adopted	1% + 4.3% VA tax	$14,700,000	(2.0%)
2016 Revised	1% + 4.3% VA tax	$15,456,516	5.2%
2017 Proposed	**1% + 4.3% VA tax**	**$15,765,700**	**7.3%**

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 4.0% to 4.3% in FY 2014.



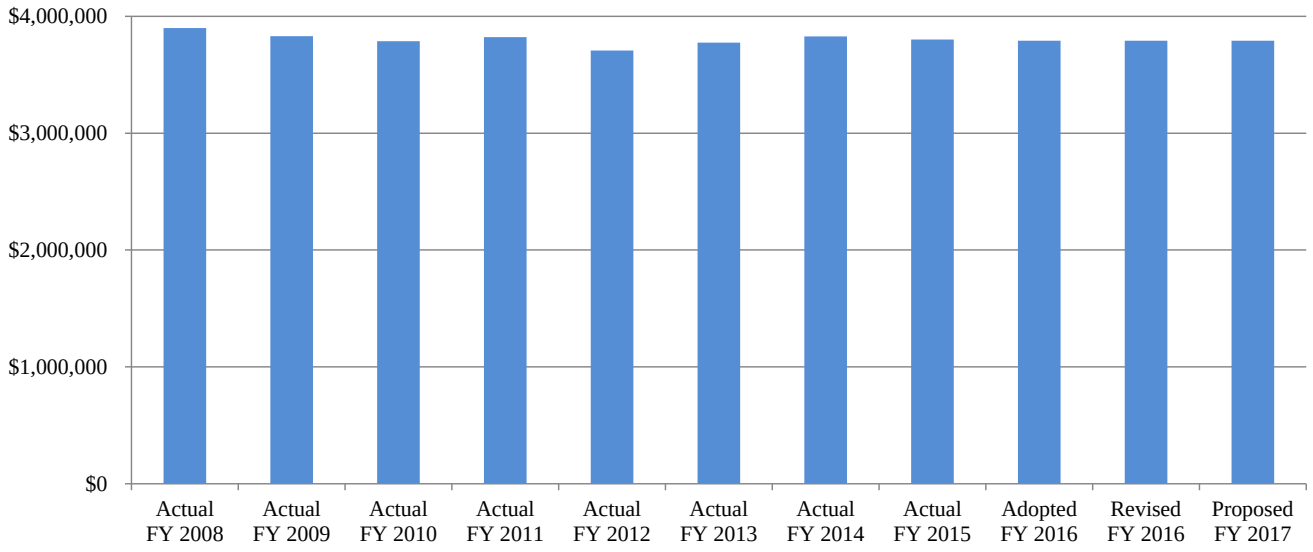
FY 2017 Analysis:
Sales Tax revenue has increased slightly each year since FY 2011. The Actual FY 2015 revenue is greater than the FY 2008 pre-recession level and the FY 2016 Adopted budget. Therefore, FY 2016 is revised to include a 5.2% increase over the FY 2016 Adopted budget. A full year of operation of the Fresh Market complex and slight growth in other areas of the City (Cornerstone, Timberlake, Wards, Downtown) have contributed to this increase. FY 2017 is proposed to continue this growth.

Consumer Utility Tax Electric

Fiscal Year	Tax Rate	Amount	Percent Change
2008	See below	$3,898,549	
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	See below	$3,773,583	1.8%
2014	See below	$3,828,305	1.5%
2015	See below	$3,801,589	(0.7%)
2016 Adopted	See below	$3,790,000	(0.3%)
2016 Revised	See below	$3,790,000	0.0%
2017 Proposed	**See below**	**$3,790,000**	**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.

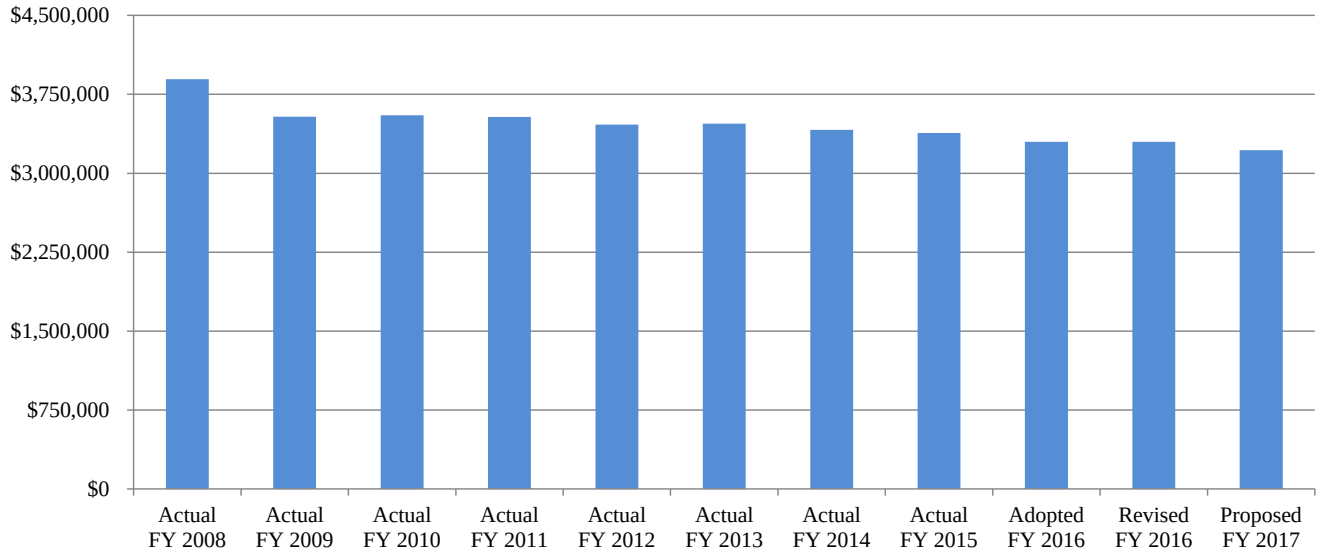


FY 2017 Analysis:
Electric Consumer Utility tax revenue aligns with weather patterns. With rate fluctuations and consumer savings programs, this revenue remains constant at $3.8 million.

Communications Sales and Use Tax

Fiscal Year	Tax Rate	Amount	Percent Change
2008	See below	$3,893,158	
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	See below	$3,471,805	0.3%
2014	See below	$3,412,734	(1.7%)
2015	See below	$3,382,915	(0.9%)
2016 Adopted	See below	$3,300,000	(2.5%)
2016 Revised	See below	$3,300,000	0.0%
2017 Proposed	**See below**	**$3,220,000**	**(2.4%)**

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%, 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.

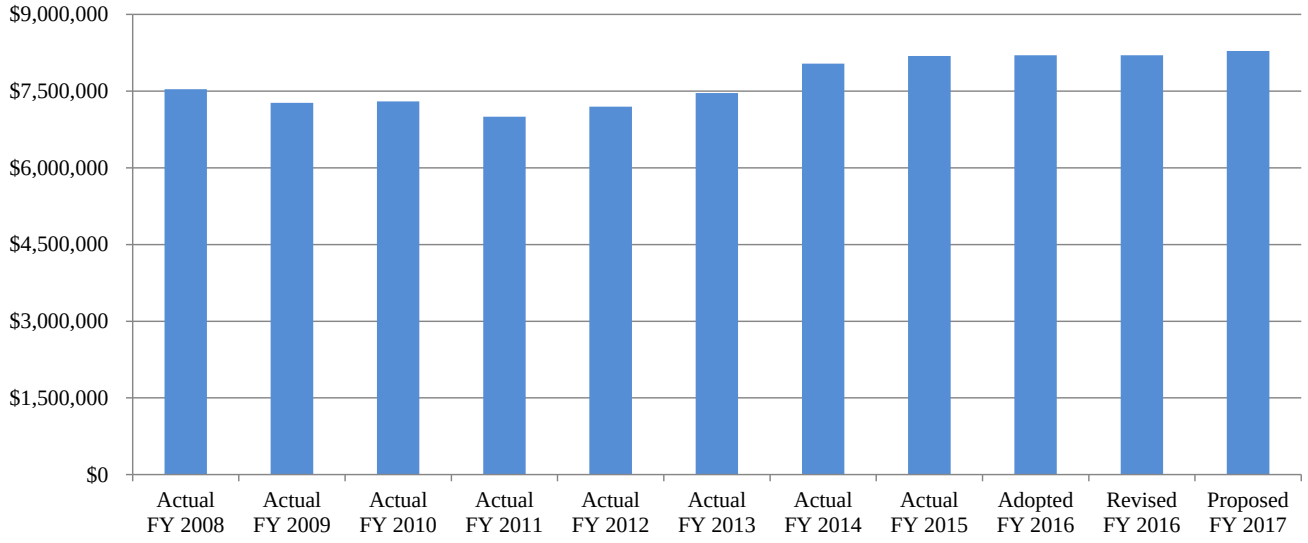


FY 2017 Analysis:
Communication Sales and Use Tax continues to decline; the reduction in land line use and the lower cost for telecommunication services has affected the revenue generated through this stream. The Proposed FY 2017 figure reflects the continued reduction in revenue.

Business Licenses

Fiscal Year	Tax Rate	Amount	Percent Change
2008	See Below	$7,537,805	
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	See Below	$7,463,878	3.7%
2014	See Below	$8,037,473	7.7%
2015	See Below	$8,185,869	1.9%
2016 Adopted	See Below	$8,200,764	0.2%
2016 Revised	See Below	$8,200,764	0.0%
2017 Proposed	**See Below**	**$8,282,801**	**1.0%**

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.

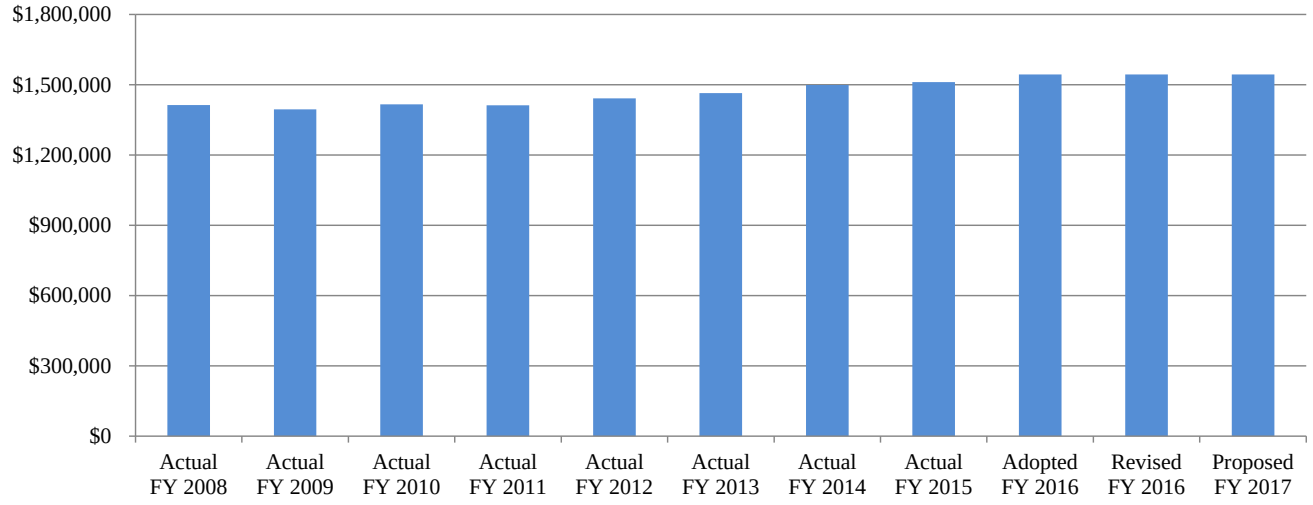


FY 2017 Analysis:
While FY 2014 reflects a significant increase from previous years, FY 2015 and FY 2016 reflect more modest growth. The continued success of the Fresh Market complex, slight growth in Cornerstone, Timberlake, Wards, and Downtown commercial areas, and anticipated new hotels are positive impacts on this revenue stream. The FY 2017 proposed revenue reflects a conservative 1% increase over FY 2016 Adopted.

Motor Vehicle Licenses

Fiscal Year	Tax Rate	Amount	Percent Change
2008	$29.50/$34.50	$1,413,142	
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	$29.50/$34.50	$1,464,608	1.6%
2014	$29.50/$34.50	$1,498,930	2.3%
2015	$29.50/$34.50	$1,511,311	0.8%
2016 Adopted	$29.50/$34.50	$1,544,000	2.2%
2016 Revised	$29.50/$34.50	$1,544,000	0.0%
2017 Proposed	**$29.50/$34.50**	**$1,544,000**	**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.



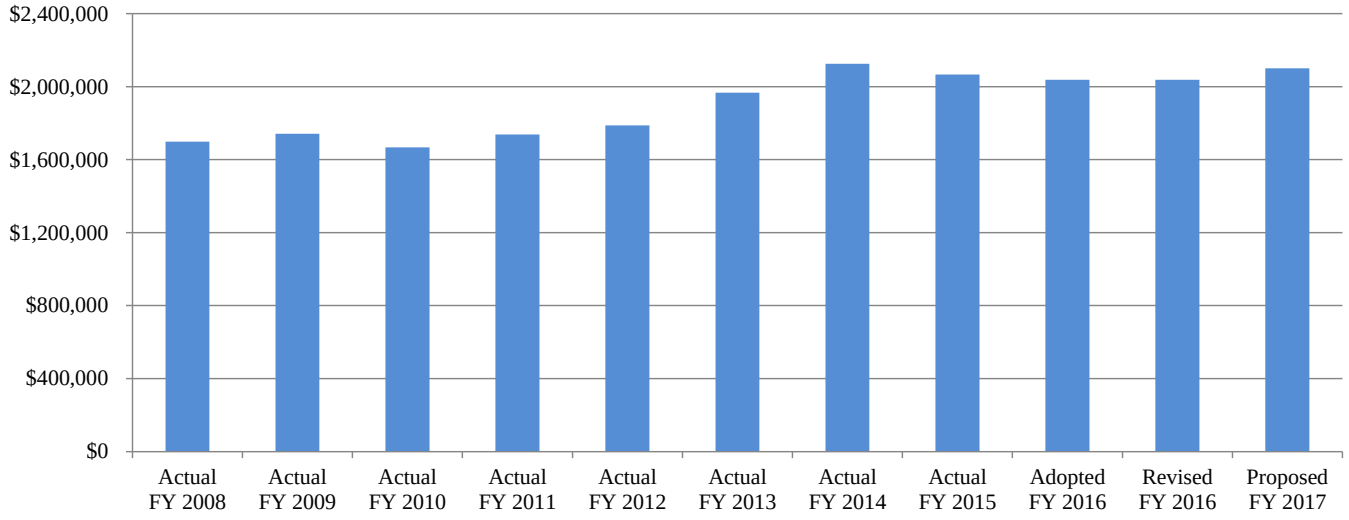
FY 2017 Analysis:
From FY 2007 to FY 2011, Motor Vehicle Licenses revenue was relatively constant at $1.4 million. From FY 2012 to FY 2014, this revenue stream has experienced increases between 1.6% and 2.3%. FY 2015 is slightly lower due to more payments being received after year end. Collections in FY 2016 are expected to reflect these payments and slight growth. FY 2017 is proposed flat with FY 2016. This revenue will be reviewed after the Commissioner of Revenue receives final information from the Department of Motor Vehicles in April.

Note: Unlike the Personal Property tax, State code authorizes cities to levy a Motor Vehicle License tax on all motor vehicles, trailers, and semi-trailers without exemption.

Lodging Tax

Fiscal Year	Tax Rate	Amount	Percent Change
2008	5.5% + $1 per room/night	$1,698,848	
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	5.5% + $1 per room/night	$1,967,393	10.1%
2014	5.5% + $1 per room/night	$2,125,145	8.0%
2015	5.5% + $1 per room/night	$2,066,200	(2.8%)
2016 Adopted	5.5% + $1 per room/night	$2,037,000	(1.4%)
2016 Revised	5.5% + $1 per room/night	$2,037,000	0.0%
2017 Proposed	**5.5% + $1 per room/night**	**$2,100,000**	**3.1%**

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.

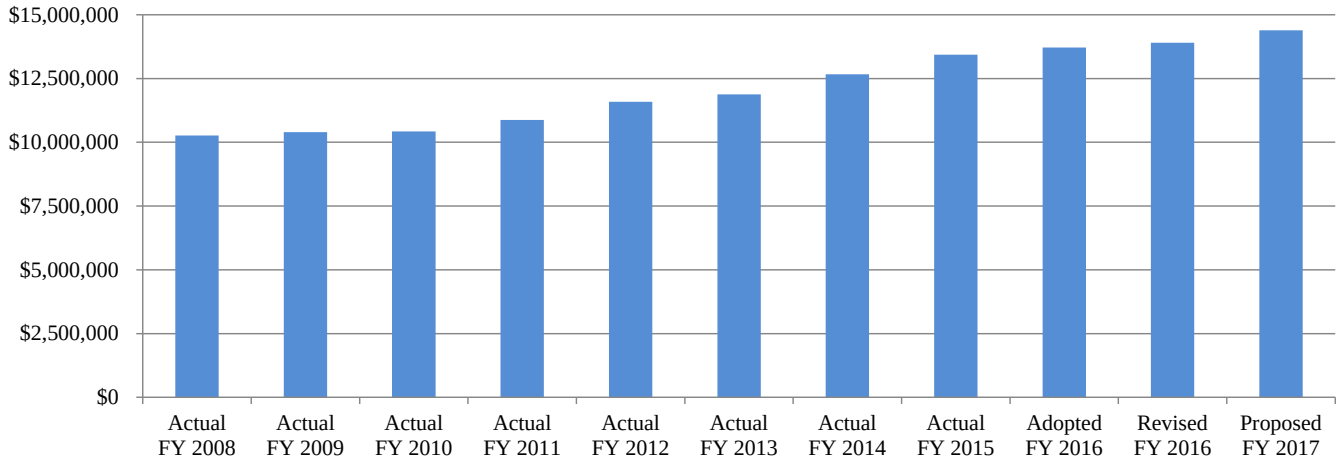


FY 2017 Analysis:
Lodging Tax revenue has increased every year since FY 2011 until FY 2015 when new hotels opened in Campbell County. The new Microtel opened in FY 2015 and another new hotel is in early construction with another nearing the start of construction. With the continued growth at Liberty University and a more focused tourism program, including the Commonwealth Games in July 2016, FY 2017 is projected to increase 3.1% over FY 2016 Adopted projected revenues.

Meals Tax

Fiscal Year	Tax Rate	Amount	Percent Change
2008	6.5%	$10,264,150	
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	6.5%	$11,874,579	2.5%
2014	6.5%	$12,666,743	6.7%
2015	6.5%	$13,435,756	6.1%
2016 Adopted	6.5%	$13,715,000	2.1%
2016 Revised	6.5%	$13,906,007	1.4%
2017 Proposed	**6.5%**	**$14,392,718**	**4.9%**

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.



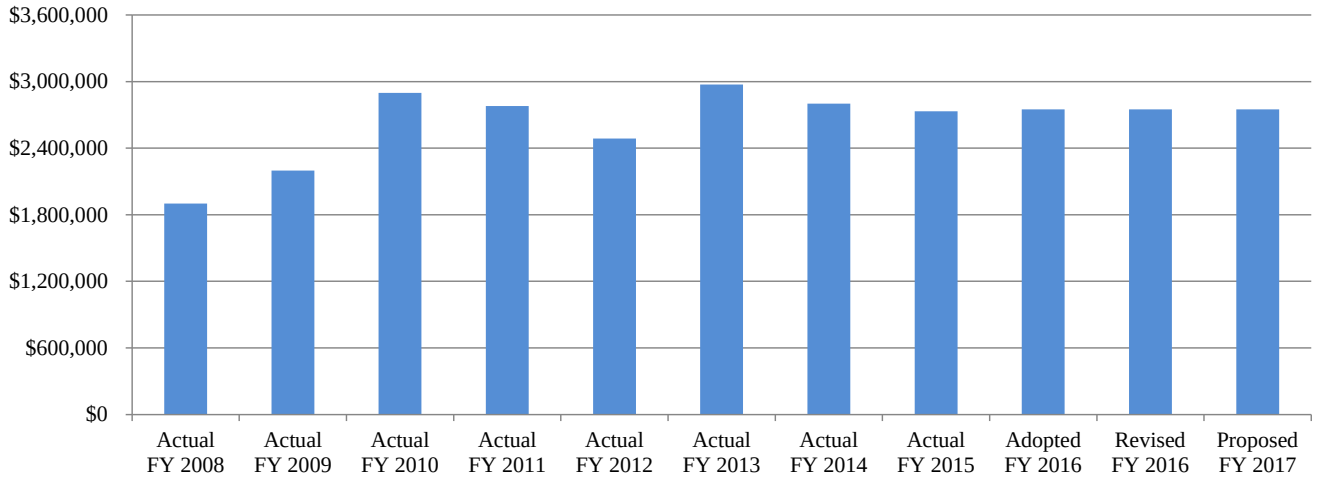
FY 2017 Analysis:
Meals Tax revenue continues to increase. Over the first 6 months of FY 2016, Meals Tax collections exceed FY 2015 by an average of $64,000 per month, or 5.8%. FY 2017 is projected to increase 4.9% over the FY 2016 Adopted revenues, which is still slightly conservative.

Ambulance Service Fees

Fiscal Year	Fee Schedule	Amount	Percent Change
2008	See Below	$1,900,243	
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	See Below	$2,973,257	19.6%
2014	See Below	$2,802,031	(5.8%)
2015	See Below	$2,731,750	(2.5%)
2016 Adopted	See Below	$2,750,000	0.7%
2016 Revised	See Below	$2,750,000	0.0%
2017 Proposed	**See Below**	**$2,750,000**	**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 2017 Analysis:

Ambulance Service Fees are collected for the City by a third party administrator (EMS-MC); the City pays the company 5.75% of total collections for this service. The City's Billings and Collections staff is responsible for delinquent collections. The FY 2017 projection is $2.75 million based on current year collections as well as the uncertainty of the impact of the Affordable Care Act on ambulance services.

Revenue Detail	Actual FY 2015	Adopted FY 2016	Revised FY 2016	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
NON-DEDICATED REVENUE					
General Property Taxes					
Current Real Property	$54,519,003	$56,514,000	$57,090,073	$57,930,378	$1,416,378
Real Property Tax Relief Program	(676,459)	(700,000)	(655,000)	(700,000)	0
Real Property Housing Rehab Program	(483,288)	(483,100)	(564,488)	(625,000)	(141,900)
Allowance for Uncollectible Real Property (2.0%)		(1,130,280)	(1,141,801)	(1,158,608)	(28,328)
Delinquent Real Property Taxes	1,535,229	1,575,000	1,575,000	1,575,000	0
Current Public Service Corporation (PSC)	2,263,994	2,225,000	2,330,509	2,400,000	175,000
Delinquent PSC Tax	3,075	0	0	0	0
Penalty PSC Taxes	5,049	0	0	0	0
Current Personal Property - Local portion	16,405,290	17,800,000	17,800,000	17,800,000	0
Delinquent Personal Property Tax	1,172,458	950,000	950,000	1,000,000	50,000
Allowance for Uncollectible Personal Property (3.0%)		(534,000)	(534,000)	(534,000)	0
Penalty on Delinquent Tax	649,070	625,000	625,000	635,000	10,000
Interest on Delinquent Taxes	403,527	375,000	375,000	385,000	10,000
Miscellaneous General Property Taxes	1,349	4,000	4,000	4,000	0
Total General Property Taxes	**$75,798,297**	**$77,220,620**	**$77,854,292**	**$78,711,770**	**$1,491,150**
Other Local Taxes					
Local Sales Tax	$15,006,326	$14,700,000	$15,456,516	$15,765,700	$1,065,700
Consumer Utility Tax - Electric	3,801,589	3,790,000	3,790,000	3,790,000	0
Consumer Utility Tax - Gas	652,532	654,000	654,000	654,000	0
Communications Sales and Use Tax	3,382,915	3,300,000	3,300,000	3,220,000	(80,000)
Right of Way Fees	121,371	243,000	363,000	250,000	7,000
Business License Tax	8,185,869	8,437,000	8,437,000	8,521,400	84,400
Allowance for Uncollectible Business License (2.8%)		(236,236)	(236,236)	(238,599)	(2,363)
Electric Consumption Tax [1]	316,466	306,420	306,420	315,000	8,580
Gas Consumption Tax [1]	33,209	34,000	34,000	34,000	0
Penalty on Business License Tax	130,937	90,000	90,000	90,000	0
Motor Vehicle Licenses	1,511,311	1,544,000	1,544,000	1,544,000	0
Delinquent Motor Vehicle Licenses	190,337	174,000	174,000	174,000	0
Bank Stock Tax	831,103	650,000	650,000	750,000	100,000
Recordation Tax - City	557,411	450,000	450,000	475,000	25,000
Probate Tax	34,702	15,000	15,000	15,000	0
Tobacco Tax	936,024	900,000	900,000	875,000	(25,000)
Amusement Tax	667,212	675,000	650,000	675,000	0
Penalty/Interest - Amusement Tax	2,581	0	0	0	0
Lodging Tax	2,066,200	2,037,000	2,037,000	2,100,000	63,000
Penalty/Interest - Lodging Tax	2,036	0	0	0	0
Meals Tax	13,435,756	13,715,000	13,906,007	14,392,718	677,718
Penalty/Interest - Meals Tax	106,469	50,000	50,000	50,000	0
Franchise License Tax MCI	0	4,027	4,027	0	(4,027)
Franchise License Tax Sprint	0	500	500	0	(500)
Total Other Local Taxes	**$51,972,356**	**$51,532,711**	**$52,575,234**	**$53,452,219**	**$1,919,508**

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

Revenue Detail	Actual FY 2015	Adopted FY 2016	Revised FY 2016	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
NON-DEDICATED REVENUE (continued)					
Permits, Fees, and Regulatory Licenses					
Animal Licenses	$9,371	$10,000	$10,000	$10,000	$0
Land Disturbing Fees	20,157	17,000	17,000	22,000	5,000
Transfer Fees	1,862	1,600	1,600	1,600	0
Site Plans - Planning	15,739	19,686	19,479	19,500	(186)
Building Plan Review	48,675	40,000	40,000	40,000	0
Conditional Use Permits	3,661	4,800	3,600	2,400	(2,400)
Rezoning Fees - Planning	7,692	5,000	17,368	5,000	0
Subdivision Plats	4,965	6,000	9,495	9,500	3,500
Inspection Permit Fee - Building	531,235	445,000	445,000	450,000	5,000
Inspection Permit Fee - Signs	5,750	5,000	5,400	5,400	400
Demolition Fees	7,100	10,000	7,500	7,500	(2,500)
False Alarm Assessment and Permit Fees	118,792	100,000	100,000	110,000	10,000
Rental Inspection Fee - Annual/Periodic	6,900	8,000	10,500	10,500	2,500
Concealed Weapons Permits	18,448	20,000	20,000	21,000	1,000
Legal Notice Advertising	7,457	7,247	4,726	4,726	(2,521)
Taxicab Application Fees	5,150	4,000	4,000	5,000	1,000
Elevator Administration Fee	22,217	20,200	20,200	20,000	(200)
Miscellaneous Permits, Fees and Regulatory Licenses	5,681	4,600	4,400	4,400	(200)
Permits, Fees, and Regulatory Licenses	**$840,852**	**$728,133**	**$740,268**	**$748,526**	**$20,393**
Fines and Forfeitures					
Court Fines and Forfeitures	$507,258	$440,000	$440,000	$440,000	$0
Criminal Court Fees	2,781	2,500	2,500	2,500	0
Total Fines and Forfeitures	**$510,039**	**$442,500**	**$442,500**	**$442,500**	**$0**
Revenue from Use of Money and Property					
Interest on Investments	$142,282	$15,000	$15,000	$60,000	$45,000
Interest - City Capital	10,354	30,000	30,000	30,000	0
Interest - School Capital	0	200	200	200	0
Interest - Health Insurance	18,043	18,000	18,000	10,000	(8,000)
Interest - Other Post Employment Benefits (OPEB)	4,342	4,000	4,000	4,000	0
Interest - Market Value Gain/Loss	(2,923)	0	0	0	0
Interest - State Non-Arbitrage Program (SNAP)	34,287	15,000	15,000	30,000	15,000
General Government Property Rent	90,175	85,000	85,000	85,000	0
Public Safety Property Rent	24,464	24,464	36,250	36,250	11,786
Public Works Property Rent	0	6,000	6,000	6,000	0
Health Department Property Rent	100,000	100,000	100,000	100,000	0
Cultural and Recreation Property Rent	27,628	15,070	15,070	15,070	0
Property Rental Stadium	485	2,000	2,900	2,900	900
Total Revenue from Use of Money and Property	**$449,137**	**$314,734**	**$327,420**	**$379,420**	**$64,686**

Revenue Detail	Actual FY 2015	Adopted FY 2016	Revised FY 2016	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
NON-DEDICATED REVENUE (continued)					
Charges for Services					
Collection and Tax Lien Fees	$36,376	$19,000	$19,000	$25,000	$6,000
DMV Administration Fee	236,069	225,000	225,000	240,100	15,100
DMV Select Agency	26,456	20,000	20,000	25,000	5,000
Payroll Deduction Fees	7,085	6,500	6,500	6,500	0
Fees for Court Officers	7,244	7,244	7,244	7,244	0
Commonwealth Attorney Fees	7,429	7,000	7,000	7,000	0
Commonwealth Atty Fines and Fees - Non-Dedicated	60,030	53,258	53,258	53,625	367
Ambulance Service Fees	2,731,750	2,750,000	2,750,000	2,750,000	0
Delinquent Ambulance Bills > 120 days	138,036	100,000	100,000	115,000	15,000
Wards Crossing West	103,016	133,000	135,923	135,923	2,923
Miscellaneous Charges for Services	18,408	5,350	5,300	6,600	1,250
Total Charges for Services	**$3,371,899**	**$3,326,352**	**$3,329,225**	**$3,371,992**	**$45,640**
Revenue from the Commonwealth for State Non-Categorical Aid					
Rolling Stock Taxes	$98,635	$93,000	$93,000	$93,000	$0
Deeds of Conveyance	137,425	120,000	120,000	125,000	5,000
Recordation Taxes	151,452	200,000	200,000	150,000	(50,000)
Auto Rental Tax - DMV	291,422	260,000	260,000	280,000	20,000
Personal Property Tax Relief	5,543,584	5,543,584	5,543,584	5,543,584	0
Mobile Home Titling Taxes	1,146	1,000	1,000	1,000	0
Total State Non-Categorical Aid	**$6,223,664**	**$6,217,584**	**$6,217,584**	**$6,192,584**	**($25,000)**
Miscellaneous Non-Dedicated					
Payment in Lieu of Tax - Westminster	$52,902	$50,000	$50,000	$52,900	$2,900
Drop-Off Recycling	40	0	0	0	0
Payment in Lieu of Tax - LRHA	33,208	25,000	25,000	25,000	0
Regional Services Authority Profit Sharing	380,102	0	0	0	0
Lynchburg Baseball Corporation Profit/Skybox	43,324	0	0	0	0
Credit Card Rebate	97,209	94,000	94,000	100,000	6,000
Miscellaneous Revenue	76,669	67,000	67,000	66,000	(1,000)
Total Miscellaneous Non-Dedicated	**$683,454**	**$236,000**	**$236,000**	**$243,900**	**$7,900**
TOTAL NON-DEDICATED REVENUES	**$139,849,698**	**$140,018,634**	**$141,722,523**	**$143,542,911**	**$3,524,277**

Revenue Detail	Actual FY 2015	Adopted FY 2016	Revised FY 2016	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
DEDICATED REVENUE					
Charges for Services					
Document Reproduction Fee	$7,350	$13,000	$8,000	$8,000	($5,000)
Legal Service Charges - Schools	20,000	20,000	20,000	20,000	0
Community Centers Wi-Fi - Schools Share	4,000	0	0	0	0
Probation Supervision Fee	17,603	15,000	15,000	15,000	0
Police - Schools Resource Officer (SRO) Program	67,734	108,500	108,500	96,500	(12,000)
Police Report Sales	13,775	13,500	13,500	13,500	0
Off-Duty Police Fee	796,508	800,000	800,000	995,403	195,403
Off-Duty Police Fee Penalty and Interest	13,731	0	0	0	0
Range Use Fee	15,600	15,000	15,000	15,000	0
Sheriff's Fee Courtroom Services	96,667	110,000	110,000	110,000	0
Commonwealth Atty Fines and Fees - Dedicated	58,906	62,442	62,442	62,075	(367)
Community Development Stormwater Charges	430,235	499,003	499,003	392,864	(106,139)
Public Works Administrative Stormwater Charges	155,989	161,947	161,947	152,193	(9,754)
Public Works Engineering Stormwater Charges	14,507	19,500	19,500	15,093	(4,407)
Public Works Streets Stormwater Charges	153,128	179,152	179,152	168,610	(10,542)
Residential Disposal Fees	943,170	865,000	925,000	945,000	80,000
Residential Trash Violations	6,400	0	0	5,000	5,000
Building Maintenance - Other	18,594	10,000	10,000	20,461	10,461
Juvenile Service Providers	827,578	876,404	876,404	879,476	3,072
Court Order Fee	666	0	0	0	0
Library Fines and Fees	66,318	74,000	65,000	65,000	(9,000)
Lost/Damaged Library Property	3,775	5,000	5,000	5,000	0
Law Library Fees	35,269	60,000	30,000	30,000	(30,000)
Delinquent Library Charges	15,362	18,800	13,800	15,000	(3,800)
Point of Honor Admission	10,495	10,500	10,500	11,000	500
Lynchburg Museum Admission	14,180	14,000	0	0	(14,000)
PIER Outside Contract Agreements	32,500	32,500	32,500	32,500	0
PIER Internal Contract Agreements	50,000	50,000	50,000	50,000	0
Weed Ordinance Program	20,801	22,000	18,000	20,000	(2,000)
Total Charges for Services	**$3,910,841**	**$4,055,248**	**$4,048,248**	**$4,142,675**	**$87,427**
Recreation Revenue					
Swimming Pool Fees	$25,181	$24,000	$24,000	$24,000	$0
City-Wide Centers	82,268	70,000	70,000	80,000	10,000
Neighborhood Centers	7,092	10,000	12,000	21,322	11,322
RecQuest Outreach Programs	(16,353)	0	0	0	0
Aquatics	12,185	10,000	10,000	15,000	5,000
Pool Rental	6,270	0	0	0	0
Recreation General Administration	14,989	1,100	12,000	14,000	12,900
Athletics	73,568	70,000	70,000	75,000	5,000
Park Services	62,537	60,000	60,000	60,000	0
Business Services	14,964	20,000	20,000	20,000	0
Naturalist Program	16,483	18,000	18,000	16,500	(1,500)
Community Market Co-op Program	146,620	90,000	140,000	150,000	60,000
Total Recreation Revenue	**$445,804**	**$373,100**	**$436,000**	**$475,822**	**$102,722**

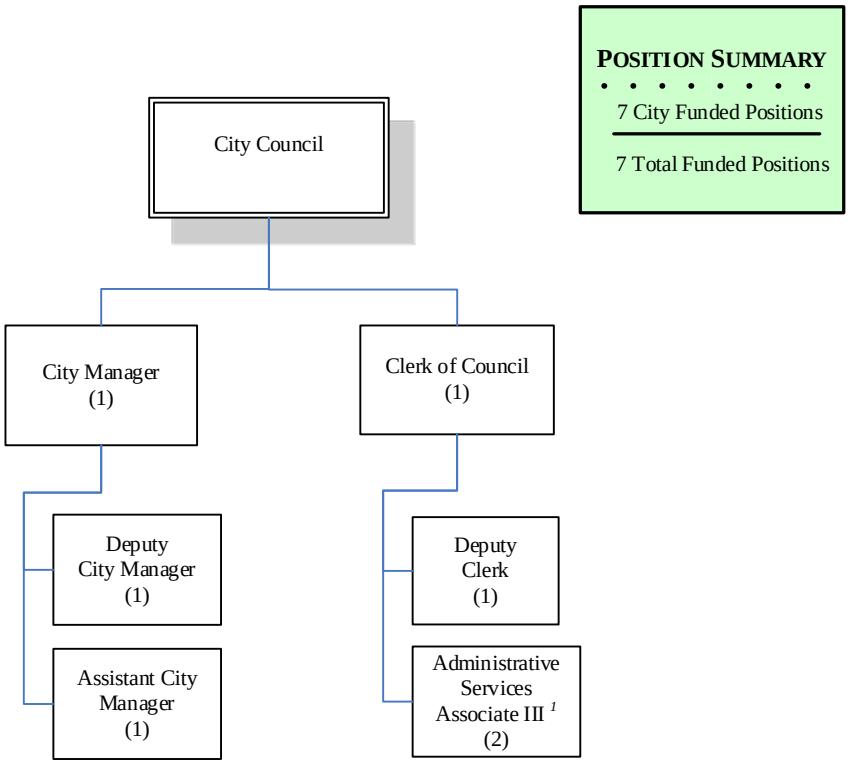
Revenue Detail	Actual FY 2015	Adopted FY 2016	Revised FY 2016	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
DEDICATED REVENUE (continued)					
Parking Revenue					
Downtown Parking Deck Lease	$88,419	$90,000	$90,000	$88,000	($2,000)
Hourly Parking Fees	25,141	35,000	35,000	30,000	(5,000)
Permit Parking Fees - City Owned	159,369	199,000	199,000	184,000	(15,000)
Permit Parking Fees - Lease Agreement	97,763	81,000	81,000	98,000	17,000
Fines	127,378	110,000	110,000	115,000	5,000
Total Parking Revenue	**$498,070**	**$515,000**	**$515,000**	**$515,000**	**$0**
Miscellaneous Revenue					
Indirect Costs and Services - Water	$1,099,940	$845,105	$845,105	$781,224	($63,881)
Indirect Costs and Services - Sewer	342,794	404,344	404,344	226,047	(178,297)
Indirect Costs and Services - WWTP	767,680	369,985	369,985	535,916	165,931
Indirect Costs and Services - Stormwater	107,986	107,328	107,328	(75,204)	(182,532)
Indirect Costs and Services - Airport	118,303	111,591	111,591	114,108	2,517
Indirect Costs and Services - Detention Home	250,435	252,343	252,343	225,035	(27,308)
Indirect Costs and Services - Juvenile Services	10,808	15,000	0	0	(15,000)
Miscellaneous Subrogation	100,000	0	0	0	0
Parks and Recreation Special Events Sponsorship	258	4,500	4,500	0	(4,500)
Property Rental Market	86,438	90,000	95,000	95,000	5,000
Property Rental Market - Penalty and Interest	558	0	1,000	500	500
Miller Center - Historic Tax Credit Rent	65,817	0	120,000	120,000	120,000
Friends of the Lynchburg Library	7,250	7,250	7,250	7,250	0
Visitor Center Merchandise	21,701	23,700	23,700	23,700	0
Community Handbook Ad Sales	0	0	0	19,000	19,000
Special Welfare Recoupment	631	30,000	30,000	0	(30,000)
Reimbursement - Point of Honor/Carriage House	28,674	27,411	27,411	26,300	(1,111)
Digg's Trust (Lynchburg Museum System)	42,240	40,398	40,398	36,900	(3,498)
Other Miscellaneous Dedicated Revenue	3,065	800	800	9,298	8,498
Total Miscellaneous Revenue	**$3,054,578**	**$2,329,755**	**$2,440,755**	**$2,145,074**	**($184,681)**
Revenue from the Commonwealth					
State Categorical Aid for State Shared Expenditures					
Commissioner of the Revenue	$172,291	$172,577	$172,577	$175,749	$3,172
State Treasurer	98,706	99,638	101,300	101,631	1,993
Registrar/Electoral Board	46,007	53,455	53,455	53,455	0
Clerk of Court (includes Technology Trust Fund)	543,296	546,176	546,176	556,554	10,378
Sheriff	1,190,127	1,217,709	1,199,090	1,199,090	(18,619)
Commonwealth Attorney	990,117	992,928	992,928	1,012,685	19,757
Total Categorical Aid-State Shared Expenditures	**$3,040,544**	**$3,082,483**	**$3,065,526**	**$3,099,164**	**$16,681**

Revenue Detail	Actual FY 2015	Adopted FY 2016	Revised FY 2016	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
DEDICATED REVENUE (continued)					
Intergovernmental: State Categorical Aid					
Juvenile Correction Block Grant	$247,716	$247,716	$247,716	$247,716	$0
Recovery - E-911 Wireless	291,266	286,600	286,600	298,340	11,740
Highway Maintenance	7,114,169	7,364,956	7,364,956	7,728,571	363,615
Local Law Enforcement Funding (House Bill 599)	2,653,798	2,930,790	2,930,790	2,930,790	0
Social Services Administration	1,382,759	2,020,159	2,025,496	2,134,641	114,482
Social Services Finance Unit	101,105	115,004	115,004	113,737	(1,267)
Social Services Programs	4,997,894	4,810,245	4,810,245	5,406,215	595,970
Public Library	153,165	153,233	151,959	151,959	(1,274)
SNAP Program Reimbursements	13,203	12,000	13,500	15,000	3,000
SNAP Grant Programs	5,000	10,000	0	0	(10,000)
Health Department Funding	165,398	0	0	125,000	125,000
Total State Categorical Aid	**$17,125,473**	**$17,950,703**	**$17,946,266**	**$19,151,969**	**$1,201,266**
Intergovernmental: Federal Direct/Categorical Aid					
Build America Bond Interest Subsidy - City	$60,947	$60,000	$60,000	$60,000	$0
Build America Bond Interest Subsidy - Schools	211,441	211,000	211,000	211,000	0
Social Services Administration	3,924,123	3,240,542	3,242,455	3,373,713	133,171
Social Services Finance Unit	173,130	166,672	166,672	164,836	(1,836)
Social Services Programs	3,274,571	2,415,021	2,415,021	2,957,974	542,953
Human Services Capital Lease	133,073	129,786	129,786	129,786	0
Human Services Building and Grounds	48,164	35,000	48,000	48,000	13,000
Parks and Recreation USDA Grant for Farmer's Mrkt	13,409	0	68,591	0	0
Indirect Cost Reimbursement	375,585	400,000	400,000	400,000	0
Total Federal Direct/Categorical Aid	**$8,214,443**	**$6,658,021**	**$6,741,525**	**$7,345,309**	**$687,288**
Interfund Transfers					
CSA Operations	$175	$0	$0	$0	$0
School Capital	75,000	0	0	0	0
City Capital	249,861	0	0	0	0
Total Interfund Transfers	**$325,036**	**$0**	**$0**	**$0**	**$0**
TOTAL DEDICATED REVENUES	**$36,614,789**	**$34,964,310**	**$35,193,320**	**$36,875,013**	**$1,910,703**
TOTAL GENERAL FUND REVENUES	**$176,464,487**	**$174,982,944**	**$176,915,843**	**$180,417,924**	**$5,434,980**

Expenditure Detail	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
DEPARTMENTAL EXPENDITURE DETAIL SUMMARY					
General Government					
Council/Manager Offices	$885,611	$1,038,021	$1,008,294	$1,118,648	$80,627
City Assessor	696,327	738,824	747,341	741,529	2,705
City Attorney	681,013	687,617	687,617	680,975	(6,642)
Self-Insurance	505,356	524,817	517,374	517,374	(7,443)
Commissioner of the Revenue	678,209	714,241	721,303	715,616	1,375
Office of the Director of Financial Services	615,840	675,525	745,114	741,827	66,302
Accounting Division	843,633	898,018	938,180	932,160	34,142
Billings and Collections Division	1,281,578	1,319,413	1,313,086	1,307,164	(12,249)
Budget Division	160,872	168,882	0	0	(168,882)
Procurement Division	304,343	313,853	321,704	319,038	5,185
Human Services Financial Division	311,093	330,369	304,711	302,929	(27,440)
Human Resources	714,317	761,021	761,021	765,712	4,691
Occupational Health	132,551	130,476	130,476	129,818	(658)
Information Technology (IT) Administration Division	424,439	450,257	456,256	451,576	1,319
Application Services Division	1,259,105	1,433,386	1,443,102	1,430,210	(3,176)
Geographic Information System (GIS) Division	252,251	286,539	275,902	273,846	(12,693)
Network Services Division	1,284,322	1,568,699	1,572,688	1,572,957	4,258
Registrar	166,942	175,667	182,241	180,960	5,293
Electoral Board	40,634	369,809	80,254	80,254	(289,555)
State Treasurer	148,695	151,607	152,316	150,946	(661)
TOTAL GENERAL GOVERNMENT	**$11,387,131**	**$12,737,041**	**$12,358,980**	**$12,413,539**	**($323,502)**
Judicial Administration					
Circuit Court Clerk (24th Judicial District)	$797,954	$814,237	$827,229	$816,763	$2,526
Circuit Court Judges (24th Judicial District)	96,180	164,446	164,446	163,638	(808)
Office of the Commonwealth's Attorney	1,478,258	1,516,386	1,647,182	1,630,711	114,325
Office of the Commonwealth's Attorney - Fines and Fees	58,906	62,442	62,442	62,075	(367)
General District Court	52,282	69,023	74,540	74,540	5,517
Juvenile and Domestic Relations (J&DR) District Court	10,938	15,409	15,409	15,409	0
Magistrate	3,347	4,183	3,615	4,095	(88)
Sheriff's Office	2,141,409	2,180,124	2,202,196	2,143,873	(36,251)
Court Service Unit (24th Judicial District)	840	1,550	1,550	1,550	0
TOTAL JUDICIAL ADMINISTRATION	**$4,640,114**	**$4,827,800**	**$4,998,609**	**$4,912,654**	**$84,854**
Public Safety					
Police Department	$15,566,018	$15,961,431	$16,699,846	$16,451,693	$490,262
Range Operations	23,200	15,000	15,000	15,000	0
Off-Duty	808,103	800,000	995,403	995,403	195,403
Animal Control Unit	252,852	322,403	343,022	341,902	19,499
Emergency Services	2,422,611	2,627,610	2,808,182	2,743,792	116,182
Fire and EMS Department	14,766,415	15,932,364	16,115,062	15,918,808	(13,556)
Technical Rescue Team/PIER Program	49,107	82,500	82,500	82,500	0
TOTAL PUBLIC SAFETY	**$33,888,306**	**$35,741,308**	**$37,059,015**	**$36,549,098**	**$807,790**

Expenditure Detail	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
DEPARTMENTAL EXPENDITURE DETAIL SUMMARY					
Public Works					
Public Works Administration	$699,779	$855,305	$895,939	$890,484	$35,179
Building Maintenance	3,530,058	3,825,514	3,883,578	3,810,610	(14,904)
Human Services Building	261,363	208,383	239,510	239,510	31,127
Parks and Grounds Maintenance	2,684,256	2,749,494	2,773,784	2,743,473	(6,021)
Engineering	3,430,139	3,773,009	3,892,974	3,777,634	4,625
Street Maintenance	2,718,412	3,229,557	3,282,805	3,268,423	38,866
Snow and Ice Removal	520,758	197,627	267,550	267,550	69,923
Refuse	2,539,953	2,816,597	2,936,288	2,912,509	95,912
Baseball Stadium Maintenance	110,218	116,749	112,023	112,023	(4,726)
TOTAL PUBLIC WORKS	**$16,494,936**	**$17,772,235**	**$18,284,451**	**$18,022,216**	**$249,981**
Health and Welfare					
Human Services - Juvenile Services	$3,612,061	$3,572,522	$3,954,404	$3,894,953	$322,431
Human Services - Social Services Administration	6,846,747	7,277,650	7,305,939	7,498,214	220,564
Human Services - Social Services Public Assistance	8,402,101	7,423,193	8,562,085	8,562,085	1,138,892
TOTAL HEALTH AND WELFARE	**$18,860,909**	**$18,273,365**	**$19,822,428**	**$19,955,252**	**$1,681,887**
Parks, Recreation, and Cultural					
Public Library	$1,553,476	$1,513,729	$1,497,012	$1,490,073	($23,656)
Law Library	20,561	33,850	19,000	19,000	(14,850)
Parks and Recreation	3,612,175	3,512,609	4,080,590	3,792,611	280,002
Museums	437,272	453,519	465,184	462,842	9,323
TOTAL PARKS, RECREATION, AND CULTURAL	**$5,623,484**	**$5,513,707**	**$6,061,786**	**$5,764,526**	**$250,819**
Community Development					
Office of the Director of Community Development	$295,985	$315,851	$309,984	$307,008	($8,843)
Inspections and Code Compliance Division	783,898	844,461	890,487	854,150	9,689
Planning Division	408,468	342,801	331,019	328,249	(14,552)
Zoning and Natural Resources Division	165,619	234,372	236,654	234,983	611
Office of Economic Development	587,903	441,961	441,961	438,985	(2,976)
Parking Management	488,638	426,300	492,876	490,958	64,658
Communications and Marketing	448,578	437,782	582,567	502,147	64,365
Citizens First Customer Service Center	114,465	133,748	127,003	126,544	(7,204)
Local Government Channel	174,363	190,157	190,654	189,360	(797)
Tourism	861,507	1,015,050	1,450,428	1,097,743	82,693
TOTAL COMMUNITY DEVELOPMENT	**$4,329,424**	**$4,382,483**	**$5,053,633**	**$4,570,127**	**$187,644**
OPERATING - DEPARTMENTAL	$95,224,304	$99,247,939	$103,638,902	$102,187,412	$2,939,473
OPERATING - NON-DEPARTMENTAL	$15,297,183	$14,027,587	$15,762,068	$14,989,054	$961,467
TRANSFER TO OTHER FUNDS	$1,025,153	$1,301,196	$674,732	$674,732	($626,464)
DEBT SERVICE - GENERAL FUND	$9,417,860	$8,515,623	$9,483,676	$9,483,676	$968,053
DEBT SERVICE - SCHOOLS	$8,262,032	$8,695,820	$8,440,062	$8,440,062	($255,758)
SCHOOLS	$36,319,745	$41,064,276	$42,386,666	$41,681,666	$617,390
GREATER LYNCHBURG TRANSIT COMPANY	$1,350,336	$1,394,038	$1,925,805	$1,675,805	$281,767
RESERVES	$0	$2,827,842	$1,472,124	$2,131,851	($695,991)
TRANSFER TO CAPITAL - GENERAL FUND	$6,930,260	$7,830,529	$3,223,392	$3,871,635	($3,958,894)
TRANSFER TO CAPITAL - SCHOOLS	$4,088,287	$0	$0	$538,000	$538,000
TOTAL EXPENDITURES, RESERVES, AND TRANSFERS	**$177,915,160**	**$184,904,850**	**$187,007,427**	**$185,673,893**	**$769,043**

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	6	6	6	7	1
TOTAL FTE	**6**	**6**	**6**	**7**	**1**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$601,785	$628,752	$628,752	$709,957	$81,205
Employee Benefits	185,009	198,812	198,812	219,161	20,349
Subtotal Personnel Services	***$786,794***	***$827,564***	***$827,564***	***$929,118***	***$101,554***
Operating					
Contractual Services	$11,725	$107,500	$68,535	$68,535	($38,965)
Internal Service Charges	149	0	0	0	0
Other Charges	86,943	102,957	112,195	120,995	18,038
Subtotal Operating	***$98,817***	***$210,457***	***$180,730***	***$189,530***	***($20,927)***
TOTAL CITY COST	**$885,611**	**$1,038,021**	**$1,008,294**	**$1,118,648**	**$80,627**

Council/Manager Offices Budget Description

The Department Submitted FY 2017 Council/Manager Offices budget of $1,008,294 represents a 2.9% decrease of $29,727 compared to the Adopted FY 2016 budget of $1,038,021.

Highlights of the Department Submitted FY 2017 budget include:

- $38,965 decrease in Contractual Services reflecting a reduction in funding for Federal Relations Liaison services offset by funding for a City Council Planning Session facilitator and printing services.
- $9,238 increase in Other Charges reflecting increases in food and dietary supplies for the Mayor's Youth Council Breakfast and City Manager's Leadership Forums, mileage reimbursement, professional meetings and development, and dues and membership.

The Manager's Proposed budget includes the following changes from what was submitted by the Department:

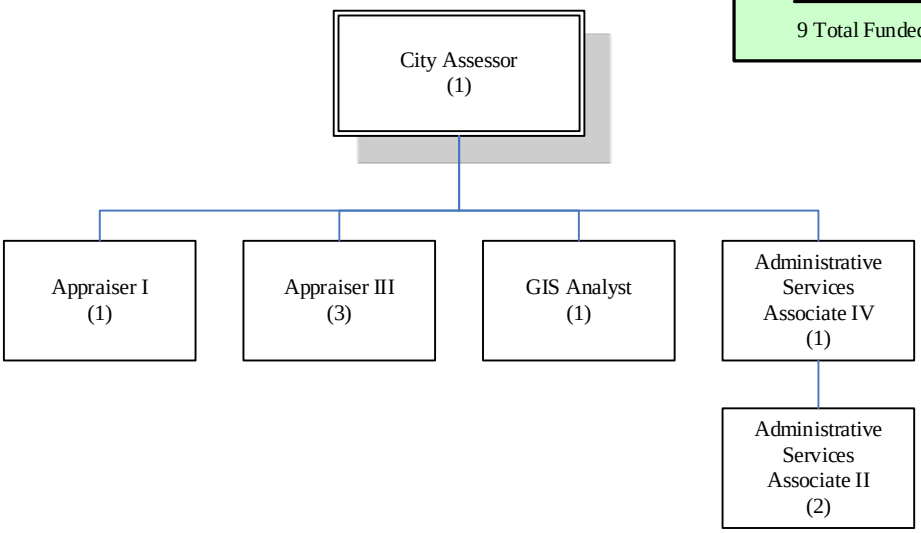
- $74,195 increase in Salaries and Employee Benefits reflecting the addition of a full-time Assistant City Manager position and the increase in medical costs offset by the decrease in the Virginia Retirement System rate.
- $8,800 increase in Other Charges reflecting office supplies, equipment, training, and dues and memberships for the Assistant City Manager position.

CITY ASSESSOR

POSITION SUMMARY

9 City Funded Positions

9 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 substantial information and resources that are utilized by those in the real estate profession, economic development, and related fields.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	9.0	9.0	9.0	9.0	0.0
City Funded Hourly	0.6	0.6	0.0	0.0	(0.6)
TOTAL FTE	**9.6**	**9.6**	**9.0**	**9.0**	**(0.6)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$462,058	$490,780	$469,477	$469,477	($21,303)
Employee Benefits	181,269	189,557	188,272	182,460	(7,097)
Subtotal Personnel Services	***$643,327***	***$680,337***	***$657,749***	***$651,937***	***($28,400)***
Operating					
Contractual Services	$30,271	$29,550	$52,203	$52,203	$22,653
Internal Service Charges	4,935	6,675	6,751	6,751	76
Other Charges	16,070	19,462	27,962	27,962	8,500
Rentals and Leases	1,724	2,800	2,676	2,676	(124)
Subtotal Operating	***$53,000***	***$58,487***	***$89,592***	***$89,592***	***$31,105***
TOTAL CITY COST	**$696,327**	**$738,824**	**$747,341**	**$741,529**	**$2,705**

City Assessor Budget Description

The Department Submitted FY 2017 City Assessor budget of $747,341 represents a 1.2% increase of $8,517 compared to the Adopted FY 2016 budget of $738,824.

Highlights of the Department Submitted FY 2017 budget include:

- $22,588 decrease in Salaries and Employee Benefits due to the elimination of the Real Estate Analyst hourly position.
- $22,653 increase in Contractual Services reflecting an increase in software maintenance and sharing the cost of a Pictometry flight with Water Resources.
- $8,500 increase in Other Charges reflecting an increase in postage costs due to FY 2017 being a reassessment year.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $5,812 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

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.

Performance Measure:	***Actual FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Assessment-to-Sale Value Ratio	97%	99%	97%	96%

Analysis of the Data:
Annually the Virginia Department of Taxation conducts an assessment-to-sale ratio study and monitors the results. The City reassesses real property every other year. In a reassessment year, the Assessor's target assessment-to-sale ratio is 98% - 100%. In FY 2016, this ratio is expected to move closer to 100% since the reassessment will be effective July 1, 2015. The ratio indicates, on average, how close the assessment is to the actual market value City-wide.

FISCAL RESPONSIBILITY

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.

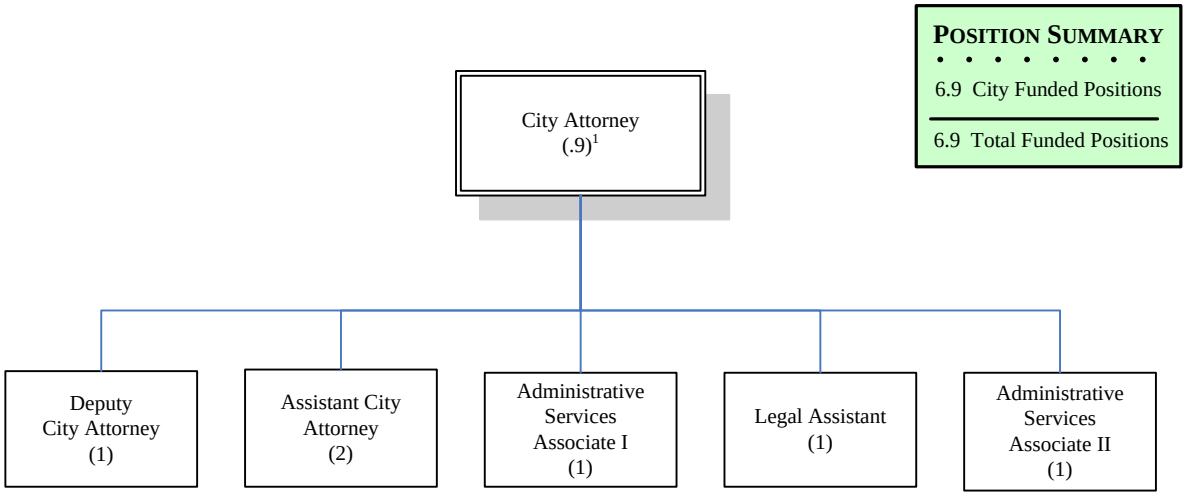
Performance Measure:	***Actual FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Property Reviews Completed	100%	25%	31%	60%

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. In FY 2015 the Assessor's Office completed the cycle of review; therefore, FY 2016 begins a new cycle with the Office projecting it will review a quarter of the City's properties.

FISCAL RESPONSIBILITY

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

CITY ATTORNEY



[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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	6.9	6.9	6.9	6.9	0.0
TOTAL FTE	**6.9**	**6.9**	**6.9**	**6.9**	**0.0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$467,888	$468,390	$468,390	$468,390	$0
Employee Benefits	170,617	175,785	175,785	169,143	(6,642)
Subtotal Personnel Services	***$638,505***	***$644,175***	***$644,175***	***$637,533***	***($6,642)***
Operating					
Contractual Services	$124	$3,000	$3,000	$3,000	$0
Other Charges	42,384	40,442	40,442	40,442	0
Subtotal Operating	***$42,508***	***$43,442***	***$43,442***	***$43,442***	***$0***
TOTAL EXPENDITURES	**$681,013**	**$687,617**	**$687,617**	**$680,975**	**($6,642)**
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	**$661,013**	**$667,617**	**$667,617**	**$660,975**	**($6,642)**

City Attorney Budget Description

The Department Submitted FY 2017 City Attorney budget of $687,617 represents no change compared to Adopted FY 2016 budget.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $6,642 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

Self-Insurance. The City's self-insurance program 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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Other Charges	$505,356	$524,817	$517,374	$517,374	($7,443)
Subtotal Operating	***$505,356***	***$524,817***	***$517,374***	***$517,374***	***($7,443)***
TOTAL CITY COST	**$505,356**	**$524,817**	**$517,374**	**$517,374**	**($7,443)**

Self-Insurance Budget Description

The Department Submitted FY 2017 Self-Insurance budget of $517,374 represents a 1.4% decrease of $7,443 compared to the Adopted FY 2016 budget of $524,817.

Highlights of the Department Submitted FY 2017 budget include:

- $7,443 decrease in Other Charges reflecting the cost of premiums.

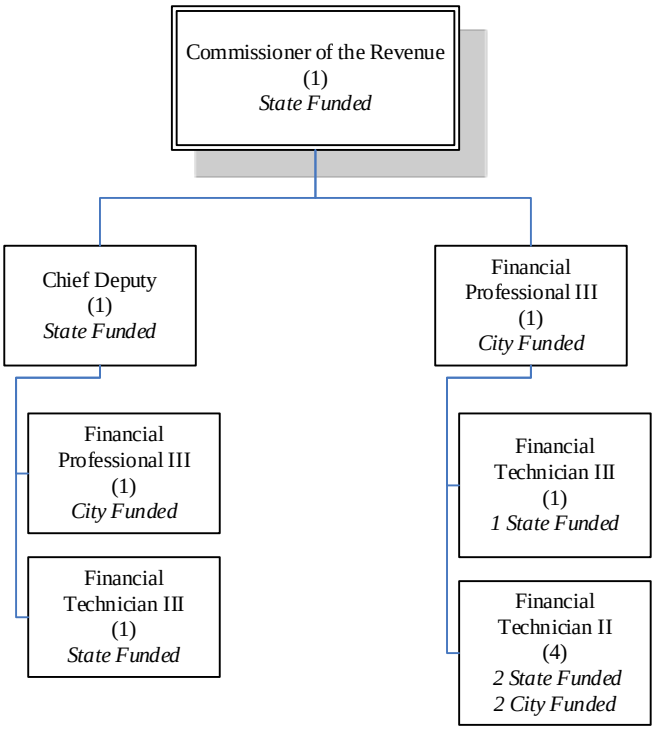
All major items submitted were proposed by the City Manager for funding.

COMMISSIONER OF THE REVENUE

POSITION SUMMARY

6.0 State Funded Positions
4.0 City Funded Positions
0.5 City Hourly Positions

10.5 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, 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, and maintains the automotive vehicle license file. Also, in partnership with the Billings and Collections Division of Financial Services, the Office provides DMV Select Services including vehicle registrations and renewals, titling, driver transcripts, issuance of plates and placards, and collection of sales tax.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	4.0	4.0	4.0	4.0	0.0
City Funded Hourly	0.4	0.4	0.5	0.5	0.1
State Funded Full-Time	6.0	6.0	6.0	6.0	0.0
TOTAL FTE	**10.4**	**10.4**	**10.5**	**10.5**	**0.1**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$463,665	$488,557	$492,998	$492,998	$4,441
Employee Benefits	184,894	197,822	198,584	192,897	(4,925)
Subtotal Personnel Services	***$648,559***	***$686,379***	***$691,582***	***$685,895***	***($484)***
Operating					
Contractual Services	$10,157	$10,031	$10,157	$10,157	$126
Internal Service Charges	145	0	0	0	0
Other Charges	16,522	14,996	16,729	16,729	1,733
Rentals and Leases	2,826	2,835	2,835	2,835	0
Subtotal Operating	***$29,650***	***$27,862***	***$29,721***	***$29,721***	***$1,859***
TOTAL EXPENDITURES	**$678,209**	**$714,241**	**$721,303**	**$715,616**	**$1,375**
DEDICATED REVENUES					
Commonwealth Aid for Shared Expenditures	$172,291	$172,577	$175,749	$175,749	$3,172
TOTAL DEDICATED REVENUES	**$172,291**	**$172,577**	**$175,749**	**$175,749**	**$3,172**
TOTAL CITY COST	**$505,918**	**$541,664**	**$545,554**	**$539,867**	**($1,797)**

Commissioner of the Revenue Budget Description

The Department Submitted FY 2017 Commissioner of the Revenue budget of $721,303 represents a 1.0% increase in the amount of $7,062 compared to the Adopted FY 2016 budget of $714,241.

Highlights of the Department Submitted FY 2017 budget include:

- $5,203 increase in Salaries and Employee Benefits reflecting the salary adjustment given by the State Compensation Board and increased hours for the hourly position.
- $1,733 increase in Other Charges primarily due to the increased cost of mailing services.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $5,687 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

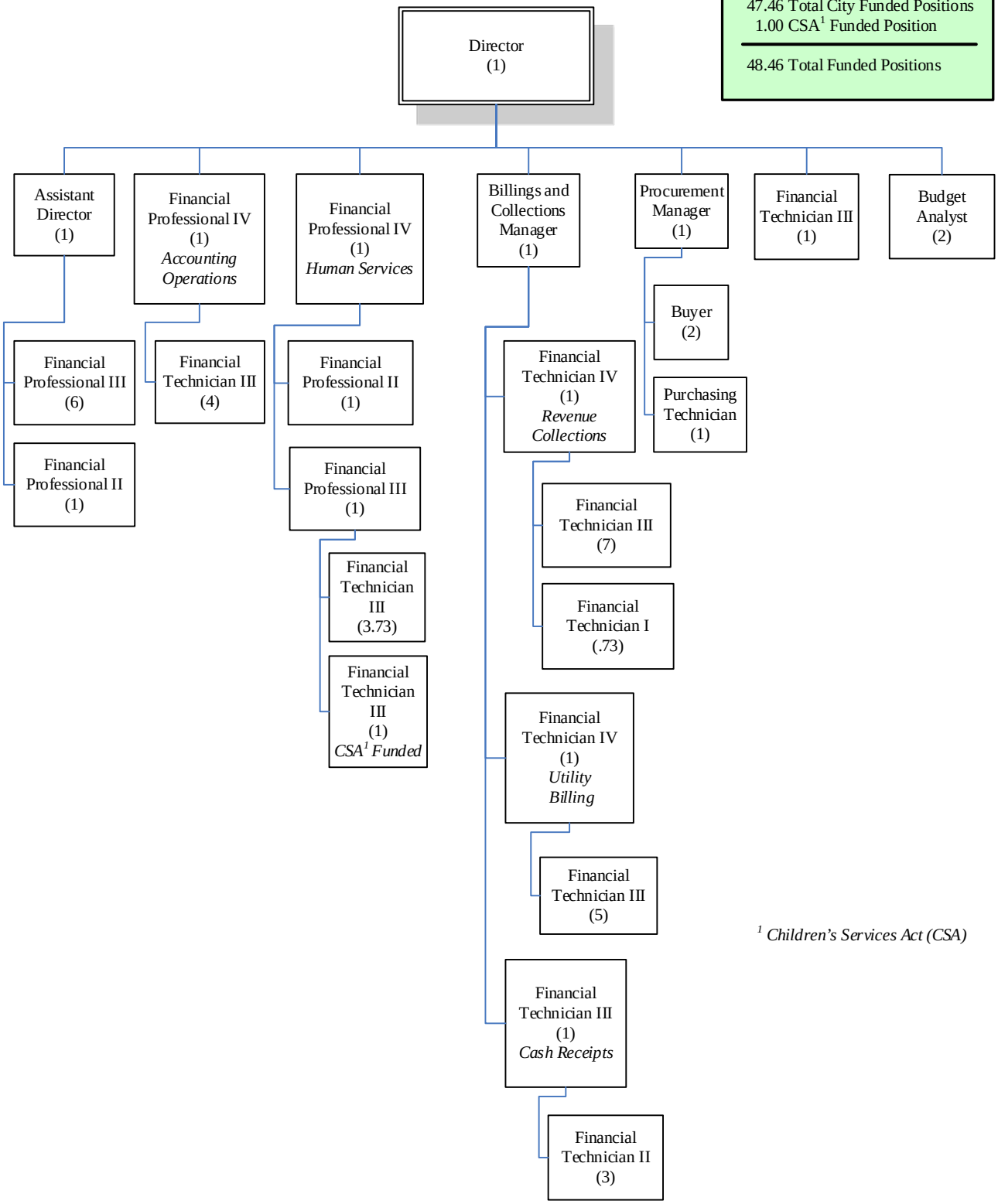
FINANCIAL SERVICES

POSITION SUMMARY

47.46 City Funded Positions

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

48.46 Total Funded Positions



[1] *Children's Services Act (CSA)*

Financial Services

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	46.00	46.00	46.00	46.00	0.00
City Funded Part-Time	0.00	1.46	1.46	1.46	0.00
City Funded Hourly	1.46	0.00	0.00	0.00	0.00
Grant Funded Full-Time [1]	1.00	1.00	1.00	1.00	0.00
TOTAL FTE	**48.46**	**48.46**	**48.46**	**48.46**	**0.00**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$2,117,809	$2,219,294	$2,140,727	$2,140,727	($78,567)
Employee Benefits	851,850	900,122	878,200	854,523	(45,599)
Subtotal Personnel Services	***$2,969,659***	***$3,119,416***	***$3,018,927***	***$2,995,250***	***($124,166)***
Operating					
Contractual Services [2]	$192,715	$239,375	$227,600	$227,600	($11,775)
Internal Service Charges	516	600	600	600	0
Other Charges	346,159	337,369	366,368	370,368	32,999
Rentals and Leases	8,310	9,300	9,300	9,300	0
Subtotal Operating	***$547,700***	***$586,644***	***$603,868***	***$607,868***	***$21,224***
TOTAL EXPENDITURES	**$3,517,359**	**$3,706,060**	**$3,622,795**	**$3,603,118**	**($102,942)**
DEDICATED REVENUES					
Federal Categorical Aid - Social Services	$173,130	$166,672	$164,836	$164,836	($1,836)
State Categorical Aid - Social Services	101,105	115,004	113,737	113,737	(1,267)
TOTAL DEDICATED REVENUES	**$274,235**	**$281,676**	**$278,573**	**$278,573**	**($3,103)**
TOTAL CITY COST	**$3,243,124**	**$3,424,384**	**$3,344,222**	**$3,324,545**	**($99,839)**

[1] Details of the Grant are located in the Other Funds Section of this document.

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

Financial Services – Office of the Director. Responsible for ensuring compliance with City Council's adopted Financial Policies and providing leadership to prudently manage financial operations. In addition, budget, long-range financial planning, debt management and coordination of the annual audit are major responsibilities of the Office of the Director.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	6	6	7	7	1
TOTAL FTE	**6**	**6**	**7**	**7**	**1**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$406,090	$445,724	$498,868	$498,868	$53,144
Employee Benefits	147,533	165,059	186,301	179,014	13,955
Subtotal Personnel Services	***$553,623***	***$610,783***	***$685,169***	***$677,882***	***$67,099***
Operating					
Contractual Services	$52,003	$53,500	$44,500	$44,500	($9,000)
Internal Service Charges	218	0	0	0	0
Other Charges	9,996	11,242	15,445	19,445	8,203
Subtotal Operating	***$62,217***	***$64,742***	***$59,945***	***$63,945***	***($797)***
TOTAL CITY COST	**$615,840**	**$675,525**	**$745,114**	**$741,827**	**$66,302**

Financial Services – Office of the Director Budget Description

The Department Submitted FY 2017 Financial Services – Office of the Director budget of $745,114 represents a 10.3% increase of $69,589 compared to the Adopted FY 2016 budget of $675,525.

Highlights of the Department Submitted FY 2017 budget include:

- $74,386 increase in Salaries and Benefits reflecting the realignment of staff and collapsing the Budget Division in to the Financial Services – Office of the Director.
- $9,000 decrease in Contractual Services due to FY 2017 being the off year for the bi-annual full actuarial study offset by increased costs of printing the Proposed and Adopted Budget documents.
- $4,203 increase in Other Charges reflecting an increase in training and conferences and dues and memberships related to the realignment of staff and introduction of new staff due to turnover.

The Manager's Proposed budget includes the following changes from what was submitted by the Department:

- $7,287 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.
- $4,000 increase in Other Charges reflecting additional training needs for new staff.

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, and private sector financial entities. 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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	10	10	11	11	1
TOTAL FTE	**10**	**10**	**11**	**11**	**1**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$489,458	$497,392	$522,906	$522,906	$25,514
Employee Benefits	193,112	202,338	215,788	209,768	7,430
Subtotal Personnel Services	***$682,570***	***$699,730***	***$738,694***	***$732,674***	***$32,944***
Operating					
Contractual Services	$143,431	$176,450	$174,320	$174,320	($2,130)
Other Charges	17,632	21,838	25,166	25,166	3,328
Subtotal Operating	***$161,063***	***$198,288***	***$199,486***	***$199,486***	***$1,198***
TOTAL CITY COST	**$843,633**	**$898,018**	**$938,180**	**$932,160**	**$34,142**

Financial Services – Accounting Division Budget Description

The Department Submitted FY 2017 Financial Services – Accounting Division budget of $938,180 represents a 4.5% increase of $40,162 compared to the Adopted FY 2016 budget of $898,018.

Highlights of the Department Submitted FY 2017 budget include:

- $38,964 increase in Salaries and Benefits reflecting the realignment of staff.
- $2,130 decrease in Contractual Services reflecting better management of banking services fees offset by an increase in auditing services based on the contract.
- $3,328 increase in Other Charges reflecting additional training needs for new staff.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $6,020 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	19.00	19.00	19.00	19.00	0.00
City Funded Part-Time	0.00	0.73	0.73	0.73	0.00
City Funded Hourly	0.73	0.00	0.00	0.00	0.00
TOTAL FTE	**19.73**	**19.73**	**19.73**	**19.73**	**0.00**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$684,456	$715,687	$691,899	$691,899	($23,788)
Employee Benefits	300,192	312,454	306,009	300,087	(12,367)
Subtotal Personnel Services	***$984,648***	***$1,028,141***	***$997,908***	***$991,986***	***($36,155)***
Operating					
Contractual Services [1]	($3,937)	$8,725	$8,780	$8,780	$55
Internal Service Charges	230	600	600	600	0
Other Charges	297,375	278,647	302,498	302,498	23,851
Rentals and Leases	3,262	3,300	3,300	3,300	0
Subtotal Operating	***$296,930***	***$291,272***	***$315,178***	***$315,178***	***$23,906***
TOTAL CITY COST	**$1,281,578**	**$1,319,413**	**$1,313,086**	**$1,307,164**	**($12,249)**

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

Financial Services – Billings and Collections Division Budget Description

The Department Submitted FY 2017 Financial Services – Billings and Collections Division budget of $1,313,086 represents a 0.5% decrease of $6,327 compared to the Adopted FY 2016 budget of $1,319,413.

Highlights of the Department Submitted FY 2017 budget include:

- $30,233 decrease in Salaries and Benefits due to filling vacant positions at the minimum of the pay grade.
- $23,851 increase in Other Charges reflecting the cost of replenishing cigarette tax stamp inventory, a 5% increase in postage costs, and an increase in the number of bills mailed.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $5,922 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	2	2	0	0	(2)
TOTAL FTE	**2**	**2**	**0**	**0**	**(2)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$113,849	$119,124	$0	$0	($119,124)
Employee Benefits	43,911	46,293	0	0	(46,293)
Subtotal Personnel Services	***$157,760***	***$165,417***	***$0***	***$0***	***($165,417)***
Operating					
Contractual Services	$1,218	$600	$0	$0	($600)
Other Charges	1,894	2,865	0	0	(2,865)
Subtotal Operating	***$3,112***	***$3,465***	***$0***	***$0***	***($3,465)***
TOTAL CITY COST	**$160,872**	**$168,882**	**$0**	**$0**	**($168,882)**

Financial Services – Budget Division

The Financial Services – Budget Division was collapsed into the Office of the Director budget for FY 2017.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	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	$202,063	$205,563	$211,687	$211,687	$6,124
Employee Benefits	81,128	82,893	84,708	82,042	(851)
Subtotal Personnel Services	***$283,191***	***$288,456***	***$296,395***	***$293,729***	***$5,273***
Operating					
Contractual Services	$0	$100	$0	$0	($100)
Internal Service Charges	68	0	0	0	0
Other Charges	16,036	19,297	19,309	19,309	12
Rentals and Leases	5,048	6,000	6,000	6,000	0
Subtotal Operating	***$21,152***	***$25,397***	***$25,309***	***$25,309***	***($88)***
TOTAL CITY COST	**$304,343**	**$313,853**	**$321,704**	**$319,038**	**$5,185**

Financial Services – Procurement Division Budget Description

The Department Submitted FY 2017 Financial Services – Procurement Division budget of $321,704 represents a 2.5% increase of $7,851 compared to the Adopted FY 2016 budget of $313,853.

Highlights of the Department Submitted FY 2017 budget include:

- $7,939 increase in Salaries and Benefits reflecting the proper pay grade classifications for the Buyer and Procurement Technician positions.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $2,666 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

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

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	5.00	5.00	5.00	5.00	0.00
City Funded Part-Time	0.00	0.73	0.73	0.73	0.00
City Funded Hourly	0.73	0.00	0.00	0.00	0.00
Grant Funded Full-Time [1]	1.00	1.00	1.00	1.00	0.00
TOTAL FTE	**6.73**	**6.73**	**6.73**	**6.73**	**0.00**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$221,893	$235,804	$215,367	$215,367	($20,437)
Employee Benefits	85,974	91,085	85,394	83,612	(7,473)
Subtotal Personnel Services	***$307,867***	***$326,889***	***$300,761***	***$298,979***	***($27,910)***
Operating					
Other Charges	$3,226	$3,480	$3,950	$3,950	$470
Subtotal Operating	***$3,226***	***$3,480***	***$3,950***	***$3,950***	***$470***
TOTAL EXPENDITURES	**$311,093**	**$330,369**	**$304,711**	**$302,929**	**($27,440)**
DEDICATED REVENUES					
Federal Categorical Aid - Social Services	$173,130	$166,672	$164,836	$164,836	($1,836)
State Categorical Aid - Social Services	101,105	115,004	113,737	113,737	(1,267)
TOTAL DEDICATED REVENUES	**$274,235**	**$281,676**	**$278,573**	**$278,573**	**($3,103)**
TOTAL CITY COST	**$36,858**	**$48,693**	**$26,138**	**$24,356**	**($24,337)**

[1] Details of the Grant are located in the Other Funds Section of this document.

Financial Services – Human Services Financial Division Budget Description

The Department Submitted FY 2017 Financial Services – Human Services Financial Division budget of $304,711 represents a 7.8% decrease of $25,658 compared to the Adopted FY 2016 budget of $330,369.

Highlights of the Department Submitted FY 2017 budget include:

- $26,128 decrease in Salaries and Benefits due to filling vacant positions at the minimum of the pay grade.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $1,782 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

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 or improving its AA category bond rating, receiving the Government Finance Officers' Association (GFOA) Awards of Excellence, and no audit findings.

Performance Measure:	***Actual FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
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 and Budget presentation awards	FY 2014 CAFR and FY 2015 Budget Presentation awards from GFOA	FY 2015 CAFR and FY 2016 Budget Presentation awards from GFOA	FY 2016 Budget Presentation award; application for the 2015 CAFR award has been submitted	FY 2016 CAFR and FY 2017 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.
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 and indicates continued compliance with City Council's Financial Policies. It is expected the City will maintain its highly favorable bond rating and recognition of excellence in financial reporting. Having no audit findings also recognizes strong financial management and reporting.

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

Performance Measure:	***Actual FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Percent of payments made electronically	31%	35%	35%	40%

Analysis of the Data:
An increase in the percentage of electronic payments is expected as staff continues to encourage the use of e-bills and e-checks particularly with the increasing student population living off-campus and increased use of social media to encourage electronic payments.

FISCAL RESPONSIBILITY

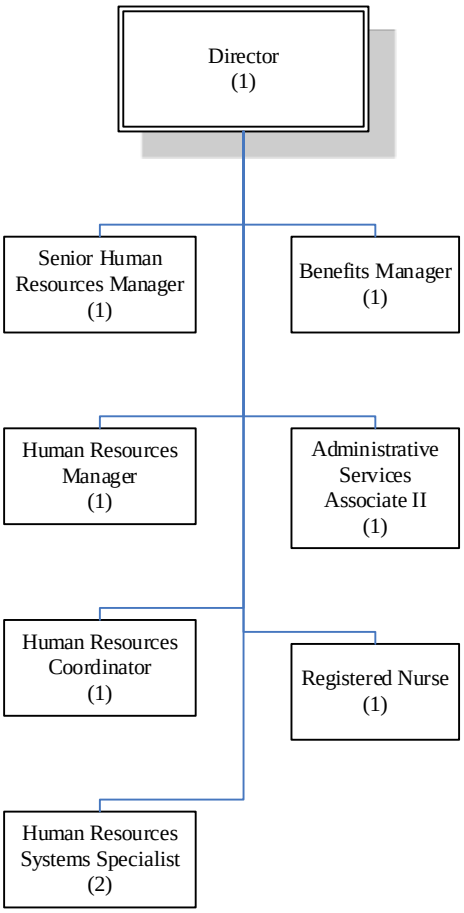
Benchmark Localities:
City of Roanoke, Roanoke County, and City of Charlottesville

HUMAN RESOURCES
(includes Occupational Health)

POSITION SUMMARY

9.00 City Funded Positions
0.68 Hourly Positions

9.68 Total Funded Positions



Human Resources and Occupational Health

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	9.00	9.00	9.00	9.00	0.00
City Funded Hourly	0.63	0.63	0.68	0.68	0.05
TOTAL FTE	**9.63**	**9.63**	**9.68**	**9.68**	**0.05**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$515,113	$554,950	$553,797	$553,797	($1,153)
Employee Benefits	199,442	210,224	208,123	201,047	(9,177)
Subtotal Personnel Services	***$714,555***	***$765,174***	***$761,920***	***$754,844***	***($10,330)***
Operating					
Contractual Services	$98,066	$96,700	$96,700	$107,809	$11,109
Other Charges	32,326	27,343	30,597	30,597	3,254
Rentals and Leases	1,921	2,280	2,280	2,280	0
Subtotal Operating	***$132,313***	***$126,323***	***$129,577***	***$140,686***	***$14,363***
TOTAL CITY COST	**$846,868**	**$891,497**	**$891,497**	**$895,530**	**$4,033**

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

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	8.00	8.00	8.00	8.00	0.00
City Funded Hourly	0.50	0.50	0.55	0.55	0.05
TOTAL FTE	**8.50**	**8.50**	**8.55**	**8.55**	**0.05**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$462,115	$496,065	$494,921	$494,921	($1,144)
Employee Benefits	179,087	188,676	186,577	180,159	(8,517)
Subtotal Personnel Services	***$641,202***	***$684,741***	***$681,498***	***$675,080***	***($9,661)***
Operating					
Contractual Services	$56,951	$57,200	$57,200	$68,309	$11,109
Other Charges	14,243	16,800	20,043	20,043	3,243
Rentals and Leases	1,921	2,280	2,280	2,280	0
Subtotal Operating	***$73,115***	***$76,280***	***$79,523***	***$90,632***	***$14,352***
TOTAL CITY COST	**$714,317**	**$761,021**	**$761,021**	**$765,712**	**$4,691**

Human Resources Budget Description

The Department Submitted FY 2017 Human Resources budget of $761,021 represents no change compared to the Adopted FY 2016 budget.

Highlights of the Department Submitted FY 2017 budget include:

- $3,243 decrease in Salaries and Employee Benefits due to savings from a retirement.
- $3,243 increase in Other Charges for mileage reimbursements and conference and training needs for new staff.

The Manager's Proposed budget includes the following changes from what was submitted by the Department:

- $6,418 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.
- $11,109 increase in Contractual Services providing additional funding for Onsite Workforce Training and Development.

Human Resources Performance Measures

Goal 1:
Provide excellent customer service to the workforce.

Objective:
Based on the bi-annual Employee Satisfaction Survey, respondents are primarily satisfied or very satisfied with Human Resources' (HR) services overall.

Performance Measure:	***Actual FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Percent of respondents satisfied or very satisfied with HR services overall	96% - Completed in December 2014	n/a	n/a	96%

Analysis of the Data:
Ongoing interaction with employees and managers and a focus on responsiveness and communication, combined with effective training opportunities, contribute to high satisfaction ratings. The overall satisfaction response is reflected on a 100-point scale. Generally, the survey is completed every other calendar year.

GOOD GOVERNANCE

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 FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Average number of work days to screen and deliver a certified list	5.7 days	5 days	8.6 days	5 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 average number of days to screen and deliver a list to hiring managers should remain steady as a new staff member is technologically proficient and administrative staff is assisting more regularly in recruitment processes. Note: A position was vacant in the July - December 2015 FY 2016 timeframe resulting in a spike in time to get a list of certified applicants to the hiring manager.

FISCAL RESPONSIBILITY

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, 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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	1.00	1.00	1.00	1.00	0.00
City Funded Hourly	0.13	0.13	0.13	0.13	0.00
TOTAL FTE	**1.13**	**1.13**	**1.13**	**1.13**	**0.00**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$52,998	$58,885	$58,876	$58,876	($9)
Employee Benefits	20,355	21,548	21,546	20,888	(660)
Subtotal Personnel Services	***$73,353***	***$80,433***	***$80,422***	***$79,764***	***($669)***
Operating					
Contractual Services	$41,115	$39,500	$39,500	$39,500	$0
Other Charges	18,083	10,543	10,554	10,554	11
Subtotal Operating	***$59,198***	***$50,043***	***$50,054***	***$50,054***	***$11***
TOTAL CITY COST	**$132,551**	**$130,476**	**$130,476**	**$129,818**	**($658)**

Human Resources – Occupational Health Budget Description

The Department Submitted FY 2017 Human Resources – Occupational Health budget of $130,476 represents no change compared to the Adopted FY 2016 budget.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $658 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

Human Resources – Occupational Health Performance Measures

FISCAL RESPONSIBILITY

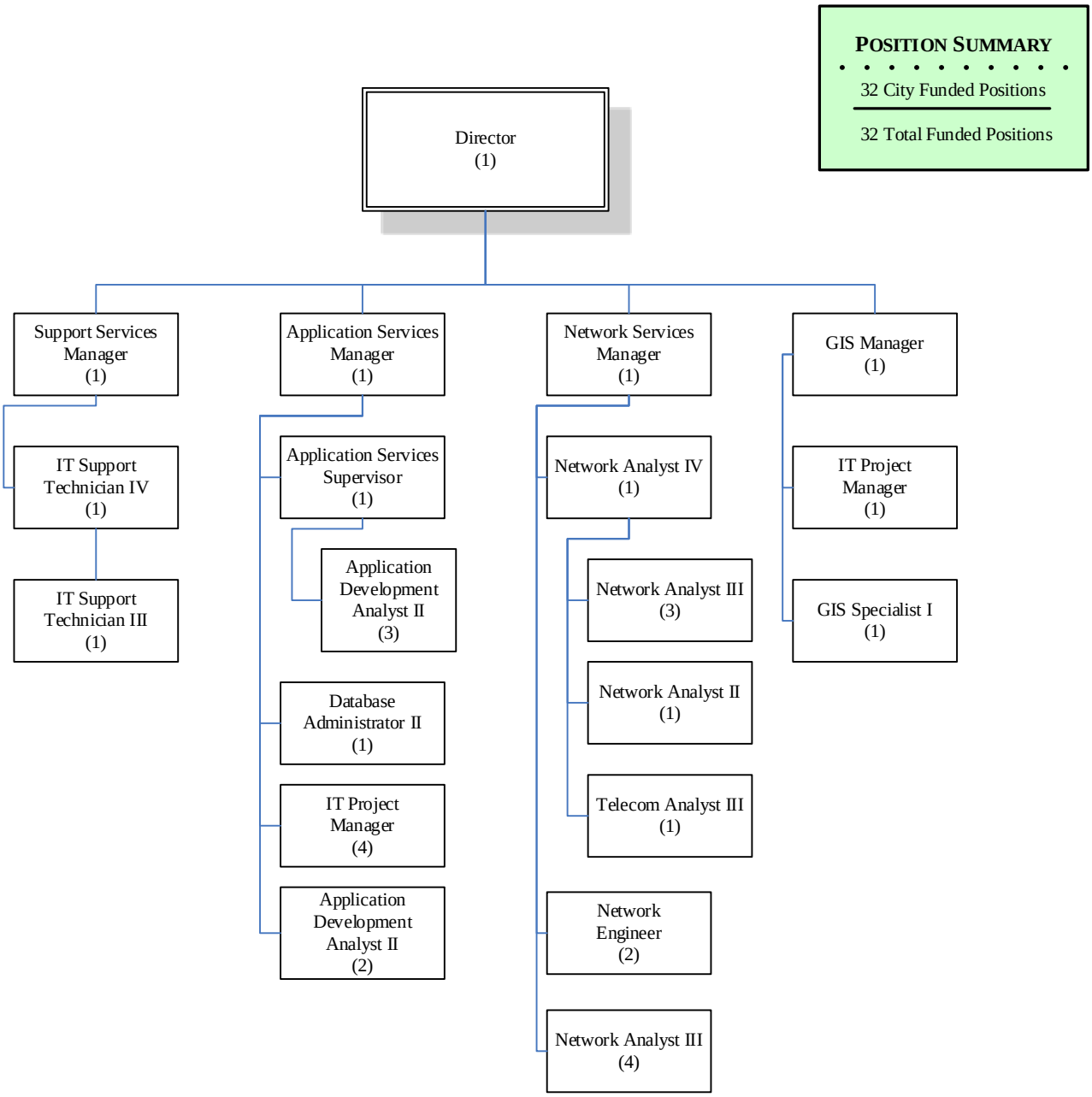
Goal 1:
Deliver efficient job-related medical services to the workforce.

Objective:
The value of services provided exceeds the costs of the program.

Performance Measure:	***Actual FY 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
Value of services compared to actual resources expended	$1.52 value for every $1.00 expended	$1.35 value for every $1.00 expended	N/A	$1.30 value for every $1.00 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. While still projecting savings into the future, the rate is expected to be lower as new services are implemented, a Medical Review Physician is fully funded and costs to update equipment are realized. New processes such as streamlined use of physician's time and changing the provider for lab work will continue. The results are compiled at the end of the fiscal year.

INFORMATION TECHNOLOGY



Information Technology (IT)

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	30	32	32	32	0
TOTAL FTE	**30**	**32**	**32**	**32**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$2,054,637	$2,367,453	$2,347,421	$2,347,421	($20,032)
Employee Benefits	746,715	879,767	874,541	839,870	(39,897)
Subtotal Personnel Services	***$2,801,352***	***$3,247,220***	***$3,221,962***	***$3,187,291***	***($59,929)***
Operating					
Contractual Services	$248,385	$252,881	$266,203	$266,203	$13,322
Internal Service Charges	2,626	5,005	4,772	4,772	(233)
Other Charges	166,031	231,895	253,131	268,443	36,548
Rentals and Leases	1,723	1,880	1,880	1,880	0
Subtotal Operating	***$418,765***	***$491,661***	***$525,986***	***$541,298***	***$49,637***
TOTAL CITY COST	**$3,220,117**	**$3,738,881**	**$3,747,948**	**$3,728,589**	**($10,292)**

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	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	$292,566	$306,745	$310,364	$310,364	$3,619
Employee Benefits	106,120	113,277	114,377	109,697	(3,580)
Subtotal Personnel Services	***$398,686***	***$420,022***	***$424,741***	***$420,061***	***$39***
Operating					
Contractual Services	$18,181	$19,000	$19,250	$19,250	$250
Other Charges	5,849	9,355	10,385	10,385	1,030
Rentals and Leases	1,723	1,880	1,880	1,880	0
Subtotal Operating	***$25,753***	***$30,235***	***$31,515***	***$31,515***	***$1,280***
TOTAL CITY COST	**$424,439**	**$450,257**	**$456,256**	**$451,576**	**$1,319**

Information Technology – Administration Division Budget Description

The Department Submitted FY 2017 Information Technology – Administration Division budget of $456,256 represents a 1.3% increase of $5,999 compared to the Adopted FY 2016 budget of $450,257.

Highlights of the Department Submitted FY 2017 budget include:

- $4,719 increase in Salaries and Employee Benefits reflecting continued implementation of a staff progression plan.
- $1,030 increase in Other Charges reflecting additional training for new staff.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $4,680 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	11	12	12	12	0
TOTAL FTE	**11**	**12**	**12**	**12**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$780,508	$890,718	$874,906	$874,906	($15,812)
Employee Benefits	275,283	330,317	325,613	312,721	(17,596)
Subtotal Personnel Services	***$1,055,791***	***$1,221,035***	***$1,200,519***	***$1,187,627***	***($33,408)***
Operating					
Contractual Services	$189,711	$192,311	$205,383	$205,383	$13,072
Other Charges	13,603	20,040	37,200	37,200	17,160
Subtotal Operating	***$203,314***	***$212,351***	***$242,583***	***$242,583***	***$30,232***
TOTAL CITY COST	**$1,259,105**	**$1,433,386**	**$1,443,102**	**$1,430,210**	**($3,176)**

Information Technology – Application Services Division Budget Description

The Department Submitted FY 2017 Information Technology – Application Services Division budget of $1,443,102 represents a 0.7% increase of $9,716 compared to the Adopted FY 2016 budget of $1,433,386.

Highlights of the Department Submitted FY 2017 budget include:

- $20,516 decrease in Salaries and Employee Benefits reflecting savings from staff turnover.
- $13,072 increase in Contractual Services reflecting increased cost of software maintenance.
- $17,160 increase in Other Charges primarily for additional training for new technologies and new staff.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $12,892 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	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	$149,957	$170,777	$161,499	$161,499	($9,278)
Employee Benefits	59,508	67,092	64,558	62,502	(4,590)
Subtotal Personnel Services	***$209,465***	***$237,869***	***$226,057***	***$224,001***	***($13,868)***
Operating					
Contractual Services	$39,948	$40,570	$41,570	$41,570	$1,000
Other Charges	2,838	8,100	8,275	8,275	175
Subtotal Operating	***$42,786***	***$48,670***	***$49,845***	***$49,845***	***$1,175***
TOTAL CITY COST	**$252,251**	**$286,539**	**$275,902**	**$273,846**	**($12,693)**

Information Technology – Geographic Information System Division Budget Description

The Department Submitted FY 2017 Information Technology – Geographic Information System Division budget of $275,902 represents a 3.7% decrease of $10,637 compared to the Adopted FY 2016 budget of $286,539.

Highlights of the Department Submitted FY 2017 budget include:

- $11,812 decrease in Salaries and Employee Benefits reflecting savings from staff turnover.
- $1,000 increase in Contractual Services reflecting increased cost of software maintenance.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $2,056 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	12	13	13	13	0
TOTAL FTE	**12**	**13**	**13**	**13**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$831,606	$999,213	$1,000,652	$1,000,652	$1,439
Employee Benefits	305,804	369,081	369,993	354,950	(14,131)
Subtotal Personnel Services	***$1,137,410***	***$1,368,294***	***$1,370,645***	***$1,355,602***	***($12,692)***
Operating					
Contractual Services	$545	$1,000	$0	$0	($1,000)
Internal Service Charges	2,626	5,005	4,772	4,772	(233)
Other Charges	143,741	194,400	197,271	212,583	18,183
Subtotal Operating	***$146,912***	***$200,405***	***$202,043***	***$217,355***	***$16,950***
TOTAL CITY COST	**$1,284,322**	**$1,568,699**	**$1,572,688**	**$1,572,957**	**$4,258**

Information Technology – Network Services Division Budget Description

The Department Submitted FY 2017 Information Technology – Network Services Division budget of $1,572,688 represents a 0.3% increase of $3,989 compared to the Adopted FY 2016 budget of $1,568,699.

Highlights of the Department Submitted FY 2017 budget include:

- $2,351 increase in Salaries and Employee Benefits reflecting the continued implementation of a staff progression and restructure plan.
- $2,871 increase in Other Charges reflecting increased costs in Internet services.

The Manager's Proposed budget includes the following changes from what was submitted by the Department:

- $15,043 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.
- $15,312 increase in Other Charges reflecting additional training for new technologies.

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 FY 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
Annual survey rating: 4 = Excellent 3 = Good 2 = Fair 1 = Poor	3.59	3.6	NA Annual Survey Scheduled for April 2016	3.6

Analysis of the Data:
The objective for this measure is to be near "Excellent" in the delivery of IT services. The results for FY 2015 exceeded the target rating of 3.50, continuing the trend over recent years. Since this measurement was instituted, employee satisfaction with IT services has never been rated below the 3.50 target.

GOOD GOVERNANCE

Goal 2:
Maximum availability of critical network services.

Objective:
To provide network availability during normal general government business hours (8:30 a.m. - 5:00 p.m., M-F) for at least 99.95% of the year.

Performance Measure:	***Actual FY 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
Network availability of Priority 1 devices	99.98%	99.95%	99.94%	99.95%

Analysis of the Data:
The goal for this measure is to ensure that business critical applications, devices, and systems have high availability during the core business hours of 8:30 a.m. to 5:00 p.m. on Monday through Friday. FY 2016 YTD results through Dec. 2015 are 99.94%.

GOOD GOVERNANCE

Goal 3:
Service Requests and Incidents completed on time.

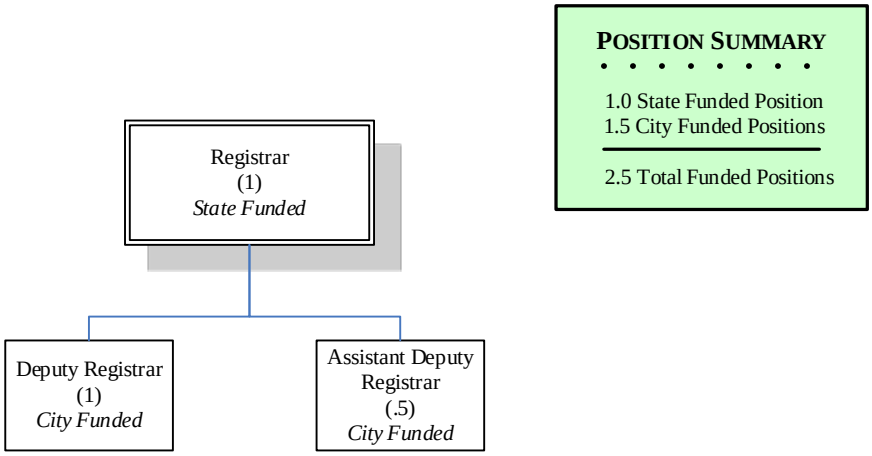
Objective:
To meet the due date of Service Requests and resolution time frames for Incidents at least 90% of the time.

Performance Measure:	***Actual FY 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
Percentage of Incidents and Service Requests completed on time	99.26%	97.00%	97.74%	97.00%

Analysis of the Data:
The goal for this measure is to provide timely delivery of technology services, meeting commitments for when work will be done. Performance through December of FY 2016 was 97.7% completed on time.

GOOD GOVERNANCE

REGISTRAR AND ELECTORAL BOARD



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. The presidential election is the only election scheduled for FY 2017.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	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
State Funded Full-Time	1.0	1.0	1.0	1.0	0.0
TOTAL FTE	**2.5**	**2.5**	**2.5**	**2.5**	**0.0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$108,064	$113,067	$114,204	$114,204	$1,137
Employee Benefits	39,969	42,093	42,430	41,149	(944)
Subtotal Personnel Services	***$148,033***	***$155,160***	***$156,634***	***$155,353***	***$193***
Operating					
Contractual Services	$628	$300	$300	$300	$0
Internal Service Charges	100	0	0	0	0
Other Charges	16,106	18,707	23,207	23,207	4,500
Rentals and Leases	2,075	1,500	2,100	2,100	600
Subtotal Operating	***$18,909***	***$20,507***	***$25,607***	***$25,607***	***$5,100***
TOTAL EXPENDITURES	**$166,942**	**$175,667**	**$182,241**	**$180,960**	**$5,293**
DEDICATED REVENUES					
Revenues from the Commonwealth	$38,559	$43,431	$43,431	$43,431	$0
TOTAL DEDICATED REVENUES	**$38,559**	**$43,431**	**$43,431**	**$43,431**	**$0**
TOTAL CITY COST	**$128,383**	**$132,236**	**$138,810**	**$137,529**	**$5,293**

Registrar Budget Description

The Department Submitted FY 2017 Registrar budget of $182,241 representing a 3.7% increase of $6,574 compared to the Adopted FY 2016 budget of $175,667.

Highlights of the Department Submitted FY 2017 budget include:

- $1,474 increase in Salaries and Employee Benefits reflecting additional funds for a new employee.
- $4,500 increase in Other Charges reflecting the additional costs associated with anticipated increase in voter registrations and additional costs of correspondence related to the presidential election.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $1,281 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Contractual Services	$24,269	$50,660	$44,575	$44,575	($6,085)
Other Charges	16,365	319,149	35,679	35,679	(283,470)
Subtotal Operating	***$40,634***	***$369,809***	***$80,254***	***$80,254***	***($289,555)***
TOTAL EXPENDITURES	**$40,634**	**$369,809**	**$80,254**	**$80,254**	**($289,555)**
DEDICATED REVENUES					
Revenues from the Commonwealth	$7,448	$10,024	$10,024	$10,024	$0
TOTAL DEDICATED REVENUES	**$7,448**	**$10,024**	**$10,024**	**$10,024**	**$0**
TOTAL CITY COST	**$33,186**	**$359,785**	**$70,230**	**$70,230**	**($289,555)**

Electoral Board Budget Description

The Department Submitted FY 2017 Electoral Board budget of $80,254 representing a 78.3% decrease of $289,555 compared to the Adopted FY 2016 budget of $369,809.

Highlights of the Department Submitted FY 2017 budget include:

- $6,085 decrease in Contractual Services reflecting the decrease in ballot programming and election official pay because there is only one election in FY 2017.
- $283,470 decrease in Other Charges reflecting the one-time purchase of the optical scan voting equipment in FY 2016 offset by the increased cost of printing ballots and an appreciation event for election officials.

All major items submitted were proposed by the City Manager for funding.

STATE TREASURER

POSITION SUMMARY

2 State Funded Positions

2 Total Funded Positions

State Treasurer
(1)
State Funded

Deputy Treasurer
(1)
State Funded

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
State Funded Full-Time	2	2	2	2	0
TOTAL FTE	**2**	**2**	**2**	**2**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$105,801	$106,188	$107,632	$107,632	$1,444
Employee Benefits	41,755	42,456	42,884	41,514	(942)
Subtotal Personnel Services	***$147,556***	***$148,644***	***$150,516***	***$149,146***	***$502***
Operating					
Other Charges	$1,139	$2,963	$1,800	$1,800	($1,163)
Subtotal Operating	***$1,139***	***$2,963***	***$1,800***	***$1,800***	***($1,163)***
TOTAL EXPENDITURES	**$148,695**	**$151,607**	**$152,316**	**$150,946**	**($661)**
DEDICATED REVENUES					
Commonwealth Aid for Shared Expenditures	$98,706	$99,638	$101,631	$101,631	$1,993
TOTAL DEDICATED REVENUES	**$98,706**	**$99,638**	**$101,631**	**$101,631**	**$1,993**
TOTAL CITY COST	**$49,989**	**$51,969**	**$50,685**	**$49,315**	**($2,654)**

State Treasurer Budget Description

The Department Submitted FY 2017 State Treasurer budget of $152,316 represents a 0.5% increase of $709 compared to the Adopted FY 2016 budget of $151,607.

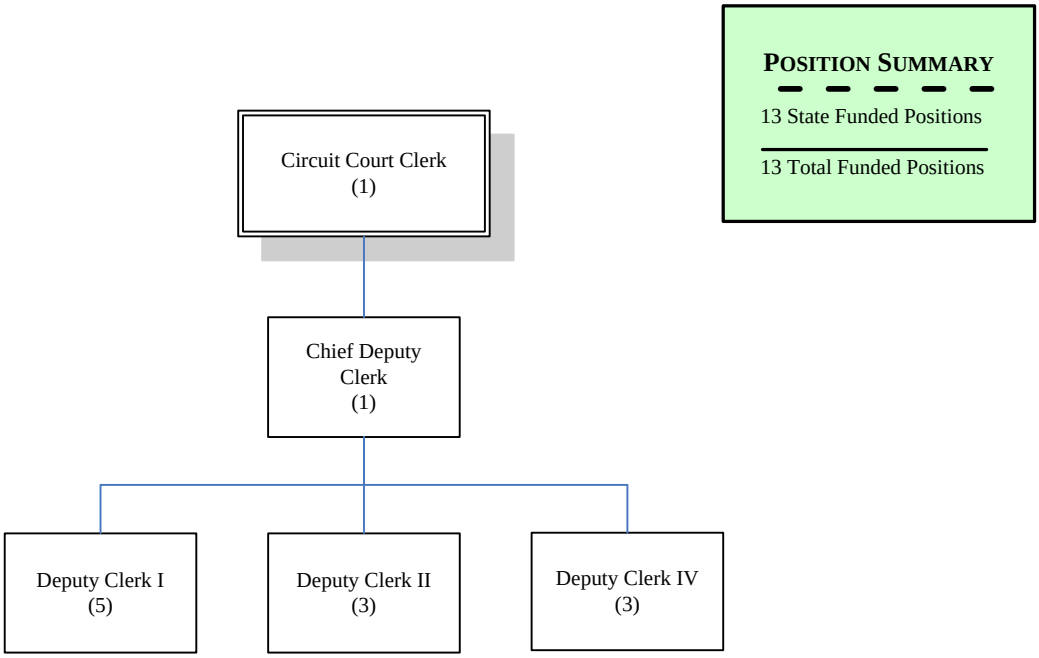
Highlights of the Department Submitted FY 2017 budget include:

- $1,872 increase in Salaries and Employee Benefits reflecting the salary adjustment given by the State Compensation Board.
- $1,163 decrease in Other Charges reflecting a one-time expense in FY 2016 for office computers.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $1,370 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

CIRCUIT COURT CLERK (24TH JUDICIAL DISTRICT)



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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	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	$522,821	$521,176	$531,191	$531,191	$10,015
Employee Benefits	223,004	226,161	229,138	223,672	(2,489)
Subtotal Personnel Services	***$745,825***	***$747,337***	***$760,329***	***$754,863***	***$7,526***
Operating					
Contractual Services	$25,267	$29,650	$29,650	$29,650	$0
Other Charges	20,007	24,250	24,250	24,250	0
Rentals and Leases	6,855	13,000	13,000	8,000	(5,000)
Subtotal Operating	***$52,129***	***$66,900***	***$66,900***	***$61,900***	***($5,000)***
TOTAL EXPENDITURES	**$797,954**	**$814,237**	**$827,229**	**$816,763**	**$2,526**
DEDICATED REVENUES					
Commonwealth Aid for Shared Expenditures	$543,296	$546,176	$556,554	$556,554	$10,378
Document Reproduction Fee	7,350	13,000	13,000	8,000	(5,000)
TOTAL DEDICATED REVENUES	**$550,646**	**$559,176**	**$569,554**	**$564,554**	**$5,378**
TOTAL CITY COST	**$247,308**	**$255,061**	**$257,675**	**$252,209**	**($2,852)**

Circuit Court Clerk (24th Judicial District) Budget Description

The Department Submitted FY 2017 Circuit Court Clerk budget of $827,229 represents a 1.6% increase of $12,992 compared to the Adopted FY 2016 budget of $814,237.

Highlights of the Department Submitted FY 2017 budget include:

- $12,992 increase in Salaries and Benefits reflecting the salary adjustment given by the State Compensation Board.

The Manager's Proposed budget includes the following changes from what was submitted by the Department:

- $5,466 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.
- $5,000 decrease in Rentals and Leases reflecting copier rental costs.

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 the City of Lynchburg, as well as Amherst, Bedford, Campbell, and Nelson Counties.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	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	$40,140	$80,093	$80,093	$80,093	$0
Employee Benefits	19,759	34,954	34,954	34,146	(808)
Subtotal Personnel Services	***$59,899***	***$115,047***	***$115,047***	***$114,239***	***($808)***
Operating					
Contractual Services	$17,580	$23,706	$23,706	$23,706	$0
Other Charges	14,819	21,808	21,808	21,808	0
Rentals and Leases	3,882	3,885	3,885	3,885	0
Subtotal Operating	***$36,281***	***$49,399***	***$49,399***	***$49,399***	***$0***
TOTAL CITY COST	**$96,180**	**$164,446**	**$164,446**	**$163,638**	**($808)**

Circuit Court Judges (24th Judicial District) Budget Description

The Department Submitted FY 2017 Circuit Court Judges budget of $164,446 represents no change compared to the Adopted FY 2016 budget.

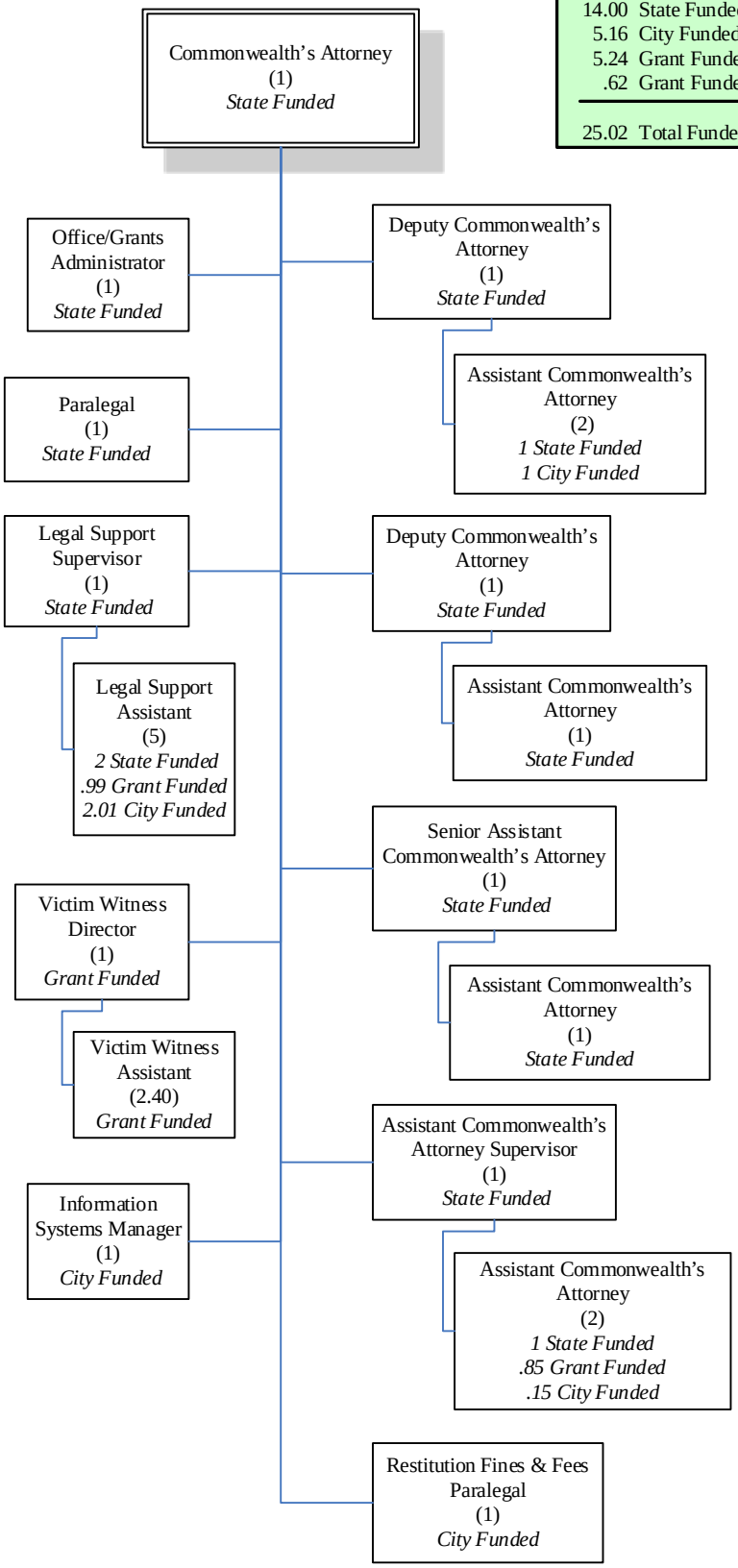
The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $808 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

COMMONWEALTH'S ATTORNEY

POSITION SUMMARY

14.00	State Funded Positions
5.16	City Funded Positions
5.24	Grant Funded Positions
.62	Grant Funded Hourly
25.02	Total Funded Positions



Office of the Commonwealth's Attorney and Fines and Fees

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	1.74	2.93	5.16	5.16	2.23
State Funded Full-Time	15.15	14.00	14.00	14.00	0.00
Grant Funded Full-Time	4.38	4.07	3.84	3.84	(0.23)
Grant Funded Part-Time	1.59	1.40	1.40	1.40	0.00
Grant Funded Hourly	0.00	0.00	0.62	0.62	0.62
TOTAL FTE	**22.86**	**22.40**	**25.02**	**25.02**	**2.62**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,088,193	$1,122,287	$1,213,127	$1,213,127	$90,840
Employee Benefits	407,306	425,595	466,496	449,658	24,063
Subtotal Personnel Services	***$1,495,499***	***$1,547,882***	***$1,679,623***	***$1,662,785***	***$114,903***
Operating					
Contractual Services	$2,592	$2,800	$2,800	$2,800	$0
Other Charges	35,211	23,924	22,978	22,978	(946)
Rentals and Leases	3,862	4,222	4,223	4,223	1
Subtotal Operating	***$41,665***	***$30,946***	***$30,001***	***$30,001***	***($945)***
Total General Fund Expenditures	**$1,537,164**	**$1,578,828**	**$1,709,624**	**$1,692,786**	**$113,958**
Total Grant Expenditures [1]	$416,729	$367,490	$372,490	$372,490	$5,000
TOTAL DEPARTMENT EXPENDITURES	**$1,953,893**	**$1,946,318**	**$2,082,114**	**$2,065,276**	**$118,958**
DEDICATED REVENUES					
Commonwealth Aid for Shared Expenditures	$990,117	$992,928	$1,012,685	$1,012,685	$19,757
Federal Grants	294,856	245,617	245,617	245,617	0
State Grants	98,167	98,167	103,167	103,167	5,000
In-Kind Grant Match	23,706	23,706	23,706	23,706	0
Fines and Fees - Dedicated	58,906	62,442	62,442	62,075	(367)
TOTAL DEDICATED REVENUES	**$1,465,752**	**$1,422,860**	**$1,447,617**	**$1,447,250**	**$24,390**
TOTAL CITY COST	**$488,141**	**$523,458**	**$634,497**	**$618,026**	**$94,568**

[1] Details of the Grant Expenditures are 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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	0.74	1.93	4.16	4.16	2.23
State Funded Full-Time	15.15	14.00	14.00	14.00	0.00
Grant Funded Full-Time	4.38	4.07	3.84	3.84	(0.23)
Grant Funded Part-Time	1.59	1.40	1.40	1.40	0.00
Grant Funded Hourly	0.00	0.00	0.62	0.62	0.62
TOTAL FTE	**21.86**	**21.40**	**24.02**	**24.02**	**2.62**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,050,965	$1,085,159	$1,174,876	$1,174,876	$89,717
Employee Benefits	390,750	409,099	449,667	433,196	24,097
Subtotal Personnel Services	***$1,441,715***	***$1,494,258***	***$1,624,543***	***$1,608,072***	***$113,814***
Operating					
Contractual Services	$1,041	$800	$800	$800	$0
Other Charges	33,198	18,544	19,054	19,054	510
Rentals and Leases	2,304	2,784	2,785	2,785	1
Subtotal Operating	***$36,543***	***$22,128***	***$22,639***	***$22,639***	***$511***
Total General Fund Expenditures	**$1,478,258**	**$1,516,386**	**$1,647,182**	**$1,630,711**	**$114,325**
Total Grant Expenditures [1]	$416,729	$367,490	$372,490	$372,490	$5,000
TOTAL DEPARTMENT EXPENDITURES	**$1,894,987**	**$1,883,876**	**$2,019,672**	**$2,003,201**	**$119,325**
DEDICATED REVENUES					
Commonwealth Aid for Shared Expenditures	$990,117	$992,928	$1,012,685	$1,012,685	$19,757
Federal Grants	294,856	245,617	245,617	245,617	0
State Grants	98,167	98,167	103,167	103,167	5,000
In-Kind Grant Match	23,706	23,706	23,706	23,706	0
TOTAL DEDICATED REVENUES	**$1,406,846**	**$1,360,418**	**$1,385,175**	**$1,385,175**	**$24,757**
TOTAL CITY COST	**$488,141**	**$523,458**	**$634,497**	**$618,026**	**$94,568**

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

Office of the Commonwealth's Attorney Budget Description

The Department Submitted FY 2017 Office of the Commonwealth's Attorney budget of $1,647,182 which represents an 8.6 % increase of $130,796 compared to the Adopted FY 2016 budget of $1,516,386.

Highlights of the Department Submitted FY 2017 budget include:

- $130,285 increase in Salaries and Employee Benefits reflecting staffing adjustments due to the implementation of the Body Worn Camera Program and a reduction in available grant funding.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $16,471 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	1	1	1	1	0
TOTAL FTE	**1**	**1**	**1**	**1**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$37,228	$37,128	$38,251	$38,251	$1,123
Employee Benefits	16,556	16,496	16,829	16,462	(34)
Subtotal Personnel Services	***$53,784***	***$53,624***	***$55,080***	***$54,713***	***$1,089***
Operating					
Contractual Services	$1,551	$2,000	$2,000	$2,000	$0
Other Charges	2,013	5,380	3,924	3,924	(1,456)
Rentals and Leases	1,558	1,438	1,438	1,438	0
Subtotal Operating	***$5,122***	***$8,818***	***$7,362***	***$7,362***	***($1,456)***
TOTAL DEPARTMENT EXPENDITURES	**$58,906**	**$62,442**	**$62,442**	**$62,075**	**($367)**
DEDICATED REVENUES					
Fines and Fees - Dedicated	$58,906	$62,442	$62,442	$62,075	($367)
TOTAL DEDICATED REVENUES	**$58,906**	**$62,442**	**$62,442**	**$62,075**	**($367)**
TOTAL CITY COST	**$0**	**$0**	**$0**	**$0**	**$0**

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

The Department Submitted FY 2017 Office of the Commonwealth's Attorney – Fines and Fees budget of $62,442 represents no change compared to the Adopted FY 2016.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $367 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Contractual Services	$34,020	$57,000	$57,000	$57,000	$0
Other Charges	12,816	6,223	12,440	12,440	6,217
Rentals and Leases	5,446	5,800	5,100	5,100	(700)
Subtotal Operating	***$52,282***	***$69,023***	***$74,540***	***$74,540***	***$5,517***
TOTAL CITY COST	**$52,282**	**$69,023**	**$74,540**	**$74,540**	**$5,517**

General District Court Budget Description

The Department Submitted FY 2017 General District Court budget of $74,540 which represents an 8.0% increase of $5,517 compared to the Adopted FY 2016 budget of $69,023.

Highlights of the Department Submitted FY 2017 budget include:

- $6,217 increase in Other Charges for minor furniture purchases.
- $700 decrease in Rentals and Leases reflecting a change in the copier contract.

All major items submitted were proposed by the City Manager for funding.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Contractual Services	$1,827	$3,000	$3,000	$3,000	$0
Other Charges	3,288	6,719	6,719	6,719	0
Rentals and Leases	5,823	5,690	5,690	5,690	0
Subtotal Operating	***$10,938***	***$15,409***	***$15,409***	***$15,409***	***$0***
TOTAL CITY COST	**$10,938**	**$15,409**	**$15,409**	**$15,409**	**$0**

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

The Department Submitted FY 2017 Juvenile and Domestic Relations (J&DR) District Court budget of $15,409 represents no change compared to the Adopted FY 2016 budget.

All major items submitted were proposed by the City Manager for funding.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Contractual Services	$52	$0	$0	$0	$0
Other Charges	2,126	2,990	2,415	2,895	(95)
Rentals and Leases	1,169	1,193	1,200	1,200	7
Subtotal Operating	***$3,347***	***$4,183***	***$3,615***	***$4,095***	***($88)***
TOTAL CITY COST	**$3,347**	**$4,183**	**$3,615**	**$4,095**	**($88)**

Magistrate Budget Description

The Department Submitted FY 2017 Magistrate budget of $3,615 which represents a 13.6% decrease of $568 compared to the Adopted FY 2016 budget of $4,183.

Highlights of the Department Submitted FY 2017 budget include:

- $575 decrease in Other Charges based on historical costs.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

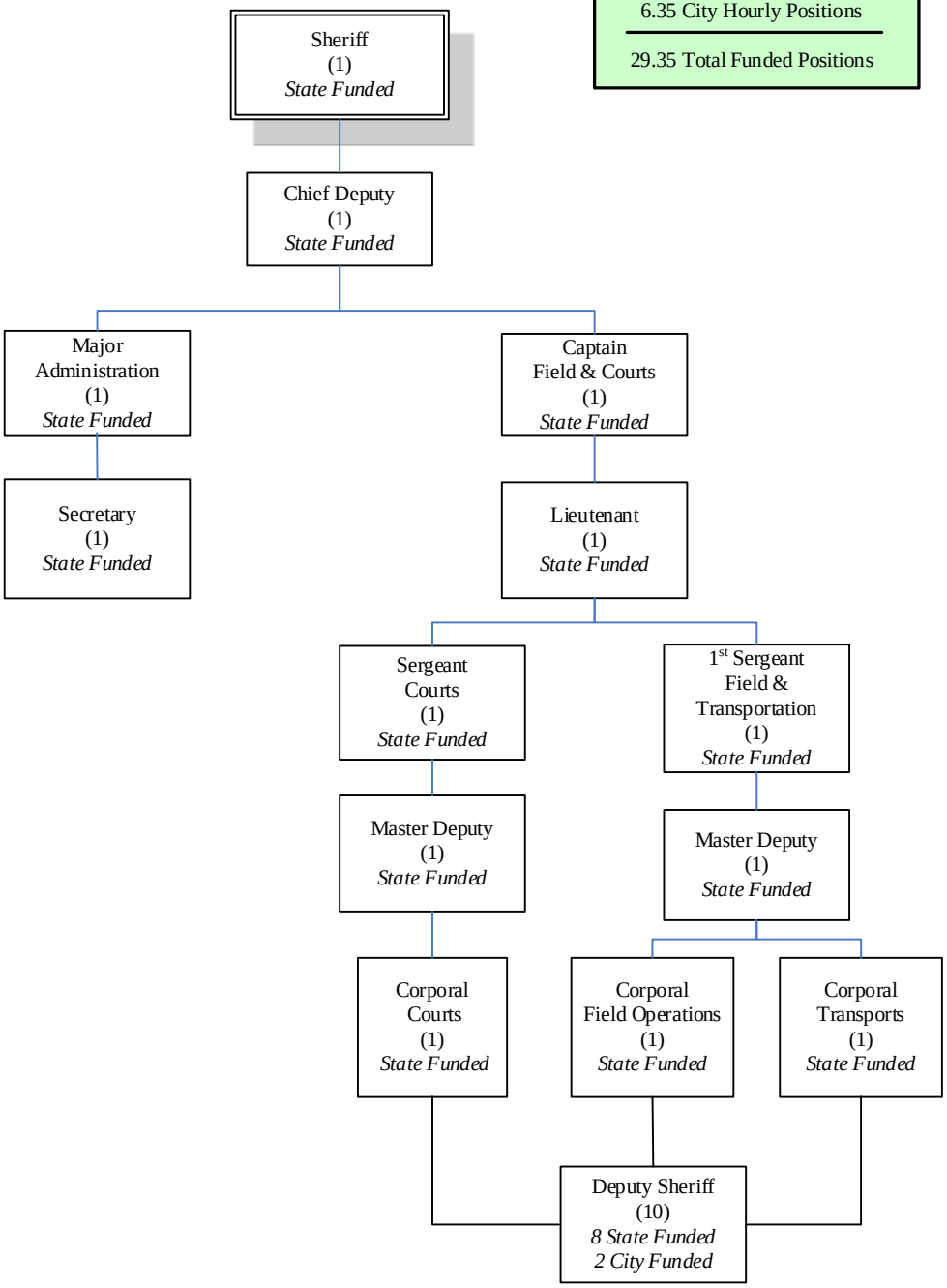
- $480 increase in Other Charges reflecting the costs for a mobile phone for the Magistrate.

SHERIFF

POSITION SUMMARY

21.00 State Funded Positions
2.00 City Funded Positions
6.35 City Hourly Positions

29.35 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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	2.00	2.00	2.00	2.00	0.00
City Funded Hourly	6.00	6.35	6.35	6.35	0.00
State Funded Full-Time	22.00	22.00	21.00	21.00	(1.00)
TOTAL FTE	**30.00**	**30.35**	**29.35**	**29.35**	**(1.00)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,470,566	$1,470,001	$1,497,828	$1,458,204	($11,797)
Employee Benefits	502,303	518,126	512,371	493,672	(24,454)
Subtotal Personnel Services	***$1,972,869***	***$1,988,127***	***$2,010,199***	***$1,951,876***	***($36,251)***
Operating					
Contractual Services	$26,960	$31,680	$31,680	$31,680	$0
Internal Service Charges	64,654	86,817	86,817	86,817	0
Other Charges	76,926	73,500	73,500	73,500	0
Subtotal Operating	***$168,540***	***$191,997***	***$191,997***	***$191,997***	***$0***
TOTAL EXPENDITURES	**$2,141,409**	**$2,180,124**	**$2,202,196**	**$2,143,873**	**($36,251)**
DEDICATED REVENUES					
Commonwealth Aid for Shared Expenditures	$1,190,127	$1,217,709	$1,199,090	$1,199,090	($18,619)
Sheriff's Fee Courtroom Services	96,667	110,000	110,000	110,000	0
TOTAL DEDICATED REVENUES	**$1,286,794**	**$1,327,709**	**$1,309,090**	**$1,309,090**	**($18,619)**
TOTAL CITY COST	**$854,615**	**$852,415**	**$893,106**	**$834,783**	**($17,632)**

Sheriff's Office Budget Description

The Department Submitted FY 2017 Sheriff's Office budget of $2,202,196 represents a 1.0% increase of $22,072 as compared to the Adopted FY 2016 budget of $2,180,124.

Highlights of the Department Submitted FY 2017 budget include:

- $22,072 increase in Salaries and Employee Benefits reflecting the salary adjustment given by the State Compensation Board and a requested pay adjustment for hourly employees offset by the loss of one state funded position.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $58,323 decrease in Salaries and Employee Benefits due to not funding the requested increase in pay for hourly employees and the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

Court Service Unit (24th Judicial District). A State required activity housed by the City. Provides intake services 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.

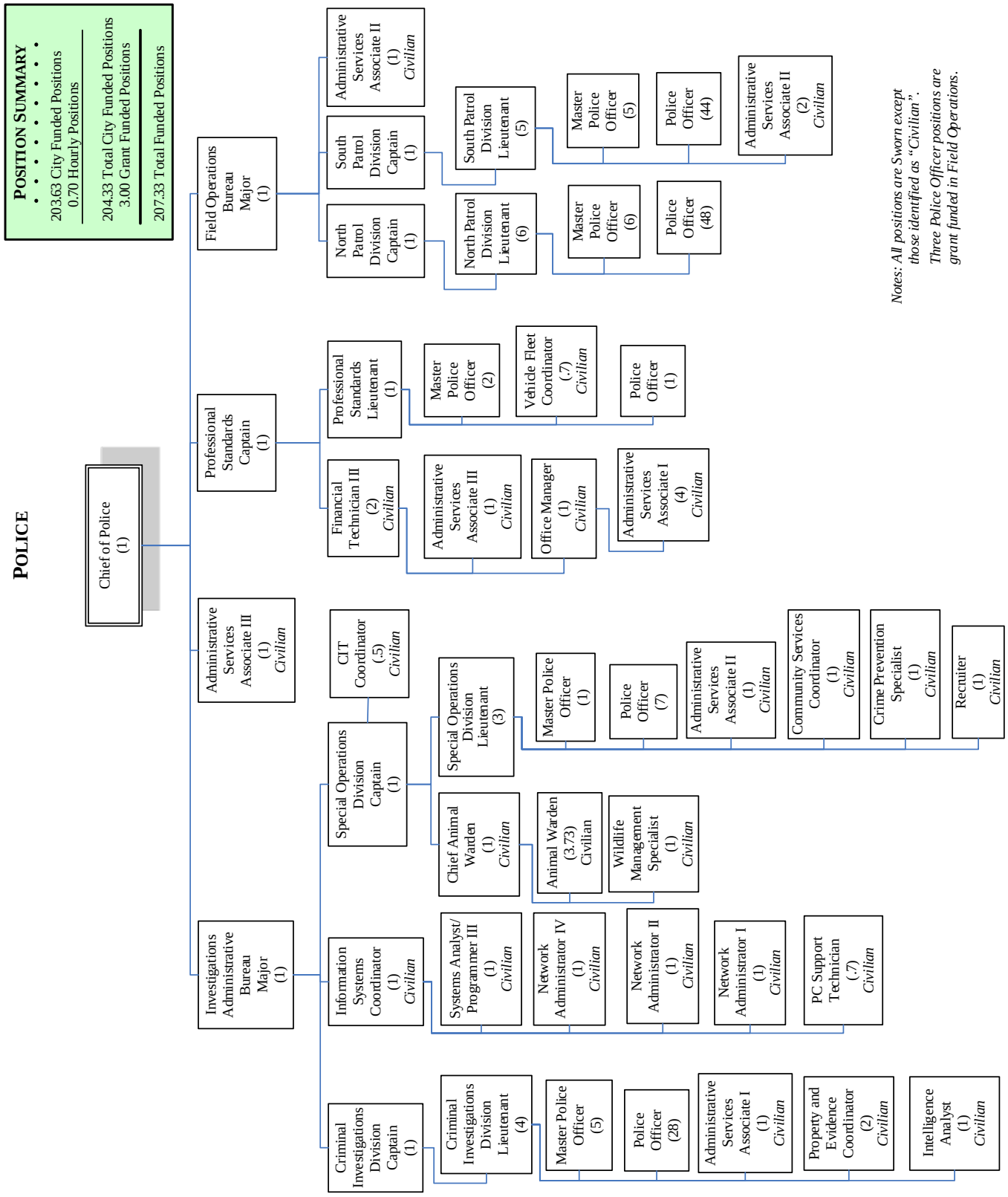
	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Other Charges	$297	$1,550	$1,550	$1,550	$0
Capital Outlay	543	0	0	0	0
Subtotal Operating	***$840***	***$1,550***	***$1,550***	***$1,550***	***$0***
TOTAL CITY COST	**$840**	**$1,550**	**$1,550**	**$1,550**	**$0**

Court Service Unit (24th Judicial District) Budget Description

The Department Submitted FY 2017 Court Service Unit budget of $1,550 represents no change compared to the Adopted FY 2016 budget.

All major items submitted were proposed by the City Manager for funding.

POLICE


POSITION SUMMARY
203.63 City Funded Positions
0.70 Hourly Positions
204.33 Total City Funded Positions
3.00 Grant Funded Positions
207.33 Total Funded Positions
Chief of Police (1)
Field Operations Bureau Major (1)
North Patrol Division Captain (1)
South Patrol Division Captain (1)
Administrative Services Associate II (1) Civilian
North Patrol Division Lieutenant (6)
South Patrol Division Lieutenant (5)
Master Police Officer (6)
Master Police Officer (5)
Police Officer (48)
Police Officer (44)
Administrative Services Associate II (2) Civilian
Professional Standards Captain (1)
Professional Standards Lieutenant (1)
Financial Technician III (2) Civilian
Master Police Officer (2)
Vehicle Fleet Coordinator (.7) Civilian
Police Officer (1)
Administrative Services Associate III (1) Civilian
Office Manager (1) Civilian
Administrative Services Associate I (4) Civilian
Administrative Services Associate III (1) Civilian
Investigations Administrative Bureau Major (1)
Special Operations Division Captain (1)
CIT Coordinator (.5) Civilian
Special Operations Division Lieutenant (3)
Master Police Officer (1)
Police Officer (7)
Administrative Services Associate II (1) Civilian
Community Services Coordinator (1) Civilian
Crime Prevention Specialist (1) Civilian
Recruiter (1) Civilian
Chief Animal Warden (1) Civilian
Animal Warden (3.73) Civilian
Wildlife Management Specialist (1) Civilian
Information Systems Coordinator (1) Civilian
Systems Analyst/ Programmer III (1) Civilian
Network Administrator IV (1) Civilian
Network Administrator II (1) Civilian
Network Administrator I (1) Civilian
PC Support Technician (.7) Civilian
Criminal Investigations Division Captain (1)
Criminal Investigations Division Lieutenant (4)
Master Police Officer (5)
Police Officer (28)
Administrative Services Associate I (1) Civilian
Property and Evidence Coordinator (2) Civilian
Intelligence Analyst (1) Civilian
Notes: All positions are Sworn except those identified as "Civilian".
Three Police Officer positions are grant funded in Field Operations.

Police Department including Range Operations, Off-Duty, and Animal Control Unit

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Sworn Full-Time	170.00	170.00	171.00	171.00	1.00
City Funded Civilian Full-Time	26.00	27.00	30.00	29.00	2.00
City Funded Part-Time	3.10	3.13	3.63	3.63	0.50
City Funded Hourly	0.70	0.70	0.70	0.70	0.00
Grant Funded Sworn Full-Time [1]	3.00	3.00	3.00	3.00	0.00
TOTAL FTE	**202.80**	**203.83**	**208.33**	**207.33**	**3.50**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$10,735,743	$10,816,238	$11,116,590	$10,996,694	$180,456
Employee Benefits	3,838,360	3,944,787	4,014,293	3,884,916	(59,871)
Subtotal Personnel Services	***$14,574,103***	***$14,761,025***	***$15,130,883***	***$14,881,610***	***$120,585***
Operating					
Contractual Services	$505,947	$556,867	$814,282	$814,282	$257,415
Internal Service Charges	521,389	709,650	692,640	692,640	(17,010)
Other Charges	967,107	944,985	1,046,126	1,046,126	101,141
Rentals and Leases	54,678	62,502	63,171	63,171	669
Capital Outlay	26,949	63,805	306,169	306,169	242,364
Subtotal Operating	***$2,076,070***	***$2,337,809***	***$2,922,388***	***$2,922,388***	***$584,579***
Total General Fund Expenditures	**$16,650,173**	**$17,098,834**	**$18,053,271**	**$17,803,998**	**$705,164**
Total Grant Expenditures [2]	$224,999	$162,324	$167,943	$167,943	$5,619
TOTAL EXPENDITURES	**$16,875,172**	**$17,261,158**	**$18,221,214**	**$17,971,941**	**$710,783**
DEDICATED REVENUES					
Police - Schools Resource Officer (SRO) Program	$67,734	$108,500	$96,500	$96,500	($12,000)
Local Law Enforcement Funding (House Bill 599)	2,653,798	2,930,790	2,930,790	2,930,790	0
Off-Duty Police Fee	796,508	800,000	995,403	995,403	195,403
Off-Duty Police Fee Penalty and Interest	13,731	0	0	0	0
Police Report Sales	13,775	13,500	13,500	13,500	0
Range Use Fee	15,600	15,000	15,000	15,000	0
State Grants	91,234	84,685	94,800	94,800	10,115
Locality/Other Reimbursements	50,000	50,000	50,000	50,000	0
TOTAL DEDICATED REVENUES	**$3,702,380**	**$4,002,475**	**$4,195,993**	**$4,195,993**	**$193,518**
TOTAL CITY COST	**$13,172,792**	**$13,258,683**	**$14,025,221**	**$13,775,948**	**$517,265**

[1] Council adopted a resolution to amend the FY 2015 Adopted Budget and accept the grant for three School Resource Officers.

[2] Details of the Grant Expenditures are located in the Other Funds Section of this document.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Sworn Full-Time	170.0	170.0	171.0	171.0	1.0
City Funded Civilian Full-Time	23.0	23.0	26.0	25.0	2.0
City Funded Part-Time	1.4	1.4	1.9	1.9	0.5
Grant Funded Sworn Full-Time [1]	3.0	3.0	3.0	3.0	0.0
TOTAL FTE	**197.4**	**197.4**	**201.9**	**200.9**	**3.5**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$9,894,398	$9,959,444	$10,084,905	$9,965,009	$5,565
Employee Benefits	3,739,624	3,830,055	3,883,162	3,754,905	(75,150)
Subtotal Personnel Services	***$13,634,022***	***$13,789,499***	***$13,968,067***	***$13,719,914***	***($69,585)***
Operating					
Contractual Services	$425,505	$457,601	$691,679	$691,679	$234,078
Internal Service Charges	497,065	680,456	661,044	661,044	(19,412)
Other Charges	932,799	912,568	1,014,716	1,014,716	102,148
Rentals and Leases	49,678	57,502	58,171	58,171	669
Capital Outlay	26,949	63,805	306,169	306,169	242,364
Subtotal Operating	***$1,931,996***	***$2,171,932***	***$2,731,779***	***$2,731,779***	***$559,847***
Total General Fund Expenditures	**$15,566,018**	**$15,961,431**	**$16,699,846**	**$16,451,693**	**$490,262**
Total Grant Expenditures [2]	$224,999	$162,324	$167,943	$167,943	$5,619
TOTAL EXPENDITURES	**$15,791,017**	**$16,123,755**	**$16,867,789**	**$16,619,636**	**$495,881**
DEDICATED REVENUES					
Police - Schools Resource Officer (SRO) Program	$67,734	$108,500	$96,500	$96,500	($12,000)
Local Law Enforcement Funding (House Bill 599)	2,653,798	2,930,790	2,930,790	2,930,790	0
Police Report Sales	13,775	13,500	13,500	13,500	0
State Grants	91,234	84,685	94,800	94,800	10,115
Locality/Other Reimbursements	50,000	50,000	50,000	50,000	0
TOTAL DEDICATED REVENUES	**$2,876,541**	**$3,187,475**	**$3,185,590**	**$3,185,590**	**($1,885)**
TOTAL CITY COST	**$12,914,476**	**$12,936,280**	**$13,682,199**	**$13,434,046**	**$497,766**

[1] Council adopted a resolution to amend the FY 2015 Adopted Budget and accept the grant for three School Resource Officers.

[2] Details of the Grant Expenditures are located in the Other Funds Section of this document.

Police Department Budget Description

The Department Submitted FY 2017 Police Department budget of $16,699,846 represents a 4.6% increase of $738,415 compared to the Adopted FY 2016 budget of $15,961,431.

Highlights of the Department Submitted FY 2017 budget include:

- $178,568 increase in Salaries and Employee Benefits reflecting requested staff positions including a full-time Network Administrator II position for the Body-Worn Camera Program, a full-time civilian Public Information Officer position, a full-time Recruiter position, a part-time CIT Coordinator position, reducing a Police Captain position to an entry level Police Officer position and adding one additional entry level Police Officer position.
- $234,078, increase in Contractual Services reflecting additional cost of software maintenance, increases in the wrecker service contract, increase of pen registry, increase to cover the cost of the new Body-Worn Camera assurance plan annual maintenance agreement, increased advertising costs, Public Safety Announcements and recruitment video, offset by a decrease in software purchases.
- $19,412 decrease in Internal Service Charges reflecting Fleet Services operating estimates.
- $102,148 increase in Other Charges reflecting an increase to cover the cost of the formerly grant-funded Crisis Intervention Team training program, increased cost of uniforms, the addition of Leads Online subscription, the addition of survival vertex carriers (outer carrier for Bullet Proof Vest) for officers, the addition of sniper equipment as well as updated ammunition and Taser costs, additional equipment and computer parts for specified units and additional equipment needed for the Body-Worn Camera Program, additional funds needed to train in the Body-Worn Camera Program, new 4G air cards in up to 50 patrol vehicles for updated software and fifteen new smart phones assigned to the Traffic and K9 Units.
- $242,364 increase in Capital Outlay reflecting the purchase of the Record Management System Module Software offset by one-time equipment purchases in FY 2016.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $248,153 decrease in Salaries and Employee Benefits due to not funding a full-time civilian Public Information Officer position, a reduction in overtime, net of a market adjustment for police recruits to remain at 10% above market, and including the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Contractual Services	$8,497	$1,620	$2,500	$2,500	$880
Other Charges	9,703	8,380	7,500	7,500	(880)
Rentals and Leases	5,000	5,000	5,000	5,000	0
Subtotal Operating	***$23,200***	***$15,000***	***$15,000***	***$15,000***	***$0***
TOTAL EXPENDITURES	**$23,200**	**$15,000**	**$15,000**	**$15,000**	**$0**
DEDICATED REVENUES					
Range Use Fee	$15,600	$15,000	$15,000	$15,000	$0
TOTAL DEDICATED REVENUES	**$15,600**	**$15,000**	**$15,000**	**$15,000**	**$0**
TOTAL CITY COST	**$7,600**	**$0**	**$0**	**$0**	**$0**

Police Department – Range Operations Budget Description

The Department Submitted FY 2017 Police Department – Range Operations budget of $15,000 represents no change compared to the Adopted FY 2016 budget.

All major items submitted were proposed by the City Manager for funding.

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 is expected to offset the cost of the program.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Hourly	0.7	0.7	0.7	0.7	0.0
TOTAL FTE	**0.7**	**0.7**	**0.7**	**0.7**	**0.0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$695,440	$672,775	$833,430	$833,430	$160,655
Employee Benefits	50,666	51,467	63,758	63,758	12,291
Subtotal Personnel Services	***$746,106***	***$724,242***	***$897,188***	***$897,188***	***$172,946***
Operating					
Contractual Services	$61,798	$75,158	$97,615	$97,615	$22,457
Other Charges	199	600	600	600	0
Subtotal Operating	***$61,997***	***$75,758***	***$98,215***	***$98,215***	***$22,457***
TOTAL EXPENDITURES	**$808,103**	**$800,000**	**$995,403**	**$995,403**	**$195,403**
DEDICATED REVENUES					
Off-Duty Police Fee	$796,508	$800,000	$995,403	$995,403	$195,403
Off-Duty Police Fee Penalty and Interest	13,731	0	0	0	0
TOTAL DEDICATED REVENUES	**$810,239**	**$800,000**	**$995,403**	**$995,403**	**$195,403**
TOTAL CITY COST [1]	**($2,136)**	**$0**	**$0**	**$0**	**$0**

[1] Due to timing differences in payroll, billing, and payment, actual expenditures and revenues do not align in Actual FY 2015; the negative City cost does not reflect excess revenue from this program.

Police Department – Off-Duty Budget Description

The Department Submitted FY 2017 Police Department – Off-Duty budget of $995,403 represents a 24.4% increase of $195,403 compared to the Adopted FY 2016 budget of $800,000.

Highlights of the Department Submitted FY 2017 budget include:

- $172,946 increase in Salaries and Employee Benefits reflecting an increase in off-duty hours.
- $22,457 increase in Contractual Services reflecting the use of Sheriff Deputies to fill off duty requests for the new Crisis Intervention Team assessment center.

All major items submitted were proposed by the City Manager for funding.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Civilian Full-Time	3.00	4.00	4.00	4.00	0.00
City Funded Part-Time	1.70	1.73	1.73	1.73	0.00
TOTAL FTE	**4.70**	**5.73**	**5.73**	**5.73**	**0.00**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$145,905	$184,019	$198,255	$198,255	$14,236
Employee Benefits	48,070	63,265	67,373	66,253	2,988
Subtotal Personnel Services	***$193,975***	***$247,284***	***$265,628***	***$264,508***	***$17,224***
Operating					
Contractual Services	$10,147	$22,488	$22,488	$22,488	$0
Internal Service Charges	24,324	29,194	31,596	31,596	2,402
Other Charges	24,406	23,437	23,310	23,310	(127)
Subtotal Operating	***$58,877***	***$75,119***	***$77,394***	***$77,394***	***$2,275***
TOTAL CITY COST	**$252,852**	**$322,403**	**$343,022**	**$341,902**	**$19,499**

Police Department – Animal Control Unit Budget Description

The Department Submitted FY 2017 Police Department – Animal Control budget of $343,022 represents a 6.4% increase of $20,619 compared to the Adopted FY 2016 budget of $322,403.

Highlights of the Department Submitted FY 2017 budget include:

- $18,344 increase in Salaries and Employee Benefits reflecting market adjustments for Animal Wardens.
- $2,402 increase in Internal Service Charges reflecting Fleet Services operating estimates.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $1,120 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

Police Department Performance Measures

Goal 1:
To promote community safety through maintaining effective response time to emergency situation calls for police service.

Objective:
To maintain as rapid as possible response to Computer Aided Dispatch (CAD) Priority 1 calls for police service through minimizing call dispatch time and through utilizing geographic proximity disptach to send the nearest available officers in response to emergency situations.

Performance Measure:	*Actual FY 2015*	*Projected FY 2016*	*July - Dec FY 2016*	*Projected FY 2017*
CAD "response time" includes Emergency Services dispatch and Police Dept travel time	9 min 34 sec	9 min 0 sec	8 min 36 sec	9 min 0 sec

Analysis of the Data:
The Police Department utilizes dispatch protocols that set response priority based upon the nature of each call for service. Within this approach, the highest priority calls (those involving present threat to life) are dispatched immediately. Lower priority calls are dispatched when the officers assigned to police that area become available. Differential response based upon call nature enables the Police Department to assign officers to geographic community policing responsibility, while maintaining rapid response capability as required. Police Department staffing and workload directly impact officer response time.

SAFE COMMUNITY

Goal 2:
To promote community safety through effectively investigating, clearing and prosecuting the highest percentage of violent and property crimes possible.

Objective:
To maintain the highest possible clearance rate for reported violent and property crimes with the investigative staffing and resources currently available.

Performance Measure:	*Actual FY 2015*	*Projected FY 2016*	*July - Dec FY 2016*	*Projected FY 2017*
Crime clearance rates				
Violent	53.6%	47.0%	37.5%	47.0%
Property	31.3%	31.0%	21.7%	30.0%

Analysis of the Data:
Criminal incident clearance rates provide a means of assessing the effectiveness of the investigative staffing, experience and techniques employed by the Police Department. Crime clearance rates are also impacted by factors including the timeliness of crime reporting and the level of investigative cooperation provided by victims and witnesses. Current statistical data indicates a national average clearance rate of 47.4% for violent crime cases and 20.2% for property crime cases.

SAFE COMMUNITY

Goal 3:
To promote community safety by reducing the occurrence of personal injury and property damage causative driving behaviors.

Objective:
To maintain effective means of promoting community traffic safety by combining public education programs with a consistent level of law enforcement activities. Enforcement activities will focus on Driving Under the Influence (DUI), Occupant Safety and Speeding violations.

Performance Measure:	*Actual FY 2015*	*Projected FY 2016*	*July - Dec FY 2016*	*Projected FY 2017*
DUI Arrests	273	300	111	300
Occupant Restraint	561	700	218	600
Speeding Enforcement	3,368	2,000	1,359	2,500

Analysis of the Data:
Traffic safety enforcement and public education measures play a crucial role in maintaining a safe community environment. Maintaining a fully staffed Police Department provides the resources necessary to maintain a consistent traffic safety enforcement and education presence. DUI Arrests and Occupant Restraint numbers were lower in FY 2015 from FY 2014, reflecting positive results from public education programs. Speeding Enforcement numbers rose by almost 1,300 in FY 2015; however, the Department has projected traffic law enforcement levels in FY 2017 using a 3-year historical review.

SAFE COMMUNITY

Benchmark Localities:
Charlottesville, Chesapeake, Danville, Roanoke and Suffolk, VA

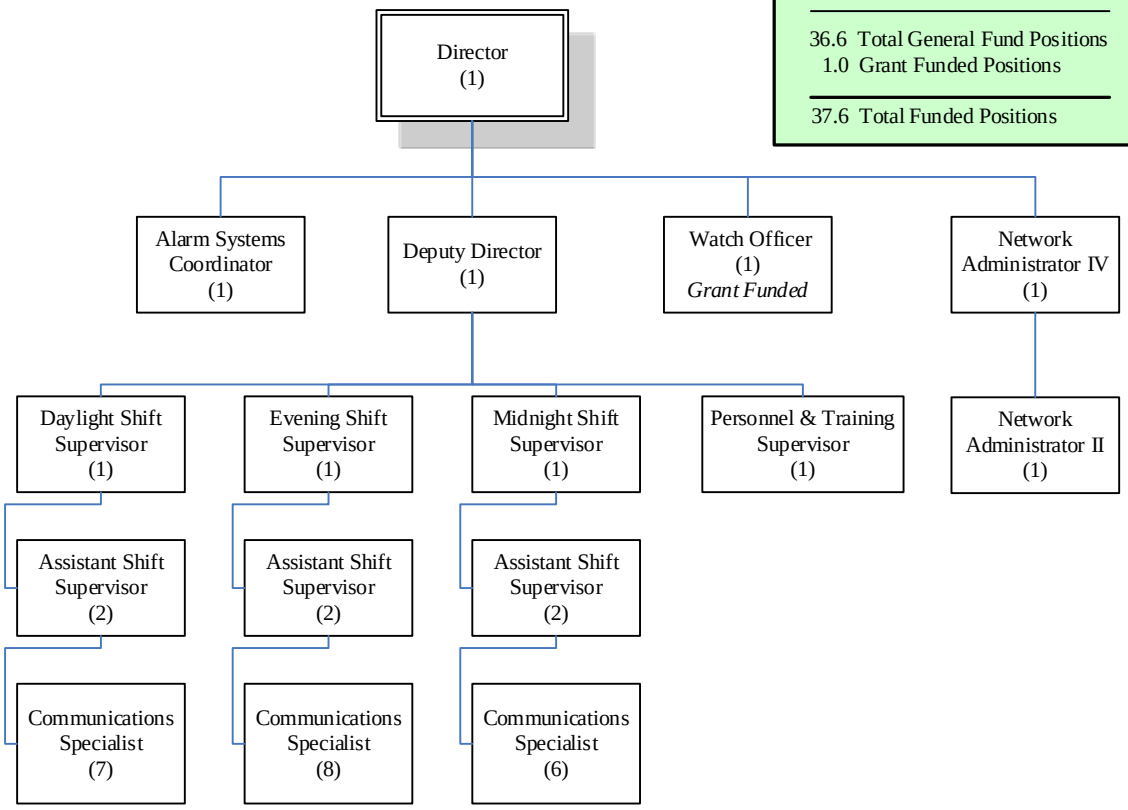
EMERGENCY SERVICES

POSITION SUMMARY

36.0 City Funded Positions
0.6 Hourly Positions

36.6 Total General Fund Positions
1.0 Grant Funded Positions

37.6 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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	35.0	36.0	37.0	36.0	0.0
City Funded Hourly	0.6	0.6	0.6	0.6	0.0
Grant Funded Full-Time	1.0	1.0	1.0	1.0	0.0
TOTAL FTE	**36.6**	**37.6**	**38.6**	**37.6**	**0.0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,426,786	$1,529,527	$1,554,166	$1,520,354	($9,173)
Employee Benefits	591,630	648,289	661,568	630,990	(17,299)
Subtotal Personnel Services	***$2,018,416***	***$2,177,816***	***$2,215,734***	***$2,151,344***	***($26,472)***
Operating					
Contractual Services	$186,906	$233,538	$222,965	$222,965	($10,573)
Internal Service Charges	6,233	5,625	7,631	7,631	2,006
Other Charges	208,625	208,631	359,402	359,402	150,771
Rentals and Leases	2,431	2,000	2,450	2,450	450
Subtotal Operating	***$404,195***	***$449,794***	***$592,448***	***$592,448***	***$142,654***
Total General Fund Expenditures	**$2,422,611**	**$2,627,610**	**$2,808,182**	**$2,743,792**	**$116,182**
Total Grant Expenditures [1]	$46,846	$41,247	$46,846	$46,846	$5,599
TOTAL EXPENDITURES	**$2,469,457**	**$2,668,857**	**$2,855,028**	**$2,790,638**	**$121,781**
DEDICATED REVENUES					
Recovery E-911 Wireless	$291,266	$286,600	$298,340	$298,340	$11,740
Federal Grants	23,423	23,423	23,423	23,423	0
In-Kind Grant Match	23,423	0	5,276	5,276	5,276
TOTAL DEDICATED REVENUES	**$338,112**	**$310,023**	**$327,039**	**$327,039**	**$17,016**
TOTAL CITY COST	**$2,084,499**	**$2,317,587**	**$2,481,143**	**$2,416,753**	**$99,166**

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

Emergency Services Budget Description

The Department Submitted FY 2017 Emergency Services budget of $2,808,182 represents a 6.9% increase of $180,572 compared to the Adopted FY 2016 budget of $2,627,610.

Highlights of the Department Submitted FY 2017 budget include:

- $37,918 increase in Salaries and Employee Benefits reflecting the addition of a full-time Assistant Supervisor position offset by savings from a Communications Specialist position due to a retirement.
- $10,573 decrease in Contractual Services based on historical spending.
- $2,006 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $150,771 increase in Other Charges reflecting the replacement of 911 call handling equipment.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $64,390 decrease in Salaries and Employee Benefits reflecting not funding a full-time Assistant Supervisor position net of market adjustments for entry level positions to remain at 10% above market and the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

Emergency Services Performance Measures

Goal 1:
To respond with assistance to all emergency calls for service in an expedient manner.

Objective 1:
Have the ability to receive **wireline** 911 calls by maintaining a P.01 grade of service on **wireline** tandems.

Performance Measure:	***Actual FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Grade of Service - percentage of calls that may encounter a busy signal- **wireline**	0.28%	1.00%	0.45%	1.00%

Analysis of the Data:
This is a measure of technical capacity to receive incoming 911 calls for service from **wireline** service. Based on call volume data the percentage of calls encountering a busy signal and the appropriate number of trunks to handle the existing load can be determined. Achieving a P.01 grade of service requires trunk provisioning to ensure during the average busy hour, no more than 1% of calls into the 911 system will encounter a busy signal.

Objective 2:
Have the ability to receive **wireless** 911 calls by maintaining a P.01 grade of service on **wireless** tandems.

Performance Measure:	***Actual FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Grade of Service - percentage of calls that may encounter a busy signal- **wireless**	0.96%	1.00%	1.15%	1.00%

Analysis of the Data:
This measure is identical to Objective 1, but measures incoming calls for service from **wireless** service. Verizon has recommended the network be augmented by two additional wireless trunks to avoid falling below the P.01 grade of service, the industry standard for 911 centers. The additional trunks will be installed during FY 16 which should bring the grade of service for the wireless tandems back in line with industry standards.

Objective 3:
Answer 90% of all received busy period 911 calls within ten (10) seconds.

Performance Measure:	***Actual FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Percentage answered within ten (10) seconds from 11 a.m. to 7 p.m.	99.07%	90.00%	98.90%	90.00%

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. The National Emergency Number Association (NENA) Call Taking Operational Standard states that ninety percent (90%) of all 911 calls received during busy periods should be answered within ten (10) seconds. The Department is able to exceed the standard by ensuring adequate coverage to handle the call volume.

Objective 4:
Complete initial call assessment for emergency calls and route for dispatch within 60 seconds.

Performance Measure:	***Actual FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Average emergency call assessment time	52.34 seconds	60.00 seconds	53.48 seconds	60.00 seconds

Analysis of the Data:
Emergency calls are defined as all EMS calls with an Echo response (person who is not breathing and does not have a pulse), accident personal injury, malicious wounding, structure fire, domestic violence, and fight in progress. The NENA Standard is to complete a call and route for dispatch within 60 seconds. Continued training has enabled staff to perform at a higher level than the standard of 60 seconds.

Benchmark Standards:
National Emergency Number Association Standard

SAFE COMMUNITY

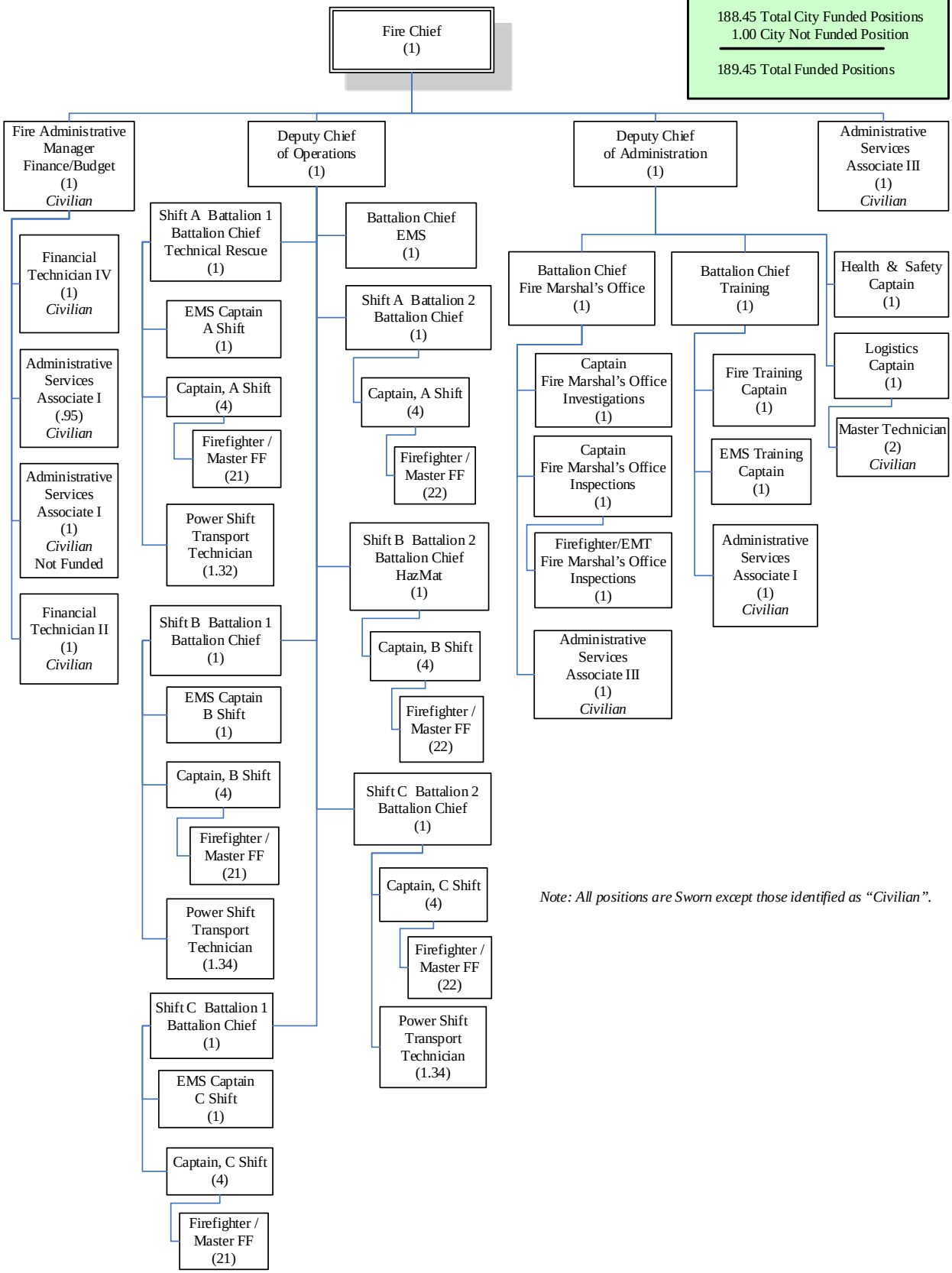
FIRE AND EMS

POSITION SUMMARY

187.95 City Funded Positions
0.50 Hourly Positions

188.45 Total City Funded Positions
1.00 City Not Funded Position

189.45 Total Funded Positions



Note: All positions are Sworn except those identified as "Civilian".

Fire and EMS Department including Technical Rescue Team/Partners in Emergency Response (PIER) Program

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Sworn Full-Time	177.00	179.00	179.00	179.00	0.00
City Funded Civilian Full-Time	8.00	8.00	8.00	8.00	0.00
City Funded Part-Time	0.95	0.95	0.95	0.95	0.00
City Funded Hourly	0.50	0.50	0.50	0.50	0.00
City Civilian Full-Time Not Funded	1.00	1.00	1.00	1.00	0.00
Grant Funded Sworn Full-Time	9.00	3.00	0.00	0.00	(3.00)
TOTAL FTE	**196.45**	**192.45**	**189.45**	**189.45**	**(3.00)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$9,718,817	$10,684,786	$10,724,147	$10,672,134	($12,652)
Employee Benefits	3,661,594	3,964,690	3,981,628	3,837,387	(127,303)
Subtotal Personnel Services	***$13,380,411***	***$14,649,476***	***$14,705,775***	***$14,509,521***	***($139,955)***
Operating					
Contractual Services	$422,121	$358,509	$431,848	$431,848	$73,339
Internal Service Charges	152,240	195,242	192,903	192,903	(2,339)
Other Charges	824,882	762,637	818,036	818,036	55,399
Rentals and Leases	23,178	24,000	24,000	24,000	0
Capital Outlay	12,690	25,000	25,000	25,000	0
Subtotal Operating	***$1,435,111***	***$1,365,388***	***$1,491,787***	***$1,491,787***	***$126,399***
Total General Fund Expenditures	**$14,815,522**	**$16,014,864**	**$16,197,562**	**$16,001,308**	**($13,556)**
Total Grant Expenditures [1]	$696,083	$401,597	$293,000	$293,000	($108,597)
TOTAL DEPARTMENT EXPENDITURES	**$15,511,605**	**$16,416,461**	**$16,490,562**	**$16,294,308**	**($122,153)**
DEDICATED REVENUES					
State Grants	$234,159	$287,000	$293,000	$293,000	$6,000
Federal Grants	411,917	114,597	0	0	(114,597)
PIER Outside Contract Agreements	32,500	32,500	32,500	32,500	0
PIER Internal Contract Agreements	50,000	50,000	50,000	50,000	0
Assigned Fund Balance Reserve	(33,393)	0	0	0	0
TOTAL DEDICATED REVENUES	**$695,183**	**$484,097**	**$375,500**	**$375,500**	**($108,597)**
TOTAL CITY COST	**$14,816,422**	**$15,932,364**	**$16,115,062**	**$15,918,808**	**($13,556)**

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

Fire and EMS Department. Provides fire, medical, and other emergency services for the City. The department operates eight fire stations, the Fire Training Center, Fire Department Fleet Shop and 56 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.
- Wildland fire containment, suppression, and rescue, including brush fires, structural protection, topography-challenged fire suppression, and wilderness extraction.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Sworn Full-Time	177.00	179.00	179.00	179.00	0.00
City Funded Civilian Full-Time	8.00	8.00	8.00	8.00	0.00
City Funded Part-Time	0.95	0.95	0.95	0.95	0.00
City Funded Hourly	0.50	0.50	0.50	0.50	0.00
City Civilian Full-Time Not Funded	1.00	1.00	1.00	1.00	0.00
Grant Funded Sworn Full-Time	9.00	3.00	0.00	0.00	(3.00)
TOTAL FTE	**196.45**	**192.45**	**189.45**	**189.45**	**(3.00)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$9,692,730	$10,646,282	$10,684,593	$10,632,580	($13,702)
Employee Benefits	3,659,601	3,961,745	3,978,602	3,834,361	(127,384)
Subtotal Personnel Services	***$13,352,331***	***$14,608,027***	***$14,663,195***	***$14,466,941***	***($141,086)***
Operating					
Contractual Services	$422,121	$358,509	$431,848	$431,848	$73,339
Internal Service Charges	152,240	195,242	192,903	192,903	(2,339)
Other Charges	803,855	721,586	778,116	778,116	56,530
Rentals and Leases	23,178	24,000	24,000	24,000	0
Capital Outlay	12,690	25,000	25,000	25,000	0
Subtotal Operating	***$1,414,084***	***$1,324,337***	***$1,451,867***	***$1,451,867***	***$127,530***
Total General Fund Expenditures	**$14,766,415**	**$15,932,364**	**$16,115,062**	**$15,918,808**	**($13,556)**
Total Grant Expenditures [1]	$696,083	$401,597	$293,000	$293,000	($108,597)
TOTAL EXPENDITURES	**$15,462,498**	**$16,333,961**	**$16,408,062**	**$16,211,808**	**($122,153)**
DEDICATED REVENUES					
State Grants	$234,159	$287,000	$293,000	$293,000	$6,000
Federal Grants	411,917	114,597	0	0	(114,597)
TOTAL DEDICATED REVENUES	**$646,076**	**$401,597**	**$293,000**	**$293,000**	**($108,597)**
TOTAL CITY COST	**$14,816,422**	**$15,932,364**	**$16,115,062**	**$15,918,808**	**($13,556)**

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

Fire and EMS Department Budget Description

The Department Submitted FY 2017 Fire and EMS Department budget of $16,115,062 represents a 1.1% increase of $182,698 compared to the Adopted FY 2016 budget of $15,932,364.

Highlights of the Department Submitted FY 2017 budget include:

- $55,168 increase in Salaries and Employee Benefits due in part to the inclusion of funding for a Fire Academy with 10 full-time Firefighter Recruits, an increase in overtime funding, and certification pay.
- $73,339 increase in Contractual Services reflecting vehicle maintenance and repair services handled by specialty contractors and software purchases.
- $2,339 decrease in Internal Services Charges reflecting Fleet Services estimates.
- $56,530 increase in Other Charges reflecting the cost of personal protective equipment for the Firefighter Recruits, additional cost of chemicals based on historical spending, mobile phone services for additional Mobile Data Terminals and an increase in courtesies to guests for expenses related to the Re-accreditation process.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $196,254 net decrease in Salaries and Employee Benefits reflecting partial funding for the Fire Academy, market adjustments for fire recruits to remain at 10% above market, and the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

Fire and EMS Department – Technical Rescue Team/Partners in Emergency Response (PIER) Program

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$26,087	$38,504	$39,554	$39,554	$1,050
Employee Benefits	1,993	2,945	3,026	3,026	81
Subtotal Personnel Services	***$28,080***	***$41,449***	***$42,580***	***$42,580***	***$1,131***
Operating					
Contractual Services	$0	$0	$0	$0	$0
Other Charges	21,027	41,051	39,920	39,920	(1,131)
Capital Outlay	0	0	0	0	0
Subtotal Operating	***$21,027***	***$41,051***	***$39,920***	***$39,920***	***($1,131)***
TOTAL EXPENDITURES	**$49,107**	**$82,500**	**$82,500**	**$82,500**	**$0**
DEDICATED REVENUES					
PIER Outside Contract Agreements	$32,500	$32,500	$32,500	$32,500	$0
PIER Internal Contract Agreements	50,000	50,000	50,000	50,000	0
Assigned Fund Balance Reserve	(33,393)	0	0	0	0
TOTAL DEDICATED REVENUES	**$49,107**	**$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 Department Submitted FY 2017 Fire and EMS – Technical Rescue Team/PIER budget of $82,500 represents no change compared to the Adopted FY 2016 budget.

All major items submitted were proposed by the City Manager for funding.

Fire and EMS Department Performance Measures

Goal 1:
Increase the likelihood of survival for patients who are in cardiac arrest.

Objective:
Maintain or increase the percentage of patients that attain Return of Spontaneous Circulation (ROSC) after cardiac arrest. Strategies used to accomplish this goal include the "pitcrew CPR" model, increased use of the Lucas 2 automated chest compression devices, and implementation of current American Heart Association (AHA) guidelines for treatment of patients in cardiac arrest. Department personnel conduct regular training on cardiac arrest protocols to ensure efficiency and proficiency. The Department's EMS supervisors and advanced practice paramedics provide an enhanced level of service to these patients by providing additional therapies to patients achieving ROSC. All of these factors contribute to improved outcomes for patients.

Performance Measure:	***Actual FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Meet or exceed the AHA national average of 26% of patients with an out-of-hospital cardiac arrest that survive to be admitted to the hospital.	43%	55%	56%	55%

Analysis of the Data:
The AHA reports 26% 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 for mechanical chest compressions. This equipment delivers the most efficient and effective chest compressions because the machine is not subject to human fatigue. The projected rate for FY 2017 is not increased compared to FY 2016, but reflects a desire to maintain the current high standard, which is more than double the national average based on information from the AHA. There are factors the Department cannot overcome to improve resuscitation numbers: advanced age, serious heart disease, co-morbid factors like diabetes and hypertension, and time from collapse to system activation.

SAFE COMMUNITY

Fire and EMS Department Performance Measures (continued)

Goal 2:
Respond in a safe and expeditious manner to emergency incidents (dispatched equipment).

Objective:
Maintain (without compromising safety) an average response time of 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 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
Average response time to an emergency incident	6 min 21 secs	6 min 35 secs	6 min 37 secs	6 min 39 secs

Analysis of the Data:
There was a decrease in response times for FY 2015 (6:21) from FY 2014 (6:41). The Department implemented the use of automatic vehicle location software (AVL) to dispatch the closest available unit to a call for service instead of the traditional concept of fixed response zones. AVL makes choices based on distance, number of turns, and speed limits. The Department hopes to continue this trend in the coming years, but faces several obstacles. Call volume continues to increase, causing calls to be answered by a unit other than the first due apparatus. There are frequent instances when call volume requires an engine company to be placed out of service to put a reserve medic unit in service. Units coming from another response zone will result in a longer travel time. It is anticipated that continued increases in the volume of emergency medical calls for service may necessitate call prioritization, meaning lower acuity calls may be held until a unit is available. Improvements in call prioritization and responses to fire incidents continue to be refined through an internal review of fire-related nature codes. The City has experienced a significant number of road closures, detours, and construction resulting in increased travel times. Station 6 is undergoing major renovation and the personnel are being temporarily housed in another station. It is reasonable to expect that response times in the area around Station 6 may increase slightly. Note: Projections are based in part on a 5-year trend analysis utilizing historical data from FY 2011 through FY 2015.

SAFE COMMUNITY

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 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
Average structure fire loss per incident per fiscal year	$18,787	$28,774	$27,962	$27,283

Analysis of the Data:
The increase in the average structure fire loss for actual FY 2015 and projected FY 2016 and FY 2017 can be attributed to two large fires in FY 2014 with approximate total structure fire loss of $1.2 million (the projected figures are calculated using a 5-year trend analysis from FY 2011 through FY 2015). In FY 2016, the department began using off-duty inspectors (trained & certified Fire Department employees outside of the Fire Marshal's Office) to assist with the mandatory annual inspections due to vacancies within the Fire Marshal's Office (FMO). The FMO attempts to reduce fire losses by successfully conducting public education through media, lectures, and hands-on opportunities (such as the fire extinguisher simulator) for various businesses, educational facilities, and City residents. In addition, the FMO works with architects and engineers through the Technical Review Committee to advise on Fire Code requirements in advance of construction. Early fire detection efforts include the FMO coordinating the installation of smoke detectors in homes (along with battery replacements) with the goal of having them installed in every residence in the City of Lynchburg. Other outreach activities include child safety seat installations & inspections.

SAFE COMMUNITY

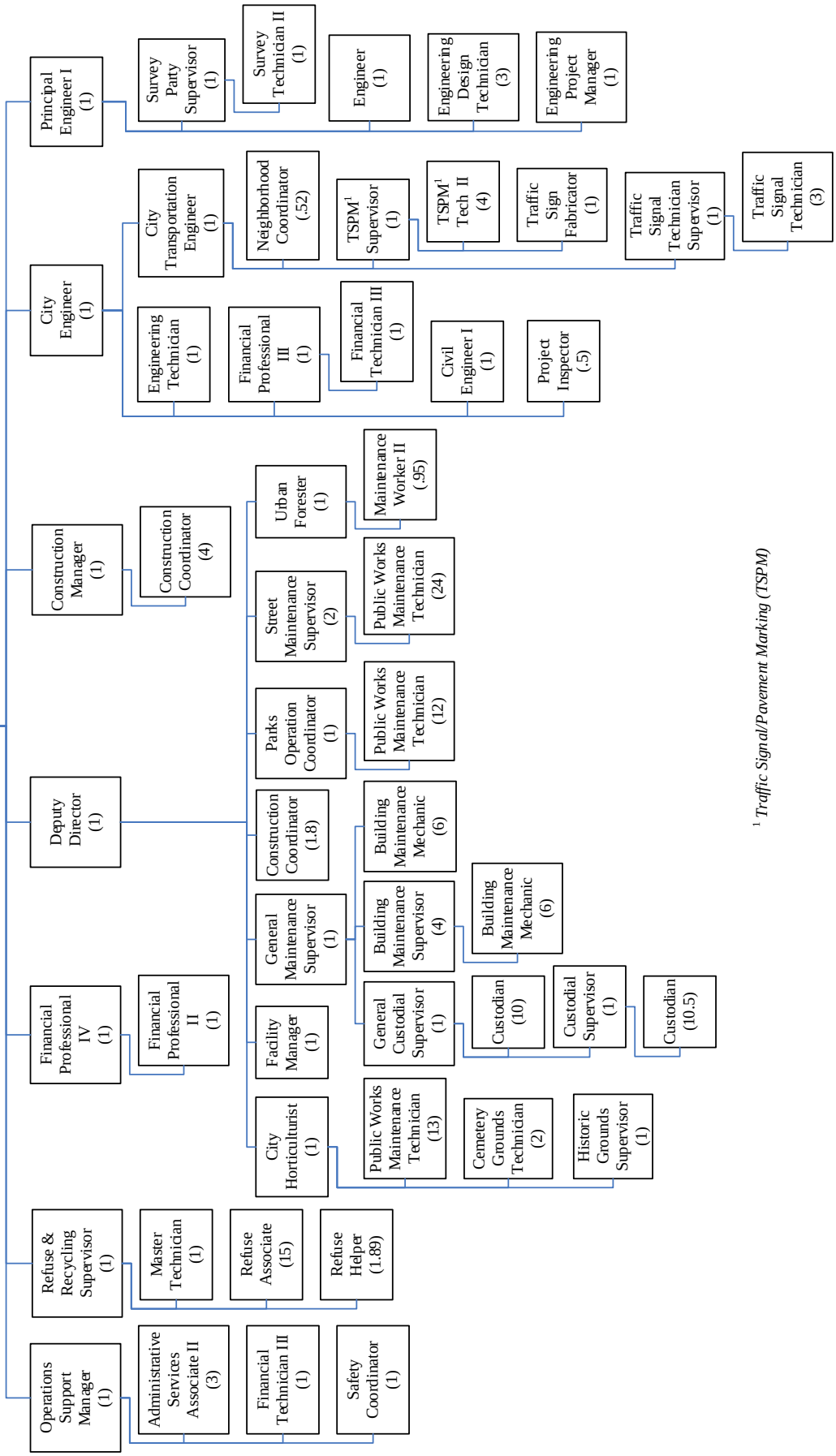
Benchmark Localities:
Charlottesville, Danville, Roanoke, Staunton, Hampton, and Petersburg, VA

Public Works

Position Summary

159.16 City Funded Positions
4.38 Hourly Positions

163.54 Total Funded Positions



[1] *Traffic Signal/Pavement Marking (TSPM)*

Public Works

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	149.52	153.52	153.52	153.52	0.00
City Funded Part-Time	5.08	5.53	5.64	5.64	0.11
City Funded Hourly	8.13	4.36	4.38	4.38	0.02
TOTAL FTE	**162.73**	**163.41**	**163.54**	**163.54**	**0.13**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$5,409,064	$6,062,820	$6,372,823	$6,286,399	$223,579
Employee Benefits	2,241,375	2,554,795	2,631,793	2,555,982	1,187
Subtotal Personnel Services	***$7,650,439***	***$8,617,615***	***$9,004,616***	***$8,842,381***	***$224,766***
Operating					
Contractual Services	$2,656,168	$2,858,252	$2,952,886	$2,944,586	$86,334
Internal Service Charges	1,133,340	1,223,427	1,224,577	1,224,577	1,150
Other Charges	4,260,082	4,064,557	4,114,932	4,051,952	(12,605)
Rentals and Leases	18,330	74,244	74,580	74,580	336
Capital Outlay	300	50,000	28,720	0	(50,000)
Payment to Region 2000 Services Authority	776,277	884,140	884,140	884,140	0
Subtotal Operating	***$8,844,497***	***$9,154,620***	***$9,279,835***	***$9,179,835***	***$25,215***
TOTAL DEPARTMENT EXPENDITURES	**$16,494,936**	**$17,772,235**	**$18,284,451**	**$18,022,216**	**$249,981**
DEDICATED REVENUES					
State Categorical Aid - Highway Maintenance	$7,114,169	$7,364,956	$7,728,571	$7,728,571	$363,615
State Categorical Aid - Human Services Building	48,164	35,000	48,000	48,000	13,000
Public Works Stormwater Charges	323,624	360,599	335,896	335,896	(24,703)
Residential Disposal Fees	943,170	865,000	945,000	945,000	80,000
Residential Trash Violations	6,400	0	5,000	5,000	5,000
TOTAL DEDICATED REVENUES	**$8,435,527**	**$8,625,555**	**$9,062,467**	**$9,062,467**	**$436,912**
TOTAL CITY COST	**$8,059,409**	**$9,146,680**	**$9,221,984**	**$8,959,749**	**($186,931)**

Public Works – Administration. Responsible for the overall planning, leadership, and guidance to the Department. In addition, human resources and financial management, neighborhood coordination, operational safety, and administrative support are services provided to the Department's Divisions.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	10.00	10.00	10.00	10.00	0.00
City Funded Hourly	0.73	0.73	0.00	0.00	(0.73)
TOTAL FTE	**10.73**	**10.73**	**10.00**	**10.00**	**(0.73)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$479,867	$562,922	$567,200	$568,741	$5,819
Employee Benefits	184,451	217,466	223,640	216,644	(822)
Subtotal Personnel Services	***$664,318***	***$780,388***	***$790,840***	***$785,385***	***$4,997***
Operating					
Contractual Services	$6,350	$3,300	$18,900	$18,900	$15,600
Internal Service Charges	4,481	5,373	6,859	6,859	1,486
Other Charges	24,630	8,244	21,340	21,340	13,096
Rentals and Leases	0	58,000	58,000	58,000	0
Subtotal Operating	***$35,461***	***$74,917***	***$105,099***	***$105,099***	***$30,182***
TOTAL EXPENDITURES	**$699,779**	**$855,305**	**$895,939**	**$890,484**	**$35,179**
DEDICATED REVENUES					
Public Works Stormwater Charges	$155,989	$161,947	$152,193	$152,193	($9,754)
TOTAL DEDICATED REVENUES	**$155,989**	**$161,947**	**$152,193**	**$152,193**	**($9,754)**
TOTAL CITY COST	**$543,790**	**$693,358**	**$743,746**	**$738,291**	**$44,933**

Public Works – Administration Budget Description

The Department Submitted FY 2017 Public Works – Administration budget of $895,939 represents a 4.8% increase of $40,634 compared to the Adopted FY 2016 budget of $855,305.

Highlights of the Department Submitted FY 2017 budget include:

- $10,452 increase in Salaries and Employee Benefits compared to the adopted budget.
- $15,600 increase in Contractual Services reflecting the use of temporary services.
- $13,096 increase in Other Charges reflecting adjustments to supplies as well as increases to training and conference related expenditures.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $5,455 decrease in Salaries and Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate and changing the implementation of market adjustments to a multi-year, phased approach.

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 the opening, closing, and repair of the pool located in Miller Park; moving furniture and equipment for City departments as requested; providing support in preparation for Council meetings; providing support for special events; and 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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	39.00	40.00	40.00	40.00	0.00
City Funded Part-Time	0.50	1.44	1.50	1.50	0.06
City Funded Hourly	0.95	0.83	0.83	0.83	0.00
TOTAL FTE	**40.45**	**42.27**	**42.33**	**42.33**	**0.06**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,240,373	$1,412,982	$1,502,389	$1,453,798	$40,816
Employee Benefits	540,494	614,289	632,617	608,240	(6,049)
Subtotal Personnel Services	***$1,780,867***	***$2,027,271***	***$2,135,006***	***$2,062,038***	***$34,767***
Operating					
Contractual Services	$449,026	$491,310	$483,101	$483,101	($8,209)
Internal Service Charges	57,531	77,426	75,200	75,200	(2,226)
Other Charges	1,242,634	1,229,507	1,190,271	1,190,271	(39,236)
Subtotal Operating	***$1,749,191***	***$1,798,243***	***$1,748,572***	***$1,748,572***	***($49,671)***
TOTAL CITY COST	**$3,530,058**	**$3,825,514**	**$3,883,578**	**$3,810,610**	**($14,904)**

Public Works – Building Maintenance Budget Description

The Department Submitted FY 2017 Public Works – Building Maintenance budget of $3,883,578 represents a 1.5% increase of $58,064 compared to the Adopted FY 2016 budget of $3,825,514.

Highlights of the Department Submitted FY 2017 budget include:

- $107,735 increase in Salaries and Employee Benefits compared to the adopted budget including market adjustments to address recruitment and retention challenges.
- $8,209 decrease in Contractual Services due to handling Library janitorial services in-house offset by charges for City building security systems and cameras.
- $39,236 decrease in Other Charges mainly due to accounting differently to cover the cost of parking deck maintenance expenditures.
- $2,226 decrease in Internal Service Charges reflecting Fleet Services operating estimates.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $72,968 decrease in Salaries and Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate and changing the implementation of market adjustments to a multi-year, phased approach.

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 State reimbursement.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Contractual Services	$80,174	$52,691	$57,260	$57,260	$4,569
Other Charges	181,189	155,692	182,250	182,250	26,558
Subtotal Operating	***$261,363***	***$208,383***	***$239,510***	***$239,510***	***$31,127***
TOTAL EXPENDITURES	**$261,363**	**$208,383**	**$239,510**	**$239,510**	**$31,127**
DEDICATED REVENUES					
State Categorical Aid - Human Services Building	$48,164	$35,000	$48,000	$48,000	$13,000
TOTAL DEDICATED REVENUES	**$48,164**	**$35,000**	**$48,000**	**$48,000**	**$13,000**
TOTAL CITY COST	**$213,199**	**$173,383**	**$191,510**	**$191,510**	**$18,127**

Public Works – Human Services Building Budget Description

The Department Submitted FY 2017 Public Works – Human Services Building budget of $239,510 represents a 14.9% increase of $31,127 compared to the Adopted FY 2016 budget of $208,383.

Highlights of the Department Submitted FY 2017 budget include:

- $4,569 increase in Contractual Services for building maintenance services offset by savings in janitorial and refuse disposal services.
- $26,558 increase in Other Charges due to higher electricity costs offset by savings in custodial supplies and building materials.

All major items submitted were proposed by the City Manager for funding.

Public Works – Parks and Grounds Maintenance. Provides grounds maintenance for all City property and rights-of-way 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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	29.00	31.00	31.00	31.00	0.00
City Funded Part-Time	1.44	0.95	0.95	0.95	0.00
City Funded Hourly	1.44	0.00	0.00	0.00	0.00
TOTAL FTE	**31.88**	**31.95**	**31.95**	**31.95**	**0.00**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$868,460	$992,078	$1,031,203	$1,018,808	$26,730
Employee Benefits	385,342	457,133	468,994	459,078	1,945
Subtotal Personnel Services	***$1,253,802***	***$1,449,211***	***$1,500,197***	***$1,477,886***	***$28,675***
Operating					
Contractual Services	$662,481	$427,888	$456,794	$456,794	$28,906
Internal Service Charges	273,672	335,388	321,768	321,768	(13,620)
Other Charges	492,051	486,507	494,525	486,525	18
Rentals and Leases	2,250	500	500	500	0
Capital Outlay	0	50,000	0	0	(50,000)
Subtotal Operating	***$1,430,454***	***$1,300,283***	***$1,273,587***	***$1,265,587***	***($34,696)***
TOTAL EXPENDITURES	**$2,684,256**	**$2,749,494**	**$2,773,784**	**$2,743,473**	**($6,021)**
DEDICATED REVENUES					
State Categorical Aid - Highway Maintenance	$890,216	$948,723	$960,777	$966,013	$17,290
TOTAL DEDICATED REVENUES	**$890,216**	**$948,723**	**$960,777**	**$966,013**	**$17,290**
TOTAL CITY COST	**$1,794,040**	**$1,800,771**	**$1,813,007**	**$1,777,460**	**($23,311)**

Public Works – Parks and Grounds Maintenance Budget Description

The Department Submitted FY 2017 Public Works – Parks and Grounds Maintenance budget of $2,773,784 represents a 0.9% increase of $24,290 compared to the Adopted FY 2016 budget of $2,749,494.

Highlights of the Department Submitted FY 2017 budget include:

- $50,986 increase in Salaries and Employee Benefits compared to the adopted budget including market adjustments to address recruitment and retention challenges offset by budgeting vacant positions at the pay range minimum.
- $28,906 increase in Contractual Services for building maintenance and repair, dumpster, and pest control services.
- $13,620 decrease in Internal Service Charges reflecting Fleet Services operating estimates.
- $8,018 increase in Other Charges due to higher electricity, training, and materials and supplies costs offset by savings in grounds supplies and minor equipment and tools included in the Adopted FY 2016 budget for Bluffwalk and Downtown maintenance.
- $50,000 decrease in Capital Outlay associated with a one-time purchase of vehicles in the Adopted FY 2016 budget for Bluffwalk and Downtown maintenance use.

The Manager's Proposed budget includes the following changes from what was submitted by the Department:

- $22,311 decrease in Salaries and Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate and changing the implementation of market adjustments to a multi-year, phased approach.
- $8,000 decrease in Other Charges for grounds maintenance supplies.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	28.52	29.52	29.52	29.52	0.00
City Funded Part-Time	0.50	0.49	0.50	0.50	0.01
City Funded Hourly	2.20	2.20	2.20	2.20	0.00
TOTAL FTE	**31.22**	**32.21**	**32.22**	**32.22**	**0.01**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,400,712	$1,559,877	$1,609,084	$1,605,253	$45,376
Employee Benefits	542,957	607,010	617,018	597,509	(9,501)
Subtotal Personnel Services	***$1,943,669***	***$2,166,887***	***$2,226,102***	***$2,202,762***	***$35,875***
Operating					
Contractual Services	$51,231	$34,760	$60,560	$52,260	$17,500
Internal Service Charges	58,896	74,260	73,911	73,911	(349)
Other Charges	1,376,043	1,497,102	1,503,681	1,448,701	(48,401)
Capital Outlay	300	0	28,720	0	0
Subtotal Operating	***$1,486,470***	***$1,606,122***	***$1,666,872***	***$1,574,872***	***($31,250)***
TOTAL EXPENDITURES	**$3,430,139**	**$3,773,009**	**$3,892,974**	**$3,777,634**	**$4,625**
DEDICATED REVENUES					
State Categorical Aid - Highway Maintenance	$3,049,292	$3,250,014	$3,290,987	$3,308,921	$58,907
Public Works Stormwater Charges	14,507	19,500	15,093	15,093	(4,407)
TOTAL DEDICATED REVENUES	**$3,063,799**	**$3,269,514**	**$3,306,080**	**$3,324,014**	**$54,500**
TOTAL CITY COST	**$366,340**	**$503,495**	**$586,894**	**$453,620**	**($49,875)**

Public Works – Engineering Budget Description

The Department Submitted FY 2017 Public Works – Engineering budget of $3,892,974 represents a 3.2% increase of $119,965 compared to the Adopted FY 2016 budget of $3,773,009.

Highlights of the Department Submitted FY 2017 budget include:

- $59,215 increase in Salaries and Employee Benefits compared to the adopted budget including market adjustments to address recruitment and retention challenges.
- $25,800 increase in Contractual Services reflecting the use of temporary services and additional funds for engineering studies.
- $6,579 increase in Other Charges reflecting higher electricity costs as well as increases to training and conference related expenditures.
- $28,720 increase in Capital Outlay to replace aging equipment and purchase a plotter/scanner.

The Manager's Proposed budget includes the following changes from what was submitted by the Department:

- $23,340 decrease in Salaries and Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate and changing the implementation of market adjustments to a multi-year, phased approach.
- $8,300 decrease in Contractual Services for architect/engineering services offset by additional computer hardware maintenance.
- $54,980 decrease in Other Charges for traffic signal maintenance and signs supplies and materials.
- $28,720 decrease in Capital Outlay for aging equipment and the purchase of a plotter/scanner.

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 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 drainage systems that handle City street water runoff.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	26.00	26.00	26.00	26.00	0.00
City Funded Part-Time	1.20	0.76	0.80	0.80	0.04
City Funded Hourly	1.40	0.60	0.60	0.60	0.00
TOTAL FTE	**28.60**	**27.36**	**27.40**	**27.40**	**0.04**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$749,954	$873,495	$898,426	$891,367	$17,872
Employee Benefits	338,442	387,669	396,419	389,096	1,427
Subtotal Personnel Services	***$1,088,396***	***$1,261,164***	***$1,294,845***	***$1,280,463***	***$19,299***
Operating					
Contractual Services	$916,096	$1,301,592	$1,299,892	$1,299,892	($1,700)
Internal Service Charges	465,743	434,951	439,523	439,523	4,572
Other Charges	248,177	231,850	248,545	248,545	16,695
Subtotal Operating	***$1,630,016***	***$1,968,393***	***$1,987,960***	***$1,987,960***	***$19,567***
TOTAL EXPENDITURES	**$2,718,412**	**$3,229,557**	**$3,282,805**	**$3,268,423**	**$38,866**
DEDICATED REVENUES					
State Categorical Aid - Highway Maintenance	$2,565,284	$2,876,100	$3,113,614	$3,089,923	$213,823
Public Works Stormwater Charges	153,128	179,152	168,610	168,610	(10,542)
TOTAL DEDICATED REVENUES	**$2,718,412**	**$3,055,252**	**$3,282,224**	**$3,258,533**	**$203,281**
TOTAL CITY COST	**$0**	**$174,305**	**$581**	**$9,890**	**($164,415)**

Public Works – Street Maintenance Budget Description

The Department Submitted FY 2017 Public Works – Street Maintenance budget of $3,282,805 represents a 1.6% increase of $53,248 compared to the Adopted FY 2016 budget of $3,229,557.

Highlights of the Department Submitted FY 2017 budget include:

- $33,681 increase in Salaries and Employee Benefits compared to the adopted budget including market adjustments to address recruitment and retention challenges offset by budgeting vacant positions at the pay range minimum.
- $4,572 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $16,695 increase in Other Charges to replace leaf boxes on four vehicles; the Department plans to purchase four boxes per year in order to update the fleet with reliable equipment.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $14,382 decrease in Salaries and Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate and changing the implementation of market adjustments to a multi-year, phased approach.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$104,373	$45,000	$85,000	$85,000	$40,000
Employee Benefits	7,649	3,443	6,503	6,503	3,060
Subtotal Personnel Services	***$112,022***	***$48,443***	***$91,503***	***$91,503***	***$43,060***
Operating					
Contractual Services	$21,372	$5,500	$1,600	$1,600	($3,900)
Internal Service Charges	116,288	81,133	104,821	104,821	23,688
Other Charges	271,076	62,551	69,626	69,626	7,075
Subtotal Operating	***$408,736***	***$149,184***	***$176,047***	***$176,047***	***$26,863***
TOTAL EXPENDITURES	**$520,758**	**$197,627**	**$267,550**	**$267,550**	**$69,923**
DEDICATED REVENUES					
State Categorical Aid - Highway Maintenance	$520,758	$197,627	$267,550	$267,550	$69,923
TOTAL DEDICATED REVENUES	**$520,758**	**$197,627**	**$267,550**	**$267,550**	**$69,923**
TOTAL CITY COST	**$0**	**$0**	**$0**	**$0**	**$0**

Public Works – Snow and Ice Removal Budget Description

The Department Submitted FY 2017 Public Works – Snow and Ice Removal budget of $267,550 represents a 35.4% increase of $69,923 compared to the Adopted FY 2016 budget of $197,627.

Highlights of the Department Submitted FY 2017 budget include:

- $43,060 increase in Salaries and Employee Benefits to adjust overtime to more closely align with recent experience.
- $3,900 decrease in Contractual Services reflecting adjustments based on historical spending.
- $23,688 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $7,075 increase in Other Charges for safety and maintenance supplies.

All major items submitted were proposed by the City Manager for funding.

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 18,000 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 seven neighborhood drop-off recycling facilities, collecting plastics, newspaper, aluminum and steel cans, mixed paper, and cardboard. As of FY 2014, Sonoco will manage, transport, and process recyclables from all seven 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. The division promotes litter prevention activities through citizen and business support. City staff also works with approximately 70 volunteer groups to collect litter from City streets.

The City operates a Convenience Center at the Lynchburg landfill allowing residents to continue disposal at the site; refuse collected is transported to the landfill in Campbell County.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	17.00	17.00	17.00	17.00	0.00
City Funded Part-Time	1.44	1.89	1.89	1.89	0.00
City Funded Hourly	1.41	0.00	0.75	0.75	0.75
TOTAL FTE	**19.85**	**18.89**	**19.64**	**19.64**	**0.75**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$565,325	$616,466	$679,521	$663,432	$46,966
Employee Benefits	242,040	267,785	286,602	278,912	11,127
Subtotal Personnel Services	***$807,365***	***$884,251***	***$966,123***	***$942,344***	***$58,093***
Operating					
Contractual Services	$439,512	$512,148	$544,956	$544,956	$32,808
Internal Service Charges	156,729	214,896	202,495	202,495	(12,401)
Other Charges	343,990	305,418	322,494	322,494	17,076
Rentals and Leases	16,080	15,744	16,080	16,080	336
Payment to Region 2000 Services Authority	776,277	884,140	884,140	884,140	0
Subtotal Operating	***$1,732,588***	***$1,932,346***	***$1,970,165***	***$1,970,165***	***$37,819***
TOTAL EXPENDITURES	**$2,539,953**	**$2,816,597**	**$2,936,288**	**$2,912,509**	**$95,912**
DEDICATED REVENUES					
State Categorical Aid - Highway Maintenance	$88,619	$92,492	$95,643	$96,164	$3,672
Residential Disposal Fees	943,170	865,000	945,000	945,000	80,000
Residential Trash Violations	6,400	0	5,000	5,000	5,000
TOTAL DEDICATED REVENUES	**$1,038,189**	**$957,492**	**$1,045,643**	**$1,046,164**	**$88,672**
TOTAL CITY COST	**$1,501,764**	**$1,859,105**	**$1,890,645**	**$1,866,345**	**$7,240**

Public Works – Refuse Budget Description

The Department Submitted FY 2017 Public Works – Refuse budget of $2,936,288 represents a 4.2% increase of $119,691 compared to the Adopted FY 2016 budget of $2,816,597.

Highlights of the Department Submitted FY 2017 budget include:

- $81,872 increase in Salaries and Employee Benefits compared to the adopted budget including market adjustments to address recruitment and retention challenges and the transfer of the part-time enforcement position from the Public Works Administration division to the Refuse division.
- $32,808 increase in Contractual Services for vehicle maintenance, repair, and parts offset by savings related to brush grinding and disposal.
- $12,401 decrease in Internal Service Charges reflecting Fleet Services operating estimates.
- $17,076 increase in Other Charges due to higher electricity, cellular, and postage costs offset by savings in natural gas and trash bag manufacturing.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $23,779 decrease in Salaries and Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate and changing the implementation of market adjustments to a multi-year, phased approach.

Public Works – Baseball Stadium Maintenance. Supports the operations and maintenance of Lynchburg City Stadium and Calvin Falwell Field.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Contractual Services	$29,926	$29,063	$29,823	$29,823	$760
Other Charges	80,292	87,686	82,200	82,200	(5,486)
Subtotal Operating	***$110,218***	***$116,749***	***$112,023***	***$112,023***	***($4,726)***
TOTAL CITY COST	**$110,218**	**$116,749**	**$112,023**	**$112,023**	**($4,726)**

Public Works – Baseball Stadium Maintenance Budget Description

The Department Submitted FY 2017 Public Works – Baseball Stadium Maintenance budget of $112,023 represents a 4.0% decrease of $4,726 compared to the Adopted FY 2016 budget of $116,749.

Highlights of the Department Submitted FY 2017 budget include:

- $5,486 decrease in Other Charges primarily due to lower electricity costs.

All major items submitted were proposed by the City Manager for funding.

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 FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Operating and maintenance (O&M) expenditures per ton of refuse collected, excluding landfill disposal fees	$99.63	$95.00	$88.00	$97.00

Analysis of the Data:
Gas prices are lower in FY 2016 than FY 2015; anticipating the price of gas remains steady, FY 2017 is projected slightly higher due to inflation in labor, material, and service costs. As a relatively new measure, a history of O&M data is unavailable to determine if the lower cost per ton seen in July - December of FY 2016 is seasonal or long-term; FY 2016 and FY 2017 projections assume the lower cost is seasonal.

NEIGHBORHOODS

Goal 2:
Improve the quality of City streets.

Objective:
Decrease the percentage of streets rated Very Poor according to the Pavement Condition Index (PCI).

Performance Measure:	***Actual FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Percentage of streets within Lynchburg rated Very Poor	23.4%	20.0%	22.1%	21.0%

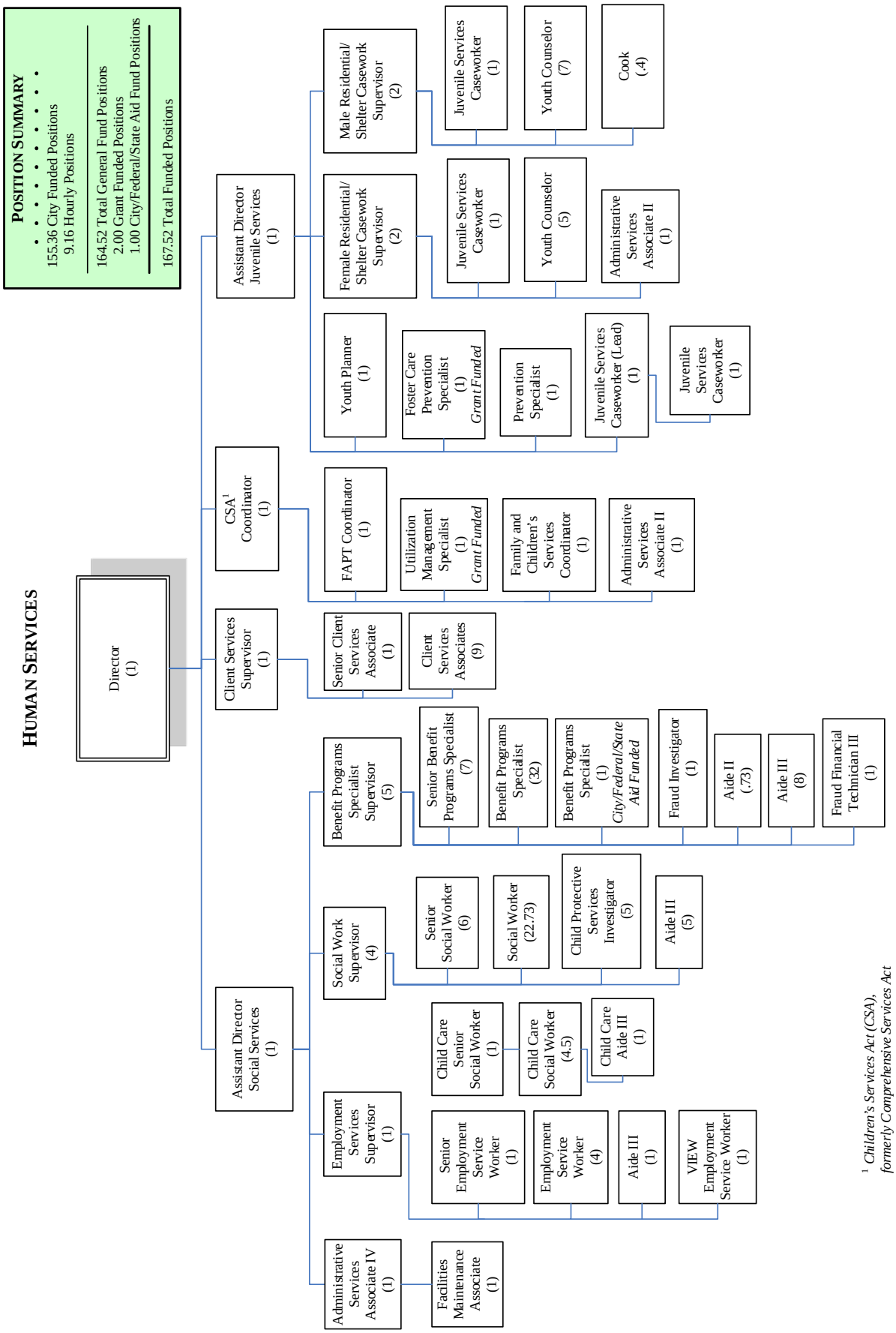
Analysis of the Data:
In July 2013, VDOT performed an assessment of arterial streets to determine locality efficiency with use of highway maintenance funding. Based on this assessment, Lynchburg had over 22% of all arterial streets labeled in Very Poor condition.

In January 2015, the VDOT pavement assessment contractor (hired by Public Works) performed a pavement condition assessment of all City streets. This data reflected 23.4% of City maintained streets overall were in Very Poor condition. As of January 2016, the paving completed to date reduced the percentage to approximately 22.1%. By July 2016, the percent of streets in Very Poor condition is expected to be 20.0%.

This data is a reflection of the cycle of maintenance - while Very Poor streets are addressed to raise the condition rating, other streets are aging and falling into this category. Public Works continues to adjust how it uses highway maintenance funding in order to reduce this percentage over time, including investigation into alternative pavement preservation techniques.

INFRASTRUCTURE

HUMAN SERVICES



[1] *Children's Services Act (CSA), formerly Comprehensive Services Act*

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	25.00	25.00	25.00	25.00	0.00
City Funded Part-Time	0.40	0.40	0.40	0.40	0.00
City Funded Hourly	6.14	6.76	5.78	5.78	(0.98)
Grant Funded Full-Time	2.00	2.00	2.00	2.00	0.00
TOTAL FTE	**33.54**	**34.16**	**33.18**	**33.18**	**(0.98)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,075,928	$1,172,433	$1,172,761	$1,172,761	$328
Employee Benefits	425,039	459,711	460,052	450,601	(9,110)
Subtotal Personnel Services	***$1,500,967***	***$1,632,144***	***$1,632,813***	***$1,623,362***	***($8,782)***
Operating					
Contractual Services	$1,922,432	$1,732,630	$2,158,943	$2,108,943	$376,313
Internal Service Charges	18,108	29,072	27,528	27,528	(1,544)
Other Charges	107,897	115,109	120,427	120,427	5,318
Rentals and Leases	62,657	63,567	14,693	14,693	(48,874)
Subtotal Operating	***$2,111,094***	***$1,940,378***	***$2,321,591***	***$2,271,591***	***$331,213***
Total General Fund Expenditures	**$3,612,061**	**$3,572,522**	**$3,954,404**	**$3,894,953**	**$322,431**
Total Grant Expenditures [1]	$23,092	$20,000	$20,000	$20,000	$0
TOTAL EXPENDITURES	**$3,635,153**	**$3,592,522**	**$3,974,404**	**$3,914,953**	**$322,431**
DEDICATED REVENUES					
State Categorical Aid - Juv. Correction Block Grant	$247,716	$247,716	$247,716	$247,716	$0
Juvenile Service Providers	827,578	876,404	879,476	879,476	3,072
Federal Grants	23,092	20,000	20,000	20,000	0
TOTAL DEDICATED REVENUES	**$1,098,386**	**$1,144,120**	**$1,147,192**	**$1,147,192**	**$3,072**
TOTAL CITY COST	**$2,536,767**	**$2,448,402**	**$2,827,212**	**$2,767,761**	**$319,359**

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

Human Services – Juvenile Services Budget Description

The Department Submitted FY 2017 Human Services – Juvenile Services budget of $3,954,404 represents a 10.7% increase of $381,882 from the Adopted FY 2016 budget of $3,572,522.

Highlights of the Department Submitted FY 2017 budget include:

- $426,313 increase in Contractual Services reflecting an increase in Detention Home per diem charges.
- $1,544 decrease in Internal Service Charges reflecting Fleet Services operating costs.
- $5,318 increase in Other Charges due to additional utility costs related to the new group home.
- $48,874 decrease in Rentals and Leases reflecting the elimination of rent for the girls' group home due to the opening of the new co-ed group home.

The Manager's Proposed budget includes the following changes from what was submitted by the Department:

- $9,451 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.
- $50,000 decrease in Contractual Services for Detention Home per diem charges.

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 FY 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
Percent of participants successfully completing the program (average of all programs)	92%	90%	90%	90%

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, Juvenile Services can achieve a 90% or higher success rate for FY 2016 and FY 2017. However, it is important to note there are various, uncontrollable factors that impact successful program completion, such as youth and families refusing to participate in services, severe mental health conditions that impact a youth's participation in services, or continued delinquent behaviors.

SOCIAL EQUITY

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 FY 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
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%.

SOCIAL EQUITY

Benchmark Localities:
Roanoke, Newport News, and Petersburg, VA

Human Services – Social Services

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	126.00	126.00	128.00	128.00	2.00
City Funded Part-Time	1.96	1.96	1.96	1.96	0.00
City Funded Hourly	6.38	3.38	3.38	3.38	0.00
Grant Funded Full-Time	1.00	1.00	1.00	1.00	0.00
TOTAL FTE	**135.34**	**132.34**	**134.34**	**134.34**	**2.00**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$4,559,307	$4,798,091	$4,803,726	$4,987,984	$189,893
Employee Benefits	1,942,459	2,092,141	2,113,636	2,121,653	29,512
Subtotal Personnel Services	***$6,501,766***	***$6,890,232***	***$6,917,362***	***$7,109,637***	***$219,405***
Operating					
Contractual Services	$56,139	$74,641	$74,194	$74,194	($447)
Internal Service Charges	36,308	43,037	44,196	44,196	1,159
Other Charges	170,424	178,856	182,456	182,456	3,600
Rentals and Leases	88,042	97,155	94,002	94,002	(3,153)
Public Assistance	8,396,169	7,416,922	8,555,814	8,555,814	1,138,892
Subtotal Operating	***$8,747,082***	***$7,810,611***	***$8,950,662***	***$8,950,662***	***$1,140,051***
Total General Fund Expenditures	**$15,248,848**	**$14,700,843**	**$15,868,024**	**$16,060,299**	**$1,359,456**
Total Grant Expenditures [1]	$204,796	$212,070	$214,287	$214,287	$2,217
TOTAL EXPENDITURES	**$15,453,644**	**$14,912,913**	**$16,082,311**	**$16,274,586**	**$1,361,673**
DEDICATED REVENUES					
Federal Categorical Aid - Social Services Admin.	$3,924,123	$3,240,542	$3,373,713	$3,373,713	$133,171
Federal Categorical Aid - Social Services Programs	3,274,571	2,415,021	2,957,974	2,957,974	542,953
Federal Categorical Aid - Indirect Cost Reimbursement	375,585	400,000	400,000	400,000	0
State Categorical Aid - Social Services Admin.	1,382,759	2,020,159	2,064,106	2,134,641	114,482
State Categorical Aid - Social Services Programs	4,997,894	4,810,245	5,406,215	5,406,215	595,970
Special Welfare Recoupment	631	30,000	0	0	(30,000)
Federal Grants	100,214	106,784	106,965	106,965	181
State Grants	29,170	30,888	30,888	30,888	0
Localities/Other Reimbursements	57,055	56,160	57,877	57,877	1,717
TOTAL DEDICATED REVENUES	**$14,142,002**	**$13,109,799**	**$14,397,738**	**$14,468,273**	**$1,358,474**
TOTAL CITY COST	**$1,311,642**	**$1,803,114**	**$1,684,573**	**$1,806,313**	**$3,199**

[1] Details of the Grant Expenditures are 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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	126.00	126.00	128.00	128.00	2.00
City Funded Part-Time	1.96	1.96	1.96	1.96	0.00
City Funded Temporary	6.38	3.38	3.38	3.38	0.00
Grant Funded Full-Time	1.00	1.00	1.00	1.00	0.00
TOTAL FTE	**135.34**	**132.34**	**134.34**	**134.34**	**2.00**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$4,559,307	$4,798,091	$4,803,726	$4,987,984	$189,893
Employee Benefits	1,936,527	2,085,917	2,107,412	2,115,429	29,512
Subtotal Personnel Services	***$6,495,834***	***$6,884,008***	***$6,911,138***	***$7,103,413***	***$219,405***
Operating					
Contractual Services	$56,139	$74,641	$74,194	$74,194	($447)
Internal Service Charges	36,308	43,037	44,196	44,196	1,159
Other Charges	170,424	178,809	182,409	182,409	3,600
Rentals and Leases	88,042	97,155	94,002	94,002	(3,153)
Subtotal Operating	***$350,913***	***$393,642***	***$394,801***	***$394,801***	***$1,159***
Total General Fund Expenditures	**$6,846,747**	**$7,277,650**	**$7,305,939**	**$7,498,214**	**$220,564**
Total Grant Expenditures [1]	$204,796	$212,070	$214,287	$214,287	$2,217
TOTAL EXPENDITURES	**$7,051,543**	**$7,489,720**	**$7,520,226**	**$7,712,501**	**$222,781**
DEDICATED REVENUES					
Federal Categorical Aid - Social Services Admin.	$3,924,123	$3,240,542	$3,373,713	$3,373,713	$133,171
Federal Categorical Aid - Indirect Cost Reimbursement	375,585	400,000	400,000	400,000	0
State Categorical Aid - Social Services Admin.	1,382,759	2,020,159	2,064,106	2,134,641	114,482
Federal Grants	100,214	106,784	106,965	106,965	181
State Grants	29,170	30,888	30,888	30,888	0
Localities/Other Reimbursements	57,055	56,160	57,877	57,877	1,717
TOTAL DEDICATED REVENUES	**$5,868,906**	**$5,854,533**	**$6,033,549**	**$6,104,084**	**$249,551**
TOTAL CITY COST	**$1,182,637**	**$1,635,187**	**$1,486,677**	**$1,608,417**	**($26,770)**

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

Human Services – Social Services Administration Budget Description

The Department Submitted FY 2017 Human Services – Social Services Administration budget of $7,305,939 represents a 0.4% increase of $28,289 compared to the Adopted FY 2016 budget of $7,277,650.

Highlights of the Department Submitted FY 2017 budget include:

- $27,130 increase in Salaries and Employee Benefits reflecting the addition of two full-time Family Services Specialist positions in Foster Care. One position was moved from VIEW and the other a new position approved by City Council on October 27, 2015.
- $1,159 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $3,600 increase in Other Charges reflecting historical spending.
- $3,153 decrease in Rentals and Leases reflecting saving on copier and postage machine rentals.

The Manager's Proposed budget includes the following changes from what was submitted by the Department:

- $192,275 increase in Salaries and Employee Benefits reflecting the second year of a three year market adjustment plan including the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

Human Services – Social 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 also included in this budget for the Employment Services Program, which provides supportive services aimed at making clients self-sufficient.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Employee Benefits	$5,932	$6,224	$6,224	$6,224	$0
Subtotal Personnel Services	***$5,932***	***$6,224***	***$6,224***	***$6,224***	***$0***
Operating					
Other Charges	$0	$47	$47	$47	$0
Public Assistance	8,396,169	7,416,922	8,555,814	8,555,814	1,138,892
Subtotal Operating	***$8,396,169***	***$7,416,969***	***$8,555,861***	***$8,555,861***	***$1,138,892***
TOTAL EXPENDITURES	**$8,402,101**	**$7,423,193**	**$8,562,085**	**$8,562,085**	**$1,138,892**
DEDICATED REVENUES					
Federal Categorical Aid - Social Services Programs	$3,274,571	$2,415,021	$2,957,974	$2,957,974	$542,953
State Categorical Aid - Social Services Programs	4,997,894	4,810,245	5,406,215	5,406,215	595,970
Special Welfare Recoupment	631	30,000	0	0	(30,000)
TOTAL DEDICATED REVENUES	**$8,273,096**	**$7,255,266**	**$8,364,189**	**$8,364,189**	**$1,108,923**
TOTAL CITY COST	**$129,005**	**$167,927**	**$197,896**	**$197,896**	**$29,969**

Human Services – Social Services Public Assistance Budget Description

The Department Submitted FY 2017 Human Services – Social Services Public Assistance budget of $8,562,085 represents a 15.3% increase of $1,138,892 compared to the Adopted FY 2016 budget of $7,423,193.

Highlights of the Department Submitted FY 2017 budget include:

- $1,138,892 increase in Public Assistance based on historical costs.

All major items submitted were proposed by the City Manager for funding.

Human Services – Social Services Performance Measures

Goal 1:
Provide timely financial assistance services (Supplemental Nutrition Assistance Program (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 FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Percentage of cases meeting State and federal programmatic timeliness policy	98%	97%	98%	98%

Analysis of the Data:
While several factors impact the timely processing of applications for benefits (ex. increased number of applications, inexperienced staff, new and complicated State system), it is anticipated we can exceed the 97% target that has been set by the Virginia Department of Social Services.

SOCIAL EQUITY

Goal 2:
Protect at risk children by providing excellent Child Protective and Family Services.

Objective:
Reduce the occurrence of repeat maltreatment of children in foster care.

Performance Measure:	***Actual FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Repeat maltreatment	0.5%	1.0%	0.5%	0.5%

Analysis of the Data:
Emphasis continues to be placed on preventive ongoing services to abused children in order to protect them from repeat maltreatment, including children who are placed in foster care. The national standard for repeat maltreatment of children in foster care is less than .5%. Despite high numbers of children in foster care in Lynchburg, staff continues to do quality work to ensure the needs of the children are being met. Our goal is to meet and/or exceed the national standard.

SOCIAL EQUITY

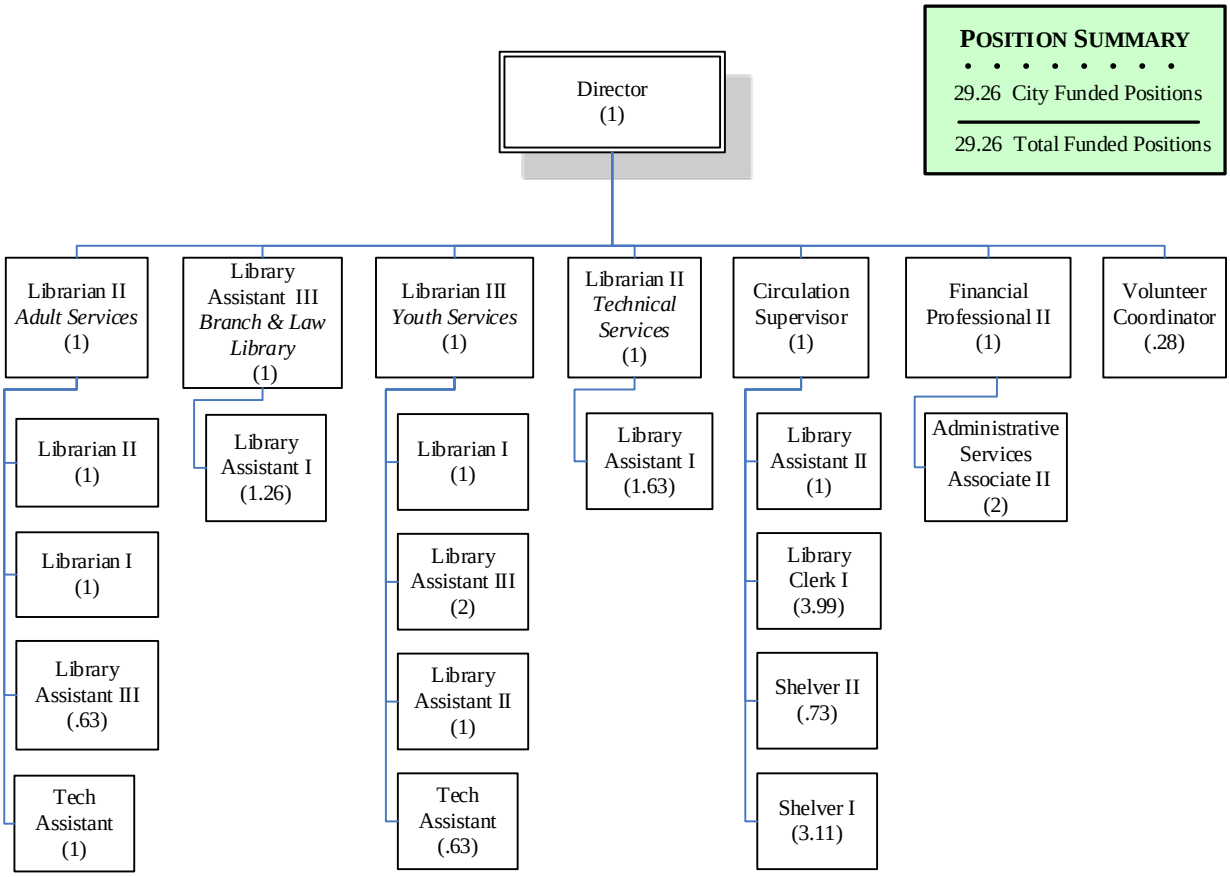
Benchmark Localities:
Petersburg, Charlottesville, Danville, Roanoke City, Chesterfield, and Hanover, VA

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	20.00	20.00	19.00	19.00	(1.00)
City Funded Part-Time	5.09	9.11	10.26	10.26	1.15
City Funded Hourly	4.25	0.28	0.00	0.00	(0.28)
TOTAL FTE	**29.34**	**29.39**	**29.26**	**29.26**	**(0.13)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$895,479	$928,549	$915,530	$915,530	($13,019)
Employee Benefits	335,500	347,357	333,746	326,807	(20,550)
Subtotal Personnel Services	***$1,230,979***	***$1,275,906***	***$1,249,276***	***$1,242,337***	***($33,569)***
Operating					
Contractual Services	$127,175	$54,634	$48,135	$48,135	($6,499)
Internal Service Charges	628	1,460	1,428	1,428	(32)
Other Charges	186,624	186,639	187,768	187,768	1,129
Rentals and Leases	28,631	28,940	29,405	29,405	465
Subtotal Operating	***$343,058***	***$271,673***	***$266,736***	***$266,736***	***($4,937)***
TOTAL DEPARTMENT EXPENDITURES	**$1,574,037**	**$1,547,579**	**$1,516,012**	**$1,509,073**	**($38,506)**
DEDICATED REVENUES					
Library Fines and Fees	$66,318	$74,000	$74,000	$65,000	($9,000)
Lost/Damaged Library Property	3,775	5,000	5,000	5,000	0
State Categorical Aid	153,165	153,233	151,959	151,959	(1,274)
Friends of the Lynchburg Library	7,250	7,250	7,250	7,250	0
Delinquent Library Charges	15,362	18,800	13,800	15,000	(3,800)
Law Library Fees	35,269	60,000	30,000	30,000	(30,000)
Assigned Fund Balance Reserve	11,442	0	15,150	15,150	15,150
TOTAL DEDICATED REVENUES	**$292,581**	**$318,283**	**$297,159**	**$289,359**	**($28,924)**
TOTAL CITY COST	**$1,281,456**	**$1,229,296**	**$1,218,853**	**$1,219,714**	**($9,582)**

Public Library. Provides a full range of services to meet the informational, educational, and recreational needs of the community. In FY 2015, there were 24,060 registered borrowers; 76,479 web page visits. The library's collections include 117,902 print books, 215 magazine subscriptions, 6,790 DVDs, several electronic databases, which are available on the library's web page, and 3,299 e-books. In FY 2015, circulation was 406,052; 125,157 electronic searches were made; the Youth Services staff provided programs to 10,744 children and young adults. Public access to the Internet was provided to 87,397 individuals. During FY 2015, 62 volunteers donated 1,756 hours of service. *Note: A three month access suspension to certain functions during software migration caused some statistics to appear lower than normal for FY 2015.*

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	20.00	20.00	19.00	19.00	(1.00)
City Funded Part-Time	5.09	9.11	10.26	10.26	1.15
City Funded Hourly	4.25	0.00	0.00	0.00	0.00
TOTAL FTE	**29.34**	**29.11**	**29.26**	**29.26**	**0.15**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$895,479	$923,902	$915,530	$915,530	($8,372)
Employee Benefits	335,500	347,002	333,746	326,807	(20,195)
Subtotal Personnel Services	***$1,230,979***	***$1,270,904***	***$1,249,276***	***$1,242,337***	***($28,567)***
Operating					
Contractual Services	$127,175	$54,634	$48,135	$48,135	($6,499)
Internal Service Charges	628	1,460	1,428	1,428	(32)
Other Charges	166,063	157,791	168,768	168,768	10,977
Rentals and Leases	28,631	28,940	29,405	29,405	465
Subtotal Operating	***$322,497***	***$242,825***	***$247,736***	***$247,736***	***$4,911***
TOTAL EXPENDITURES	**$1,553,476**	**$1,513,729**	**$1,497,012**	**$1,490,073**	**($23,656)**
DEDICATED REVENUES					
Library Fines and Fees	$66,318	$74,000	$65,000	$65,000	($9,000)
Lost/Damaged Library Property	3,775	5,000	5,000	5,000	0
State Categorical Aid	153,165	153,233	151,959	151,959	(1,274)
Friends of the Lynchburg Library	7,250	7,250	7,250	7,250	0
Delinquent Library Charges	15,362	18,800	15,000	15,000	(3,800)
Law Library Fees	26,150	26,150	26,150	26,150	0
TOTAL DEDICATED REVENUES	**$272,020**	**$284,433**	**$270,359**	**$270,359**	**($14,074)**
TOTAL CITY COST	**$1,281,456**	**$1,229,296**	**$1,226,653**	**$1,219,714**	**($9,582)**

Public Library Budget Description

The Department Submitted FY 2017 Public Library budget of $1,497,012 represents a 1.1% decrease of $16,717 compared to the Adopted FY 2016 budget of $1,513,729.

Highlights of the Department Submitted FY 2017 budget include:

- $21,628 decrease in Salaries and Employee Benefits reflecting the elimination of a full-time position to create a part-time position and adding hours to other part-time positions.
- $6,499 decrease in Contractual Services due to the one-time cost for a study to reimagine the space at the Main Library offset by increased costs associated with ongoing software maintenance fees and technology upgrades.
- $10,977 increase in Other Charges reflecting increases in e-book and streaming media subscriptions.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $6,939 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

Law Library. The Public Law Library is a service provided by the Lynchburg Pubic 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. Due to decreased court action, income is on the decline. The FY 2016 beginning Assigned Fund Balance was $53,488. In FY 2017, $15,150 will be used out of the reserve leaving a balance of $38,338.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Hourly	0.00	0.28	0.00	0.00	(0.28)
TOTAL FTE	**0.00**	**0.28**	**0.00**	**0.00**	**(0.28)**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$0	$4,647	$0	$0	($4,647)
Employee Benefits	0	355	0	0	(355)
Subtotal Personnel Services	***$0***	***$5,002***	***$0***	***$0***	***($5,002)***
Operating					
Other Charges	$20,561	$28,848	$19,000	$19,000	($9,848)
Subtotal Operating	***$20,561***	***$28,848***	***$19,000***	***$19,000***	***($9,848)***
TOTAL EXPENDITURES	**$20,561**	**$33,850**	**$19,000**	**$19,000**	**($14,850)**
DEDICATED REVENUES					
Law Library Fees	$9,119	$33,850	$3,850	$3,850	($30,000)
Assigned Fund Balance Reserve	11,442	0	15,150	15,150	15,150
TOTAL DEDICATED REVENUES	**$20,561**	**$33,850**	**$19,000**	**$19,000**	**($14,850)**
TOTAL CITY COST	**$0**	**$0**	**$0**	**$0**	**$0**

Law Library Budget Description

The Department Submitted FY 2017 Law Library budget of $19,000 represents a 43.9% decrease of $14,850 compared to the Adopted FY 2016 budget of $33,850.

Highlights of the Department Submitted FY 2017 budget include:

- $5,002 decrease in Salaries and Employee Benefits reflecting the curtailment of wage hiring for the fiscal year.
- $9,848 decrease in Other Charges reflecting fewer law books and publications being purchased.

All major items submitted were proposed by the City Manager for funding.

Public Library Performance Measures

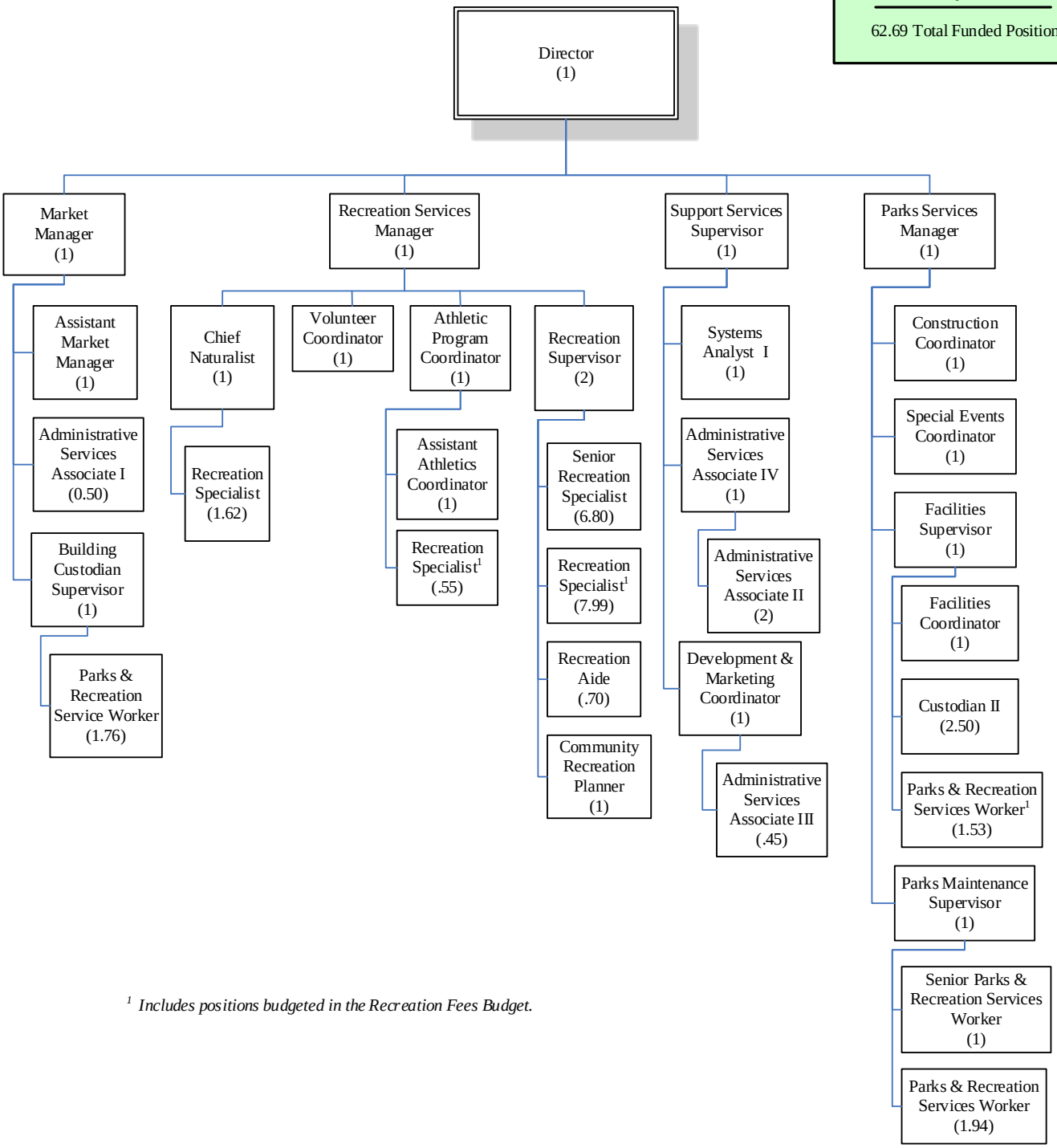
Performance Measure: As of June 2015, the Library has begun using Outcome Measures developed by the Public Library Association (PLA) for Project Outcome. PLA has determined that simply counting numbers does not give a good measure of Library services. This project provides simple surveys to be used to acertain the effectiveness of programs. Survey results are then tabulated into a database for use by participating libraries. This platform also gives librarians a valuable way to show data results using support tools provided. Enhancing existing statistical data with outcome data offers tremendous potential in many areas of the public library. It also allows staff to compare results with other participating libraries on a national level.	CITIZEN ENGAGEMENT/ LIFELONG LEARNING
Analysis of the Data: Results of surveys and outcomes will be reported once sufficient data is collected.	

PARKS AND RECREATION
(includes City Armory/Community Market)

POSITION SUMMARY

51.34 City Funded Positions
11.35 Hourly Positions

62.69 Total Funded Positions



[1] *Includes positions budgeted in the Recreation Fees Budget.*

Parks and Recreation, Recreation Programs, and Community Market

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	33.00	36.00	39.00	36.00	0.00
City Funded Part-Time	9.56	15.54	16.60	15.34	(0.20)
City Funded Hourly	13.65	11.06	11.35	11.35	0.29
TOTAL FTE	**56.21**	**62.60**	**66.95**	**62.69**	**0.09**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,884,500	$2,142,433	$2,307,854	$2,205,592	$63,159
Employee Benefits	619,827	697,901	763,445	707,228	9,327
Subtotal Personnel Services	***$2,504,327***	***$2,840,334***	***$3,071,299***	***$2,912,820***	***$72,486***
Operating					
Contractual Services	$190,246	$168,105	$218,800	$196,250	$28,145
Internal Service Charges	35,801	41,956	52,476	46,026	4,070
Other Charges	700,572	436,964	516,645	491,145	54,181
Rentals and Leases	100,134	25,250	146,370	146,370	121,120
Capital Outlay	81,095	0	75,000	0	0
Subtotal Operating	***$1,107,848***	***$672,275***	***$1,009,291***	***$879,791***	***$207,516***
TOTAL DEPARTMENT EXPENDITURES	**$3,612,175**	**$3,512,609**	**$4,080,590**	**$3,792,611**	**$280,002**
DEDICATED REVENUES					
Miller Center - Historic Tax Credit Rent	$65,817	$0	$120,000	$120,000	$120,000
Swimming Pool Fees	25,181	24,000	24,000	24,000	0
Recreation Program Fees	420,623	349,100	451,822	451,822	102,722
USDA Farmers Market Promotion Program Grant	13,409	0	0	0	0
SNAP Program Reimbursements	13,203	12,000	15,000	15,000	3,000
SNAP Double-Dollar Grant	5,000	10,000	0	0	(10,000)
Assigned Fund Balance Reserve	5,012	68,374	33,377	33,790	(34,584)
Mobile Vendor License Fees	250	0	0	0	0
Special Events Sponsorship	258	4,500	0	0	(4,500)
Property Rental Market	86,438	90,000	95,000	95,000	5,000
Property Rental Market - Penalty and Interest	558	0	500	500	500
TOTAL DEDICATED REVENUES	**$635,749**	**$557,974**	**$739,699**	**$740,112**	**$182,138**
TOTAL CITY COST	**$2,976,426**	**$2,954,635**	**$3,340,891**	**$3,052,499**	**$97,864**

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 Public Works. 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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	31.00	33.00	36.00	33.00	0.00
City Funded Part-Time	5.33	9.92	10.98	9.72	(0.20)
City Funded Hourly	9.29	6.17	6.37	6.37	0.20
TOTAL FTE	**45.62**	**49.09**	**53.35**	**49.09**	**0.00**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,618,616	$1,792,581	$1,952,685	$1,840,254	$47,673
Employee Benefits	561,401	620,559	679,282	622,059	1,500
Subtotal Personnel Services	***$2,180,017***	***$2,413,140***	***$2,631,967***	***$2,462,313***	***$49,173***
Operating					
Contractual Services	$59,724	$52,815	$95,910	$73,860	$21,045
Internal Service Charges	33,918	39,464	49,596	43,146	3,682
Other Charges	369,093	146,509	186,570	161,070	14,561
Rentals and Leases	98,075	23,430	144,270	144,270	120,840
Capital Outlay	64,868	0	75,000	0	0
Subtotal Operating	***$625,678***	***$262,218***	***$551,346***	***$422,346***	***$160,128***
TOTAL EXPENDITURES	**$2,805,695**	**$2,675,358**	**$3,183,313**	**$2,884,659**	**$209,301**
DEDICATED REVENUES					
Miller Center - Historic Tax Credit Rent	$65,817	$0	$120,000	$120,000	$120,000
Swimming Pool Fees	25,181	24,000	24,000	24,000	0
TOTAL DEDICATED REVENUES	**$90,998**	**$24,000**	**$144,000**	**$144,000**	**$120,000**
TOTAL CITY COST	**$2,714,697**	**$2,651,358**	**$3,039,313**	**$2,740,659**	**$89,301**

Parks and Recreation Budget Description

The Department Submitted FY 2017 Parks and Recreation budget of $3,183,313 represents a 19.0% increase of $507,955 compared to the Adopted FY 2016 budget of $2,675,358.

Highlights of the Department Submitted FY 2017 budget include:

- $218,827 increase in Salaries and Benefits reflecting a request for three new full-time positions, including an Assistant Director of Parks & Recreation and two positions to be converted from part-time to full-time status in Administration and the Naturalist program. Also requested are three new part-time park monitor positions in the Parks Services program area.
- $43,095 increase in Contractual Services reflecting the design and quality improvements made to the department's Activity Guide.
- $10,132 increase in Internal Services Charges reflecting Fleet Services operating estimates and fuel for the newly donated bus from Lynchburg City Schools.
- $40,061 increase in Other Charges reflecting several new initiatives being proposed for the department, including coordinated special events, new cooking and youth-theater programs, and supplies to support the Virginia Commonwealth Games, an increase in the number of employees throughout the department utilizing smartphones and an increase in postage for the Activity Guide being mailed to all City households, offset by a slight decrease in water/sewer at the Miller Park Pool due to the installation of more-efficient filter equipment.
- $120,840 increase in Building/Property Rental due to the annual lease agreement for the Miller Center, per the structure of the Historic Tax Credit program.
- $75,000 increase in Capital Outlay reflecting the request to fund a new zero-turn mower and a mobile recreation center to be used to reach areas in the city not currently served by our other centers.

The Manager's Proposed budget includes the following changes from what was submitted by the Department:

- $169,654 decrease in Salaries and Employee Benefits for not funding the new requested positions net of the second year of a three year market adjustment plan including the increase in medical costs offset by the decrease in the Virginia Retirement System rate.
- $22,050 decrease in Contractual Services for advertising and software purchases.
- $6,450 decrease in Internal Services Charges for additional fuel purchases related to the request for a mobile recreation center.
- $25,500 decrease in Other Charges for costs associated with new initiatives.
- $75,000 decrease in Capital Outlay for zero-turn mower and mobile recreation center.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Part-Time	1.20	3.36	3.36	3.36	0.00
City Funded Hourly	4.36	4.89	4.98	4.98	0.09
TOTAL FTE	**5.56**	**8.25**	**8.34**	**8.34**	**0.09**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$118,789	$190,401	$190,408	$200,577	$10,176
Employee Benefits	9,660	14,566	19,676	20,866	6,300
Subtotal Personnel Services	***$128,449***	***$204,967***	***$210,084***	***$221,443***	***$16,476***
Operating					
Contractual Services	$111,562	$88,330	$95,390	$95,390	$7,060
Other Charges	201,663	161,705	194,725	194,725	33,020
Capital Outlay	16,227	0	0	0	0
Subtotal Operating	***$329,452***	***$250,035***	***$290,115***	***$290,115***	***$40,080***
TOTAL EXPENDITURES	**$457,901**	**$455,002**	**$500,199**	**$511,558**	**$56,556**
DEDICATED REVENUES					
Recreation Program Fees	$420,623	$349,100	$451,822	$451,822	$102,722
USDA Farmers Market Promotion Program Grant	13,409	0	0	0	0
SNAP Program Reimbursements	13,203	12,000	15,000	15,000	3,000
SNAP Double-Dollar Grant	5,000	10,000	0	0	(10,000)
Assigned Fund Balance Reserve	5,012	68,374	33,377	33,790	(34,584)
Special Events Sponsorship	258	4,500	0	0	(4,500)
Mobile Vendor License Fees	250	0	0	0	0
TOTAL DEDICATED REVENUES	**$457,755**	**$443,974**	**$500,199**	**$500,612**	**$56,638**
TOTAL CITY COST [1]	**$146**	**$11,028**	**$0**	**$10,946**	**($82)**

[1] Included in Adopted FY 2016 and Manager's Proposed FY 2017 are Market Adjustments funded by the General Fund and not out of the Parks and Recreation Program Fees Reserve.

Parks and Recreation – Recreation Programs Budget Description

The Department Submitted FY 2017 Parks and Recreation – Recreation Programs budget of $500,199 represents a 9.9% increase of $45,197 compared to the Adopted FY 2016 budget of $455,002.

Highlights of the Department Submitted FY 2017 budget include:

- $5,117 increase in Employee Benefits reflecting the addition of health insurance for one part-time employee in the Parks Services Division who works enough hours to qualify for the benefit.
- $7,060 increase in Contractual Services reflecting higher expenses for paid instructors, finance charges for credit card registrations, and SNAP program participants.
- $33,020 increase in Other Charges reflecting mainly the significant increase in the number of items sold by the Heritage Crafters Gallery and paid out in vendor commissions.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $11,359 increase in Salaries and Employee Benefits for the second year of a three year market adjustment plan including the increase in medical costs.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	2.00	3.00	3.00	3.00	0.00
City Funded Part-Time	3.03	2.26	2.26	2.26	0.00
TOTAL FTE	**5.03**	**5.26**	**5.26**	**5.26**	**0.00**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$147,095	$159,451	$164,761	$164,761	$5,310
Employee Benefits	48,766	62,776	64,487	64,303	1,527
Subtotal Personnel Services	***$195,861***	***$222,227***	***$229,248***	***$229,064***	***$6,837***
Operating					
Contractual Services	$18,960	$26,960	$27,500	$27,000	$40
Internal Service Charges	1,883	2,492	2,880	2,880	388
Other Charges	129,816	128,750	135,350	135,350	6,600
Rentals and Leases	2,059	1,820	2,100	2,100	280
Subtotal Operating	***$152,718***	***$160,022***	***$167,830***	***$167,330***	***$7,308***
TOTAL EXPENDITURES	**$348,579**	**$382,249**	**$397,078**	**$396,394**	**$14,145**
DEDICATED REVENUES					
Property Rental Market	$86,438	$90,000	$95,000	$95,000	$5,000
Property Rental Market - Penalty and Interest	558	0	500	500	500
TOTAL DEDICATED REVENUES	**$86,996**	**$90,000**	**$95,500**	**$95,500**	**$5,500**
TOTAL CITY COST	**$261,583**	**$292,249**	**$301,578**	**$300,894**	**$8,645**

City Armory/Community Market Budget Description

The Department Submitted FY 2017 City Armory/Community Market budget of $397,078 represents a 3.9% increase of $14,829 compared to the Adopted FY 2016 budget of $382,249.

Highlights of the Department Submitted FY 2017 budget include:

- $7,021 increase in Salaries and Employee Benefits reflecting the proper pay grade classification of the Assistant Market Manager position.
- $6,600 increase in Other Charges reflecting the historical cost of utilities and the increasing number of events and general business at the Market.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $184 decrease in Salaries and Employee Benefits for the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

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 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
Parks and recreation FTEs per 1,000 population	0.84	0.85	0.80	0.85

Analysis of the Data:
This measure, which includes hours worked by employees from the Parks and Recreation and Public Works departments to fulfill the department's mission, is one variable that demonstrates the investment the City has in its parks, facilities, and programming. Comparisons of these numbers with other localities can provide a benchmark in terms of the overall value placed on these assets and services, as well as how efficiently they are delivered.

The FY 2015 numbers include 0.67 FTE from the Department of Parks and Recreation and 0.17 FTE from the Department of Public Works. These figures have remained fairly steady over the last several years, and are expected to do so during fiscal year 2017.

HEALTHY & ACTIVE LIVING

Goal 2:
Become a more self-sustaining department by reducing the cost of Parks and Recreation services and activities to the General Fund.

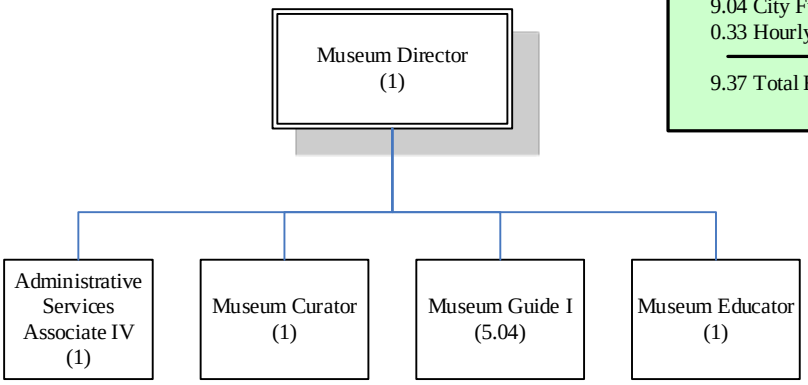
Objective:
Increase the percentage of department expenses funded by user/participant fees.

Performance Measure:	***Actual FY 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
Fee funded expenses as a percentage of total department expenses	13%	14%	14%	15%

Analysis of the Data:
Fees are charged through activities registrations and facilities rentals and are used to offset the cost of programs to the General Fund. In FY 2015 this figure decreased slightly from 14% in FY 2014 to 13% primarily as a result of the Department being more fully-staffed for much of the year due to more stabilization in the community centers' staff and the filling of some vacant positions with the reopening of Miller Center. The percentage of total expenses funded by the fees budget is projected to increase in FY 2017 due to a much higher number of activities offered, including events such as Food Truck Thursdays and Movies In The Park!, that will result in higher expenses charged against the fees budget.

HEALTHY & ACTIVE LIVING

MUSEUMS



POSITION SUMMARY

9.04 City Funded Positions
0.33 Hourly Positions

9.37 Total Funded Positions

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	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	2.16	5.04	5.04	5.04	0.00
City Funded Hourly	2.91	0.03	0.33	0.33	0.30
TOTAL FTE	**9.07**	**9.07**	**9.37**	**9.37**	**0.30**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$280,139	$290,402	$306,506	$306,506	$16,104
Employee Benefits	90,880	93,452	88,665	86,323	(7,129)
Subtotal Personnel Services	***$371,019***	***$383,854***	***$395,171***	***$392,829***	***$8,975***
Operating					
Contractual Services	$35,841	$33,125	$33,125	$33,125	$0
Internal Service Charges	1,199	2,061	2,409	2,409	348
Other Charges	20,067	24,615	24,615	24,615	0
Rentals and Leases	9,146	9,864	9,864	9,864	0
Subtotal Operating	***$66,253***	***$69,665***	***$70,013***	***$70,013***	***$348***
TOTAL EXPENDITURES	**$437,272**	**$453,519**	**$465,184**	**$462,842**	**$9,323**
DEDICATED REVENUES					
Lynchburg Museum Admission	$14,180	$14,000	$0	$0	($14,000)
Digg's Trust	42,240	40,398	36,900	36,900	(3,498)
Point of Honor Admission	10,495	10,500	11,000	11,000	500
Gift Shop Proceeds	1,000	2,000	1,000	1,000	(1,000)
Gifts and Miscellaneous Donations - Museum	1,619	500	2,000	2,000	1,500
Photograph Reproduction Fees	483	300	400	400	100
Reimbursement - Point of Honor/Carriage House	28,674	27,411	26,300	26,300	(1,111)
TOTAL DEDICATED REVENUES	**$98,691**	**$95,109**	**$77,600**	**$77,600**	**($17,509)**
TOTAL CITY COST	**$338,581**	**$358,410**	**$387,584**	**$385,242**	**$26,832**

Museums Budget Description

The Department Submitted FY 2017 Museums budget of $465,184 represents a 2.6% increase of $11,665 compared to the Adopted FY 2016 budget of $453,519.

Highlights of the Department Submitted FY 2017 budget include:

- $11,317 increase in Salaries and Employee Benefits reflecting the reclassification of Museum Guide I part-time staff offset by a reduction in the number of staff qualified to receive benefits.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $2,342 decrease in Salaries and Employee Benefits for the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

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 FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Number of annual visitors to the Museum System	16,788	16,600	9,672	16,600

Analysis of the Data:
Museum visitation is a function of many variables--weather, gas prices, tourism promotion, and others. The Lynchburg Museum began free admission on Memorial Day 2015 and this program has helped generate increases at the Museum. The *Experience The James* exhibit saw 13,155 visitors over its 18 month run. However, Day At at Point of Honor was rained out in October 2015 which will decrease visitors to that site by 2,000 to 3,000 people for the year. This will be offset to some degree by the dramatic increase in Lynchburg City School students with four full grade levels visiting in 2016.

ARTS & CULTURE

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 FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Volunteer hours	2,219	1,821	975	2,000

Analysis of the Data:
The data is expressed as total volunteer hours donated per fiscal year. The number of hours donated in FY 2015 totalled 2,219. Using the federal hourly rate for volunteer service ($23.07/hour), these volunteer hours equal $51,192 in services for the Lynchburg community. Volunteerism is declining as a national trend but the museum staff will continue to make volunteer recruitment and retention a priority.

LIFELONG LEARNING

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 a 90% satisfaction rating on visitor surveys completed by those who visit either site.

Performance Measure:	***Actual FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Customer satisfaction level	92%	90%	90%	90%

Analysis of the Data:
Based on past results from visitor surveys and Trip Advisor, the Department projects maintaining a 90% + satisfaction rate in FY 2017. The Museum is ranked 5th and Point of Honor 3rd out of 34 attractions ranked in the Lynchburg area by Trip Advisor.

ARTS & CULTURE

Benchmark Localities:
Manassas, Portsmouth, Newport News, and Petersburg, VA

HISTORICAL FACT:

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.

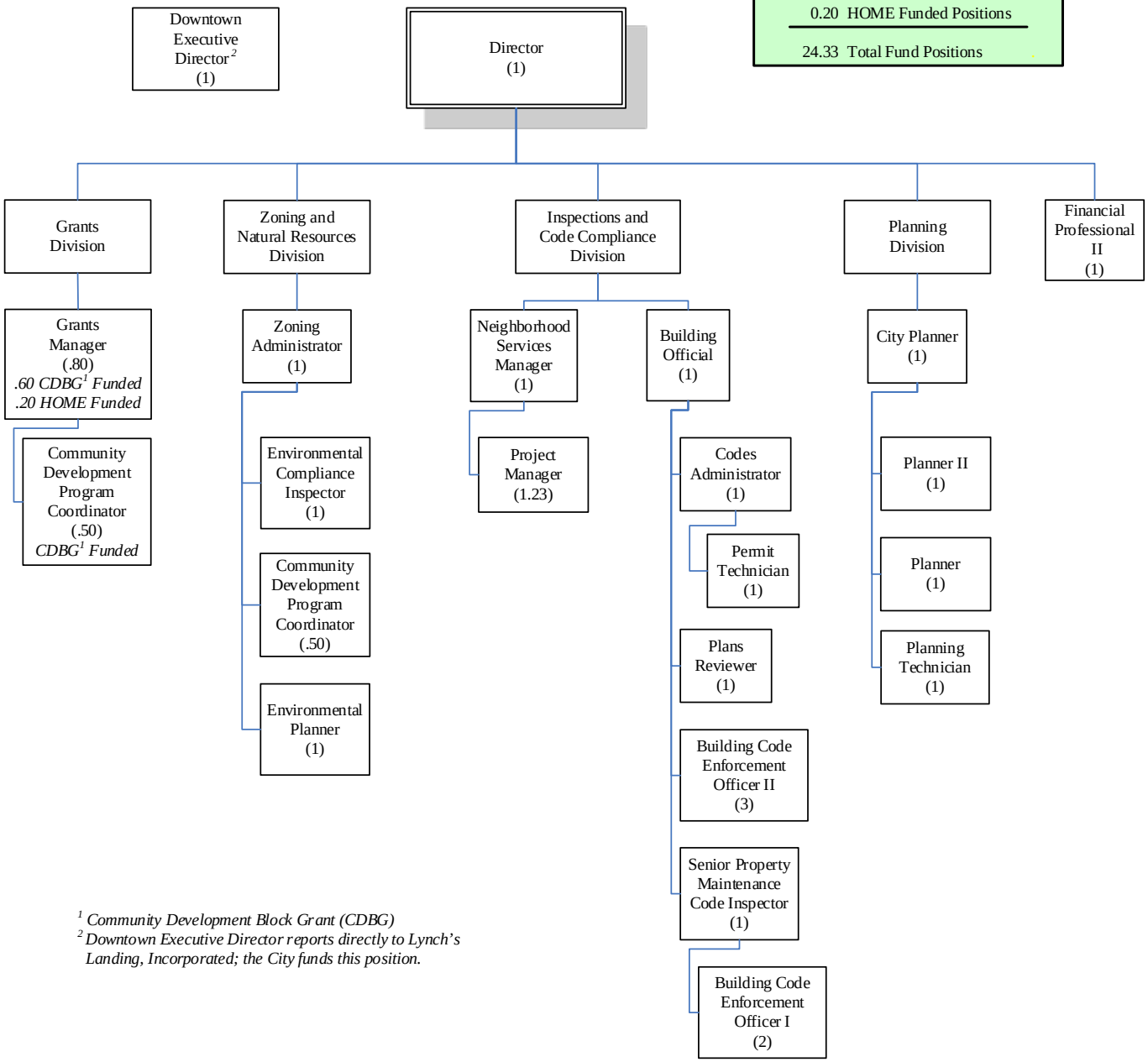
COMMUNITY DEVELOPMENT

POSITION SUMMARY

22.73 City Funded Positions
0.30 Hourly Positions

23.03 Total City Funded Positions
1.10 CDBG[1] Funded Positions
0.20 HOME Funded Positions

24.33 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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	20.98	21.98	21.98	21.98	0.00
City Funded Part-Time	0.75	0.75	1.48	0.75	0.00
City Funded Hourly	0.30	0.30	0.30	0.30	0.00
Grant Funded Full-Time	0.50	0.50	0.50	0.50	0.00
Grant Funded Part-Time	0.80	0.80	0.80	0.80	0.00
TOTAL FTE	**23.33**	**24.33**	**25.06**	**24.33**	**0.00**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,045,226	$1,159,655	$1,185,862	$1,159,472	($183)
Employee Benefits	414,247	450,083	452,285	437,171	(12,912)
Subtotal Personnel Services	***$1,459,473***	***$1,609,738***	***$1,638,147***	***$1,596,643***	***($13,095)***
Operating					
Contractual Services	$109,610	$28,550	$28,550	$28,550	$0
Internal Service Charges	23,892	40,729	39,958	39,958	(771)
Other Charges	51,988	49,907	52,928	50,678	771
Rentals and Leases	9,007	8,561	8,561	8,561	0
Subtotal Operating	***$194,497***	***$127,747***	***$129,997***	***$127,747***	***$0***
Total General Fund Expenditures	**$1,653,970**	**$1,737,485**	**$1,768,144**	**$1,724,390**	**($13,095)**
Total Grant Expenditures [1]	$1,230,509	$1,163,867	$1,083,528	$1,083,528	($80,339)
TOTAL DEPARTMENT EXPENDITURES	**$2,884,479**	**$2,901,352**	**$2,851,672**	**$2,807,918**	**($93,434)**
DEDICATED REVENUES					
Community Development Block Grant (CDBG)	$670,487	$687,748	$662,772	$662,772	($24,976)
Restricted Fund Balance - CDBG	185,311	170,134	114,805	114,805	(55,329)
HOME	374,711	305,985	316,176	316,176	10,191
Community Development Stormwater Charges	430,235	499,003	392,864	392,864	(106,139)
Weed Ordinance Program	20,801	22,000	20,000	20,000	(2,000)
TOTAL DEDICATED REVENUES	**$1,681,545**	**$1,684,870**	**$1,506,617**	**$1,506,617**	**($178,253)**
TOTAL CITY COST	**$1,202,934**	**$1,216,482**	**$1,345,055**	**$1,301,301**	**$84,819**

[1] Details of the Grant Expenditures are 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 Investment Trust Fund 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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	3.00	3.00	3.00	3.00	0.00
Grant Funded Full-Time	0.50	0.50	0.50	0.50	0.00
Grant Funded Part-Time	0.80	0.80	0.80	0.80	0.00
TOTAL FTE	**4.30**	**4.30**	**4.30**	**4.30**	**0.00**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$204,251	$221,583	$216,306	$216,306	($5,277)
Employee Benefits	76,120	79,355	78,765	75,789	(3,566)
Subtotal Personnel Services	***$280,371***	***$300,938***	***$295,071***	***$292,095***	***($8,843)***
Operating					
Contractual Services	$0	$300	$300	$300	$0
Other Charges	9,903	8,052	8,052	8,052	0
Rentals and Leases	5,711	6,561	6,561	6,561	0
Subtotal Operating	***$15,614***	***$14,913***	***$14,913***	***$14,913***	***$0***
Total General Fund Expenditures	**$295,985**	**$315,851**	**$309,984**	**$307,008**	**($8,843)**
Total Grant Expenditures [1]	$1,230,509	$1,163,867	$1,083,528	$1,083,528	($80,339)
TOTAL EXPENDITURES	**$1,526,494**	**$1,479,718**	**$1,393,512**	**$1,390,536**	**($89,182)**
DEDICATED REVENUES					
Community Development Block Grant (CDBG)	$670,487	$687,748	$662,772	$662,772	($24,976)
Restricted Fund Balance - CDBG	185,311	170,134	114,805	114,805	(55,329)
HOME	374,711	305,985	316,176	316,176	10,191
Community Development Stormwater Charges	270,248	14,866	14,749	14,749	(117)
TOTAL DEDICATED REVENUES	**$1,500,757**	**$1,178,733**	**$1,108,502**	**$1,108,502**	**($70,231)**
TOTAL CITY COST	**$25,737**	**$300,985**	**$285,010**	**$282,034**	**($18,951)**

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

Community Development – Office of the Director Budget Description

The Department Submitted FY 2017 Community Development – Office of the Director budget of $309,984 represents a 1.9% decrease of $5,867 compared to the Adopted FY 2016 budget of $315,851.

Highlights of the Department Submitted FY 2017 budget include:

- $5,867 decrease in Salaries and Employee Benefits reflecting the allocation of career certification funds within the Department.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $2,976 decrease in Salaries and Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	11.48	11.48	11.48	11.48	0.00
City Funded Part-Time	0.75	0.75	1.48	0.75	0.00
City Funded Hourly	0.30	0.30	0.30	0.30	0.00
TOTAL FTE	**12.53**	**12.53**	**13.26**	**12.53**	**0.00**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$522,373	$554,742	$594,322	$567,932	$13,190
Employee Benefits	211,525	217,205	221,012	213,315	(3,890)
Subtotal Personnel Services	***$733,898***	***$771,947***	***$815,334***	***$781,247***	***$9,300***
Operating					
Contractual Services	$2,073	$16,000	$16,000	$16,000	$0
Internal Service Charges	21,319	29,814	30,203	30,203	389
Other Charges	23,312	24,700	26,950	24,700	0
Rentals and Leases	3,296	2,000	2,000	2,000	0
Subtotal Operating	***$50,000***	***$72,514***	***$75,153***	***$72,903***	***$389***
TOTAL EXPENDITURES	**$783,898**	**$844,461**	**$890,487**	**$854,150**	**$9,689**
DEDICATED REVENUES					
Community Development Stormwater Charges	$53,070	$156,128	$137,108	$137,108	($19,020)
Weed Ordinance Program	20,801	22,000	20,000	20,000	(2,000)
TOTAL DEDICATED REVENUES	**$73,871**	**$178,128**	**$157,108**	**$157,108**	**($21,020)**
TOTAL CITY COST	**$710,027**	**$666,333**	**$733,379**	**$697,042**	**$30,709**

Community Development – Inspections and Code Compliance Division Budget Description

The Department Submitted FY 2017 Community Development – Inspections and Code Compliance Division budget of $890,487 represents a 5.5% increase of $46,026 compared to the Adopted FY 2016 budget of $844,461.

Highlights of the Department Submitted FY 2017 budget include:

- $43,387 increase in Salaries and Employee Benefits, including the allocation of career certification funds within the Division associated with staff cross-training and a new part-time Code Compliance Inspector position.
- $2,250 increase in Other Charges for the addition of expenses for a new part-time Code Compliance Inspector position.

The Manager's Proposed budget includes the following changes from what was submitted by the Department:

- $34,087 decrease in Salaries and Employee Benefits reflecting not funding a part-time Code Compliance Inspector position and the increase in medical costs offset by the decrease in the Virginia Retirement System rate.
- $2,250 decrease in Other Charges reflecting not funding a part-time Code Compliance Inspector position.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	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	$205,987	$231,034	$220,252	$220,252	($10,782)
Employee Benefits	81,255	89,199	87,428	84,658	(4,541)
Subtotal Personnel Services	***$287,242***	***$320,233***	***$307,680***	***$304,910***	***($15,323)***
Operating					
Contractual Services	$106,540	$12,250	$12,250	$12,250	$0
Other Charges	14,686	10,318	11,089	11,089	771
Subtotal Operating	***$121,226***	***$22,568***	***$23,339***	***$23,339***	***$771***
TOTAL EXPENDITURES	**$408,468**	**$342,801**	**$331,019**	**$328,249**	**($14,552)**
DEDICATED REVENUES					
Community Development Stormwater Charges	$32,766	$98,666	$84,995	$84,995	($13,671)
TOTAL DEDICATED REVENUES	**$32,766**	**$98,666**	**$84,995**	**$84,995**	**($13,671)**
TOTAL CITY COST	**$375,702**	**$244,135**	**$246,024**	**$243,254**	**($881)**

Community Development – Planning Division Budget Description

The Department Submitted FY 2017 Community Development – Planning Division budget of $331,019 represents a 3.4% decrease of $11,782 compared to the Adopted FY 2016 budget of $342,801.

Highlights of the Department Submitted FY 2017 budget include:

- $12,553 decrease in Salaries and Employee Benefits reflecting the reallocation of career certification funds within the Division associated with staff cross-training.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $2,770 decrease in Salaries and Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	2.5	3.5	3.5	3.5	0.0
TOTAL FTE	**2.5**	**3.5**	**3.5**	**3.5**	**0.0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$112,615	$152,296	$154,982	$154,982	$2,686
Employee Benefits	45,347	64,324	65,080	63,409	(915)
Subtotal Personnel Services	***$157,962***	***$216,620***	***$220,062***	***$218,391***	***$1,771***
Operating					
Contractual Services	$997	$0	$0	$0	$0
Internal Service Charges	2,573	10,915	9,755	9,755	(1,160)
Other Charges	4,087	6,837	6,837	6,837	0
Subtotal Operating	***$7,657***	***$17,752***	***$16,592***	***$16,592***	***($1,160)***
TOTAL EXPENDITURES	**$165,619**	**$234,372**	**$236,654**	**$234,983**	**$611**
DEDICATED REVENUES					
Community Development Stormwater Charges	$74,151	$229,343	$156,012	$156,012	($73,331)
TOTAL DEDICATED REVENUES	**$74,151**	**$229,343**	**$156,012**	**$156,012**	**($73,331)**
TOTAL CITY COST	**$91,468**	**$5,029**	**$80,642**	**$78,971**	**$73,942**

Community Development – Zoning and Natural Resources Division Budget Description

The Department Submitted FY 2017 Community Development – Zoning and Natural Resources Division budget of $236,654 represents a 1.0% increase of $2,282 compared to the Adopted FY 2016 budget of $234,372.

Highlights of the Department Submitted FY 2017 budget include:

- $3,442 increase in Salaries and Employee Benefits reflecting allocation of career certification funds within the Division associated with staff cross-training.
- $1,160 decrease in Internal Service Charges reflecting Fleet Services operating estimates.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $1,671 decrease in Salaries and Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

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 FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Percentage of site plan, subdivision, public infrastructure, requests for information and public hearing projects reviewed and processed within the designated time period	98%	100%	98%	100%
Number of site plan, subdivision, public infrastructure, requests for information and public hearing projects reviewed and processed within the designated time period	292	300	140	336

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. The slight shortfall in meeting the 100% goal for FY 2015 can be attributed to staff turnover, which resulted in cross-training efforts to meet program requirements, as well as several significant planning projects including revisions to the the Zoning Ordinance.

Based on current development inquiries, the number of FY 2016 project reviews will remain consistent with current year numbers. The FY 2015 numbers include site plan, subdivision, public hearing projects, public infrastructure plans and requests for information concerning future development. The projected increase in FY2017 numbers can be attributed to more accurate tracking of "Requests for Information." "Request for Information" projects can range from plan and code research generated by phone inquiries or walk-in customers to a pre-Technical Review Committee meeting with representatives and members of City staff.

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 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
Development Inspections:				
Zoning and Erosion and Sediment Control	4,701	4,200	1,528	4,200
New Construction	8,750	8,800	3,650	8,500
Code Compliance Inspections:				
Neighborhood Services	1,747	1,800	910	1,800
Rental Property	511	550	291	600
Property Maintenance	1,904	2,800	1,199	2,800

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: Actual zoning/erosion and sediment control/stormwater management inspections exceeded FY 2015 projections by 11%. Although the number of inspections leveled off slightly in FY 2016 and is expected to remain consistent in FY 2017, changes to erosion & sediment control and stormwater management requirements have increased the time required for these inspections -- especially on larger sites. The number of zoning inquiries and complaints have also increased over the past three years, driven at times by raised awareness during community discussions of the Zoning Ordinance. The hire of a new staff person and efforts of cross-trained new construction inspectors have assisted with this additional workload and helped maximize efficiencies during site inspections.

New Construction Inspections: A slight increase in single family construction is expected in the coming year and the number of multi-family and commercial projects should remain steady; however, in FY 2017 inspections are expected to remain consistent or decrease slightly from the number of FY 2016 inspections. This should not be misconstrued as a decrease in new construction workload. In fact, the time requirements for the construction inspections and the associated permit revenue are both expected to increase based on the projected construction schedule at Liberty University as well as the scope of several large multi-family, commercial and public projects. Unlike a single family home inspection, these projects will require significant time allocations to review mechanical, electrical and plumbing systems in multi-story buildings. Since the department's reporting software equates all residential and commercial inspections, there is no distinction between a site visit that takes 30 minutes or 3 hours and inspection totals will likely decrease as a result. Given this recent trend, staff is reviewing reporting alternatives to better measure efforts to ensure compliance with local and state codes for new construction.

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 which has resulted in efficiencies throughout various service areas. Based on current employee experience and technology improvements, FY 2016 inspections are expected to increase slightly based on current trends. Assuming consistent staffing levels, FY 2017 inspections are expected to remain consistent with FY 2016 totals.

Rental Property Inspections: Rental Property Inspections totals are expected to increase slightly in FY 2016 based on expected efficiencies associated with the City's new billing system. The small projected increase in the number of FY 2017 inspections is based on efficiencies that may be gained through pilot staff assignments.

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 help improve code compliance efforts in the City's neighborhoods. Although each has allowed for some level of proactive inspection, our department is currently unable to keep up with the rental inspection caseload. As a result, the number of housing complaints and enforcement actions are projected to increase in FY 2017. Given this recent trend, staff is reviewing reporting alternatives to better predict additional caseload and clearance rates.

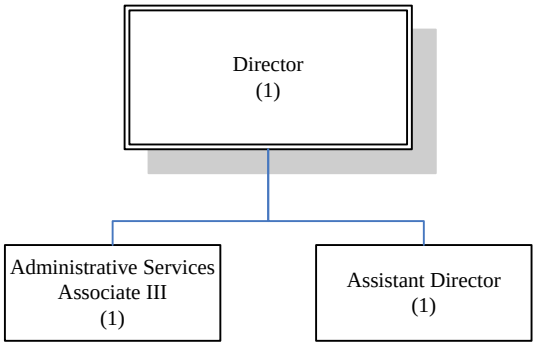
Benchmark Localities:
Danville and Roanoke, VA

ECONOMIC DEVELOPMENT

POSITION SUMMARY

3 City Funded Positions

3 Total Funded Positions



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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	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	$209,603	$213,103	$213,103	$213,103	$0
Employee Benefits	76,674	78,208	78,208	75,232	(2,976)
Subtotal Personnel Services	***$286,277***	***$291,311***	***$291,311***	***$288,335***	***($2,976)***
Operating					
Contractual Services	$13,497	$18,900	$17,100	$17,100	($1,800)
Other Charges	288,129	131,750	133,550	133,550	1,800
Subtotal Operating	***$301,626***	***$150,650***	***$150,650***	***$150,650***	***$0***
Total General Fund Expenditures	**$587,903**	**$441,961**	**$441,961**	**$438,985**	**($2,976)**
Total Grant Expenditures [1]	$38,065	$38,420	$37,000	$37,000	($1,420)
TOTAL EXPENDITURES	**$625,968**	**$480,381**	**$478,961**	**$475,985**	**($4,396)**
DEDICATED REVENUES					
State Grants	$5,000	$5,000	$5,000	$5,000	$0
TOTAL DEDICATED REVENUES	**$5,000**	**$5,000**	**$5,000**	**$5,000**	**$0**
TOTAL CITY COST	**$620,968**	**$475,381**	**$473,961**	**$470,985**	**($4,396)**

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

Office of Economic Development Budget Description

The Department Submitted FY 2017 Office of Economic Development budget of $441,961 represents no change compared to Adopted FY 2016 budget.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $2,976 decrease in Salaries and Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

Office of Economic Development Performance Measures

Goal 1:
Promote taxable private commercial investment in machinery, equipment, and real property.

Objective:
Promote expansion of the City's existing businesses and attraction of new business through targeted initiatives and programs that incentivize taxable investment in machinery, equipment, and real property.

Performance Measure:	***Actual FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Total private commercial investment ($)	$57.3 million	$65.9 million	$27.3 million	$68 million

Analysis of the Data:
Economic development programs and initiatives focus on the retention and expansion of existing industry and the attraction of new investment. Total private commercial investment represents the efficacy of economic development programs to create a climate for investment in machinery, equipment, and real property. This calculation represents total taxable investment in real property through commercial building permits as well as verified investments in business personal property and machinery and tools directly impacted by Office of Economic Development (OED)/Lynchburg Economic Development Authority (LEDA) programs. Projected investment includes projects active with OED/LEDA but not yet completed.
In 2015, in addition to the private commercial investment above, the total amount of investment by tax exempt organizations in real property was $129.4 million.

ECONOMIC DEVELOPMENT

Goal 2:
Provide capital for the creation of new business and the expansion of existing small business and industry.

Objective:
Provide directly or serve as a conduit for loans and grants of business capital and other commercial financing that serve the needs of small businesses, entrepreneurs, and major industry.

Performance Measure:	***Actual FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Total business capital provided	$2.7 million	$2.5 million	$2.7 million	$2.8 million

Analysis of the Data:
The availability and flexibility of commercial financing and business capital is critical for economic growth. Existing businesses need capital to expand and entrepreneurs require flexible financing to start new businesses. The OED, with assistance from the LEDA and other local, state and federal programs, provides adaptive business financing and grants to meet the needs of businesses of all sizes and across industries. Total business capital provided serves as a benchmark of the loans, grants and programs utilized by Lynchburg businesses to grow. Projected capital available includes projects active with OED/LEDA but not yet complete.

ECONOMIC DEVELOPMENT

Office of Economic Development Performance Measures (continued)

Goal 3:
Promote job creation through the expansion of existing businesses and attraction of new investment.

Objective:
Promote job creation by supporting the expansion of existing businesses and attraction of new investment through targeted initiatives and programs.

Performance Measure:	***Actual FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Total jobs created	287	351	159	316

Analysis of the Data:
New job creation is at the forefront of metrics reflecting the strength of the local economy and the quality of the local workforce. The OED targets programs and initiatives to support job creation through the development of new business and the expansion of existing industries. The jobs tracked in this metric were verified through programs managed by the OED, pay at least $10.88/hour, and include health benefits. These figures are a reflection of job creation only and do not include job retention. Projections are based on current projects and programs with OED/LEDA that are not yet complete.

ECONOMIC DEVELOPMENT

Goal 4:
Support the retention of existing businesses and provide an environment for financial longevity and growth.

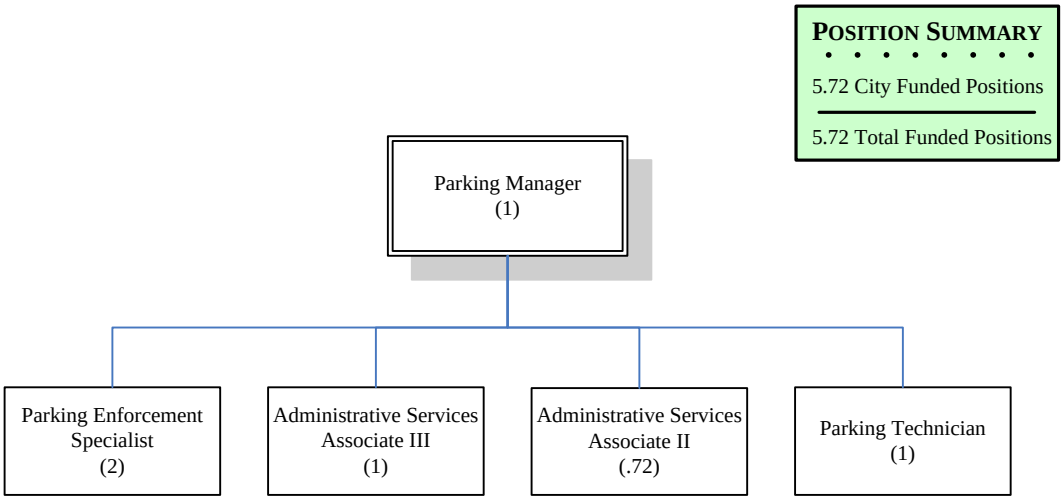
Objective:
Provide support and services to improve the business climate of the community, help local businesses remain competitive, increase employment and stabilize the local economy.

Performance Measure:	***Actual FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
In Business Ten Years or More	1,582 or 43.9%	1,661 or 45.2%	1,582 or 43.9%	1,744 or 47.7%

Analysis of the Data:
When it comes to greatest return on investment for the community, existing, expanding companies are the real engines of economic growth. The number of businesses renewing a license for ten years or more indicates strength and stability in the local economy and the potential for businesses to consider expansion. Through our programs and business visitation plan, the OED provides resources and tools to develop the capacity of businesses to achieve longevity, stability and growth. The national average for firms in businesses more than ten years is 33% (SBA, 2011). The total number of business licenses was 3,598 for FY 2015 and 3,651 as of February 2016. Projected figures estimate a 1.5% increase in total businesses each year and a 5% increase in businesses ten years or more.

ECONOMIC DEVELOPMENT

PARKING MANAGEMENT



Parking Management. All City revenue generated from parking provides funding for the management and operation of parking facilities including 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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	5.00	5.00	5.00	5.00	0.00
City Funded Part-Time	0.72	0.72	0.72	0.72	0.00
TOTAL FTE	**5.72**	**5.72**	**5.72**	**5.72**	**0.00**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$210,785	$216,958	$217,194	$217,194	$236
Employee Benefits	84,779	87,700	87,197	85,279	(2,421)
Subtotal Personnel Services	***$295,564***	***$304,658***	***$304,391***	***$302,473***	***($2,185)***
Operating					
Contractual Services	$35,562	$27,000	$35,000	$35,000	$8,000
Internal Service Charges	5,716	6,992	7,500	7,500	508
Other Charges	10,720	19,650	60,985	60,985	41,335
Rentals and Leases	141,076	68,000	85,000	85,000	17,000
Subtotal Operating	***$193,074***	***$121,642***	***$188,485***	***$188,485***	***$66,843***
TOTAL EXPENDITURES	**$488,638**	**$426,300**	**$492,876**	**$490,958**	**$64,658**
DEDICATED REVENUES					
Downtown Parking Deck Lease	$88,419	$90,000	$88,000	$88,000	($2,000)
Hourly Parking Fees	25,141	35,000	30,000	30,000	(5,000)
Permit Parking Fees - City Owned	159,369	199,000	184,000	184,000	(15,000)
Permit Parking Fees - Lease Agreement	97,763	81,000	98,000	98,000	17,000
Fines	127,378	110,000	115,000	115,000	5,000
Assigned Fund Balance Reserve	(38,575)	(56,975)	(22,124)	(24,042)	32,933
TOTAL DEDICATED REVENUES	**$459,495**	**$458,025**	**$492,876**	**$490,958**	**$32,933**
TOTAL CITY COST	**$29,143**	**($31,725)**	**$0**	**$0**	**$31,725**

Parking Management Budget Description

The Department Submitted FY 2017 Parking Management budget of $492,876 represents a 15.6% increase of $66,576 compared to the Adopted FY 2016 budget of $426,300.

Highlights of the Department Submitted FY 2017 budget include:

- $8,000 increase in Contractual Services reflecting an increase in software maintenance costs.
- $41,335 increase in Other Charges due to accounting differently to cover the cost of parking deck maintenance expenditures in Public Works – Building Maintenance and increased costs in office supplies and uniforms as well as training for new parking equipment, and to attend regional training seminars through the Parking Association of the Virginias.
- $17,000 increase in Rentals and Leases reflecting an increase in rents paid to owners under the parking management agreements. This increase in expenses correlates to an expected increase in revenues from these managed lots as one directly affects the other.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $1,918 decrease in Salaries and Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

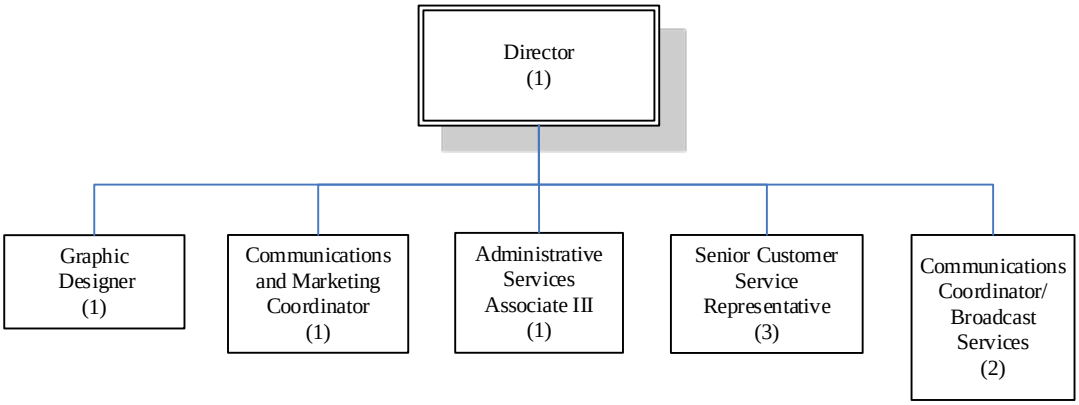
COMMUNICATIONS AND MARKETING

(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 (LTV/Channel 15). 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 websites, www.lynchburgva.gov, www.lynchburgislistening.com, and www.discoverlynchburg.com; the local government television station, LTV/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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	8	9	10	9	0
City Funded Part-Time	1	0	0	0	0
TOTAL FTE	**9**	**9**	**10**	**9**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$413,561	$421,819	$467,729	$419,099	($2,720)
Employee Benefits	160,330	174,458	194,424	169,401	(5,057)
Subtotal Personnel Services	***$573,891***	***$596,277***	***$662,153***	***$588,500***	***($7,777)***
Operating					
Contractual Services	$106,412	$100,508	$153,978	$150,008	$49,500
Internal Service Charges	1,273	1,909	2,900	2,900	991
Other Charges	55,830	62,993	81,193	76,643	13,650
Subtotal Operating	***$163,515***	***$165,410***	***$238,071***	***$229,551***	***$64,141***
TOTAL EXPENDITURES	**$737,406**	**$761,687**	**$900,224**	**$818,051**	**$56,364**
DEDICATED REVENUES					
Community Handbook Advertising Sales	$0	$0	$19,000	$19,000	$19,000
TOTAL DEDICATED REVENUES	**$0**	**$0**	**$19,000**	**$19,000**	**$19,000**
TOTAL CITY COST	**$737,406**	**$761,687**	**$881,224**	**$799,051**	**$37,364**

Communications and Marketing

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	4	4	5	4	0
TOTAL FTE	**4**	**4**	**5**	**4**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$228,523	$229,212	$280,551	$231,921	$2,709
Employee Benefits	88,642	89,900	111,185	87,915	(1,985)
Subtotal Personnel Services	***$317,165***	***$319,112***	***$391,736***	***$319,836***	***$724***
Operating					
Contractual Services	$105,176	$96,808	$149,778	$145,808	$49,000
Internal Service Charges	1,273	1,909	2,900	2,900	991
Other Charges	24,964	19,953	38,153	33,603	13,650
Subtotal Operating	***$131,413***	***$118,670***	***$190,831***	***$182,311***	***$63,641***
TOTAL EXPENDITURES	**$448,578**	**$437,782**	**$582,567**	**$502,147**	**$64,365**
DEDICATED REVENUES					
Community Handbook Advertising Sales	$0	$0	$19,000	$19,000	$19,000
TOTAL DEDICATED REVENUES	**$0**	**$0**	**$19,000**	**$19,000**	**$19,000**
TOTAL CITY COST	**$448,578**	**$437,782**	**$563,567**	**$483,147**	**$45,365**

Communications and Marketing Budget Description

The Department Submitted FY 2017 Communications and Marketing budget of $582,567 represents a 33.1% increase of $144,785 compared to the Adopted FY 2016 budget of $437,782.

Highlights of the Department Submitted FY 2017 budget include:

- $72,624 increase in Salaries and Employee Benefits reflecting the addition of a full-time Digital Media Specialist position and a market adjustment for the existing Communications and Marketing Coordinator/Graphic Designer position.
- $52,970 increase in Contractual Services reflecting the printing of the Community Handbook, increased advertising costs, and additional software purchases.
- $7,450 increase in Other Charges reflecting equipment and furniture purchases for the new position ($4,550), and other charges based on historical expenditures ($2,900).
- $10,750 increase in Other Charges reflecting mailing costs related to the Community Handbook.

The Manager's Proposed budget includes the following changes from what was submitted by the Department:

- $71,900 decrease in Salaries and Employee Benefits reflecting not funding the Social Media Manager position and the increase in medical costs offset by the decrease in the Virginia Retirement System rate.
- $3,970 decrease in Contractual Services for a software purchase for the requested new position.
- $4,550 decrease in Other Charges for the equipment and furniture purchases for the requested new position.

Communications and Marketing – Citizens First Customer Service Center

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	2	3	3	3	0
City Funded Part-Time	1	0	0	0	0
TOTAL FTE	**3**	**3**	**3**	**3**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$82,908	$88,732	$83,304	$83,304	($5,428)
Employee Benefits	31,231	42,786	41,469	41,010	(1,776)
Subtotal Personnel Services	***$114,139***	***$131,518***	***$124,773***	***$124,314***	***($7,204)***
Operating					
Contractual Services	$0	$500	$500	$500	$0
Other Charges	326	1,730	1,730	1,730	0
Subtotal Operating	***$326***	***$2,230***	***$2,230***	***$2,230***	***$0***
TOTAL CITY COST	**$114,465**	**$133,748**	**$127,003**	**$126,544**	**($7,204)**

Communications and Marketing – Citizens First Customer Service Center Budget Description

The Department Submitted FY 2017 Communications and Marketing – Citizens First Customer Service Center budget of $127,003 represents a 5.0% decrease of $6,745 compared to the Adopted FY 2016 budget of $133,748.

Highlights of the Department Submitted FY 2017 budget include:

- $6,745 decrease in Salaries and Benefits reflecting the retirement of a Customer Service Representative II and filling the position at a lower rate of pay.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $459 decrease in Salaries and Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

Communications and Marketing – Local Government Channel (LTV/Channel 15)

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	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	$102,130	$103,875	$103,874	$103,874	($1)
Employee Benefits	40,457	41,772	41,770	40,476	(1,296)
Subtotal Personnel Services	***$142,587***	***$145,647***	***$145,644***	***$144,350***	***($1,297)***
Operating					
Contractual Services	$1,236	$3,200	$3,700	$3,700	$500
Other Charges	30,540	41,310	41,310	41,310	0
Subtotal Operating	***$31,776***	***$44,510***	***$45,010***	***$45,010***	***$500***
TOTAL CITY COST	**$174,363**	**$190,157**	**$190,654**	**$189,360**	**($797)**

Communications and Marketing – Local Government Channel Budget Description

The Department Submitted FY 2017 Communications and Marketing – Local Government Channel budget of $190,654 represents no significant change compared to the Adopted FY 2016 budget.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $1,294 decrease in Salaries and Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.

Communications and Marketing Performance Measures

Goal 1:
Ensure citizens receive a timely response from Customer Service Representatives (CSRs) through Citizens First.

Objective:
Maintain a high level of customer service and attempt to answer every call in a timely manner by ensuring an abandoned call rate of no more than 5%.

Performance Measure:	***Actual FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Abandonment rate	6%	7%	8%	6%

Analysis of the Data:
The abandonment rate is the percentage of inbound phone calls made to the Citizens First Information Center that are abandoned by the caller before speaking to a Customer Service Representative (CSR). The percentage is calculated by dividing the number of abandoned calls by the total inbound calls. Abandonment rates have a direct relation to wait times; therefore, the longer a caller has to wait before being connected to a CSR, the higher the rate is likely to be. The abandonment rate may indicate under-allocation of resources to the call center and/or poor customer service. NOTE: The higher than acceptable rates for FY 2015 and July-December FY 2016 have been reviewed. It was determined that the variance is due to retirement of a long term employee and the delay in hiring a replacement for the position.

CITIZEN ENGAGEMENT

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 FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Number of page views	2,110,078	2,300,000	1,159,035	2,350,000

Analysis of the Data:
The number of citizens who use the internet to conduct business with the City, gather information, interact with departments, etc. has steadily increased and is expected to continue to do so. The Communications and Marketing Department has led the effort to ensure the City's website provides the information citizens want and need in an effective, efficient, and user-friendly manner. The number of page views is one measure of the amount of traffic the website generates.

CITIZEN ENGAGEMENT / GOOD GOVERNANCE

Goal 3:
Produce quality programming on LTV-Cable Channel 15 that is entertaining, informative and educational and ensure the programming is available to citizens through both broadcast and web streaming.

Objective:
Increase the number of original program hours produced and broadcasted on LTV and made available online.

Performance Measure:	***Actual FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Number of program hours	152 hours	160 hours	63 hours	160 hours

Analysis of the Data:
With the demand for more government transparency, it is important the City provide multiple opportunities for citizens to learn about important municipal activities, programs, etc. Programming on LTV is shown on Cable Channel 15; however, in order to reach the optimal number of citizens, programming produced by LTV staff is also available on the City's website at www.lynchburgva.gov/ltv and YouTube.

CITIZEN ENGAGEMENT / GOOD GOVERNANCE

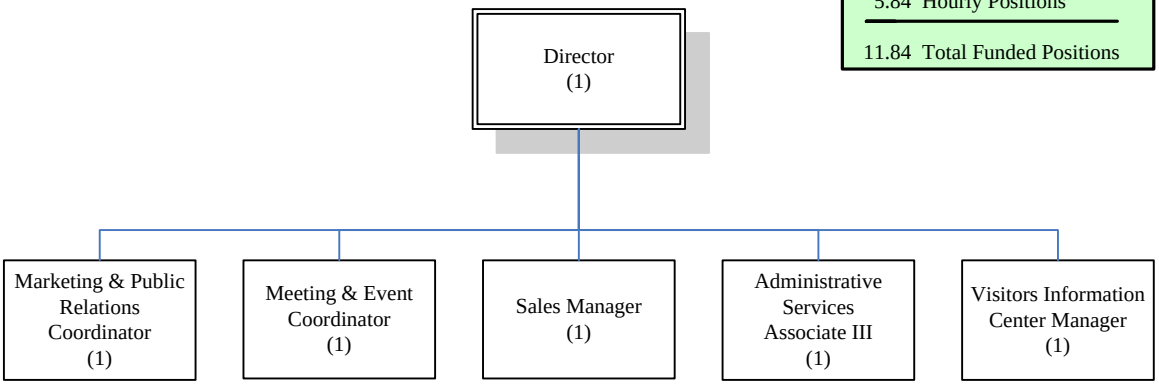
Benchmark Localities:
Blacksburg, Charlottesville, Falls Church, Fairfax, Hampton, and Roanoke, VA

TOURISM

POSITION SUMMARY

6.00 City Funded Positions
5.84 Hourly Positions

11.84 Total Funded Positions



Tourism and the Visitor Information Center

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	5.00	5.00	5.00	5.00	0.00
City Funded Part-Time	1.00	1.00	1.00	1.00	0.00
City Funded Hourly	5.84	5.84	5.84	5.84	0.00
TOTAL FTE	**11.84**	**11.84**	**11.84**	**11.84**	**0.00**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$296,988	$415,536	$409,294	$409,294	($6,242)
Employee Benefits	96,716	121,820	120,625	117,940	(3,880)
Subtotal Personnel Services	***$393,704***	***$537,356***	***$529,919***	***$527,234***	***($10,122)***
Operating					
Contractual Services	$307,034	$228,104	$283,134	$243,134	$15,030
Internal Service Charges	1,224	1,809	1,809	1,809	0
Other Charges	158,837	247,781	632,566	322,566	74,785
Rentals and Leases	708	0	3,000	3,000	3,000
Subtotal Operating	***$467,803***	***$477,694***	***$920,509***	***$570,509***	***$92,815***
Total General Fund Expenditures	**$861,507**	**$1,015,050**	**$1,450,428**	**$1,097,743**	**$82,693**
Academy Center of the Arts Reserve	$0	$0	$0	$200,000	$200,000
TOTAL EXPENDITURES	**$861,507**	**$1,015,050**	**$1,450,428**	**$1,297,743**	**$282,693**
DEDICATED REVENUES					
Tourism Miscellaneous Revenue	$792	$0	$6,898	$6,898	$6,898
Visitor Center Merchandise	21,701	23,700	23,700	23,700	0
TOTAL DEDICATED REVENUES	**$22,493**	**$23,700**	**$30,598**	**$30,598**	**$6,898**
TOTAL CITY COST	**$839,014**	**$991,350**	**$1,419,830**	**$1,267,145**	**$275,795**

Tourism. The Lynchburg Regional Convention and Visitors Bureau is a department of the City of Lynchburg whose mission is to drive economic growth and sustainability for Lynchburg by effectively marketing the city and region as a preferred visitor destination including conventions, meetings, sporting events, group tours, and leisure travelers.

The Lynchburg Regional Convention and Visitors Bureau's primary objectives are to:

- Showcase Lynchburg to visitors as "A Great Place to Live, Work and Play!";
- Increase the demand for lodging, meeting and convention space;
- Drive visitation to the many diverse local and regional attractions; and
- Introduce visitors to exceptional restaurants, unique shops, quaint antique stores, art venues, and bountiful outdoor activities.

The Lynchburg Regional Convention and Visitors Bureau generates travel to Lynchburg and the region by targeting out-of-market leisure travelers, corporate, government, religious and association meeting planners, groups, sporting event tournament directors, tour and travel operators, travel writers, and journalists. Staff partners with local businesses and groups to promote special events through sponsorships and direct support. These events bring leisure visitors to enjoy all that the region has to offer, thereby increasing the economic impact of travel.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	5	5	5	5	0
TOTAL FTE	**5**	**5**	**5**	**5**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$207,586	$254,849	$253,073	$253,073	($1,776)
Employee Benefits	84,021	104,036	103,183	100,085	(3,951)
Subtotal Personnel Services	***$291,607***	***$358,885***	***$356,256***	***$353,158***	***($5,727)***
Operating					
Contractual Services	$303,891	$228,104	$283,134	$243,134	$15,030
Internal Service Charges	1,224	1,809	1,809	1,809	0
Other Charges	128,028	219,700	604,282	294,282	74,582
Rentals and Leases	708	0	3,000	3,000	3,000
Subtotal Operating	***$433,851***	***$449,613***	***$892,225***	***$542,225***	***$92,612***
TOTAL EXPENDITURES	**$725,458**	**$808,498**	**$1,248,481**	**$895,383**	**$86,885**
DEDICATED REVENUES					
Tourism Miscellaneous Revenue	$792	$0	$6,898	$6,898	$6,898
TOTAL DEDICATED REVENUES	**$792**	**$0**	**$6,898**	**$6,898**	**$6,898**
TOTAL CITY COST	**$724,666**	**$808,498**	**$1,241,583**	**$888,485**	**$79,987**

Tourism Budget Description

The Submitted FY 2017 Tourism budget of $1,248,481 represents a 54.4% increase of $439,983 compared to the Adopted FY 2016 budget of $808,498.

Highlights of the Department Submitted FY 2017 budget include:

- $2,629 decrease in Salaries and Employee Benefits compared to the adopted budget.
- $55,030 increase in Contractual Services reflecting additional advertising, public relations, and software.
- $384,582 increase in Other Charges reflecting additional promotional supplies and sponsorships including the $200,000 approved by City Council for the renovation of the historic theatre at the Academy Center of the Arts.
- $3,000 increase in Rentals and Leases reflecting a copier lease.

The Manager's Proposed budget includes the following changes from what was submitted by the Department:

- $3,098 decrease in Salaries and Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.
- $40,000 decrease in Contractual Services to reduce advertising and public relations costs.
- $310,000 decrease in Other Charges to reduce sponsorships and transfer the $200,000 contribution for the Academy Center of the Arts to a Reserve.

Tourism – Visitor Information Center. The Lynchburg Regional Convention and Visitors Bureau staffs the Visitor Information Center, located in downtown Lynchburg. Open daily for visitors to speak with knowledgeable travel counselors to get up-to-date information on regional events, attractions, lodging, and restaurants encouraging overnight stays and increased spending in the area. Staff fulfills visitor inquiries generated by advertising and marketing efforts and prepares newcomer and welcome packets, which are distributed to meeting, conference, and special event attendees. The Visitor Information Center also houses a gift shop promoting local products.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Part-Time	1.00	1.00	1.00	1.00	0.00
City Funded Hourly	5.84	5.84	5.84	5.84	0.00
TOTAL FTE	**6.84**	**6.84**	**6.84**	**6.84**	**0.00**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$89,402	$160,687	$156,221	$156,221	($4,466)
Employee Benefits	12,695	17,784	17,442	17,855	71
Subtotal Personnel Services	***$102,097***	***$178,471***	***$173,663***	***$174,076***	***($4,395)***
Operating					
Contractual Services	$3,143	$0	$0	$0	$0
Other Charges	30,809	28,081	28,284	28,284	203
Subtotal Operating	***$33,952***	***$28,081***	***$28,284***	***$28,284***	***$203***
TOTAL EXPENDITURES	**$136,049**	**$206,552**	**$201,947**	**$202,360**	**($4,192)**
DEDICATED REVENUES					
Visitor Center Merchandise	$21,701	$23,700	$23,700	$23,700	$0
TOTAL DEDICATED REVENUES	**$21,701**	**$23,700**	**$23,700**	**$23,700**	**$0**
TOTAL CITY COST	**$114,348**	**$182,852**	**$178,247**	**$178,660**	**($4,192)**

Tourism – Visitor Information Center Budget Description

The Department Submitted FY 2017 Tourism – Visitor Information Center budget of $201,947 represents a 2.2% decrease of $4,605 compared to the Adopted FY 2016 budget of $206,552.

Highlights of the Department Submitted FY 2017 budget include:

- $4,808 decrease in Salaries and Employee Benefits compared to the adopted budget.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $413 increase in Salaries and Employee Benefits reflecting the increase in medical costs.

Tourism Performance Measures

Goal 1:
Increase Lodging Tax Revenues.

Objective:
To generate increased demand for lodging rooms in Lynchburg.

Performance Measure:	***Actual FY 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
Amount of Lodging Tax revenue collected	$2,066,200	$2,112,726	$1,056,363	$2,100,000

Analysis of the Data:
Modest growth in lodging tax revenues for FY 2017 is expected due to the City hosting The Commonwealth Games, rooms booked as the result of the Lockn' Music Festival in nearby Nelson County, and other area-wide events. The scheduled opening in 2017 of the Residence Inn should have an impact. Projections are cautious due to competition from new hotels in Appomattox and Campbell Counties.

ECONOMIC DEVELOPMENT

Goal 2:
Increase the number of visitations to the Lynchburg Visitor Information Center by five percent.

Objective:
Inform more visitors of the many attractions in the Lynchburg area and to sell Lynchburg branded items.

Performance Measure:	***Actual FY 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
Number of visitations to the Lynchburg Visitor Center	10,843	11,383	8,813	12,011

Analysis of the Data:
Visitation figures to the Lynchburg Visitor Information Center have been kept for a number of years and as we move forward the visitation figures from area attractions are being collected in order to track that data as well.

ECONOMIC DEVELOPMENT

Goal 3:
Increase visits to the Lynchburg Tourism website.

Objective:
Increase the number of unique visitors to the Lynchburg Tourism website and connect with prospective visitors through social

Performance Measure:	***Actual FY 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
Number of visitors to the Lynchburg Tourism website.	53,427	100,000	56,155	120,000

Analysis of the Data:
The new Lynchburg Tourism website will be launched in early FY 2017 and will be closely monitored in order to track visits by unique visitors and those generated by advertising efforts.

ECONOMIC DEVELOPMENT

Benchmark Localities:
Charlottesville and Roanoke, VA; Greensboro, NC.

The City provides funding to external organizations that provide various mandated, contractual, or discretionary services to the community.

	Actual FY 2015	Adopted FY 2016	Agency Requested FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
Mandated					
Blue Ridge Regional Jail Authority (BRRJA)	$5,708,670	$5,586,635	$5,658,049	$5,658,049	$71,414
Horizon Behavioral Health	457,323	457,323	457,323	457,323	0
Lynchburg Health Department	790,270	830,977	830,977	830,977	0
Region 2000 Local Government Council	44,392	44,491	44,778	44,778	287
	$7,000,655	**$6,919,426**	**$6,991,127**	**$6,991,127**	**$71,701**
Contractual					
Central Virginia Regional Radio Board (CVRRB)	$688,369	$692,034	$723,075	$723,075	$31,041
Lynchburg Humane Society	380,048	351,697	351,697	351,697	0
Lynchburg Humane Society - Lease	200,000	0	0	0	0
Southern Memorial Association (Old City Cemetery)	132,438	132,438	132,438	132,438	0
Virginia Cooperative Extension Service	33,574	35,715	55,477	37,073	1,358
	$1,434,429	**$1,211,884**	**$1,262,687**	**$1,244,283**	**$32,399**
Discretionary					
Amazement Square	$0	$5,604	$5,604	$5,604	$0
Arc of Central Virginia	0	0	50,000	0	0
Central Virginia Alliance for Community Living	15,000	15,000	15,000	15,000	0
Central Virginia Community College Board (CVCC)	1,917	1,900	1,906	1,906	6
Robert E. Lee Soil & Water Conservation District	10,000	10,000	10,000	10,000	0
The Healing Place of Southwestern Virginia	0	0	10,000	0	0
Virginia Legal Aid Society	10,400	10,816	11,249	11,249	433
	$37,317	**$43,320**	**$103,759**	**$43,759**	**$439**
TOTAL CITY COST	**$8,472,401**	**$8,174,630**	**$8,357,573**	**$8,279,169**	**$104,539**

Amazement Square. A non-profit children's museum that provides cultural and educational opportunities for children and families. Funding equals the cost associated with real property tax on the Riverfront Skatepark.

Arc of Central Virginia. Provides services to improve the quality of life for people with disabilities by creating and encouraging opportunities for individual growth and development.

Blue Ridge Regional Jail Authority (BRRJA). The BRRJA is a cooperative effort to provide jail services for the City of Lynchburg and the Counties of Amherst, Appomattox, Bedford, Campbell, and Halifax.

Central Virginia Alliance for Community Living (formerly Central Virginia Area Agency on Aging). 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, Town of Bedford, and City of Lynchburg.

Horizon Behavioral Health (formerly known as the Central Virginia Community Services Board). Supports and promotes the health, independence and self-worth of individuals and families in Central Virginia by providing a continuum of community-based prevention, early intervention, aftercare, and psycho-social rehabilitation services for persons affected by mental health, intellectual disabilities, substance abuse, and co-occurring disorders.

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 with a prepayment schedule spanning FYs 2012-2015.

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 City of Lynchburg, the Towns of Altavista, Amherst, Appomattox, Bedford 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.

The Healing Place of Southwestern Virginia. Proposed to complete continuum of care including shelter and substance abuse services through long term supportive housing that is free of cost to the client.

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.

Transfers include payments from the General Fund to other funds, generally as a payment for services. 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.

BUDGET SUMMARY	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
Transfers					
Airport Fund	$96,600	$0	$0	$0	$0
City Capital Projects Fund	6,930,260	7,830,529	3,223,392	3,871,635	(3,958,894)
Schools Capital Projects Fund	4,088,287	0	0	538,000	538,000
City/Federal/State Aid Fund (Matching Funds)	258,138	97,121	91,847	91,847	(5,274)
Detention Home Fund	77	0	0	0	0
Fleet Fund	0	581,781	0	0	(581,781)
Technology Fund	670,338	622,294	582,885	582,885	(39,409)
Total Transfers	**$12,043,700**	**$9,131,725**	**$3,898,124**	**$5,084,367**	**($4,047,358)**
Non-Departmental					
Employee Benefits					
Workers' Compensation	$848,077	$858,500	$865,000	$865,000	$6,500
Retiree Benefits	2,493,849	1,683,415	2,456,688	2,456,688	773,273
Unemployment Compensation	28,693	35,000	35,000	35,000	0
Other Employment Benefits	0	1,500	1,500	1,500	0
Additional Medical	0	0	435,000	0	0
Employee Programs					
Tuition Reimbursement	56,780	45,000	55,000	55,000	10,000
Employee Assistance Program	25,226	27,300	28,665	28,665	1,365
Employee Appreciation	28,869	33,300	35,300	35,300	2,000
Poverty Initiative	0	50,000	50,000	50,000	0
Managed Vacancy Program	0	(325,000)	0	0	325,000
Fleet (Depreciation)	2,024,677	2,148,719	1,946,245	1,946,245	(202,474)
Recruitment	0	25,000	25,000	10,000	(15,000)
Market Adjustments	0	21,291	244,610	0	(21,291)
Water Fund Payment	879,498	879,498	845,191	845,191	(34,307)
Professional Fees - Medical and Dental	10,000	45,000	45,000	45,000	0
Health Management Program	272,528	165,912	177,000	177,000	11,088
Stormwater - General Fund Payment	86,726	87,726	88,500	88,500	774
Stormwater - Schools Payment	69,859	70,796	70,796	70,796	0
Total Non-Departmental	**$6,824,782**	**$5,852,957**	**$7,404,495**	**$6,709,885**	**$856,928**
Total Transfers and Non-Departmental	**$18,868,482**	**$14,984,682**	**$11,302,619**	**$11,794,252**	**($3,190,430)**

TRANSFERS

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.

Schools Capital Projects Fund. Transfer from the General Fund Year-End Fund Balance to the Schools Capital Project Fund for school maintenance projects.

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.

Technology Fund. Funding from revenue generated by partnership with LUMOS and telecom savings.

NON-DEPARTMENTAL

Employee Benefits. Workers compensation, retiree benefits, and other benefit payments as required by the fringe benefit program. Additional Medical costs are reflected in departmental budgets in the Manager's Proposed Budget.

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.

Poverty Initiative. Funding to serve as a resource to support any actions that may be identified to address poverty in the City.

Managed Vacancy Program. Budgeting for vacant City positions.

Fleet (Depreciation). Cost for depreciation of vehicles.

Recruitment. Funding to serve as a resource to support recruitment efforts.

Market Adjustments. Funding for market adjustments.

Water Fund Payment. Transfer to the Water Fund for the City's fire hydrant use.

Professional Fees – Medical 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.

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 $369.7 million with $181.6 million of business-type activities debt supported by the individual funds, resulting in net bonded debt for governmental activities of $188.1 million. Liabilities for compensated absences and workers' compensation of $7.3 million and other post-employment benefits liability of $5.6 million were excluded.

Long-term Debt Obligations
As of June 30, 2015
(in millions)

	Governmental Activities		Business-type Activities		Total Primary Government		Percentage Change
	2015	2014	2015	2014	2015	2014	2015-2014
General Obligation Bonds	$ 186.5	$ 114.5	$ 70.4	$ 56.1	$ 256.9	$ 170.6	51%
Revenue Bonds	-	-	111.2	117.3	111.2	117.3	-5%
General Obligation Notes	-	-	-	7.2	-	7.2	-100%
Note Payable	1.6	1.7	-	-	1.6	1.7	-6%
Total	$ 188.1	$ 116.2	$ 181.6	$ 180.6	$ 369.7	$ 296.8	25%

Total new debt of $128.6 million was issued, of which $105.4 million was for governmental activities; and $23.2 million was for business-type activities and include:

- $95.1 million of general obligation public improvement bonds to fund new construction projects including a new Heritage High School and Group Home; as well as other transportation, water, and sewer projects, of which $83.2 million was for governmental activities and $11.9 million was for business-type activities.
- $6.6 million of general obligation public improvement bonds for water projects to current refund and permanently finance the line of credit bond anticipation note, all of which was for business-type activities.
- $13.5 million of general obligation public improvement advance refunding bonds, of which $13.1 million was for governmental activities and $0.4 million was for business-type activities.
- $13.4 million of general obligation public improvement current refunding bonds, of which $9.1 million was for governmental activities and $4.3 million was for business-type activities.

The City retired $55.7 million of outstanding principal. The governmental activities principal retirements were $33.6 million and the business-type activities principal retirements were $22.1 million and include:

- $20.9 million in planned principal retirements, of which $10.6 million was for governmental activities and $10.3 million was for business-type activities.
- $7.2 million on a bond anticipation note was refunded and permanently, all of which was for business- type activities
- $27.6 million of refunded principal payments, of which $23.0 million was for governmental activities and $4.6 million was for business-type activities.

The City's general obligation bonds continued to maintain an Aa2 rating from Moody's Investors Service dated May 27, 2014; an AA+ rating from Fitch Ratings dated June 9, 2014; and, an AA+ from Standard & Poor's Ratings Services dated May 30, 2014. These credit ratings were related to the City's issuance of the July 10, 2014, General Obligation Public Improvement and Refunding Bonds, Series 2014 of $115,190,000 with final maturity on June 1, 2044. Factors contributing to these ratings include Lynchburg's:

- stable and diverse tax base of multiple higher education institutions and a large regional health care facility;
- regional employment base with manufacturing, healthcare, higher education and engineering;
- regional commerce center for retail and economic activity;
- strong financial management and prudent financial practices and planning;
- strong budgetary flexibility and strong fund balance positions resulting in a sound financial position; and
- an above average and affordable debt burden.

Long-term Debt (continued)

On July 10, 2014, the City issued $115,190,000 of General Obligation Public Improvement and Refunding Bonds, Series 2014 dated July 10, 2014 from it competitive bond sale on June 10, 2014. New bond proceeds totaled $101.7 million of which $83.2 million was for governmental activities and $18.5 million was for business-type activities. The $83.2 million of new proceeds will be used to fund governmental activities as follows: $62.5 million for a new Heritage High School; $7.1 million for City Stadium renovations; $3.6 million for a new Group Home facility; $6.4 million for transportation; and, $3.6 million for other general government projects. The $18.5 million of new proceeds will be used to fund business-type activities as follows: $5.3 million for sewer projects; $6.6 million for water projects; and, $6.6 million for water projects to current refund and permanently finance the line of credit bond anticipation note with Carter Bank & Trust dated November 8, 2011. Lastly, the City issued $13.5 million to advance refund $14.5 million of the May 9, 2006 General Obligation Public Improvement Bonds for maturities from FY 2017 to FY 2026. Of this $13.5 million in refunding bonds, $13.1 million was governmental activities and $0.4 million was for business-type activities. The refunded bonds of $14.5 million were $14.1 million of governmental activities and $0.4 million of business-type activities. Over the next twelve years, the advance refunding reduced total debt service payments by $1.1 million and resulted in an economic gain of $1.1 million.

On March 12, 2015, the City issued $13,425,000 of General Obligation Public Improvement Refunding Bonds, Series 2015 Bonds R-1 and R-2 as a Direct Bank Loan with American National Bank and Trust Company. The proceeds were used to refund $13 million of principal for the March 16, 2005 General Obligation Public Improvement Refunding Bond Issue, Series 2005A. The refunding was undertaken to reduce total debt service payments over the next 16 years by $1.2 million and resulted in an economic gain of $1.1 million.

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 2015, outstanding tax-supported debt was 3.39% 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 Management Policy revision to debt service payments for revenue supported debt from twenty to thirty years. Most recently, on February 26, 2013, City Council amended the Debt Management Policy to revise the 10-Year Principal Payout Ratio. The revision included the following provision for the Capital Improvement Program. "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." The Principal Payout Ratio as of June 30, 2015 was 63.10%.

Detailed information on the City's long-term debt is included in Note 9 of this report.

Long-Term Liabilities

Primary Government:

General Obligation Debt:

As of June 30, 2015	Interest Rates (%)	Date Issued	Final Maturity	Original Issue	Public Improvements	School Facilities	Proprietary Funds	Total
Serial Bonds								
VA Resources Authority	0.00	3/24/1994	2027	$ 3,976,369	$ -	$ -	$ 1,427,057	$ 1,427,057
VPSA General Obligation	3.10-5.10	11/15/2001	2022	3,473,329	-	1,327,185	-	1,327,185
VPSA General Obligation	2.35-4.85	11/7/2002	2023	6,513,732	-	2,798,659	-	2,798,659
VPSA General Obligation	4.60-5.10	11/10/2005	2026	6,411,957	-	3,761,066	-	3,761,066
Public Improvement	4.00-5.00	5/9/2006	2026	23,840,000	721,166	284,421	124,413	1,130,000
Public Improvement	4.00-5.00	8/2/2007	2038	33,300,000	9,748,873	-	15,456,127	25,205,000
Public Improvement Series A Tax Exempt	1.00-5.00	8/13/2009	2022	17,230,000	2,905,000	4,130,000	3,450,000	10,485,000
Public Improvement Series B Taxable Build America Bonds (BABs)	5.05-6.61	8/13/2009	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	8/13/2009	2023	12,800,000	2,101,501	1,146,644	3,671,855	6,920,000
VPSA General Obligation	0.00	11/13/2009	2027	10,255,000	-	9,210,000	-	9,210,000
Public Improvement Refunding	2.00-5.00	10/20/2010	2034	29,655,000	9,176,389	6,976,702	11,411,909	27,565,000
Public Improvement Refunding	3.80	12/19/2012	2023	4,129,625	- 3,234,949	-	-	3,234,949
Public Improvement	2.75	10/23/2013	2028	10,000,000	6,591,898	874,502	1,866,600	9,333,000
Public Improvement	2.00-5.00	7/10/2014	2044	101,730,000	20,060,000	62,465,000	17,910,000	100,435,000
Public Improvement Refunding	5.00	7/10/2014	2026	13,460,000	8,590,172	3,387,882	1,481,946	13,460,000
Public Improvement Refunding (Bond R-1)	1.60	3/12/2015	2020	9,657,000	4,003,514	2,431,488	3,062,998	9,498,000
Public Improvement Refunding (Bond R-2)	2.34	3/12/2015	2030	3,768,000	1,573,713	952,320	1,193,967	3,720,000
					$ 73,106,570	$ 109,196,474	$ 74,626,872	$ 256,929,916

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 $66,445,000 at June 30, 2015.

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 $256,929,916 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. City Council revised the Debt Policy on February 26, 2013 in the section entitled Tax-Supported Debt, Item 6. Previously, the Policy stated that the 10-Year Principal Payout Ratio shall not be less than 60%. With this revision, the Policy now states that the 10-Year Principal Payout Ratio shall not be less than 60% at the end of each adopted five-year Capital Improvement Program. The principal payout ratio for the year ended June 30 was 63.10%. As shown in the Supplementary Statistical Table 20, outstanding tax-supported debt was 3.39% of net assessed valuation of taxable property. There are no overlapping tax jurisdictions.

Long-Term Liabilities (continued)

Primary Government *(continued)*:

Revenue Debt:

As of June 30, 2015	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	$ 2,012,883
Public Utility Revenue Bonds	0.00	8/10/1995	2029	10,000,000	3,670,635
Public Utility Revenue Bonds	0.00	6/27/1996	2029	8,000,000	2,841,431
Public Utility Revenue Bonds	0.00	7/17/1997	2030	7,591,540	3,249,239
Public Utility Revenue Bonds	3.00	7/17/1997	2020	14,108,460	4,094,908
Public Utility Revenue Bonds	0.00	8/21/1998	2031	6,203,000	2,904,552
Public Utility Revenue Bonds	3.00	5/27/1999	2020	2,476,763	717,489
Public Utility Revenue Bonds	0.00	2/11/2000	2021	5,300,000	1,673,684
Public Utility Revenue Bonds	0.00	2/15/2001	2032	735,000	375,789
Public Utility Revenue Bonds	3.50	6/8/2001	2021	2,835,000	1,118,902
Public Utility Revenue Bonds	0.00	11/6/2001	2034	1,413,613	817,619
Public Utility Revenue Bonds	0.00	9/15/2003	2036	2,350,165	1,565,084
Public Utility Revenue Bonds	0.00	5/20/2004	2038	6,000,000	4,300,000
Public Utility Revenue Bonds	0.00	5/17/2005	2038	6,700,000	4,913,333
Public Utility Revenue Bonds	0.00	6/28/2006	2039	9,600,000	7,520,000
Public Utility Revenue Bonds	0.00	6/20/2007	2039	7,000,000	5,600,000
Public Utility Revenue Bonds	0.00	6/5/2008	2041	12,350,000	10,497,500
Public Utility Revenue Bonds	0.00	6/25/2009	2041	19,000,000	16,466,667
Public Utility Revenue Bonds	0.00	6/17/2010	2042	13,100,000	11,790,000
Public Utility Revenue Bonds	0.00	6/15/2011	2033	9,350,928	8,408,057
Public Utility Revenue Bonds	0.00	6/15/2011	2045	10,100,000	9,931,667
Public Utility Revenue Bonds	0.00	6/6/2012	2044	7,000,000	6,766,667
					$ 111,236,106

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 and are to be used for Sewer capital projects. 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 22, the debt coverage ratio for the year ended June 30 was 1.29.

Long-Term Liabilities (continued)

Primary Government *(continued)*:

The following is a summary of changes in long-term liabilities for FY 2015:

Governmental Activities	Beginning Balance	Additions	Deletions	Ending Balance	Current Portion
General obligation bonds	$ 114,519,362	$ 105,414,336	$ 33,418,643	$ 186,515,055	$ 10,273,333
Notes payable*	1,760,000	-	180,000	1,580,000	180,000
Adjust for deferred amounts:					
Issuance discounts	(693,015)	-	(53,309)	(639,706)	-
Issuance premiums	3,116,539	10,217,924	1,607,389	11,727,074	-
Total bonds and notes	118,702,886	115,632,260	35,152,723	199,182,423	10,453,333
Workers' compensation**	2,245,869	999,717	786,715	2,458,871	295,065
Compensated absences**	4,241,199	2,692,066	2,787,106	4,146,159	497,539
Other post-employment benefits**	5,030,613	3,097,356	3,050,751	5,077,218	-
	$ 130,220,567	$ 122,421,399	$ 41,777,295	$ 210,864,671	$ 11,245,937

Business-Type Activities	Beginning Balance	Additions	Deletions	Ending Balance	Current Portion
Bond antcipation notes	$ 7,158,894	$ -	$ 7,158,894	$ -	$ -
General obligation bonds	56,083,091	23,200,664	8,868,894	70,414,861	4,318,896
Public utility revenue bonds	117,270,249	-	6,034,143	111,236,106	6,238,058
Adjust for deferred amounts:					
Issuance premiums	1,711,360	1,699,515	539,950	2,870,925	-
Total bonds and notes	182,223,594	24,900,179	22,601,881	184,521,892	10,556,954
Workers' compensation**	174,130	46,725	79,641	141,214	16,946
Compensated absences**	501,898	344,665	313,194	533,369	64,004
Other post-employment benefits**	494,446	414,386	408,149	500,683	-
	$ 183,394,068	$ 25,705,955	$ 23,402,865	$ 185,697,158	$ 10,637,904

*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.

Long-Term Liabilities (continued)

Primary Government *(continued)*:

Debt Service to Maturity:

Year Ending June 30	Governmental Activities			
	General Obligation		Note Payable	
	Principal	Interest	Principal	Interest
2016	$ 10,273,333	$ 7,441,044	$ 180,000	$ 16,680
2017	10,463,962	7,129,952	180,000	23,833
2018	10,287,623	6,788,658	180,000	22,249
2019	10,530,668	6,436,008	180,000	20,215
2020	10,752,882	6,044,489	180,000	17,326
2021-2025	52,355,768	23,610,954	680,000	27,727
2026-2030	34,533,300	13,760,363	-	-
2031-2035	20,507,519	8,185,103	-	-
2036-2040	16,205,000	4,197,556	-	-
2041-2044	10,605,000	1,060,200	-	-
	$ 186,515,055	$ 84,654,327	$ 1,580,000	$ 128,030

Year Ending June 30	Business-Type Activities							
	General Obligation						Revenue Bonds	
	Water Fund		Airport Fund		Sewer Fund		Sewer Fund	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2016	$ 2,219,134	$ 2,075,963	$ 109,652	$ 27,830	$ 1,990,110	$ 942,696	$ 6,238,058	$ 174,501
2017	2,155,993	2,003,066	100,886	24,963	1,887,808	889,697	6,274,744	137,815
2018	2,058,554	1,926,580	94,937	22,207	1,753,830	835,545	6,312,571	99,989
2019	1,850,237	1,849,466	65,569	17,438	1,492,687	782,620	6,351,572	60,988
2020	1,712,233	1,778,027	33,222	13,564	1,264,006	738,940	5,816,175	20,775
2021-2025	8,259,003	7,767,832	193,411	41,103	5,499,609	3,057,277	24,352,082	5,345
2026-2030	8,328,382	5,766,180	44,654	2,233	4,358,463	2,031,028	21,603,650	-
2031-2035	8,439,624	3,678,477	-	-	3,482,857	1,159,356	17,068,088	-
2036-2040	8,040,244	1,429,654	-	-	2,539,756	415,096	13,058,333	-
2041-2045	1,740,000	174,000	-	-	700,000	70,000	4,160,833	-
	$ 44,803,404	$ 28,449,245	$ 642,331	$ 149,338	$ 24,969,126	$ 10,922,255	$ 111,236,106	$ 499,413

July 10, 2014 General Obligation Public Improvement and Refunding Bonds, Series 2014 - New Proceeds, Series 2014; Current Refunding Bond Anticipation Note, Series 2011; and, Advanced Refunding of General Obligation Bond Issue, Series 2006

The City issued $115,190,000 of General Obligation Public Improvement and Refunding Bonds, Series 2014 dated July 10, 2014 from its competitive bond sale on June 10, 2014. General government projects including issuance costs were financed for twenty years with the exception of transportation projects which were financed for thirty years. Schools, water and sewer projects including issuance costs were financed for thirty years. The refunding bonds including issuance costs were financed for twelve years. The final maturity date is June 1, 2044, with interest rates ranging from 0.15% to 4.0% and a total interest cost of 3.4%. The proceeds were allocated for capital projects as follows: $20,760,000 for general government including $7,140,000 for City Stadium renovations, $3,655,000 for a new Group Home facility, $6,400,000 for transportation and $3,565,000 for other general government; $62,465,000 for schools for construction of a new Heritage High School; $5,330,000 for sewer projects; $6,530,000 for water projects; and, $6,645,000 for a current refunding to permanently finance $7,158,894 of interim financing through the line of credit bond anticipation note with Carter Bank & Trust dated November 8, 2011. This line of credit interim financed water capital projects only resulting in a total of $13,175,000 for water projects financed with this bond issue.

Long-Term Liabilities (continued)

Lastly, $13,460,000 of bonds with an average interest rate of 5% were issued to advance refund $14,545,000 of principal for the May 9, 2006 General Obligation Public Improvement Bond Issue. There was no call premium for these refunded bonds. The City deposited the net proceeds from the refunding bonds in an irrevocable trust with an escrow agent that purchased U. S. Government securities. The trust will provide funds for future debt service on the refunded bonds for maturities from FY 2017 thru FY 2026. The City will fund maturities in FY 2015 and FY 2016. As of the bond closing date of July 10, 2014, these refunded bonds are considered defeased and the liability for them has been removed from the financial statements. The advance refunding reduced the total debt service payments over the next 12 years by $1,131,683 and resulted in an economic gain (difference between the present values of the debt service payments on the old and new debt) of $1,098,088. This advance refunding resulted in the total difference between the reacquisition price and the net carrying value of the old debt of $1,274,554. This difference will be reported in the financial statements as deferred debt charges, and will be amortized as a component of interest expenses through FY 2026 over the life of the refunded bonds, which is the same fiscal year as the life of the refunding bonds. The outstanding principal of the Series 2006 in-substance defeased will be $14,545,000 until the redemption date of January 15, 2016.

March 12, 2015 General Obligation Public Improvement Refunding Bond, Series 2015- Bond R-1 and Bond R-2- Current Refunding of General Obligation Bond Issue Series 2005A

On March 12, 2015, the City issued $13,425,000 of General Obligation Public Improvement Refunding Bonds, Series 2015 Bonds R-1 and R-2 with an average interest rate of 2.03% as a Direct Bank Loan with American National Bank and Trust Company. The proceeds were used to refund $13,040,000 of principal for the March 16, 2005 General Obligation Public Improvement Refunding Bond Issue, Series 2005A. There was no call premium for these refunded bonds. The City deposited the net proceeds from the refunding bonds in an irrevocable trust with an escrow agent that purchased U. S. Government securities. As a result, the refunded bonds are considered to be defeased and the liability has been removed from the financial statements. This refunding resulted in the total difference between the reacquisition price and the net carrying value of the old debt of $304,677. This difference will be reported in the financial statements as deferred debt charges, and will be amortized as a component of interest expenses through FY 2030 over the life of the refunded bonds, which is the same fiscal year as the life of the refunding bonds. The refunding was undertaken to reduce total debt service payments over the next 16 years by $1,204,080 and resulted in an economic gain (difference between the present values of the debt service payments on the old and new debt) of $1,083,010. The Series 2005A bonds were called 6/1/2015.

Component Unit – Lynchburg City Schools:

The following is a summary of changes in other long-term liabilities for FY 2015:

	Beginning Balance	Additions	Deletions	Ending Balance	Current Portion
Compensated absences	$ 666,138	$ 741,988	$ 697,044	$ 711,082	$ 584,284
Other post-employment benefits	3,266,865	1,108,408	899,705	3,475,568	-
	$ 3,933,003	$ 1,850,396	$ 1,596,749	$ 4,186,650	$ 584,284

Long-Term Liabilities (continued)

Ratios of Outstanding Debt by Type
(dollars in thousands, except for per capita amounts)

	Governmental Activities						Business-type Activities					Total Primary Government - Net Outstanding Debt Ratios		
Fiscal Year	General Obligation Bonds	Literary Bonds	General Obligation Notes	Note Payable	Capital Leases	Net Deferred Amounts [1]	General Obligation Bonds	General Obligation Notes	Public Utility Revenue Bonds	Net Deferred Amounts [1]	Total Primary Government (Principal Only)	Total Primary Government - Net (Includes Net Deferred Amounts)	Percentage of Personal Income [2]	Total Primary Government - Net Bonded Debt Per Capita [2]
2006	$ 116,709	$ 87	$ -	$ 3,200	$ 7,287	$ 2,302	$ 57,532	$ 16,500	$ 70,543	$ 758	$ 271,858	$ 274,918	12.45%	3,900
2007	108,593	68	-	3,020	6,810	2,171	52,295	16,500	74,985	707	262,271	265,149	11.25%	3,666
2008	117,407	49	1,343	2,840	6,316	2,211	63,550	-	84,426	806	275,931	278,948	11.26%	3,778
2009	112,011	30	7,500	2,660	5,804	2,186	56,831	4,000	100,328	637	289,164	291,987	11.66%	3,883
2010	139,180	11	-	2,480	5,274	2,168	71,749	-	109,907	1,162	328,601	331,931	13.14%	4,378
2011	129,807	-	-	2,300	4,723	3,251	68,005	-	125,601	2,150	330,436	335,837	12.71%	4,393
2012	120,078	-	-	2,120	4,285	3,007	63,936	80	127,973	2,000	318,472	323,479	11.73%	4,190
2013	114,209	-	-	1,940	-	2,763	59,864	5,194	122,876	1,849	304,083	308,695	11.03%	3,990
2014	114,519	-	-	1,760	-	2,424	56,083	7,159	117,270	1,711	296,791	300,926	10.68%	3,864
2015	186,515	-	-	1,580	-	11,087	70,415	-	111,236	2,871	369,746	383,704	13.62%	10,605

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

Note: Details regarding the City's outstanding debt can be found in the Notes to the Financial Statements.
The City of Lynchburg is autonomous and entirely independent of any county or any other political subdivision of the Commonwealth of Virginia.
Therefore, there is no direct and no overlapping debt related to governmental activities.

[1] Net Deferred Amounts include Premiums and Discounts.
[2] See Table 23 for population and per capita personal income information. For FY 2014 and FY 2015, the FY 2013 amount for per capita personal income of $36,183 was utilized to calculate the Percentage of Personal Income.

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) [1]	Gross Bonded Debt [2]	Bonded Debt Payable From Enterprise Revenues [3]	Net Bonded Debt [3]	Net Deferred Amounts [4]	Net Bonded Debt (Includes Net Deferred Amounts)	Net Bonded Debt To Assessed Value (Includes Net Deferred Amounts)	Net Bonded Debt Per Capita (Includes Net Deferred Amounts)
2006	70,491	$ 4,935,723	$ 190,828	$ 74,032	$ 116,796	$ 3,060	$ 119,856	2.43%	$ 1,700
2007	72,331	4,501,102	177,456	68,795	108,661	2,878	111,539	2.48%	1,542
2008	73,834	5,330,939	182,350	63,550	118,800	3,017	121,817	2.29%	1,650
2009	75,204	5,463,547	180,372	60,831	119,541	2,823	122,364	2.24%	1,627
2010	75,826	5,764,489	210,940	71,749	139,191	3,330	142,521	2.47%	1,880
2011	76,448	5,864,104	197,812	68,005	129,807	5,401	135,208	2.31%	1,769
2012	77,203	5,888,828 [5]	184,094	64,016	120,078	5,007	125,085	2.12%	1,620
2013	77,376	5,930,510 [5]	179,267	65,058	114,209	4,612	118,821	2.00%	1,536
2014	77,874	5,945,181 [6]	177,761	63,242	114,519	4,135	118,654	2.00%	1,524
2015	77,874	5,906,645 [6]	256,930	70,415	186,515	13,958	200,473	3.39%	2,574

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

[1] See Table 15 for Assessed Valuations and Table 23 for population information.
[2] Includes governmental and business type activity general obligation principal only and excludes City of Lynchburg Public Utility revenue bonds.
[3] Enterprise fund general obligation debt is removed from net bonded debt because this debt is paid for through user charges of the respective Enterprise funds and not tax revenues.
[4] Net Deferred Amounts include Premiums and Discounts.
[5] These figures have been updated to reflect all billings associated with the personal property tax levy.
[6] These figures only reflect two of the four billings associated with the personal property tax levy.
These figures will be updated in FY 2016 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 2015

Real Property Assessed Value	$ 5,027,438
Public Service Corporations Real Property Assessed Value	175,223
Total Real Property Assessed Value [1]	5,202,661
Debt limit (10% of assessed value)	520,266
Debt applicable to limit:	
Less: General Obligation Debt	(256,930)
Legal Debt Margin	$ 263,336

	Fiscal Years				
Description	**2006**	**2007**	**2008**	**2009**	**2010**
Debt limit	$ 372,512	$ 383,509	$ 462,181	$ 479,591	$ 506,924
Total net debt applicable to limit	190,828	177,456	182,350	180,372	210,940
Legal debt margin	$ 181,684	$ 206,053	$ 279,831	$ 299,219	$ 295,984
Total net debt applicable to the limit as a percentage of the debt limit	51.23%	46.27%	39.45%	37.61%	41.61%
	2011	**2012**	**2013**	**2014**	**2015**
Debt limit	$ 514,821	$ 513,186	$ 517,062	$ 516,248	$ 520,266
Total net debt applicable to limit	197,812	184,094	179,267	177,761	256,930
Legal debt margin	$ 317,009	$ 329,092	$ 337,795	$ 338,487	$ 263,336
Total net debt applicable to the limit as a percentage of the debt limit	38.42%	35.87%	34.67%	34.43%	49.38%

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

[1] See Table 15 for Real Property Assessed Value information.

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. All debt information included in this Table includes principal only as required by Virginia law.

Debt Service

General Fund	FY 2017 Debt [1] Per 6/30/15 Debt Book	Potential [2] FY 2016 Bond Issue	**FY 2017 Budget**
Principal	$5,227,766	$405,000	$5,632,766
Interest-City	2,109,736	495,000	2,604,736
Principal-Stadium	530,141		530,141
Interest-Stadium	371,383		371,383
Principal-Group Home	185,000		185,000
Interest-Group Home	159,650		159,650
Total	$8,583,676	$900,000	$9,483,676

Detention Home Fund	FY 2017 Debt [1] Per 6/30/15 Debt Book	Potential [2] FY 2016 Bond Issue	**FY 2017 Budget**
Principal	$108,465	$0	$108,465
Interest	6,442		6,442
Total	$114,907	$0	$114,907

Airport Fund	FY 2017 Debt [1] Per 6/30/15 Debt Book	Potential [2] FY 2016 Bond Issue	**FY 2017 Budget**
Principal	$100,886	$0	$100,886
Interest	24,963		24,963
Debt Service Charges	290		290
Total	$126,139	$0	$126,139

[1] Information for FY 2017 existing debt service (cash basis) per the City's Debt Book as of 6/30/15.

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 2017 interest payments are $591,231 across all funds in the 8.13.09 bond issue. Federal Budget reductions will likely reduce this subsidy amount as was done

The Schools debt service is budgeted in the General Fund.

[2] New bond issue and a potential refunding is being discussed with City Council and if approved is proposed to close before June 30, 2016. This issue will be for City Capital, Water, and Sewer projects with debt service to begin in FY 2017.

Debt Service (continued)

Water Fund	FY 2017 Debt [1] Per 6/30/15 Debt Book	Potential [2] FY 2016 Bond Issue	**FY 2017 Budget**
Principal	$2,155,993	$100,433	$2,256,426
Interest	2,003,066	122,752	2,125,818
Total	$4,159,059	$223,185	$4,382,244

Sewer Fund	FY 2017 Debt [1] Per 6/30/15 Debt Book	Potential [2] FY 2016 Bond Issue	**FY 2017 Budget**
Principal	$1,887,808	$101,775	$1,989,583
Interest	889,697	124,391	1,014,088
Rev. Principal	6,274,745		6,274,745
Rev. Interest	137,815		137,815
Debt Service Charges	16,521		16,521
Total	$9,206,586	$226,166	$9,432,752

Fleet Services Fund	FY 2017 Debt [1] Per 6/30/15 Debt Book	Potential [2] FY 2016 Bond Issue	**FY 2017 Budget**
Principal	$313,239	$0	$313,239
Interest	143,679		143,679
Total	$456,918	$0	$456,918

[1] Information for FY 2017 existing debt service (cash basis) per the City's Debt Book as of 6/30/15.

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 2017 interest payments are $591,231 across all funds in the 8.13.09 bond issue. Federal Budget reductions will likely reduce this subsidy amount as was done

The Schools debt service is budgeted in the General Fund.

[2] New bond issue and a potential refunding is being discussed with City Council and if approved is proposed to close before June 30, 2016. This issue will be for City Capital, Water, and Sewer projects with debt service to begin in FY 2017.

Debt Service (continued)

FY 2017 City's General Fund Appropriation for Schools Debt Service

	FY 2017 Debt [1] Per 6/30/15 Debt Book	Potential [2] FY 2016 Bond Issue	**FY 2017 Budget**
Principal	$4,099,350	$0	$4,099,350
Interest	4,339,062	0	4,339,062
Total School Debt Service	$8,438,412	$0	$8,438,412
Plus:			
Debt Service Charges	1,650		1,650
Local City Share for School Debt Service	$8,440,062	$0	$8,440,062

[1] Information for FY 2017 existing debt service (cash basis) per the City's Debt Book as of 6/30/15.
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 2017 interest payments are $591,231 across all funds in the 8.13.09 bond issue. Federal Budget reductions will likely reduce this subsidy amount as was done in FY 2013 through FY 2016.

The Schools debt service is budgeted in the General Fund.

[2] New bond issue and a potential refunding is being discussed with City Council and if approved is proposed to close before June 30, 2016. This issue will be for City Capital, Water, and Sewer projects with debt service to begin in FY 2017.

Schools Operating Fund. The General Fund provides funding for the Lynchburg City Schools for Operations.

	Actual FY 2015	Adopted FY 2016	Agency Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
AGENCY SUMMARY					
BEGINNING BALANCE	**$707,145**	**$0**	**$0**	**$0**	**$0**
OPERATING REVENUES					
State	$47,583,654	$47,984,627	$49,896,363	$49,896,363	$1,911,736
Federal	520,460	426,000	463,000	463,000	37,000
Other	1,896,214	1,857,220	1,565,700	1,565,700	(291,520)
Local - Operating	36,319,745	40,114,276	41,886,666	41,181,666	1,067,390
Local - School Buses [1]	1,031,882	950,000	500,000	500,000	(450,000)
TOTAL OPERATING REVENUES	**$87,351,955**	**$91,332,123**	**$94,311,729**	**$93,606,729**	**$2,274,606**
GRANT REVENUES					
Grants	$10,241,549	$9,237,737	$9,515,677	$9,515,677	$277,940
TOTAL GRANT REVENUES	**$10,241,549**	**$9,237,737**	**$9,515,677**	**$9,515,677**	**$277,940**
TOTAL REVENUES	**$97,593,504**	**$100,569,860**	**$103,827,406**	**$103,122,406**	**$2,552,546**
OPERATING EXPENDITURES					
Operations	$87,603,066	$91,332,123	$94,311,729	$93,606,729	$2,274,606
TOTAL OPERATING EXPENDITURES	**$87,603,066**	**$91,332,123**	**$94,311,729**	**$93,606,729**	**$2,274,606**
GRANT EXPENDITURES					
Grant Funded Expenditures	$10,241,549	$9,237,737	$9,515,677	$9,515,677	$277,940
TOTAL GRANT EXPENDITURES	**$10,241,549**	**$9,237,737**	**$9,515,677**	**$9,515,677**	**$277,940**
TOTAL EXPENDITURES	**$97,844,615**	**$100,569,860**	**$103,827,406**	**$103,122,406**	**$2,552,546**
ENDING BALANCE	**$456,034**	**$0**	**$0**	**$0**	**$0**

Source: Lynchburg City Schools

[1] In Actual FY 2015, school buses are reflected in the Schools Capital Projects Fund on the General Fund Summary.

Schools – Operating Fund Revenue Summary

	Actual 2014-2015	Adopted FY 2016	School Board Approved Budget 2015-2016	Agency Submitted FY 2017
Average Daily Membership	8,113.3	8,310.2	8,310.2	8,051.2
OPERATING REVENUES				
State Revenues				
State	$37,625,309	$37,836,344	$38,156,266	$38,977,896
State Sales Tax	9,958,345	10,148,283	10,248,262	10,918,467
Total State Revenues	**$47,583,654**	**$47,984,627**	**$48,404,528**	**$49,896,363**
Federal Revenue	**$520,460**	**$426,000**	**$426,000**	**$463,000**
Other Revenues				
Miscellaneous Revenue	$572,217	$151,500	$251,500	$241,500
Charges for Services	1,323,997	1,705,620	1,623,620	1,324,200
Use of Money	0	100	100	0
Total Other Revenues	**$1,896,214**	**$1,857,220**	**$1,875,220**	**$1,565,700**
City Revenues				
City Funds - Operating	$36,319,745	$40,114,276	$40,114,276	$41,886,666
City Funds - School Buses	1,031,882	950,000	0	500,000
Total City Revenues	**$37,351,627**	**$41,064,276**	**$40,114,276**	**$42,386,666**
TOTAL OPERATING REVENUES [1]	**$87,351,955**	**$91,332,123**	**$90,820,024**	**$94,311,729**

[1] Grant funds not included.

Source: Lynchburg City Schools

Schools – Operating Fund Revenue Detail

	Actual 2014-2015	Adopted FY 2016	School Board Approved Budget 2015-2016	Agency Submitted FY 2017
OPERATING REVENUES				
STATE REVENUES				
State Sales Tax	$9,958,345	$10,148,283	$10,248,262	$10,918,467
SOQ Programs				
Basic Aid	22,184,149	22,194,010	22,130,823	21,831,849
Textbooks	0	187,077	165,649	563,019
Vocational Education	230,078	231,089	231,089	405,161
Gifted Education	245,765	246,845	246,845	246,173
Special Education	2,849,828	2,862,348	2,862,348	2,841,252
Prevention, Intervention, & Remediation	1,317,718	1,323,508	1,323,508	1,492,427
Fringe Benefits	4,439,456	4,390,684	4,374,928	4,569,595
Remedial Summer School	107,297	105,619	105,619	161,164
Incentive Programs				
Compensation Supplement	0	0	399,315	0
At Risk	0	0	0	77,385
Additional Instructional Positions	0	0	0	437,071
Early Reading Specialists Initiative	0	38,366	38,807	41,457
Math/Reading Instructional Specialists	40,267	40,160	40,624	42,190
Categorical Programs				
Special Ed - Homebound	100,051	102,053	102,053	107,771
Career & Tech Education-Equipment	13,267	0	0	0
Lottery Funded Programs				
At-Risk	1,468,098	1,474,228	1,474,228	1,664,587
Early Reading Intervention	186,361	188,365	188,365	185,114
Foster Care	134,715	132,031	132,031	74,471
K-3 Primary Class Size	1,693,633	1,706,809	1,705,555	1,956,282
SOL Algebra Readiness	137,583	137,583	137,583	141,003
VA Preschool Initiative at Risk 4 YR OLDS	1,057,968	1,221,024	1,221,024	1,100,736
Special Ed - Regional Tuition	747,425	739,236	739,236	829,639
Career & Tech Education	39,387	48,230	48,230	52,654
Textbooks	503,138	318,272	339,700	0
English as a Second Language	129,125	148,807	148,706	156,896
TOTAL STATE REVENUES	**$47,583,654**	**$47,984,627**	**$48,404,528**	**$49,896,363**

Source: Lynchburg City Schools

Schools – Operating Fund Revenue Detail (continued)

	Actual 2014-2015	Adopted FY 2016	School Board Approved Budget 2015-2016	Agency Submitted FY 2017
OPERATING REVENUES				
FEDERAL REVENUES				
Impact Aid	$9,173	$6,000	$6,000	$8,000
Medicaid Reimbursement	408,055	300,000	300,000	350,000
Junior ROTC	103,232	120,000	120,000	105,000
TOTAL FEDERAL REVENUES	**$520,460**	**$426,000**	**$426,000**	**$463,000**
OTHER REVENUES				
Miscellaneous				
Other Funds	$91,131	$0	$100,000	$100,000
Rebates & Refunds	17,828	30,000	30,000	20,000
Sale Other Equipment	30,295	3,000	3,000	3,000
Insurance Adjustments	283,674	3,000	3,000	3,000
E-Rate Reimbursements	149,289	115,500	115,500	115,500
Total Miscellaneous	**$572,217**	**$151,500**	**$251,500**	**$241,500**
Charges for Services				
Rents	$123,000	$123,000	$123,000	$123,000
Tuition - Day School	100,557	110,000	110,000	100,000
Tuition - Adult	41,332	18,000	11,000	11,000
Tuition - Summer School	150	25,000	25,000	200
Tuition - NonCenter Based	375,315	634,620	634,620	400,000
Special Pupil Fees	31,816	40,000	40,000	35,000
Bus Rentals	322,612	400,000	325,000	325,000
Dual Enrollment	128,214	85,000	125,000	125,000
Facility Rentals	46,488	75,000	60,000	50,000
School Nutrition Utilities	89,230	95,000	95,000	90,000
Print Production	65,283	100,000	75,000	65,000
Total Charges for Services	**$1,323,997**	**$1,705,620**	**$1,623,620**	**$1,324,200**
Use of Money	**$0**	**$100**	**$100**	**$0**
TOTAL OTHER REVENUES	**$1,896,214**	**$1,857,220**	**$1,875,220**	**$1,565,700**
CITY REVENUES				
City Funds - Operating	$36,319,745	$40,114,276	$40,114,276	$41,886,666
City Funds - School Buses	1,031,882	950,000	0	500,000
TOTAL CITY REVENUES	**$37,351,627**	**$41,064,276**	**$40,114,276**	**$42,386,666**
TOTAL OPERATING REVENUES [1]	**$87,351,955**	**$91,332,123**	**$90,820,024**	**$94,311,729**

[1] Grant funds not included.

Source: Lynchburg City Schools

Schools – Operating Fund Expenditure Summary

	Actual 2014-2015	Adopted FY 2016	School Board Approved Budget 2015-2016	Agency Submitted FY 2017
OPERATING EXPENDITURES				
Personnel Services & Employee Benefits				
Personnel Services	$53,236,160	$56,576,303	$56,630,584	$59,203,904
Employee Benefits	17,388,624	19,659,203	19,139,473	19,711,215
Subtotal Personnel Services & Employee Benefits	***$70,624,784***	***$76,235,506***	***$75,770,057***	***$78,915,119***
Non-Personnel Accounts				
Purchased Services	$3,829,992	$3,434,674	$3,695,231	$3,826,471
Internal Services	110,648	251,450	250,450	261,450
Other Charges	4,574,543	4,393,343	4,851,521	4,851,521
Materials and Supplies	5,307,868	4,243,270	4,282,040	4,287,040
Debt Service & Fund Transfers	1,173,607	1,346,109	1,571,500	1,270,903
Capital Outlay	1,981,624	1,427,771	399,225	899,225
Subtotal Non-Personnel Accounts	***$16,978,282***	***$15,096,617***	***$15,049,967***	***$15,396,610***
TOTAL OPERATING EXPENDITURES [1]	**$87,603,066**	**$91,332,123**	**$90,820,024**	**$94,311,729**

[1] Grant funds not included.

Source: Lynchburg City Schools

Schools – Operating Fund Expenditures by Major Category

	Actual 2014-2015	Adopted FY 2016	School Board Approved Budget 2015-2016	Agency Submitted FY 2017
OPERATING EXPENDITURES				
INSTRUCTION				
Personnel Services	$43,107,103	$44,953,903	$46,258,398	$48,357,698
Employee Benefits	13,910,682	15,289,817	15,199,056	15,692,182
Purchased Services	1,709,901	1,754,291	1,965,451	1,995,691
Internal Services	92,676	226,000	225,000	236,000
Other Charges	171,130	215,484	215,784	215,784
Materials and Supplies	1,705,571	1,842,194	1,852,788	1,857,788
Tuition Payments/Joint Operations	1,173,607	1,346,109	1,571,500	1,270,903
Capital Outlay	38,407	5,000	5,000	5,000
TOTAL INSTRUCTION	**$61,909,077**	**$65,632,798**	**$67,292,977**	**$69,631,046**
ADMINISTRATION				
Personnel Services	$2,324,807	$3,518,008	$2,440,710	$2,538,410
Employee Benefits	1,183,375	1,696,526	1,433,636	1,456,104
Purchased Services	421,003	388,055	402,055	503,055
Internal Services	14,195	20,500	20,500	20,500
Other Charges	809,524	859,299	859,298	859,298
Materials and Supplies	112,128	112,292	112,292	112,292
Capital Outlay	8,160	0	0	0
TOTAL ADMINISTRATION	**$4,873,192**	**$6,594,680**	**$5,268,491**	**$5,489,659**
PUPIL TRANSPORTATION				
Personnel Services	$2,821,261	$2,723,910	$2,744,617	$2,920,939
Employee Benefits	772,927	968,290	846,174	865,765
Purchased Services	57,513	19,826	19,827	19,827
Internal Services	1,149	2,700	2,700	2,700
Other Charges	184,912	180,650	228,960	228,960
Materials and Supplies	991,082	1,148,750	1,118,750	1,118,750
Capital Outlay	1,115,316	950,000	0	500,000
TOTAL PUPIL TRANSPORTATION	**$5,944,160**	**$5,994,126**	**$4,961,028**	**$5,656,941**
OPERATION & MAINTENANCE				
Personnel Services	$3,580,031	$3,820,743	$3,680,445	$3,778,877
Employee Benefits	1,081,837	1,233,653	1,202,707	1,213,643
Purchased Services	1,235,480	992,502	1,027,898	1,027,898
Other Charges	3,382,728	3,108,810	3,518,379	3,518,379
Materials and Supplies	1,216,938	805,000	865,000	865,000
Capital Outlay	588,577	97,526	120,000	120,000
TOTAL OPERATION & MAINTENANCE	**$11,085,591**	**$10,058,234**	**$10,414,429**	**$10,523,797**

Source: Lynchburg City Schools

Schools – Operating Fund Expenditures by Major Category (continued)

	Actual 2014-2015	Adopted FY 2016	School Board Approved Budget 2015-2016	Agency Submitted FY 2017
FACILITIES				
Personnel Services	$9,447	$20,564	$20,602	$11,000
Employee Benefits	716	1,576	1,576	1,628
Capital Outlay	15,769	20,000	20,000	20,000
TOTAL FACILITIES	**$25,932**	**$42,140**	**$42,178**	**$32,628**
OTHER NON-INSTRUCTIONAL OPERATIONS				
Purchased Services	$9,847	$5,000	$5,000	$5,000
Internal Services	360	0	0	0
Other Charges	2,587	5,000	5,000	5,000
Materials and Supplies	11,875	15,439	18,615	18,615
TOTAL OTHER NON-INSTRUCTIONAL OPERATIONS	**$24,669**	**$25,439**	**$28,615**	**$28,615**
TECHNOLOGY				
Personnel Services	$1,393,511	$1,539,175	$1,485,812	$1,596,980
Employee Benefits	439,087	469,341	456,324	481,893
Purchased Services	396,248	275,000	275,000	275,000
Internal Services	2,268	2,250	2,250	2,250
Other Charges	23,662	24,100	24,100	24,100
Materials and Supplies	1,270,274	319,595	314,595	314,595
Capital Outlay	215,395	355,245	254,225	254,225
TOTAL TECHNOLOGY	**$3,740,445**	**$2,984,706**	**$2,812,306**	**$2,949,043**
TOTAL OPERATING EXPENDITURES [1]	**$87,603,066**	**$91,332,123**	**$90,820,024**	**$94,311,729**

[1] Grant funds not included.

Source: Lynchburg City Schools

Schools – Operating Fund Grant Detail

	Agency Submitted FY 2017
Federal Grants and Programs	
Carl Perkins Vocational	$216,000
Individuals with Disabilities Section 619-A - Pre-School Incentive	59,000
21 st Century Grant	1,200,000
National Board Incentive	15,000
Title I - Improving America's School Act	3,070,000
Title I, Part D - Neglected, Delinquent or At Risk	120,000
Title II, Part A - Teacher, Principal, Paraprofessional Training and Recruiting	540,000
Title III, Part A - English Language Acquisition & Academic Achievement	15,000
Title VI-B - Special Education	2,200,000
Total Federal Grants and Programs	**$7,435,000**
Commonwealth of Virginia Grants and Programs	
Alternative Educating Regional Grant	$295,000
Blue Ridge Regional Jail (SPED Jail Program)	212,300
Detention Home and Child Development Clinic	810,000
Educational Technology Initiative Bond	492,000
Gear-Up Grant	102,000
Project Graduation	15,000
ISAEP (GED funding)	23,576
Year Round School Planning Grant	26,000
Play It Smart Grant	5,800
Mentor Teacher Grant	12,424
Virginia Middle School Teacher Corp Grant	20,000
Teacher of the Year Grant	1,077
Homeless Grant	15,000
Total Commonwealth of Virginia Grants and Programs	**$2,030,177**
Local Grants and Programs	
House Construction Account	$9,000
Local Grants	15,000
Enrichment Summer School	4,500
Partners in Education	22,000
Total Local Grants	**$50,500**
Total Grants and Special Programs	**$9,515,677**

Source: Lynchburg City Schools

Schools – Employees and Enrollment

Description	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Elementary School Membership	3,793	3,877	3,916	3,936	3,934	3,968	3,987	3,975	4,020	3,921
Secondary School Membership	4,809	4,745	4,447	4,583	4,438	4,359	4,317	4,133	4,171	4,216
Total Membership	8,602	8,622	8,363	8,519	8,372	8,327	8,304	8,108	8,191	8,137
Teachers and Administrators [1]	776	772	774	780	759	977	851	836	850	967
Other Employees	470	482	482	482	449	250	223	195	219	193
Total Employees	1,246	1,254	1,256	1,262	1,208	1,227	1,074	1,031	1,069	1,160
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	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
K	670	722	732	732	718	696	740	735	732	567
1	655	675	673	673	702	726	705	720	738	719
2	634	629	648	648	648	670	676	662	692	696
3	628	629	653	653	632	620	643	643	619	658
4	593	625	606	608	639	629	615	601	642	638
5	613	597	604	622	595	627	608	614	597	643
6	707	618	613	635	598	605	621	609	604	615
7	664	694	581	604	619	593	586	608	607	608
8	687	662	625	614	581	622	593	567	613	585
9	823	867	777	797	706	642	669	629	599	639
10	726	661	647	732	719	666	580	623	609	596
11	669	621	654	702	619	672	625	534	606	612
12	533	622	550	499	596	559	643	563	533	561
Total	8,602	8,622	8,363	8,519	8,372	8,327	8,304	8,108	8,191	8,137

Note: The enrollment numbers reported for 2009 in the FY 2009 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 2015	Adopted FY 2016	Agency Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
GREATER LYNCHBURG TRANSIT COMPANY SUMMARY					
REVENUES					
Fares - Fixed Route	$852,886	$1,047,171	$904,620	$904,620	($142,551)
Fare - Para-transit Service	82,207	95,000	90,813	90,813	(4,187)
Contracts (LC Access)	20,977	26,000	25,020	25,020	(980)
Contracts (CVCC Access)	50,000	50,000	53,040	53,040	3,040
Advertising	72,271	65,000	105,000	105,000	40,000
Other	13,527	20,000	13,500	13,500	(6,500)
Federal Operating	2,039,536	2,034,000	2,020,000	2,020,000	(14,000)
State Operating	1,463,711	1,522,690	1,463,752	1,522,690	0
City Operating	1,350,336	1,394,038	1,925,805	1,675,805	281,767
Amherst County	57,492	57,492	203,200	203,200	145,708
Non-Operating Revenue	58,539	35,000	0	0	(35,000)
State Training	0	5,000	0	0	(5,000)
Partners: Lynchburg Sheltered Industries	0	4,800	0	0	(4,800)
Partners: Liberty	1,341,618	1,391,618	1,500,000	1,500,000	108,382
TOTAL REVENUES	**$7,403,100**	**$7,747,809**	**$8,304,750**	**$8,113,688**	**$365,879**
EXPENDITURES					
Labor	$3,373,369	$3,421,662	$3,798,755	$3,698,755	$277,093
Fringe Benefits	1,867,436	1,876,448	2,043,271	2,018,271	141,823
Services	317,653	512,702	416,575	416,575	(96,127)
Materials and Supplies	1,237,833	1,417,497	1,301,759	1,301,759	(115,738)
Utilities	117,693	152,200	141,693	141,693	(10,507)
Liability Insurance	226,271	298,600	290,948	290,948	(7,652)
Information Technology	185,781	0	185,340	144,278	144,278
Miscellaneous/Contingency	77,064	68,700	126,409	101,409	32,709
TOTAL EXPENDITURES	**$7,403,100**	**$7,747,809**	**$8,304,750**	**$8,113,688**	**$365,879**
BALANCE	**$0**	**$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 City of Lynchburg, the towns of Altavista, Amherst, Appomattox, Bedford, and Brookneal and the counties of Amherst, Appomattox, Bedford, and Campbell.

AGENCY SUMMARY	Actual FY 2015	Adopted FY 2016	Agency Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
BEGINNING RESTRICTED FUND BALANCE	**$125,384**	**$125,385**	**$125,384**	**$125,384**	**($1)**
REVENUES					
Revenues from loan repayments (principal and interest)	$28,282	$0	$0	$0	$0
TOTAL REVENUES	**$28,282**	**$0**	**$0**	**$0**	**$0**
EXPENDITURES	$28,282	$0	$0	$0	$0
TOTAL EXPENDITURES	**$28,282**	**$0**	**$0**	**$0**	**$0**
ENDING RESTRICTED FUND BALANCE	**$125,384**	**$125,385**	**$125,384**	**$125,384**	**($1)**

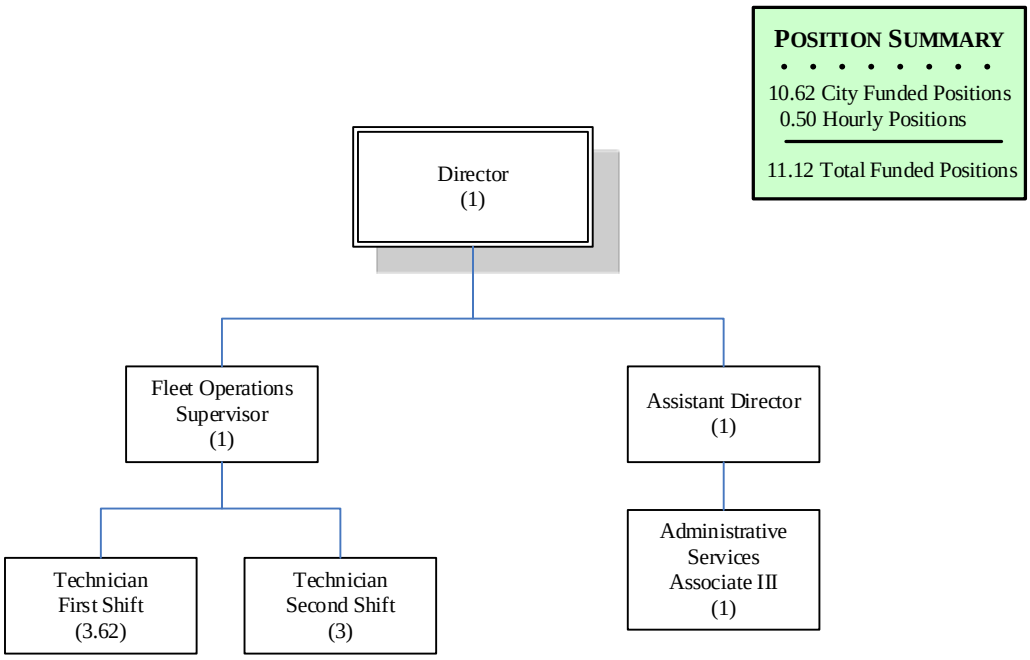
Lynchburg Business Development Centre Fund Budget Description

No funds are requested for FY 2017.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
FLEET FUND POSITION SUMMARY					
City Funded Full-Time	10.00	10.00	10.00	10.00	0.00
City Funded Part-Time	0.50	0.50	0.62	0.62	0.12
City Funded Hourly	0.50	0.50	0.50	0.50	0.00
TOTAL FTE	**11.00**	**11.00**	**11.12**	**11.12**	**0.12**
FLEET FUND SUMMARY					
BEGINNING CASH	**$5,240,740**	**$1,076,328**	**$801,411**	**$801,411**	**($274,917)**
REVENUES					
Warehouse Inventory	$512,431	$528,562	$530,362	$530,362	$1,800
Fuel Sales	1,304,837	1,882,466	1,821,698	1,821,698	(60,768)
Mechanical Work by Vendors	266,697	223,261	223,694	223,694	433
Vehicle Administration	219,558	241,990	248,022	248,022	6,032
Labor Sales	447,105	547,798	548,478	548,478	680
Vehicle Capital Charge	2,392,532	2,516,833	2,285,265	2,285,265	(231,568)
Interest on Investments	2,431	0	0	0	0
Miscellaneous	20,843	0	0	0	0
Sale/Salvage Surplus Property	369,286	250,000	200,000	200,000	(50,000)
Transfer from Forfeited Asset Fund	0	15,000	0	0	(15,000)
Transfer from General Fund	0	581,781	0	0	(581,781)
Transfer from Stormwater Fund	35,942	0	0	0	0
TOTAL REVENUES	**$5,571,662**	**$6,787,691**	**$5,857,519**	**$5,857,519**	**($930,172)**
EXPENDITURES					
Salaries	$503,254	$584,217	$570,297	$570,297	($13,920)
Employee Benefits	192,330	220,876	206,573	206,573	(14,303)
Contractual Services	87,662	99,418	106,741	106,741	7,323
Internal Service Charges	9,503	8,217	9,503	9,503	1,286
Other Charges	1,968,621	2,521,684	2,469,327	2,469,327	(52,357)
Rentals and Leases	1,786	1,850	1,850	1,850	0
Capital Outlay	5,483,819	3,095,000	2,216,000	2,216,000	(879,000)
Non-departmental Employee Benefits	30,731	37,514	37,976	37,976	462
Pension Expense	(26,223)	0	0	0	0
Other Post Employment Benefits	423	7,524	423	423	(7,101)
Transfer to General Fund	0	0	0	250,000	250,000
Debt Service	200,549	474,210	456,918	456,918	(17,292)
TOTAL EXPENDITURES AND TRANSFERS	**$8,452,455**	**$7,050,510**	**$6,075,608**	**$6,325,608**	**($724,902)**
ENDING UNRESTRICTED NET ASSETS	**$2,359,947**	**$813,509**	**$583,322**	**$333,322**	**($480,187)**

Fleet Services Budget Description

The Department Submitted FY 2017 Fleet Services budget of $6,075,608 represents a 13.8% decrease of $974,902 compared to the Adopted FY 2016 budget of $7,050,510.

Highlights of the Department Submitted FY 2017 budget include:

- $28,223 decrease in Salaries and Employee Benefits reflecting funding to over hire the director position no longer needed offset by additional part-time hours.
- $7,323 increase in Contractual Services reflecting additional software maintenance and parts contractor fees.
- $52,357 decrease in Other Charges reflecting a reduction in fuel purchases offset by additions in minor equipment and mechanical materials.
- $879,000 decrease in Capital Outlay reflecting the City's replacement schedule of heavy equipment and vehicles.
- $7,101 decrease in Other Post Employment Benefits reflecting historical costs.
- $17,292 decrease in Debt Service based on the Debt Amortization Schedule.

The Manager's Proposed budget includes the following change from what was submitted by the Department:

- $250,000 increase in Transfer to General Fund reflecting one-time funds being used for equipment purchases.

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 98.0% or greater fleet availability rate.

Performance Measure:	***Actual FY 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
Fleet availability rate	98.2%	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.

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 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
Cost per mile driven	$0.103	$0.165	$0.092	$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, the cost per mile will increase over the next few years as the new police Taurus vehicles that entered 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 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
Customer satisfaction	96%	96%	96%	96%

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:
Roanoke, Charlottesville, VA and Troy, MI

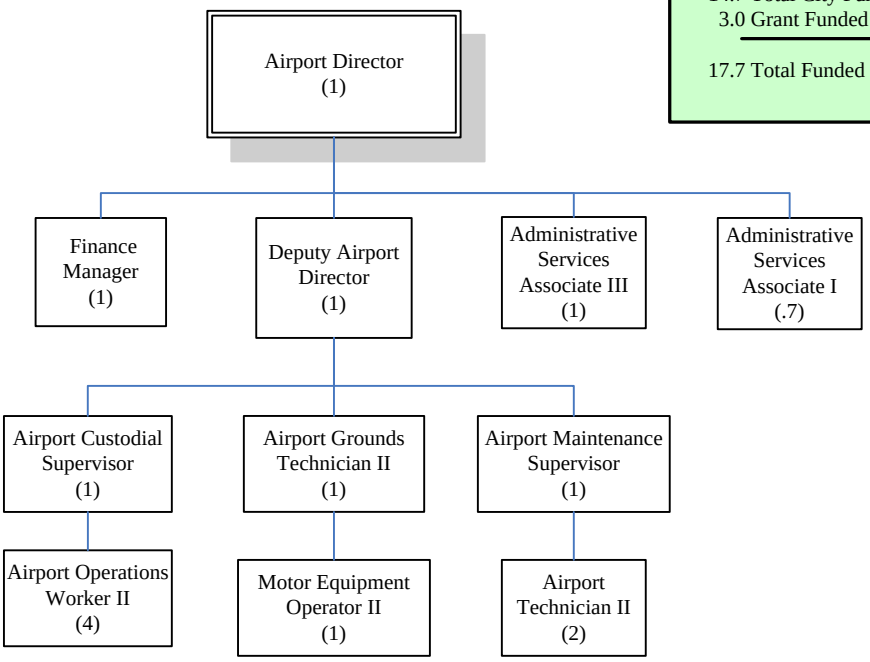
LYNCHBURG REGIONAL AIRPORT

POSITION SUMMARY

14.7 City Funded Positions

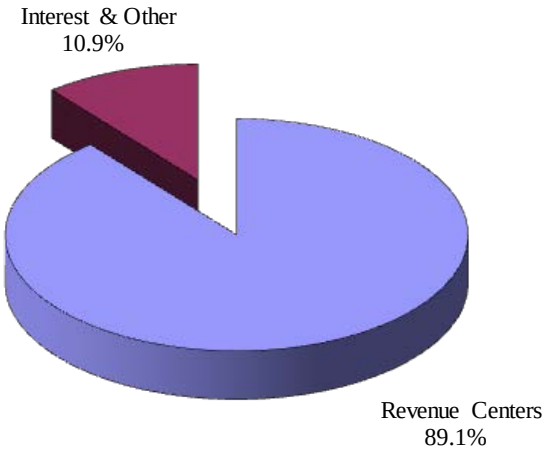
14.7 Total City Funded Positions
3.0 Grant Funded Hourly Positions

17.7 Total Funded Positions

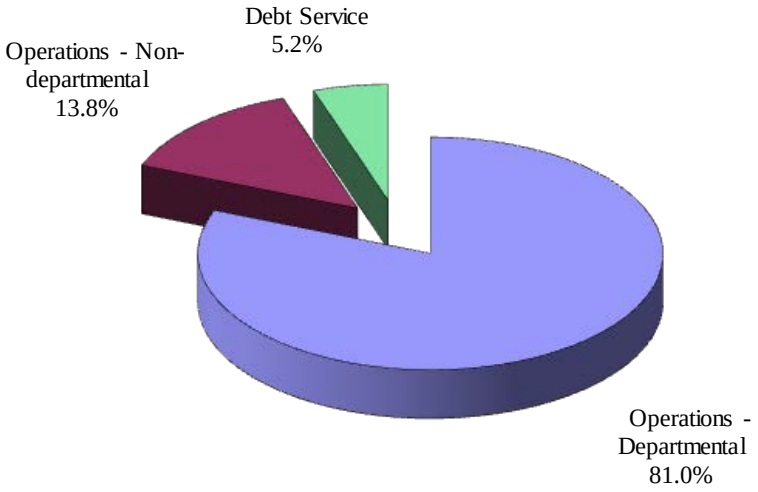


Lynchburg Regional Airport. Lynchburg Regional Airport is the main commercial service airport serving Lynchburg and the surrounding four-county region. It is served by the American Airlines regional affiliate and serves over 150,000 arriving and departing passengers a year. The airport is home base to 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 2017 REVENUES
$2,604,910



FY 2017 EXPENSES
$2,425,709



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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
AIRPORT FUND POSITION SUMMARY					
City Funded Full-Time	14.0	14.0	14.0	14.0	0.0
City Funded Part-Time	0.7	0.7	0.7	0.7	0.0
Grant Funded Hourly	3.0	3.0	3.0	3.0	0.0
TOTAL FTE	**17.7**	**17.7**	**17.7**	**17.7**	**0.0**
AIRPORT FUND SUMMARY					
BEGINNING NET ASSETS	$33,493,201				
Less: Invested in Capital Assets, net of related debt	(32,479,365)				
Less: Prior Period Adjustment, GASB68 Pensions	(1,198,180)				
BEGINNING UNRESTRICTED NET ASSETS	**($184,344)**	**$250,000**	**$250,000**	**$250,000**	**$0**
USE OF RESERVES					
Debt Service Reserve	$46,075	$45,403	$39,876	$39,876	($5,527)
TOTAL USE OF RESERVES	**$46,075**	**$45,403**	**$39,876**	**$39,876**	**($5,527)**
REVENUES					
Airfield	$96,539	$99,000	$96,000	$96,000	($3,000)
Terminal	1,462,292	1,415,827	$1,450,827	1,450,827	35,000
General Aviation	453,241	421,500	514,557	514,557	93,057
Other Leased Property	221,143	210,900	260,400	260,400	49,500
State Airport Aid	290,478	108,750	108,750	108,750	0
Federal Security Aid	106,215	107,500	107,500	107,500	0
Subsidy from General Fund	96,600	0	0	0	0
Interest and Other	35,814	22,000	27,000	27,000	5,000
TOTAL REVENUES	**$2,762,322**	**$2,385,477**	**$2,565,034**	**$2,565,034**	**$179,557**
EXPENDITURES					
Airfield Operations	$313,433	$302,123	$302,918	$302,918	$795
Terminal Operations	584,574	550,677	540,594	540,594	(10,083)
General Aviation	59,338	58,885	60,050	60,050	1,165
Administration	687,791	686,991	683,976	683,976	(3,015)
Airport Public Safety	427,507	414,028	418,994	418,994	4,966
Other Operations	79,409	64,450	72,000	72,000	7,550
Snow Removal	32,433	19,930	21,930	21,930	2,000
Debt Service	180,870	140,414	126,139	126,139	(14,275)
Miscellaneous and Transfers	406,811	193,382	199,108	199,108	5,726
TOTAL EXPENDITURES	**$2,772,166**	**$2,430,880**	**$2,425,709**	**$2,425,709**	**($5,171)**
ENDING UNRESTRICTED NET ASSETS	**($194,188)**	**$250,000**	**$429,201**	**$429,201**	**$179,201**

Note: Ending Unrestricted Net Assets for FY 2015 does not agree to Beginning Unrestricted Net Assets for FY 2016 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	3.5%	0.0%	0.0%	0.0%

Airport Fund

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
REVENUE SUMMARY					
REVENUE CENTERS					
Airfield Revenue Center	$96,539	$99,000	$96,000	$96,000	($3,000)
Terminal Revenue Center	1,462,292	1,415,827	1,450,827	1,450,827	35,000
General Aviation Revenue Center	453,241	421,500	514,557	514,557	93,057
Other Airport Revenue Center	221,143	210,900	260,400	260,400	49,500
TOTAL REVENUE CENTERS	**$2,233,215**	**$2,147,227**	**$2,321,784**	**$2,321,784**	**$174,557**
TRANSFERS					
Subsidy from General Fund	$96,600	$0	$0	$0	$0
TOTAL TRANSFERS	**$96,600**	**$0**	**$0**	**$0**	**$0**
USE OF RESERVES					
Debt Service Reserve	$46,075	$45,403	$39,876	$39,876	($5,527)
TOTAL USE OF RESERVES	**$46,075**	**$45,403**	**$39,876**	**$39,876**	**($5,527)**
MISCELLANEOUS REVENUE					
Interest	$1,188	$1,500	$1,500	$1,500	$0
Charges for Services	20,717	15,000	20,000	20,000	5,000
State Airport Aid	290,478	108,750	108,750	108,750	0
Federal Security Aid	106,215	107,500	107,500	107,500	0
All Other	13,909	5,500	5,500	5,500	0
TOTAL MISCELLANEOUS REVENUE	**$432,507**	**$238,250**	**$243,250**	**$243,250**	**$5,000**
TOTAL REVENUES	**$2,808,397**	**$2,430,880**	**$2,604,910**	**$2,604,910**	**$174,030**

Airport Fund

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	14.0	14.0	14.0	14.0	0.0
City Funded Part-Time	0.7	0.7	0.7	0.7	0.0
Grant Funded Hourly	3.0	3.0	3.0	3.0	0.0
TOTAL FTE	**17.7**	**17.7**	**17.7**	**17.7**	**0.0**
EXPENDITURE BUDGET SUMMARY					
DEPARTMENTAL EXPENDITURES					
Salaries	$638,891	$651,655	$638,420	$638,420	($13,235)
Employee Benefits	250,718	258,488	249,412	249,412	(9,076)
Contractual Services	565,687	505,100	518,750	518,750	13,650
Internal Service Charges	33,493	15,742	17,360	17,360	1,618
Other Charges	400,903	370,650	377,350	377,350	6,700
Rentals and Leases	5,137	6,000	5,500	5,500	(500)
Payments to Other Funds	156,973	155,253	159,108	159,108	3,855
TOTAL DEPARTMENTAL EXPENDITURES	**$2,051,802**	**$1,962,888**	**$1,965,900**	**$1,965,900**	**$3,012**
NON-DEPARTMENTAL EXPENDITURES					
Security Personnel (Federal Program)	$132,683	$134,196	$134,562	$134,562	$366
Small Projects & Equipment (State Supported)	397,821	127,500	127,500	127,500	0
Independent Financial Audit	10,548	10,000	10,000	10,000	0
Uncollectible Accounts	0	2,500	2,500	2,500	0
Other Non-Departmental	(1,558)	53,382	59,108	59,108	5,726
TOTAL NON-DEPARTMENTAL EXPENDITURES	**$539,494**	**$327,578**	**$333,670**	**$333,670**	**$6,092**
DEBT SERVICE					
Debt Service	$180,870	$140,414	$126,139	$126,139	($14,275)
TOTAL DEBT SERVICE	**$180,870**	**$140,414**	**$126,139**	**$126,139**	**($14,275)**
TOTAL EXPENDITURES	**$2,772,166**	**$2,430,880**	**$2,425,709**	**$2,425,709**	**($5,171)**

Airport Fund – Administration

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	4.0	4.0	4.0	4.0	0.0
City Funded Part-Time	0.7	0.7	0.7	0.7	0.0
TOTAL FTE	**4.7**	**4.7**	**4.7**	**4.7**	**0.0**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$300,343	$301,971	$299,000	$299,000	($2,971)
Employee Benefits	101,868	105,367	100,918	100,918	(4,449)
Contractual Services	99,684	99,750	99,750	99,750	0
Other Charges	25,001	20,150	21,200	21,200	1,050
Rentals and Leases	3,922	4,500	4,000	4,000	(500)
Payments to Other Funds	156,973	155,253	159,108	159,108	3,855
TOTAL	**$687,791**	**$686,991**	**$683,976**	**$683,976**	**($3,015)**

Airport Fund – Administration Budget Description

The Department Submitted FY 2017 Airport Fund – Administration budget of $683,976 represents a 0.4% decrease of $3,015 as compared with the Adopted FY 2016 budget of $686,991.

Highlights of the Department Submitted FY 2017 budget include:

- $7,420 decrease in Salaries and Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.
- $1,050 increase in Other Charges reflecting historical spending.
- $3,855 increase in Payments to Other Funds for the Indirect Cost payment to the General Fund.

All major items submitted were proposed by the City Manager for funding.

Airport Fund – Terminal

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	6	6	6	6	0
TOTAL FTE	**6**	**6**	**6**	**6**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$175,836	$184,072	$173,800	$173,800	($10,272)
Employee Benefits	83,114	85,588	82,178	82,178	(3,410)
Contractual Services	121,924	94,200	94,900	94,900	700
Internal Service Charges	13,375	5,967	6,216	6,216	249
Other Charges	190,325	180,850	183,500	183,500	2,650
TOTAL	**$584,574**	**$550,677**	**$540,594**	**$540,594**	**($10,083)**

Airport Fund – Terminal Budget Description

The Department Submitted FY 2017 Airport Fund – Terminal budget of $540,594 represents a 1.8% decrease of $10,083 compared to the Adopted FY 2016 budget of $550,677.

Highlights of the Department Submitted FY 2017 budget include:

- $13,682 decrease in Salaries and Employee Benefits reflecting savings from a retirement and the increase in medical costs offset by the decrease in the Virginia Retirement System rate.
- $2,650 increase in Other Charges reflecting historical spending.

All major items submitted were proposed by the City Manager for funding.

Airport Fund – Airfield

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	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					
Salaries	$134,553	$136,112	$136,120	$136,120	$8
Employee Benefits	52,615	54,068	52,936	52,936	(1,132)
Contractual Services	13,114	15,200	14,650	14,650	(550)
Internal Service Charges	19,318	8,143	9,512	9,512	1,369
Other Charges	92,618	87,100	88,200	88,200	1,100
Rentals and Leases	1,215	1,500	1,500	1,500	0
TOTAL	**$313,433**	**$302,123**	**$302,918**	**$302,918**	**$795**

Airport Fund – Airfield Budget Description

The Department Submitted FY 2017 Airport Fund – Airfield budget of $302,918 represents a 0.3% increase of $795 compared to the Adopted FY 2016 budget of $302,123.

Highlights of the Department Submitted FY 2017 budget include:

- $1,132 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.
- $1,369 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $1,100 increase in Other Charges reflecting historical spending.

All major items submitted were proposed by the City Manager for funding.

Airport Fund – General Aviation

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	1	1	1	1	0
TOTAL FTE	**1**	**1**	**1**	**1**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$25,463	$26,500	$26,500	$26,500	$0
Employee Benefits	12,925	13,235	13,150	13,150	(85)
Contractual Services	2,803	1,350	1,850	1,850	500
Other Charges	18,147	17,800	18,550	18,550	750
TOTAL	**$59,338**	**$58,885**	**$60,050**	**$60,050**	**$1,165**

Airport Fund – General Aviation Budget Description

The Department Submitted FY 2017 Airport Fund – General Aviation budget of $60,050 represents a 2.0% increase of $1,165 compared to the Adopted FY 2016 budget of $58,885.

Highlights of the Department Submitted FY 2017 budget include:

- $85 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.
- $500 increase in Contractual Services reflecting historical spending.
- $750 increase in Other Charges reflecting additional electricity charges.

All major items submitted were proposed by the City Manager for funding.

Airport Fund – Other Operations

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Contractual Services	$35,787	$21,100	$29,000	$29,000	$7,900
Other Charges	43,622	43,350	43,000	43,000	(350)
TOTAL	**$79,409**	**$64,450**	**$72,000**	**$72,000**	**$7,550**

Airport Fund – Other Operations Budget Description

The Department Submitted FY 2017 Airport Fund – Other Operations budget of $72,000 represents a 11.7% increase of $7,550 as compared with the Adopted FY 2016 budget of $64,450.

Highlights of the Other Operations Submitted FY 2017 budget include:

- $7,900 increase in Contractual Services for additional equipment maintenance responsibilities upon completion of the new Air Traffic Control Tower.

All major items submitted were proposed by the City Manager for funding.

Airport Fund – Police and Fire Services

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
Grant Funded Hourly	3	3	3	3	0
TOTAL FTE	**3**	**3**	**3**	**3**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$123,243	$124,659	$125,000	$125,000	$341
Employee Benefits	9,440	9,537	9,562	9,562	25
Contractual Services	277,830	267,500	270,600	270,600	3,100
Internal Service Charges	513	1,182	1,182	1,182	0
Other Charges	16,481	11,150	12,650	12,650	1,500
TOTAL	**$427,507**	**$414,028**	**$418,994**	**$418,994**	**$4,966**

Airport Fund – Police and Fire Services Budget Description

The Department Submitted FY 2017 Airport Fund – Police and Fire Services budget of $418,994 represents a 1.2% increase of $4,966 compared to the Adopted FY 2016 budget of $414,028.

Highlights of the Department Submitted FY 2017 budget include:

- $3,100 increase in Contractual Services reflecting the rising cost of contracted Aircraft Rescue & Fire Fighting (ARFF) services.
- $1,500 increase in Other Charges reflecting historical spending.

All major items submitted were proposed by the City Manager for funding.

Airport Fund – Snow Removal

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$2,696	$3,000	$3,000	$3,000	$0
Employee Benefits	196	230	230	230	0
Contractual Services	14,545	6,000	8,000	8,000	2,000
Internal Service Charges	287	450	450	450	0
Other Charges	14,709	10,250	10,250	10,250	0
TOTAL	**$32,433**	**$19,930**	**$21,930**	**$21,930**	**$2,000**

Airport Fund – Snow Removal Budget Description

The Department Submitted FY 2017 Airport Fund – Snow Removal budget of $21,930 represents a 10.0% increase of $2,000 compared to the Adopted FY 2016 budget of $19,930.

Highlights of the Department Submitted FY 2017 budget include:

- $2,000 increase in Contractual Services reflecting historical spending.

All major items submitted were proposed by the City Manager for funding.

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 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
Average available daily departure seats	261.2	264	264	265

Analysis of the Data:
The average available daily departure seats for the remainder of FY 2016 and FY 2017 is expected to remain relatively constant. The recent merger between US Airways and American Airlines is not expected to affect this number. Increasing capacity is a major goal of airport management.

ECONOMIC DEVELOPMENT

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 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
Passenger traffic	153,729	154,000	77,000	155,000

Analysis of the Data:
Additional airline passenger traffic produces revenues to the airport through ancillary services such as auto parking and rental car concessions. Increasing airline service with an additional airline or additional American Airlines service continues to be a major focus of airport management.

TRANSPORTATION

Goal 3:
Reduce the annual operating subsidy from the City to the Airport to zero.

Objective:
Reduce the annual operating subsidy from the City to the Airport.

Performance Measure:	***Actual FY 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
Operating Subsidy	$96,600	$0	$0	$0

Analysis of the Data:
The annual subsidy has declined steadily from a high of $614,530 in FY 2002. In FY 2016 the Airport achieved this goal with an adopted budget that did not include a subsidy from the City. No subsidy is being requested for FY 2017 as well.

INFRASTRUCTURE

Benchmark Localities:
There is no other locality in Virginia which owns a commercial service airport.

HISTORICAL FACT:

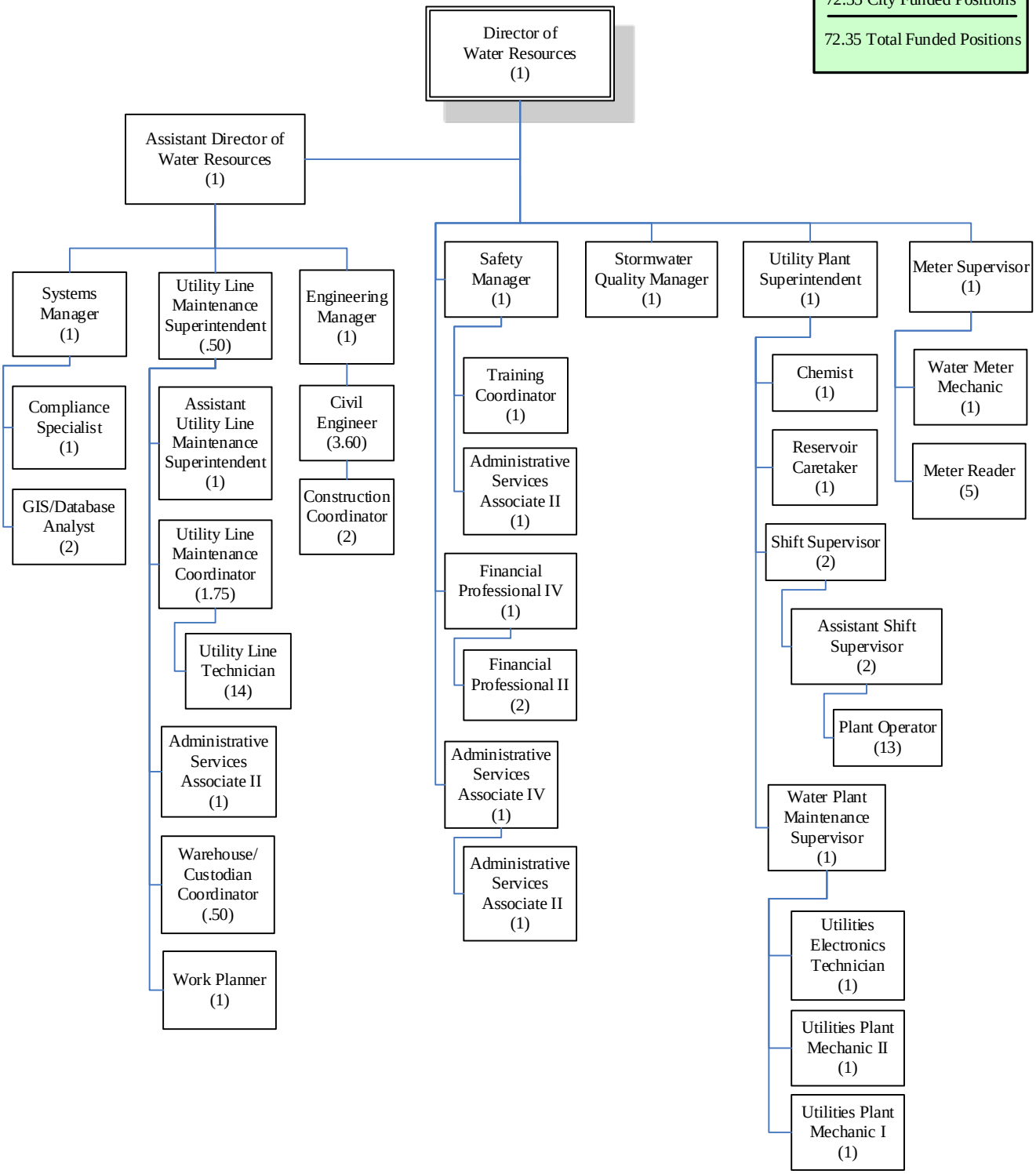
From April 6 to 10, 1865, Lynchburg served as the capital of Virginia. Under Governor William Smith, the executive and legislative branches of the Commonwealth moved to Lynchburg for the few days between the fall of Richmond and the fall of the Confederacy.

DEPARTMENT OF WATER RESOURCES
WATER FUND

POSITION SUMMARY

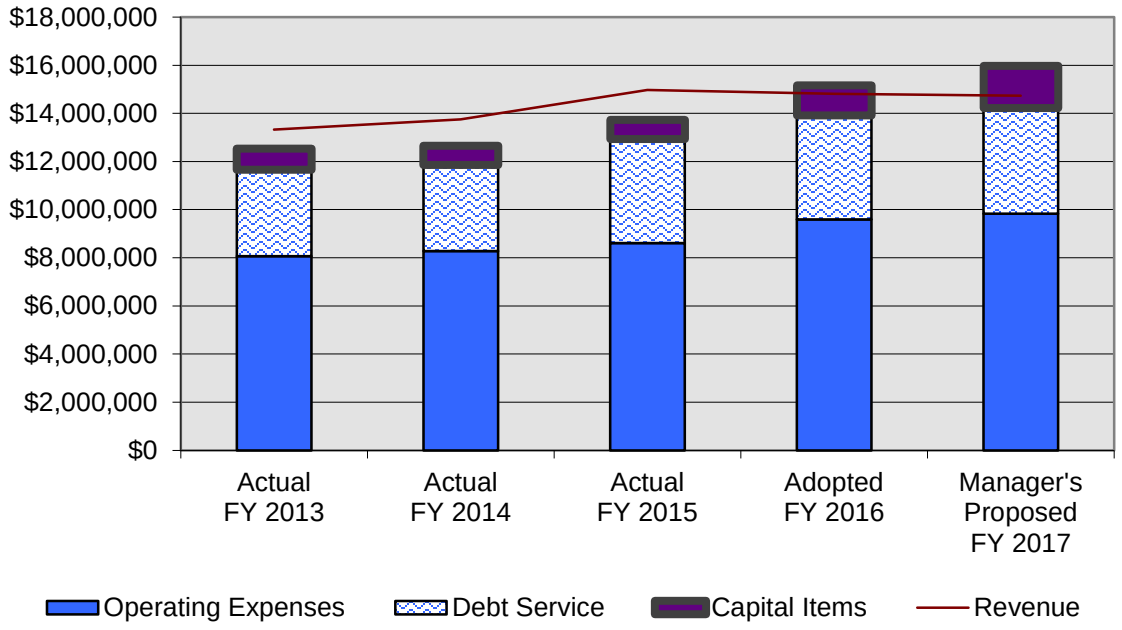
72.35 City Funded Positions

72.35 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 78,675 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, 13 water storage tanks and 8 major pump stations.

Revenues & Expenses



Water Fund

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
WATER FUND DEBT COVERAGE					
REVENUES					
Charges for Services	$11,926,364	$11,856,798	$12,258,891	$12,258,891	$402,093
Water Contracts	2,780,240	2,683,240	2,213,440	2,213,440	(469,800)
Interest and Other	264,190	268,231	263,119	263,119	(5,112)
TOTAL REVENUES	**$14,970,794**	**$14,808,269**	**$14,735,450**	**$14,735,450**	**($72,819)**
EXPENDITURES					
Water Treatment	$2,845,667	$3,311,177	$3,324,767	$3,324,767	$13,590
Water Line Maintenance	1,766,559	1,832,244	2,087,455	2,087,455	255,211
Meter Reading	757,820	881,536	878,206	878,206	(3,330)
Administration/Engineering	3,319,976	3,330,838	3,286,325	3,286,325	(44,513)
Non-Departmental	(73,427)	247,451	263,925	263,925	16,474
Project Costs Charged to Operations	34,999	35,000	25,000	25,000	(10,000)
Capitalizable Labor	(137,518)	(164,800)	(145,893)	(145,893)	18,907
Capital Outlay	0	(30,000)	(131,000)	(131,000)	(101,000)
TOTAL EXPENDITURES	**$8,514,076**	**$9,443,446**	**$9,588,785**	**$9,588,785**	**$145,339**
OPERATING INCOME	**$6,456,718**	**$5,364,823**	**$5,146,665**	**$5,146,665**	**($218,158)**
Debt Service	$4,316,153	$4,316,541	$4,382,244	$4,382,244	$65,703
NET REVENUE	**$2,140,565**	**$1,048,282**	**$764,421**	**$764,421**	**($283,861)**
Debt Coverage Ratio Target	1.20	1.20	1.20	1.20	
Debt Coverage Ratio	1.50	1.24	1.17	1.17	

Water Fund

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
WATER FUND POSITION SUMMARY					
City Funded Full-Time	67.75	69.75	71.75	71.75	2.00
City Funded Part-Time	1.23	0.60	0.60	0.60	0.00
TOTAL FTE	**68.98**	**70.35**	**72.35**	**72.35**	**2.00**
WATER FUND SUMMARY					
BEGINNING NET ASSETS	$33,038,746				
Less: Invested in Capital Assets, net of related debt	(25,346,980)				
BEGINNING UNRESTRICTED NET ASSETS	**$7,691,766**	**$6,788,248**	**$6,426,730**	**$6,426,730**	**($361,518)**
REVENUES					
Charges for Services	$11,926,364	$11,856,798	$12,258,891	$12,258,891	$402,093
Water Contracts	2,780,240	2,683,240	2,213,440	2,213,440	(469,800)
Interest and Other	264,190	268,231	263,119	263,119	(5,112)
TOTAL REVENUES	**$14,970,794**	**$14,808,269**	**$14,735,450**	**$14,735,450**	**($72,819)**
EXPENDITURES					
Departmental	$8,690,022	$9,355,795	$9,576,753	$9,576,753	$220,958
Non-departmental	(73,427)	247,451	263,925	263,925	16,474
Transfer - Capital	800,000	1,250,000	1,750,000	1,750,000	500,000
Debt Service	4,316,153	4,316,541	4,382,244	4,382,244	65,703
TOTAL EXPENDITURES	**$13,732,748**	**$15,169,787**	**$15,972,922**	**$15,972,922**	**$803,135**
ENDING UNRESTRICTED NET ASSETS	**$8,929,812**	**$6,426,730**	**$5,189,258**	**$5,189,258**	**($1,237,472)**

Water Fund

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
WATER FUND REVENUE SUMMARY					
CHARGES FOR SERVICES					
Water Sales - Inside City	$7,575,567	$7,533,000	$7,905,000	$7,905,000	$372,000
General Fund Hydrant Rental	879,498	879,498	845,191	845,191	(34,307)
Cut-on/Late Charges	109,118	100,000	100,000	100,000	0
Delinquent Account Fees	95,142	85,000	87,000	87,000	2,000
Fire Protection Fees	109,963	103,200	105,000	105,000	1,800
Connection Fees	107,111	50,000	50,000	50,000	0
Availability Fees	116,380	60,000	60,000	60,000	0
Account Charges	1,246,662	1,244,400	1,245,500	1,245,500	1,100
Water Cost Plus	41,134	30,000	30,000	30,000	0
Sewer & Stormwater Fund Charges	1,630,000	1,754,000	1,815,000	1,815,000	61,000
All Other Charges	15,789	17,700	16,200	16,200	(1,500)
TOTAL CHARGES FOR SERVICES	**$11,926,364**	**$11,856,798**	**$12,258,891**	**$12,258,891**	**$402,093**
WATER CONTRACTS					
Counties					
Amherst	$85,513	$61,200	$41,200	$41,200	($20,000)
Bedford	1,534,492	1,530,000	1,050,000	1,050,000	(480,000)
Campbell	536,600	522,240	522,240	522,240	0
Industrial					
WestRock	395,423	362,600	375,000	375,000	12,400
Frito Lay	228,212	207,200	225,000	225,000	17,800
TOTAL CONTRACTS	**$2,780,240**	**$2,683,240**	**$2,213,440**	**$2,213,440**	**($469,800)**
INTEREST AND OTHER					
Interest	$21,514	$24,000	$17,632	$17,632	($6,368)
All Other	242,676	244,231	245,487	245,487	1,256
TOTAL INTEREST AND OTHER	**$264,190**	**$268,231**	**$263,119**	**$263,119**	**($5,112)**
TOTAL REVENUES	**$14,970,794**	**$14,808,269**	**$14,735,450**	**$14,735,450**	**($72,819)**

Water Fund

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
WATER FUND EXPENSE SUMMARY					
DEPARTMENTAL					
Salaries	$3,215,180	$3,473,450	$3,547,761	$3,547,761	$74,311
Employee Benefits	1,236,750	1,367,385	1,364,996	1,364,996	(2,389)
Contractual Services	699,054	665,845	736,432	736,432	70,587
Chemicals	263,214	450,500	457,000	457,000	6,500
Telecommunications	32,072	34,625	37,075	37,075	2,450
Utilities-Water Treatment Plant	651,954	754,990	742,653	742,653	(12,337)
Supplies and Materials	947,997	1,117,600	1,143,725	1,143,725	26,125
Indirect Costs	1,099,940	845,105	781,224	781,224	(63,881)
Self-Insurance	146,529	162,329	162,329	162,329	0
All Other	397,332	483,966	603,558	603,558	119,592
TOTAL DEPARTMENTAL	**$8,690,022**	**$9,355,795**	**$9,576,753**	**$9,576,753**	**$220,958**
NON-DEPARTMENTAL					
Financial Audit	$22,414	$23,375	$24,310	$24,310	$935
Interest on Customer Deposits	7,735	6,000	7,931	7,931	1,931
Allowance for Uncollectible Accounts	3,652	30,000	30,900	30,900	900
Retiree Benefits	(107,228)	188,076	200,784	200,784	12,708
TOTAL NON-DEPARTMENTAL	**($73,427)**	**$247,451**	**$263,925**	**$263,925**	**$16,474**
CAPITAL AND TRANSFERS					
Transfer to Water Capital Fund	$800,000	$1,250,000	$1,750,000	$1,750,000	$500,000
TOTAL CAPITAL AND TRANSFERS	**$800,000**	**$1,250,000**	**$1,750,000**	**$1,750,000**	**$500,000**
DEBT SERVICE					
Debt Service	$4,316,153	$4,316,541	$4,382,244	$4,382,244	$65,703
TOTAL DEBT SERVICE	**$4,316,153**	**$4,316,541**	**$4,382,244**	**$4,382,244**	**$65,703**
TOTAL EXPENDITURES	**$13,732,748**	**$15,169,787**	**$15,972,922**	**$15,972,922**	**$803,135**

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	22.0	24.0	24.0	24.0	0.0
City Funded Part-Time	0.6	0.6	0.6	0.6	0.0
TOTAL FTE	**22.6**	**24.6**	**24.6**	**24.6**	**0.0**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$1,273,249	$1,484,892	$1,486,942	$1,486,942	$2,050
Employee Benefits	469,320	562,078	545,091	545,091	(16,987)
Contractual Services	188,534	133,231	151,222	151,222	17,991
Internal Service Charges	25,091	35,403	36,867	36,867	1,464
Other Charges	1,360,385	1,110,234	1,061,203	1,061,203	(49,031)
Rentals and Leases	3,397	5,000	5,000	5,000	0
TOTAL	**$3,319,976**	**$3,330,838**	**$3,286,325**	**$3,286,325**	**($44,513)**

Water Resources Water Fund – Administration/Engineering Division Budget Description

The Department Submitted FY 2017 Water Resources Water Fund – Administration/Engineering Division budget of $3,286,325 represents a 1.3% decrease of $44,513 compared to the Adopted FY 2016 budget of $3,330,838.

Highlights of the Department Submitted FY 2017 budget include:

- $14,937 decrease in Salaries and Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.
- $17,991 increase in Contractual Services reflecting increased IT consulting costs and building maintenance and repairs offset by reduced fiscal services and software maintenance costs.
- $1,464 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $49,031 decrease in Other Charges reflecting a reduction in indirect costs per the Maximus study for FY 2014 offset by increases to computer and office maintenance and repair materials and building maintenance and repair materials.

All major items submitted were proposed by the City Manager for funding.

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 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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	7.00	7.00	7.00	7.00	0.00
City Funded Part-Time	0.63	0.00	0.00	0.00	0.00
TOTAL FTE	**7.63**	**7.00**	**7.00**	**7.00**	**0.00**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$249,844	$256,958	$256,538	$256,538	($420)
Employee Benefits	107,196	110,112	108,426	108,426	(1,686)
Contractual Services	32,657	45,979	47,268	47,268	1,289
Internal Service Charges	45,844	51,587	52,849	52,849	1,262
Other Charges	322,213	416,800	413,025	413,025	(3,775)
Rentals and Leases	66	100	100	100	0
TOTAL	**$757,820**	**$881,536**	**$878,206**	**$878,206**	**($3,330)**

Water Resources Water Fund – Meter Reading Division Budget Description

The Department Submitted FY 2017 Water Resources Water Fund – Meter Reading Division budget of $878,206 represents a 0.4% decrease of $3,330 compared to the Adopted FY 2016 budget of $881,536.

Highlights of the Department Submitted FY 2017 budget include:

- $2,106 decrease in Salaries and Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.
- $1,289 increase in Contractual Services reflecting an increase in costs associated with janitorial services offset by decreases for software maintenance services, and communication maintenance and repairs related to costs associated with Region 2000 radios.
- $1,262 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $3,775 decrease in Other Charges due to decreases in water system maintenance and repair materials.

All major items submitted were proposed by the City Manager for funding.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	14.75	14.75	16.75	16.75	2.00
TOTAL FTE	**14.75**	**14.75**	**16.75**	**16.75**	**2.00**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$640,163	$637,038	$714,452	$714,452	$77,414
Employee Benefits	237,441	248,775	276,839	276,839	28,064
Contractual Services	280,073	220,406	255,566	255,566	35,160
Internal Service Charges	156,185	189,995	191,143	191,143	1,148
Other Charges	451,645	532,530	546,955	546,955	14,425
Rentals and Leases	1,052	3,500	3,500	3,500	0
Capital Outlay	0	0	99,000	99,000	99,000
TOTAL	**$1,766,559**	**$1,832,244**	**$2,087,455**	**$2,087,455**	**$255,211**

Water Resources Water Fund – Water Line Maintenance Division Budget Description

The Department Submitted FY 2017 Water Resources Water Fund – Water Line Maintenance Division budget of $2,087,455 represents a 13.9% increase of $255,211 compared to the Adopted FY 2016 budget of $1,832,244.

Highlights of the Department Submitted FY 2017 budget include:

- $105,478 increase in Salaries and Employee Benefits includes a request to add two full-time positions, a Utility Line Technician and a Utility Crew Leader for a water valve maintenance program, in addition to the increase in medical costs offset by the decrease in the Virginia Retirement System rate.
- $35,160 increase in Contractual Services due to increased costs of water system maintenance and repairs, line protection, safety related services, and costs associated with janitorial services.
- $1,148 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $14,425 increase in Other Charges reflecting increase for apparel and protective wear, safety supplies, mechanical maintenance, and repair materials.
- $99,000 increase in Capital Outlay for computer equipment and machinery and tools.

All major items submitted were proposed by the City Manager for funding.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	24	24	24	24	0
TOTAL FTE	**24**	**24**	**24**	**24**	**0**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$1,051,924	$1,094,562	$1,089,829	$1,089,829	($4,733)
Employee Benefits	422,793	446,420	434,640	434,640	(11,780)
Contractual Services	197,790	266,229	282,376	282,376	16,147
Internal Service Charges	33,703	34,426	44,319	44,319	9,893
Other Charges	1,135,797	1,435,540	1,437,403	1,437,403	1,863
Rentals and Leases	3,660	4,000	4,200	4,200	200
Capital Outlay	0	30,000	32,000	32,000	2,000
TOTAL	**$2,845,667**	**$3,311,177**	**$3,324,767**	**$3,324,767**	**$13,590**

Water Resources Water Fund – Water Treatment Plant Division Budget Description

The Department Submitted FY 2017 Water Resources Water Fund – Water Treatment Plant Division budget of $3,324,767 represents a 0.4% increase of $13,590 compared to the Adopted FY 2016 budget of $3,311,177.

Highlights of the Department Submitted FY 2017 budget include:

- $16,513 decrease in Salaries and Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.
- $16,147 increase in Contractual Services reflecting increased costs in software maintenance and purchases, legal services, and costs associated with janitorial services.
- $9,893 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $1,863 increase in Other Charges reflecting increases in safety supplies, various chemicals for water treatment, lab and field materials for water testing, and natural gas offset by a decrease in the cost to treat wastewater related to backwash.
- $2,000 increase in Capital Outlay for specific use equipment.

All major items submitted were proposed by the City Manager for funding.

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 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
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.

HEALTHY AND ACTIVE LIVING/ ECONOMIC DEVELOPMENT

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 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
Water Distribution System Integrity (breaks per 100 miles of distribution pipe).	18.8	16.2	8.1	16.2

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.

INFRASTRUCTURE/ FISCAL RESPONSIBILITY

Goal 3:
Operate the water treatment plants and pump stations efficiently.

Objective:
Operate the Water Treatment Plants in a cost-effective and efficient manner.

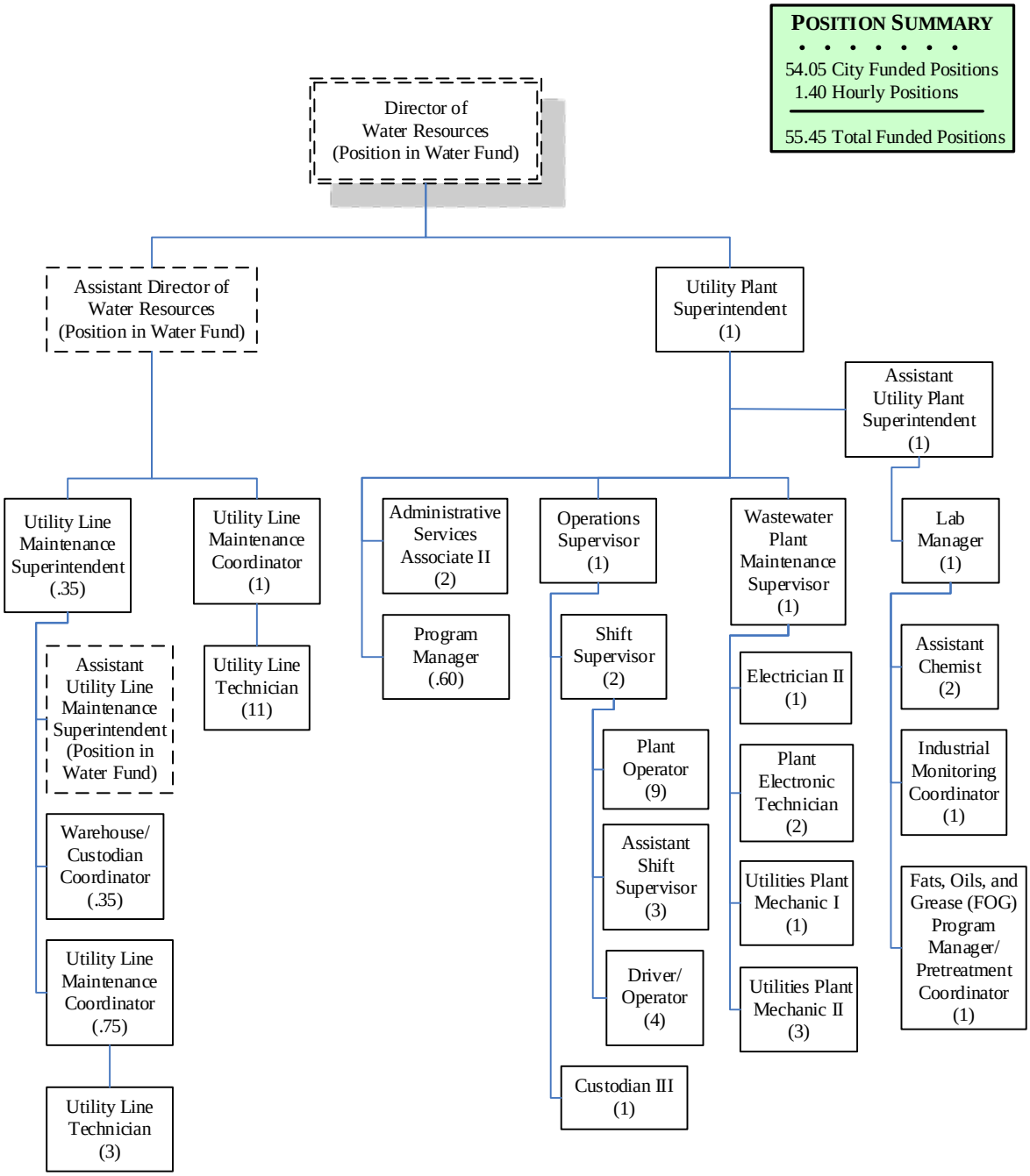
Performance Measure:	***Actual FY 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
Overall water treatment cost per million gallons of finished water.	$752	$834	$729	$852

Analysis of the Data:
The low costs for FY 2015 and July-Dec FY 2016 are primarily a result of almost exclusively using water from the Pedlar Reservoir. Projected FY 2016 and FY 2017 increases are due primarily to increased fixed operational costs and built in contingencies for chemicals and electricity for James River use.

INFRASTRUCTURE/ FISCAL RESPONSIBILITY

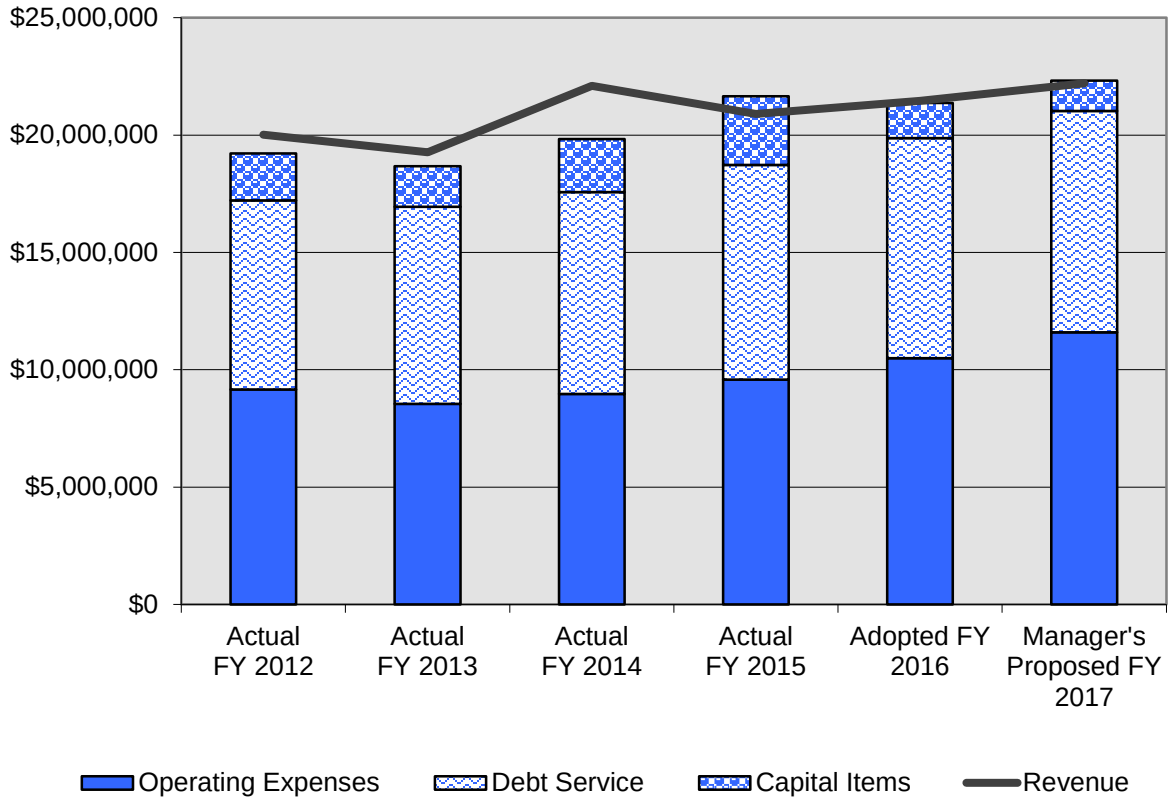
Benchmark Localities:
Charlottesville, Danville, Hampton, Richmond, and Roanoke, VA; American Water Works Association (AWWA)

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 day (mgd) 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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
SEWER FUND DEBT COVERAGE					
REVENUES					
Charges for Services	$17,489,824	$18,057,456	$18,459,728	$18,459,728	$402,272
Sewer Contracts	3,291,612	3,276,767	3,635,450	3,635,450	358,683
Interest and Other	115,764	126,727	105,836	105,836	(20,891)
TOTAL REVENUES	**$20,897,200**	**$21,460,950**	**$22,201,014**	**$22,201,014**	**$740,064**
EXPENDITURES					
Waste Water Treatment Plant	$7,337,483	$7,854,779	$8,364,064	$8,364,064	$509,285
Sewer Line Maintenance	2,276,053	2,351,329	2,921,964	2,921,964	570,635
Non-Departmental	(33,098)	288,522	305,750	305,750	17,228
Project Costs Charged to Operations	38,336	0	40,000	40,000	40,000
Capitalizable Labor	(151,044)	(149,350)	(128,750)	(128,750)	20,600
Capital Outlay	0	(265,000)	(647,000)	(647,000)	(382,000)
TOTAL EXPENDITURES	**$9,467,730**	**$10,080,280**	**$10,856,028**	**$10,856,028**	**$775,748**
OPERATING INCOME	**$11,429,470**	**$11,380,670**	**$11,344,986**	**$11,344,986**	**($35,684)**
Debt Service	$9,145,226	$9,370,351	$9,432,752	$9,432,752	$62,401
NET REVENUE	**$2,284,244**	**$2,010,319**	**$1,912,234**	**$1,912,234**	**($98,085)**
Debt Coverage ratio Target	1.20	1.20	1.20	1.20	
Debt Coverage ratio	1.25	1.21	1.20	1.20	

Sewer Fund

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
SEWER FUND POSITION SUMMARY					
City Funded Full-Time	49.45	50.45	53.45	53.45	3.00
City Funded Part-Time	0.60	0.60	0.60	0.60	0.00
City Funded Hourly	2.40	2.40	1.40	1.40	(1.00)
TOTAL FTE	**52.45**	**53.45**	**55.45**	**55.45**	**2.00**
SEWER FUND SUMMARY					
BEGINNING NET ASSETS	$136,833,798				
Less: Invested in Capital Assets, net of related debt	(129,047,540)				
BEGINNING UNRESTRICTED NET ASSETS	**$7,786,258**	**$9,644,921**	**$9,740,890**	**$9,740,890**	**$95,969**
REVENUES					
Charges for Services	$17,489,824	$18,057,456	$18,459,728	$18,459,728	$402,272
Sewer Contracts	3,291,612	3,276,767	3,635,450	3,635,450	358,683
Interest and Other	115,764	126,727	105,836	105,836	(20,891)
TOTAL REVENUES	**$20,897,200**	**$21,460,950**	**$22,201,014**	**$22,201,014**	**$740,064**
EXPENDITURES					
Departmental	$9,613,536	$10,206,108	$11,286,028	$11,286,028	$1,079,920
Non-departmental	(33,098)	288,522	305,750	305,750	17,228
Transfer - Capital	2,925,000	1,500,000	1,300,000	1,300,000	(200,000)
Debt Service	9,145,226	9,370,351	9,432,752	9,432,752	62,401
TOTAL EXPENDITURES	**$21,650,664**	**$21,364,981**	**$22,324,530**	**$22,324,530**	**$959,549**
ENDING UNRESTRICTED NET ASSETS	**$7,032,794**	**$9,740,890**	**$9,617,374**	**$9,617,374**	**($123,516)**

Sewer Fund

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
SEWER FUND REVENUE SUMMARY					
CHARGES FOR SERVICES					
Sewer Sales - Inside City	$14,652,659	$15,286,260	$15,531,600	$15,531,600	$245,340
Septic Hauler Charges	484,345	500,000	650,000	650,000	150,000
College Hill Backwash Charge	130,534	134,450	111,653	111,653	(22,797)
Leachate Treatment	70,102	72,206	96,430	96,430	24,224
Industrial Pre-treatment	4,547	4,635	5,665	5,665	1,030
Industrial Monitoring Charges	47,291	36,050	56,650	56,650	20,600
Industrial Surcharges	346,765	327,540	437,750	437,750	110,210
Cut-on & Penalty Charges	97,259	98,880	98,000	98,000	(880)
Connection charges	83,008	75,000	75,000	75,000	0
Availability Fees	144,793	100,000	100,000	100,000	0
Account Charges	1,271,981	1,270,800	1,271,980	1,271,980	1,180
Sewer Cost Plus	8,750	12,000	12,000	12,000	0
Miscellaneous	147,790	139,635	13,000	13,000	(126,635)
TOTAL CHARGES FOR SERVICES	**$17,489,824**	**$18,057,456**	**$18,459,728**	**$18,459,728**	**$402,272**
SEWER CONTRACTS					
Counties					
Amherst	$288,757	$460,195	$481,346	$481,346	$21,151
Bedford	424,989	447,844	476,132	476,132	28,288
Campbell	342,715	300,656	408,472	408,472	107,816
Industrial					
WestRock	1,267,677	1,139,117	1,326,000	1,326,000	186,883
Frito-Lay	967,474	928,955	943,500	943,500	14,545
TOTAL SEWER CONTRACTS	**$3,291,612**	**$3,276,767**	**$3,635,450**	**$3,635,450**	**$358,683**
INTEREST AND OTHER					
Interest	$115,764	$126,727	$105,836	$105,836	($20,891)
TOTAL INTEREST AND OTHER	**$115,764**	**$126,727**	**$105,836**	**$105,836**	**($20,891)**
TOTAL REVENUES	**$20,897,200**	**$21,460,950**	**$22,201,014**	**$22,201,014**	**$740,064**

Sewer Fund

SEWER FUND EXPENSE SUMMARY	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
DEPARTMENTAL					
Salaries	$2,145,409	$2,300,398	$2,428,240	$2,428,240	$127,842
Employee Benefits	841,199	906,120	941,909	941,909	35,789
Chemicals-WWTP	653,164	655,000	855,000	855,000	200,000
Communication Charges	14,351	14,700	17,700	17,700	3,000
Utilities-Waste Water Treatment Plant	815,806	832,300	838,300	838,300	6,000
Natural Gas	61,745	95,000	95,000	95,000	0
Sludge Disposal	543,363	553,700	453,700	453,700	(100,000)
Contractual Services	1,143,748	1,392,477	1,691,328	1,691,328	298,851
Supplies and Materials	672,847	638,700	658,775	658,775	20,075
Indirect Costs	1,110,474	774,329	761,963	761,963	(12,366)
Self-Insurance	200,727	213,027	213,027	213,027	0
Admin/Overhead Payments to Water Fund	1,160,000	1,182,000	1,200,000	1,200,000	18,000
All Other	250,703	648,357	1,131,086	1,131,086	482,729
TOTAL DEPARTMENTAL	**$9,613,536**	**$10,206,108**	**$11,286,028**	**$11,286,028**	**$1,079,920**
NON-DEPARTMENTAL					
Financial Audit	$17,140	$17,875	$18,590	$18,590	$715
Allowance for Uncollectible Accounts	1,041	40,000	40,000	40,000	0
Retiree Benefits	(51,279)	230,647	247,160	247,160	16,513
TOTAL NON-DEPARTMENTAL	**($33,098)**	**$288,522**	**$305,750**	**$305,750**	**$17,228**
CAPITAL AND TRANSFERS					
Transfer to Sewer Capital Fund	$2,925,000	$1,500,000	$1,300,000	$1,300,000	($200,000)
TOTAL CAPITAL AND TRANSFERS	**$2,925,000**	**$1,500,000**	**$1,300,000**	**$1,300,000**	**($200,000)**
DEBT SERVICE					
Debt Service	$9,145,226	$9,370,351	$9,432,752	$9,432,752	$62,401
TOTAL DEBT SERVICE	**$9,145,226**	**$9,370,351**	**$9,432,752**	**$9,432,752**	**$62,401**
TOTAL EXPENDITURES	**$21,650,664**	**$21,364,981**	**$22,324,530**	**$22,324,530**	**$959,549**

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. Maintenance of 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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	15.45	15.45	16.45	16.45	1.00
TOTAL FTE	**15.45**	**15.45**	**16.45**	**16.45**	**1.00**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$565,603	$603,623	$625,046	$625,046	$21,423
Employee Benefits	235,646	250,536	260,880	260,880	10,344
Contractual Services	267,691	356,350	372,773	372,773	16,423
Internal Service Charges	142,440	183,176	327,836	327,836	144,660
Other Charges	1,044,423	919,644	958,429	958,429	38,785
Rentals and Leases	20,250	3,000	8,000	8,000	5,000
Capital Outlay	0	35,000	369,000	369,000	334,000
TOTAL	**$2,276,053**	**$2,351,329**	**$2,921,964**	**$2,921,964**	**$570,635**

Water Resources Sewer Fund – Sewer Line Maintenance Division Budget Description

The Department Submitted FY 2017 Water Resources Sewer Fund – Sewer Line Maintenance Division budget of $2,921,964 represents a 24.3% increase of $570,635 compared to the Adopted FY 2016 budget of $2,351,329.

Highlights of the Department Submitted FY 2017 budget include:

- $31,767 increase in Salaries and Employee Benefits reflecting the addition of two full-time positions a Utility Crew Leader and a Utility Line Technician for off road sewer line inspection offset by transferring one full-time Utility Line Technician position to the Stormwater Fund, in addition, the increase in medical costs offset by the decrease in the Virginia Retirement System rate.
- $16,423 increase in Contractual Services due to increased costs in software maintenance, mechanical maintenance and repair services, line protection services, safety-related services, and costs associated with janitorial services offset with decreases in communications maintenance and repair services and sewer maintenance and repair services.
- $144,660 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $38,785 increase in Other Charges for apparel and protective wear, safety supplies, training and conferences, indirect costs per the Maximus study for FY 2014 and payment to the Water Operating Fund for administrative services.
- $5,000 increase in Rental and Leases for equipment rental.
- $334,000 increase in Capital Outlay for computer and specific use equipment purchases.

All major items submitted were proposed by the City Manager for funding.

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 Environmental Quality.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POSITION SUMMARY					
City Funded Full-Time	34.00	35.00	37.00	37.00	2.00
City Funded Part-Time	0.60	0.60	0.60	0.60	0.00
City Funded Hourly	2.40	2.40	1.40	1.40	(1.00)
TOTAL FTE	**37.00**	**38.00**	**39.00**	**39.00**	**1.00**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$1,579,806	$1,696,775	$1,803,194	$1,803,194	$106,419
Employee Benefits	605,553	655,584	681,029	681,029	25,445
Contractual Services	876,057	1,036,127	1,318,555	1,318,555	282,428
Internal Service Charges	205,126	241,131	185,800	185,800	(55,331)
Other Charges	4,067,207	3,989,162	4,091,486	4,091,486	102,324
Rentals and Leases	3,734	6,000	6,000	6,000	0
Capital Outlay	0	230,000	278,000	278,000	48,000
TOTAL	**$7,337,483**	**$7,854,779**	**$8,364,064**	**$8,364,064**	**$509,285**

Water Resources Sewer Fund – Wastewater Treatment Plant Division Budget Description

The Department Submitted FY 2017 Water Resources Sewer Fund – Wastewater Treatment Plant Division budget of $8,364,064 represents a 6.5% increase of $509,285 compared to the Adopted FY 2016 budget of $7,854,779.

Highlights of the Department Submitted FY 2017 budget include:

- $131,864 increase in Salaries and Employee Benefits reflecting the request for two full-time positions, a Fats, Oils, and Grease (FOG) Program Manager/Pretreatment Coordinator and Administrative Services Associate II offset by reducing one full-time equivalent in hourly positions. In addition, the increase in medical costs offset by the decrease in the Virginia Retirement System rate.
- $282,428 increase in Contractual Services reflecting increased costs in software maintenance, refuse disposal services, sludge land application, and miscellaneous contractual services.
- $55,331 decrease in Internal Service Charges reflecting Fleet Services operating estimates.
- $102,324 increase in Other Charges reflecting increased minor equipment, communications maintenance and repair parts, various chemical costs, training and conferences, payment to Water Operating Fund for administrative services, offset by reduced indirect costs per the Maximus study for FY 2014 and landfill fees.
- $48,000 increase in Capital Outlay for furniture and specific use equipment.

All major items submitted were proposed by the City Manager for funding.

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 FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Sewer Overflow Rate (reportable overflows per 100 miles of sewer line).	2.9	4.0	1.1	4.0

Analysis of the Data:
The actual number of sanitary sewer overflows vary annually depending upon a number of conditions including weather. All sanitary sewer overflows are prohibited under the Clean Water Act. Therefore, continued implementation of the Capacity, Management, Operation and Maintenance (CMOM) Program and investment in sewer system renewal is needed in order to achieve significant reductions in number of overflows.

NATURAL RESOURCES/ HEALTHY AND ACTIVE LIVING

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 FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
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.

INFRASTRUCTURE/ HEALTHY AND ACTIVE LIVING

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 FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Overall treatment cost per million gallons treated.	$1,774	$1,802	$1,576	$1,864

Analysis of the Data:
Cost per million gallons will have high fluctuations at this time due to changes in the CSO program that result in increased flows to the Wastewater Treatment Plant. Increased flows have higher cost impacts due to additional costs associated with chemicals, electricity, and sludge disposal. Additionally, changes associated with sludge disposal are resulting in significant cost increases.

INFRASTRUCTURE/ FISCAL RESPONSIBILITY

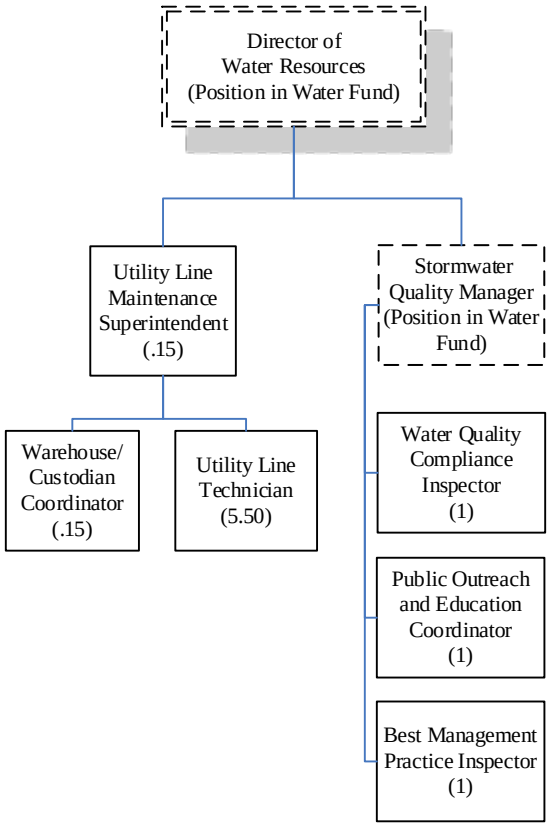
Benchmark Localities:
Charlottesville, Danville, Hampton, Richmond, and Roanoke, VA; American Water Works Association (AWWA)

DEPARTMENT OF WATER RESOURCES
STORMWATER FUND

POSITION SUMMARY

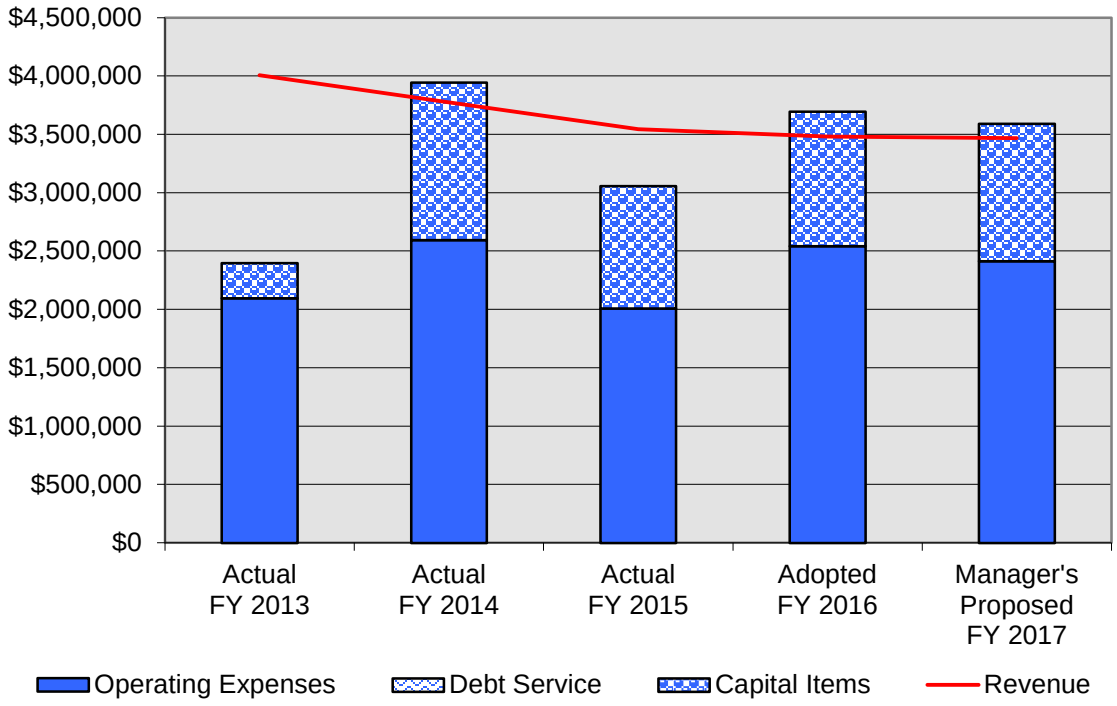
8.80 City Funded Positions
0.25 Hourly Positions

9.05 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.

Revenues & Expenses



Stormwater Fund

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
STORMWATER FUND POSITION SUMMARY					
City Funded Full-Time	6.80	6.80	8.80	8.80	2.00
City Funded Hourly	0.25	0.25	0.25	0.25	0.00
TOTAL FTE	**7.05**	**7.05**	**9.05**	**9.05**	**2.00**
STORMWATER FUND SUMMARY					
BEGINNING NET ASSETS	$1,300,413				
Less: Invested in Capital Assets, net of related debt	0				
BEGINNING UNRESTRICTED NET ASSETS	**$1,300,413**	**$1,160,974**	**$821,413**	**$821,413**	**($339,561)**
REVENUES					
Charges for Services	$3,136,296	$3,149,400	$3,149,400	$3,149,400	$0
State Categorical Aid - Highway Maintenance	275,000	275,000	275,000	275,000	0
Miscellaneous	132,542	57,278	42,500	42,500	(14,778)
TOTAL REVENUES	**$3,543,838**	**$3,481,678**	**$3,466,900**	**$3,466,900**	**($14,778)**
EXPENDITURES					
Salaries	$253,184	$289,953	$374,067	$374,067	$84,114
Employee Benefits	113,498	122,492	153,601	153,601	31,109
Contractual Services	47,488	157,087	225,325	225,325	68,238
Internal Service Charges	116,626	108,540	139,592	139,592	31,052
Other Charges	1,465,523	1,804,508	1,448,606	1,448,606	(355,902)
Rentals and Leases	499	500	750	750	250
Capital Outlay	0	29,000	32,000	32,000	3,000
Non-departmental	12,207	32,425	42,150	42,150	9,725
Transfer - Sewer Operating	126,734	126,734	0	0	(126,734)
Transfer - Fleet	35,942	0	0	0	0
Transfer - Capital	1,050,000	1,150,000	1,175,000	1,175,000	25,000
TOTAL EXPENDITURES	**$3,221,701**	**$3,821,239**	**$3,591,091**	**$3,591,091**	**($230,148)**
ENDING UNRESTRICTED NET ASSETS	**$1,622,550**	**$821,413**	**$697,222**	**$697,222**	**($124,191)**

Water Resources Stormwater Fund Budget Description

The Department Submitted FY 2017 Water Resources Fund Stormwater Fund budget of $3,591,091 represents a 6.0% decrease of $230,148 compared to the Adopted FY 2016 budget of $3,821,239.

Highlights of the Department Submitted FY 2017 budget include:

- $115,223 increase in Salaries and Employee Benefits reflecting a request to add a full-time Best Management Practice (BMP) Inspector position and transferring a full-time Utility Line Technician position from the Sewer Fund due to increased stormwater maintenance and repair work, in addition to the increase in medical costs offset by the decrease in the Virginia Retirement System rate.
- $68,238 increase in Contractual Services reflecting additional costs of software maintenance, legal, architectural and engineering services, and safety related services offset by decreased costs for printing and public relations.
- $31,052 increase in Internal Service Charges reflecting Fleet Service operating estimates.
- $355,902 decrease in Other Charges reflecting reductions to indirect costs per the Maximus study for FY 2014, maintenance and repair materials, Community Development and Public Works reimbursements, offset by the Stormwater payment increase to the Water Operating Fund for administrative services.
- $3,000 increase in Capital Outlay for special use equipment.
- $92,009 decrease in Non-Departmental Charges reflecting a decrease in the annual transfer to the Sewer Operating Fund for reimbursement of Stormwater Fund initial startup costs offset by an increase in transfers from the Stormwater Operating Fund to the Stormwater Capital Fund for capital projects.

All major items submitted were proposed by the City Manager for funding.

Department of Water Resources Stormwater Fund Performance Measures

Goal 1:
Provide stormwater educational opportunities for citizens so that they can collectively have a positive impact on water quality both locally and regionally.

Objective:
Foster citizen participation to educate and encourage stormwater practices to improve local and regional water quality.

Performance Measure:	***Actual FY 2015***	***Projected FY 2016***	***July - Dec FY 2016***	***Projected FY 2017***
Educational Events	17	20	10	25

Analysis of the Data:
By hosting and/or participating in educational events, the Department is providing citizens with opportunities to increase their awareness, knowledge, and understanding of best stormwater practices.

Benchmark Localities:
Richmond, Charlottesville, and Roanoke, VA

HISTORICAL QUOTE:

Be it enacted by the General Assembly…that the mayor, recorder, aldermen and common councilmen…are hereby 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

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, Police Department, Emergency Services, Human Services - Juvenile Services, Human Services - Social Services, Community Corrections and Pretrial Services, Citizen's for A Clean Lynchburg, and Workforce Investment Act. Grant funds typically are restricted to providing a particular service within specified grant periods and may require local matching funds.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
CITY FEDERAL STATE AID FUND POSITION SUMMARY					
Grant Funded Full-Time	14.38	14.07	13.84	13.84	(0.23)
Grant Funded Sworn Full-Time	6.00	6.00	3.00	3.00	(3.00)
Grant Funded Part-Time	1.59	1.40	1.40	1.40	0.00
Grant Funded Hourly	0.70	0.70	1.32	1.32	0.62
TOTAL FTE	**22.67**	**22.17**	**19.56**	**19.56**	**(2.61)**
CITY FEDERAL STATE AID FUND BUDGET SUMMARY					
BEGINNING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
REVENUES					
Federal Grants	$2,346,134	$1,803,747	$1,888,637	$1,888,637	$84,890
State Grants	959,126	1,007,248	1,022,617	1,022,617	15,369
Localitites/Other Reimbursements	107,055	106,160	107,877	107,877	1,717
In-Kind Grant Match	47,129	23,706	28,982	28,982	5,276
Arts and Cultural District	33,065	33,420	32,000	32,000	(1,420)
Transfer from General Fund	155,601	63,701	59,847	59,847	(3,854)
TOTAL REVENUES	**$3,648,110**	**$3,037,982**	**$3,139,960**	**$3,139,960**	**$101,978**
EXPENDITURES					
Salaries	$1,047,342	$808,517	$749,377	$749,377	($59,140)
Employee Benefits	413,565	333,173	292,939	292,939	(40,234)
Contractual Services	1,550,526	1,346,091	1,534,830	1,534,830	188,739
Other Charges	519,204	550,201	562,814	562,814	12,613
Capital Outlay	117,473	0	0	0	0
TOTAL EXPENDITURES	**$3,648,110**	**$3,037,982**	**$3,139,960**	**$3,139,960**	**$101,978**
ENDING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
Key Ratios:					
General Fund Transfer as a % of Total Expenditures	4.3%	2.1%	1.9%	1.9%	

City/Federal/State Aid Fund

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
PROGRAM SUMMARY BY DEPARTMENT					
EXPENDITURES					
Office of the Commonwealth's Attorney					
Community Defined Solutions Grant	$49,239	$0	$0	$0	$0
Domestic Violence Victim Fund	40,000	40,000	45,000	45,000	5,000
Victim/Witness Program	232,667	232,667	232,667	232,667	0
V-Stop Grant	94,823	94,823	94,823	94,823	0
Total Office of the Commonwealth's Attorney	**$416,729**	**$367,490**	**$372,490**	**$372,490**	**$5,000**
Office of Economic Development					
Arts and Cultural District Program	**$38,065**	**$38,420**	**$37,000**	**$37,000**	**($1,420)**
Fire Department					
EMS Four for Life Program	$90,277	$57,000	$53,000	$53,000	($4,000)
Fire Programs	143,882	230,000	240,000	240,000	10,000
SAFER Grant	461,924	114,597	0	0	(114,597)
Total Fire Department	**$696,083**	**$401,597**	**$293,000**	**$293,000**	**($108,597)**
Police Department					
DCJS School Resource Officer	**$224,999**	**$162,324**	**$167,943**	**$167,943**	**$5,619**
Emergency Services					
LEMPG Grant	**$46,846**	**$41,247**	**$46,846**	**$46,846**	**$5,599**
Human Services - Juvenile Services					
USDA School Nutrition Program	**$23,092**	**$20,000**	**$20,000**	**$20,000**	**$0**
Human Services - Social Services					
Education Support Special Incentive Program	$11,434	$16,680	$16,680	$16,680	$0
Foster Parent Recruiting and Training Program	11,287	11,000	11,500	11,500	500
Independent Living Program	20,651	23,626	23,626	23,626	0
OEW - Outstationed Eligibility Worker	53,325	52,431	54,148	54,148	1,717
Respite Program	11,795	11,883	11,883	11,883	0
Safe and Stable Families Program	72,241	72,387	72,387	72,387	0
Quality Initiative Program	24,063	24,063	24,063	24,063	0
Total Human Services - Social Services	**$204,796**	**$212,070**	**$214,287**	**$214,287**	**$2,217**
Community Corrections and Pretrial Services					
Community Corrections Program	**$493,935**	**$490,463**	**$495,762**	**$495,762**	**$5,299**
Non-departmental - Citizens for a Clean Lynchburg	**$10,933**	**$11,045**	**$0**	**$0**	**($11,045)**
Non-departmental - Workforce Investment Act Prgm	**$1,492,632**	**$1,293,326**	**$1,492,632**	**$1,492,632**	**$199,306**
TOTAL EXPENDITURES	**$3,648,110**	**$3,037,982**	**$3,139,960**	**$3,139,960**	**$101,978**

Office of the Commonwealth's Attorney Grants

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
OFFICE OF THE COMMONWEALTH'S ATTORNEY GRANTS POSITION SUMMARY					
Grant Funded Full-Time	4.38	4.07	3.84	3.84	(0.23)
Grant Funded Part-Time	1.59	1.40	1.40	1.40	0.00
Grant Funded Hourly	0.00	0.00	0.62	0.62	0.62
TOTAL FTE	**5.97**	**5.47**	**5.86**	**5.86**	**0.39**
OFFICE OF THE COMMONWEALTH'S ATTORNEY GRANTS BUDGET SUMMARY					
BEGINNING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
REVENUES					
Federal Grants	$294,856	$245,617	$245,617	$245,617	$0
State Grants	98,167	98,167	103,167	103,167	5,000
In-Kind Grant Match	23,706	23,706	23,706	23,706	0
TOTAL REVENUES	**$416,729**	**$367,490**	**$372,490**	**$372,490**	**$5,000**
EXPENDITURES					
Salaries	$277,307	$242,063	$251,325	$251,325	$9,262
Employee Benefits	93,956	87,191	82,266	82,266	(4,925)
Contractual Services	7,424	1,500	1,500	1,500	0
Other Charges	38,042	36,736	37,399	37,399	663
TOTAL EXPENDITURES	**$416,729**	**$367,490**	**$372,490**	**$372,490**	**$5,000**
ENDING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**

Office of the Commonwealth's Attorney Grants Budget Description

The Department Submitted FY 2017 Office of the Commonwealth's Attorney Grants budget of $372,490 represents a 1.4% increase of $5,000 compared to the Adopted FY 2016 budget of $367,490.

Highlights of the Department Submitted FY 2017 budget include:

- $5,000 increase in funding for the Domestic Violence Victim Fund Grant.

All major items submitted were proposed by the City Manager for funding.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
OFFICE OF ECONOMIC DEVELOPMENT GRANT BUDGET SUMMARY					
BEGINNING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
REVENUES					
State Grants	$5,000	$5,000	$5,000	$5,000	$0
Arts and Cultural District	33,065	33,420	32,000	32,000	(1,420)
TOTAL REVENUES	**$38,065**	**$38,420**	**$37,000**	**$37,000**	**($1,420)**
EXPENDITURES					
Contractual Services	$38,065	$38,420	$37,000	$37,000	($1,420)
TOTAL EXPENDITURES	**$38,065**	**$38,420**	**$37,000**	**$37,000**	**($1,420)**
ENDING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**

Office of Economic Development Grant Budget Description

The Department Submitted FY 2017 Office of Economic Development Grant budget of $37,000 represents a 3.7% decrease of $1,420 compared to the Adopted FY 2016 budget of $38,420.

Highlights of the Department Submitted FY 2017 budget include:

- $1,420 decrease in funding from the Arts and Cultural District.

All major items submitted were proposed by the City Manager for funding.

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, firefighting 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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
FIRE DEPARTMENT GRANTS POSITION SUMMARY					
Grant Funded Sworn Full-Time	9	3	0	0	(3)
TOTAL FTE	**9**	**3**	**0**	**0**	**(3)**
FIRE DEPARTMENT GRANTS BUDGET SUMMARY					
BEGINNING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
REVENUES					
State Grants	$234,159	$287,000	$293,000	$293,000	$6,000
Federal Grants	411,917	114,597	0	0	(114,597)
Transfer from General Fund	50,007	0	0	0	0
TOTAL REVENUES	**$696,083**	**$401,597**	**$293,000**	**$293,000**	**($108,597)**
EXPENDITURES					
Salaries	$323,002	$79,203	$0	$0	($79,203)
Employee Benefits	138,922	35,394	0	0	(35,394)
Other Charges	181,912	287,000	293,000	293,000	6,000
Capital Outlay	52,247	0	0	0	0
TOTAL EXPENDITURES	**$696,083**	**$401,597**	**$293,000**	**$293,000**	**($108,597)**
ENDING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**

Fire Department Grants Budget Description

The Department Submitted FY 2017 Fire Department Grants budget of $293,000 represents a 27.0% decrease of $108,597 compared to the Adopted FY 2016 budget of $401,597.

Highlights of the Department Submitted FY 2017 budget include:

- $10,000 increase in Fire Programs funding.
- $4,000 decrease in Emergency Medical Services (EMS) Four for Life funding.
- $114,597 decrease in the SAFER Grant reflecting the end of funding for three Firefighter/EMT positions.

All major items submitted were proposed by the City Manager for funding.

Police Department Grant

Department of Criminal Justice Services (DCJS) School Resource Officer. DCJS provides funding to localities to place either a School Resource Officer or School Security Officer in elementary and secondary schools where none currently exist.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
POLICE GRANT POSITION SUMMARY					
Grant Funded Sworn Full-Time	3	3	3	3	0
TOTAL FTE	**3**	**3**	**3**	**3**	**0**
POLICE GRANT BUDGET SUMMARY					
BEGINNING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
REVENUES					
State Grants	$91,234	$84,685	$94,800	$94,800	$10,115
Transfer from General Fund	83,765	27,639	23,143	23,143	(4,496)
Locality/Other Reimbursements	50,000	50,000	50,000	50,000	0
TOTAL REVENUES	**$224,999**	**$162,324**	**$167,943**	**$167,943**	**$5,619**
EXPENDITURES					
Salaries	$110,599	$112,506	$117,624	$117,624	$5,118
Employee Benefits	48,688	49,818	50,319	50,319	501
Other Charges	486	0	0	0	0
Capital Outlay	65,226	0	0	0	0
TOTAL EXPENDITURES	**$224,999**	**$162,324**	**$167,943**	**$167,943**	**$5,619**
ENDING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**

Police Department Grant Budget Description

The Department Submitted FY 2017 Police Department Grant budget of $167,943 represents a 3.5% increase of $5,619 compared to the Adopted FY 2016 budget of $162,324.

Highlights of the Department Submitted FY 2017 budget include:

- $10,115 increase in DCJS School Resource Officer funding.
- $4,496 decrease in the Transfer from General Fund reflecting a reduced required local match.

All major items submitted were proposed by the City Manager for funding.

Emergency Services Grant

Local Emergency Management Performance Grant Program (LEMPG). This program authorizes FEMA to authorize grants for the purpose of providing a system of emergency preparedness for the protection of life and property in the United States from hazards and to vest responsibility for emergency preparedness jointly in the federal government and the states and their political subdivisions.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
EMERGENCY SERVICES GRANT POSITION SUMMARY					
Grant Funded Full-Time	1	1	1	1	0
TOTAL FTE	**1**	**1**	**1**	**1**	**0**
EMERGENCY SERVICES GRANT BUDGET SUMMARY					
BEGINNING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
REVENUES					
Federal Grants	$23,423	$23,423	$23,423	$23,423	$0
In-Kind Grant Match	23,423	0	5,276	5,276	5,276
Transfer from General Fund	0	17,824	18,147	18,147	323
TOTAL REVENUES	**$46,846**	**$41,247**	**$46,846**	**$46,846**	**$5,599**
EXPENDITURES					
Salaries	$21,757	$27,456	$27,797	$27,797	$341
Employee Benefits	1,666	13,791	13,773	13,773	(18)
In-Kind Expenses	$23,423	$0	$5,276	$5,276	5,276
TOTAL EXPENDITURES	**$46,846**	**$41,247**	**$46,846**	**$46,846**	**$5,599**
ENDING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**

Emergency Services Department Grant Budget Description

The Department Submitted FY 2017 Emergency Services Department Grants budget of $46,846 represents a 13.6% increase of $5,599 compared to the Adopted FY 2016 budget of $41,247.

Highlights of the Department Submitted FY 2017 budget include:

- $5,276 increase in In-Kind Grant Match for the LEMPG Program.

All major items submitted were proposed by the City Manager for funding.

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.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
HUMAN SERVICES - JUVENILE SERVICES GRANTS BUDGET SUMMARY					
BEGINNING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
REVENUES					
Federal Grant	$23,092	$20,000	$20,000	$20,000	$0
TOTAL REVENUES	**$23,092**	**$20,000**	**$20,000**	**$20,000**	**$0**
EXPENDITURES					
Other Charges	$23,092	$20,000	$20,000	$20,000	$0
TOTAL EXPENDITURES	**$23,092**	**$20,000**	**$20,000**	**$20,000**	**$0**
ENDING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**

Human Services– Juvenile Services Grant Budget Description

The Department Submitted FY 2017 Human Services – Juvenile Services Grant budget of $20,000 represents no change compared to the Adopted FY 2016 budget.

All major items submitted were proposed by the City Manager for funding.

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 Children's 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 Eligibility 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.

Quality Initiative Program. The goal of this state grant is to provide enhancements to existing child care programs. Social Services will contract all of the funding to separate contractors to perform a wide variety of initiatives which include provider and child care center staff training, speech and hearing screenings, computer centers, and service enhancements such as art programs. The grant will also help fund purchase of toys and playground equipment. Funding will help centers meet state licensing mandates, such as installation of fence.

Human Services – Social Services Grants

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
HUMAN SERVICES - SOCIAL SERVICES GRANTS POSITION SUMMARY					
Grant Funded Full-Time	1	1	1	1	0
TOTAL FTE	**1**	**1**	**1**	**1**	**0**
HUMAN SERVICES - SOCIAL SERVICES GRANTS BUDGET SUMMARY					
BEGINNING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
REVENUES					
Federal Grants	$100,214	$106,784	$106,965	$106,965	$181
State Grants	29,170	30,888	30,888	30,888	0
Localities/Other Reimbursements	57,055	56,160	57,877	57,877	1,717
Transfer from General Fund	18,357	18,238	18,557	18,557	319
TOTAL REVENUES	**$204,796**	**$212,070**	**$214,287**	**$214,287**	**$2,217**
EXPENDITURES					
Salaries	$36,996	$36,296	$37,773	$37,773	$1,477
Employee Benefits	16,329	16,135	16,375	16,375	240
Other Charges	151,471	159,639	160,139	160,139	500
TOTAL EXPENDITURES	**$204,796**	**$212,070**	**$214,287**	**$214,287**	**$2,217**
ENDING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**

Human Services – Social Services Grants Budget Description

The Department Submitted FY 2017 Human Services – Social Services Grants budget of $214,287 represents a 1.0% increase of $2,217 compared to the Adopted FY 2016 budget of $212,070.

Highlights of the Department Submitted FY 2017 budget include:

- $1,717 increase in Outstationed Eligibility Workers (OEW) Program.

All major items submitted were proposed by the City Manager for funding.

Community Corrections and Pretrial Services Program Grant. The goal of Community Corrections and Pretrial Services is to reduce jail costs while enhancing public safety by providing probation supervision for adult offenders and pretrial investigation and supervision of defendants who are released on bond awaiting trial. Program services are provided to localities participating in the regional jail including Lynchburg, Bedford County, and Campbell County.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
COMMUNITY CORRECTIONS AND PRETRIAL SERVICES GRANTS POSITION SUMMARY					
Grant Funded Full-Time	8.0	8.0	8.0	8.0	0.0
Grant Funded Hourly	0.7	0.7	0.7	0.7	0.0
TOTAL FTE	**8.7**	**8.7**	**8.7**	**8.7**	**0.0**
COMMUNITY CORRECTIONS AND PRETRIAL SERVICES GRANTS BUDGET SUMMARY					
BEGINNING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
REVENUES					
State Grants	$490,463	$490,463	$495,762	$495,762	$5,299
Trf from General Fund to Grants	3,472	0	0	0	0
TOTAL REVENUES	**$493,935**	**$490,463**	**$495,762**	**$495,762**	**$5,299**
EXPENDITURES					
Salaries	$277,681	$310,993	$314,858	$314,858	$3,865
Employee Benefits	114,004	130,844	130,206	130,206	(638)
Contractual Services	1,472	1,800	1,800	1,800	0
Other Charges	100,778	46,826	48,898	48,898	2,072
TOTAL EXPENDITURES	**$493,935**	**$490,463**	**$495,762**	**$495,762**	**$5,299**
ENDING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**

Community Corrections and Pretrial Services Program Grant Budget Description

The Department Submitted FY 2017 Community Corrections and Pretrial Services Program Grant budget of $495,762 represents a 1.1% increase of $5,299 compared to the Adopted FY 2016 budget of $490,463.

Highlights of the Department Submitted FY 2017 budget include:

- $5,299 increase in Community Corrections Program funding.

All major items submitted were proposed by the City Manager for funding.

Non-departmental – Citizens for a Clean Lynchburg Grant. The State of Virginia has assisted localities with ongoing Recycling and Litter Prevention programs which are 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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
BEGINNING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
REVENUES					
State Grants	$10,933	$11,045	$0	$0	($11,045)
TOTAL REVENUES	**$10,933**	**$11,045**	**$0**	**$0**	**($11,045)**
EXPENDITURES					
Contractual Services	$10,933	$11,045	$0	$0	($11,045)
TOTAL EXPENDITURES	**$10,933**	**$11,045**	**$0**	**$0**	**($11,045)**
ENDING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**

Non-departmental – Citizens for a Clean Lynchburg Grant

Due to the uncertainty of funding for the Citizens for a Clean Lynchburg Grant, no budget is being proposed. Any funds awarded will be appropriated with third quarter adjustments.

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.

NON-DEPARTMENTAL WORKFORCE INVESTMENT ACT GRANT BUDGET SUMMARY	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
BEGINNING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
REVENUES					
Federal Grants	$1,492,632	$1,293,326	$1,492,632	$1,492,632	$199,306
TOTAL REVENUES	**$1,492,632**	**$1,293,326**	**$1,492,632**	**$1,492,632**	**$199,306**
EXPENDITURES					
Contractual Services	$1,492,632	$1,293,326	$1,492,632	$1,492,632	$199,306
TOTAL EXPENDITURES	**$1,492,632**	**$1,293,326**	**$1,492,632**	**$1,492,632**	**$199,306**
ENDING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**

Non-departmental – Workforce Investment Act Grant Budget Description

The Department Submitted FY 2017 Non-departmental – Workforce Investment Act Grant budget of $1,492,632 represents a 15.4% increase of $199,306 compared to the Adopted FY 2016 budget of $1,293,326.

Highlights of the Department Submitted FY 2017 budget include:

- $199,306 increase reflecting additional awarded federal funding.

All major items submitted were proposed by the City Manager for funding.

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
COMMUNITY DEVELOPMENT BLOCK GRANT POSITION SUMMARY					
Grant Funded Full-Time	0.5	0.5	0.5	0.5	0.0
Grant Funded Part-Time	0.6	0.6	0.6	0.6	0.0
TOTAL FTE	**1.1**	**1.1**	**1.1**	**1.1**	**0.0**
COMMUNITY DEVELOPMENT BLOCK GRANT BUDGET SUMMARY					
BEGINNING RESTRICTED FUND BALANCE	**$1,430,364**	**$1,250,888**	**$1,070,529**	**$1,070,529**	**($180,359)**
REVENUES					
Federal Entitlement	$639,600	$686,040	$662,772	$662,772	($23,268)
Program Income	30,887	1,708	0	0	(1,708)
TOTAL REVENUES	**$670,487**	**$687,748**	**$662,772**	**$662,772**	**($24,976)**
EXPENDITURES					
Salaries	$93,156	$70,162	$72,490	$72,490	$2,328
Employee Benefits	13,581	12,010	12,311	12,311	301
Contractual Services	695,102	771,010	677,511	677,511	(93,499)
Other Charges	3,743	4,700	5,040	5,040	340
Capital Outlay	50,216	0	0	0	0
TOTAL EXPENDITURES	**$855,798**	**$857,882**	**$767,352**	**$767,352**	**($90,530)**
ENDING RESTRICTED FUND BALANCE	**$1,245,053**	**$1,080,754**	**$965,949**	**$965,949**	**($114,805)**

Community Development Block Grant (CDBG) Fund Budget Description

The Department Submitted FY 2017 Community Development Block Grant (CDBG) budget of $767,352 represents a 10.6% decrease of $90,530 compared to the Adopted FY 2016 budget of $857,882.

Highlights of the Department Submitted FY 2017 budget include:

- $2,629 increase in Salaries and Employee Benefits reflecting an increase in staff salaries as a result of the FY 2016 compensation adjustment and hiring new staff above minimum.
- $93,499 decrease in Contractual Services reflecting a reduction in interest payments as a result of the refinancing of the Bluffwalk Section 108 Loan and a decrease in CDBG entitlement funding over prior year.

All major items submitted were proposed by the City Manager for funding.

Community Development Block Grant funding by project

Project	FY 2016 Funding Distribution
Program Administration (City)	$92,000
Administration and Delivery Costs Lynchburg Redevelopment and Housing Authority (LRHA)	128,882
Coordinated Infrastructure Improvements (City)	360,695
LRHA Rental Rehabilitation	50,000
LRHA / Continuum of Care - Centralized Homeless Intake Coordinator	50,000
LRHA Housing Resource Center	45,219
Police Department / Boys and Girls Club Badges & Fun Fridays	7,687
TOTAL	**$734,483**

Note: The Adopted FY 2016 amount does not match the FY 2016 Funding Distribution total because the amount of Federal Entitlement has been adjusted to reflect the actual amount received.

Children's 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. This was formerly the Comprehensive Services Act (CSA) Fund.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
CHILDREN'S SERVICES ACT (CSA) FUND POSITION SUMMARY					
Grant Funded Full-Time	1	1	1	1	0
TOTAL FTE	**1**	**1**	**1**	**1**	**0**
CHILDREN'S SERVICES ACT (CSA) FUND BUDGET SUMMARY					
BEGINNING RESTRICTED FUND BALANCE	**$423,104**	**$423,103**	**$14,557**	**$14,557**	**($408,546)**
REVENUES					
Intergovernmental - Public Assistance	$3,872,838	$3,517,404	$4,130,165	$4,130,165	$612,761
Transfer from General Fund	1,238,852	1,238,852	1,616,816	1,616,816	377,964
Transfer from Lynchburg City Schools	196,541	196,541	196,541	196,541	0
Special Welfare Recoupment	43,243	110,000	55,500	55,500	(54,500)
TOTAL REVENUES	**$5,351,474**	**$5,062,797**	**$5,999,022**	**$5,999,022**	**$936,225**
EXPENDITURES					
Salaries	$36,392	$36,296	$37,024	$37,024	$728
Employee Benefits	16,151	16,249	16,167	16,167	(82)
Administrative	8,180	12,271	11,327	11,327	(944)
Mandated - Foster Care	3,378,393	2,756,145	3,503,397	3,503,397	747,252
Mandated - Special Education	2,004,279	1,866,000	2,055,271	2,055,271	189,271
Non-Mandated Services	316,626	375,836	375,836	375,836	0
TOTAL EXPENDITURES	**$5,760,021**	**$5,062,797**	**$5,999,022**	**$5,999,022**	**$936,225**
ENDING RESTRICTED FUND BALANCE	**$14,557**	**$423,103**	**$14,557**	**$14,557**	**($408,546)**

Children's Services Act (CSA) Fund Budget Description

The Department Submitted FY 2017 Children's Services Act (CSA) Fund budget of $5,999,022 represents a 18.5% increase of $936,225 compared to the Adopted FY 2016 budget of $5,062,797.

Highlights of the Department Submitted FY 2017 budget include:

- $936,225 increase reflecting additional funding for mandated services.

All major items submitted were proposed by the City Manager for funding.

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/First Quarter Adjustments and Third Quarter Reviews to adjust for revenues and expenditures.

FORFEITED ASSET FUND BUDGET SUMMARY	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
BEGINNING RESTRICTED FUND BALANCE	**$353,353**	**$108,943**	**$136,812**	**$136,812**	**$27,869**
REVENUES					
State Asset Forfeiture	$174,163	$0	$0	$0	$0
Interest	302	0	0	0	0
TOTAL REVENUES	**$174,465**	**$0**	**$0**	**$0**	**$0**
EXPENDITURES	$194,268	$48,296	$0	$0	($48,296)
TOTAL EXPENDITURES	**$194,268**	**$48,296**	**$0**	**$0**	**($48,296)**
ENDING RESTRICTED FUND BALANCE	**$333,550**	**$60,647**	**$136,812**	**$136,812**	**$76,165**

Forfeited Asset Fund Budget Description

No funds are requested for FY 2017.

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 incentives to support development, redevelopment, and rehabilitation of affordable rental housing. 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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
HOME INVESTMENT TRUST FUND POSITION SUMMARY					
Grant Funded Part-Time	0.2	0.2	0.2	0.2	0.0
TOTAL FTE	**0.2**	**0.2**	**0.2**	**0.2**	**0.0**
HOME INVESTMENT TRUST FUND BUDGET SUMMARY					
BEGINNING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**
REVENUES					
Federal Entitlement	$372,791	$305,985	$316,176	$316,176	$10,191
Program Income	1,920	0	0	0	0
TOTAL REVENUES	**$374,711**	**$305,985**	**$316,176**	**$316,176**	**$10,191**
EXPENDITURES					
Salaries	$17,704	$17,480	$17,829	$17,829	$349
Employee Benefits	1,334	1,337	1,364	1,364	27
Contractual Services	352,967	284,793	294,358	294,358	9,565
Other Charges	2,706	2,375	2,625	2,625	250
TOTAL EXPENDITURES	**$374,711**	**$305,985**	**$316,176**	**$316,176**	**$10,191**
ENDING RESTRICTED FUND BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**

HOME Investment Trust Fund Budget Description

The Department Submitted FY 2017 HOME Investment Trust Fund budget of $316,176 represents a 3.3% increase of $10,191 compared to the Adopted FY 2016 budget of $305,985.

Highlights of the Department Submitted FY 2017 budget include:

- $10,191 increase in HOME entitlement funds over the amount received in the prior year.

All major items submitted were proposed by the City Manager for funding.

HOME Investment Trust funding by project

Project	FY 2016 Funding Distribution
City Administration	$22,926
Lynchburg Community Action Group (Lyn-CAG) Substantial Rehabilitation	100,000
Greater Lynchburg Habitat for Humanity - Homeownership	75,000
Rush Homes (CHDO) - Old Forest Road Village	150,000
TOTAL	**$347,926**

Note: The Adopted FY 2016 amount does not match the FY 2016 Funding Distribution total because the amount of Federal Entitlement has been adjusted to reflect the actual amount received.

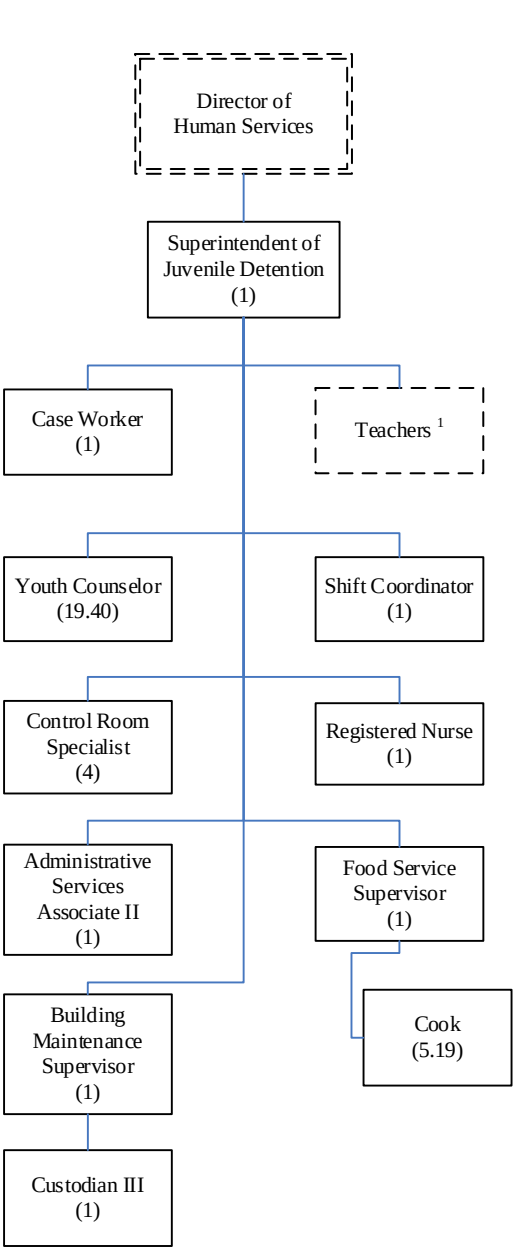
Lynchburg Expressway Appearance Fund (LEAF). The Lynchburg Expressway Appearance Fund (LEAF) accounts for any pledges and donations from citizens and businesses for the beautification of major transportation corridors throughout the City by the planting of trees, shrubs, and flowerbeds.

LYNCHBURG EXPRESSWAY APPEARANCE FUND (LEAF) BUDGET SUMMARY	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
BEGINNING RESTRICTED FUND BALANCE	**$191,009**	**$191,009**	**$188,141**	**$188,141**	**($2,868)**
REVENUES					
Revenue from pledges and donations	$25,783	$0	$0	$0	$0
TOTAL REVENUES	**$25,783**	**$0**	**$0**	**$0**	**$0**
EXPENDITURES					
Contractual Services	$28,651	$0	$0	$0	$0
TOTAL EXPENDITURES	**$28,651**	**$0**	**$0**	**$0**	**$0**
ENDING RESTRICTED FUND BALANCE	**$188,141**	**$191,009**	**$188,141**	**$188,141**	**($2,868)**

Lynchburg Expressway Appearance Fund (LEAF) Budget Description

No funds are requested for FY 2017.

REGIONAL JUVENILE DETENTION CENTER



POSITION SUMMARY

36.59 City Funded Positions
4.53 Hourly Positions

41.12 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 City of Lynchburg 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 Center.

	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
REGIONAL JUVENILE DETENTION CENTER FUND POSITION SUMMARY					
City Funded Full-Time	38.00	38.00	34.00	34.00	(4.00)
City Funded Part-Time	4.62	2.59	2.59	2.59	0.00
City Funded Hourly	2.50	4.53	4.53	4.53	0.00
TOTAL FTE	**45.12**	**45.12**	**41.12**	**41.12**	**(4.00)**
REGIONAL JUVENILE DETENTION CENTER FUND BUDGET SUMMARY					
BEGINNING ASSIGNED FUND BALANCE	**$100,011**	**$100,000**	**$100,000**	**$100,000**	**$0**
REVENUES					
Charges for Services	$1,641,071	$1,734,159	$1,548,012	$1,548,012	($186,147)
Intergovernmental	1,564,944	1,119,463	1,106,886	1,106,886	(12,577)
TOTAL REVENUES	**$3,206,015**	**$2,853,622**	**$2,654,898**	**$2,654,898**	**($198,724)**
EXPENDITURES					
Salaries	$1,405,855	$1,464,634	$1,353,844	$1,353,844	($110,790)
Employee Benefits	565,219	603,108	565,186	565,186	(37,922)
Contractual Services	46,538	39,014	38,814	38,814	(200)
Internal Service Charges	11,438	16,278	14,704	14,704	(1,574)
Other Charges	528,753	596,030	563,238	563,238	(32,792)
Rentals and Leases	1,997	2,205	2,000	2,000	(205)
Debt Service	644,510	130,353	114,907	114,907	(15,446)
Capital Outlay	1,705	2,000	2,205	2,205	205
TOTAL EXPENDITURES	**$3,206,015**	**$2,853,622**	**$2,654,898**	**$2,654,898**	**($198,724)**
ENDING ASSIGNED FUND BALANCE	**$100,011**	**$100,000**	**$100,000**	**$100,000**	**$0**

Regional Juvenile Detention Center Fund Budget Description

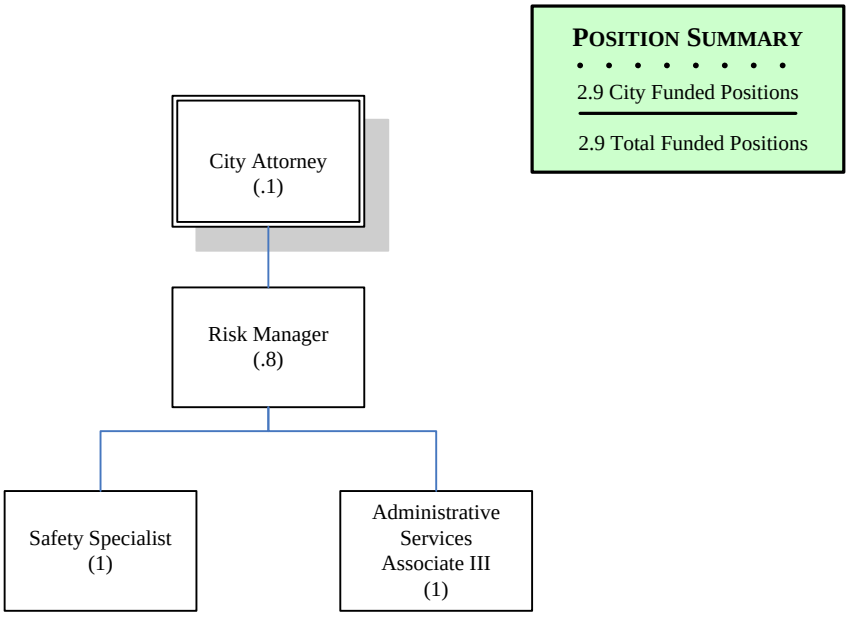
The Department Submitted FY 2017 Regional Juvenile Detention Center Fund budget of $2,654,898 represents a 7.0% decrease of $198,724 from the Adopted FY 2016 budget of 2,853,622.

Highlights of the Department Submitted FY 2017 budget include:

- $148,712 decrease in Salaries and Employee Benefits reflecting the elimination of four full-time positions in addition to the increase in medical costs offset by the decrease in the Virginia Retirement System rate.
- $1,574 decrease in Internal Service Charges reflecting Fleet Services operating estimates.
- $32,792 decrease in Other Charges reflecting reductions based on the Maximus indirect cost plan.
- $15,446 decrease in Debt Service based on the amortization schedule.

All major items submitted were proposed by the City Manager for funding.

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, Stormwater, 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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
RISK MANAGEMENT FUND POSITION SUMMARY					
City Funded Full-Time	2.10	2.10	2.10	2.10	0.00
City Funded Part-Time	0.80	0.80	0.80	0.80	0.00
TOTAL FTE	**2.90**	**2.90**	**2.90**	**2.90**	**0.00**
RISK MANAGEMENT FUND BUDGET SUMMARY					
BEGINNING COMMITTED FUND BALANCE	**$2,339,824**	**$2,338,290**	**$2,392,477**	**$2,392,477**	**$54,187**
REVENUES					
General Fund	$505,356	$524,817	$517,374	$517,374	($7,443)
Water Fund	146,529	162,329	162,329	162,329	0
Sewer Fund	152,257	157,257	157,257	157,257	0
Sewer Fund - Treatment Plant	48,470	55,770	55,770	55,770	0
Airport Fund	38,670	43,662	43,662	43,662	0
Juvenile Detention Home	15,752	18,752	18,752	18,752	0
Stormwater Fund	7,000	10,000	10,000	10,000	0
Interest Earnings	2,341	15,000	0	0	(15,000)
Subrogation	43,175	0	0	0	0
TOTAL REVENUES	**$959,550**	**$987,587**	**$965,144**	**$965,144**	**($22,443)**
DEPARTMENTAL					
Salaries	$180,069	$182,243	$182,345	$182,345	$102
Employee Benefits	48,220	49,807	48,562	48,562	(1,245)
Contractual Services	31,600	33,501	33,478	33,478	(23)
Internal Service Charges	8,539	7,105	10,992	10,992	3,887
Other Charges	12,108	14,033	13,929	13,929	(104)
Rental and Leases	0	442	442	442	0
TOTAL DEPARTMENTAL EXPENDITURES	**$280,536**	**$287,131**	**$289,748**	**$289,748**	**$2,617**
NON-DEPARTMENTAL					
Insurance and Claims	$626,361	$689,800	$674,300	$674,300	($15,500)
TOTAL NON-DEPARTMENTAL EXPENDITURES	**$626,361**	**$689,800**	**$674,300**	**$674,300**	**($15,500)**
TOTAL EXPENDITURES	**$906,897**	**$976,931**	**$964,048**	**$964,048**	**($12,883)**
ENDING COMMITTED FUND BALANCE	**$2,392,477**	**$2,348,946**	**$2,393,573**	**$2,393,573**	**$44,627**

Risk Management Fund Budget Description

The Department Submitted FY 2017 Risk Management Fund budget of $964,048 represents a 1.3% decrease of $12,883 compared to the Adopted FY 2016 budget of $976,931.

Highlights of the Department Submitted FY 2017 budget include:

- $1,245 decrease in Employee Benefits reflecting the increase in medical costs offset by the decrease in the Virginia Retirement System rate.
- $3,887 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $15,500 decrease in Insurance and Claims reflecting a slight decrease in insurance premiums.

All major items submitted were proposed by the City Manager for funding.

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 FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Percent of facilities inspected with comprehensive repairs sent to departments	12%	10%	2%	10%

Analysis of the Data:
Site inspections are performed and, when necessary, detailed reports, including photographs, are sent to each department. As of December 31, 2015 staff has performed 2% of the property inspections. With six months left in this fiscal year, Risk Management will be able to meet the established goal of 10%. The majority of site and property inspections occur in Spring and early Summer. This enables City owned buildings to be inspected on a regular basis, thereby reducing potential hazards and citizen/employee injuries.

GOOD GOVERNANCE

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 FY2015***	***Projected FY2016***	***July - Dec FY2016***	***Projected FY2017***
Number of training/assistance hours provided to departments	1,124	1,000	588	1,000

Analysis of the Data:
For FY 2015 Risk Management exceeded its goal of 1,000 training hours by 124 hours. The training hours for FY 2016, as of December 31, 2015, are 588, with six months remaining in the fiscal year. With scheduled bi-weekly new hire safety training, driver improvement courses, and other training opportunities, the 1,000 hour goal should be met by the end of the fiscal year. This ensures the safety related training needs for City employees are addressed.

GOOD GOVERNANCE

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 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
BEGINNING RESTRICTED FUND BALANCE	**$102,062**	**$76,312**	**$80,614**	**$80,614**	**$4,302**
REVENUES					
Donations and Restitutions	$66,623	$68,450	$68,450	$68,450	$0
Interest	49	2,000	2,000	2,000	0
Revenue from the Commonwealth	0	8,500	8,500	8,500	0
TOTAL REVENUES	**$66,672**	**$78,950**	**$78,950**	**$78,950**	**$0**
EXPENDITURES					
Christmas Fund	$4,588	$8,000	$8,000	$8,000	$0
Special Items Program	3,198	400	400	400	0
Food Stamps Restitution	17,341	7,000	7,000	7,000	0
Interest / Fiscal Relief	0	7,000	7,000	7,000	0
Fuel Restitution	0	550	550	550	0
Pre-screening Assessments	375	30,000	30,000	30,000	0
Welfare Advisory Board	0	800	800	800	0
Fuel Assistance	0	500	500	500	0
Bridges Out of Poverty	5,940	0	0	0	0
Youth Services	30,928	50,450	50,450	50,450	0
TOTAL EXPENDITURES	**$62,370**	**$104,700**	**$104,700**	**$104,700**	**$0**
ENDING RESTRICTED FUND BALANCE	**$106,364**	**$50,562**	**$54,864**	**$54,864**	**$4,302**

Special Welfare Fund Budget Description

The Department Submitted FY 2017 Special Welfare Fund budget of $104,700 represents no change compared to the Adopted FY 2016 budget.

All major items submitted were proposed by the City Manager for funding.

Technology Fund. This fund provides for the ongoing replacement and enhancement of the City's technology infrastructure.

TECHNOLOGY FUND BUDGET SUMMARY	Actual FY 2015	Adopted FY 2016	Department Submitted FY 2017	Manager's Proposed FY 2017	Inc/(Dec) Adopted from Proposed
BEGINNING COMMITTED FUND BALANCE	**$2,853,287**	**$1,868,694**	**$1,839,481**	**$1,839,481**	($29,213)
REVENUES					
Use of Money and Property	$5,046	$9,000	$7,000	$7,000	($2,000)
Miscellaneous	16,944	0	0	0	0
Transfer from General Fund	670,338	622,294	582,885	582,885	(39,409)
TOTAL REVENUES	**$692,328**	**$631,294**	**$589,885**	**$589,885**	**($41,409)**
EXPENDITURES					
Salaries	$38,407	$0	$0	$0	$0
Employee Benefits	1,867	0	0	0	0
Contractual Services	236,598	405,375	486,805	486,805	81,430
Other Charges	209,020	439,500	222,000	222,000	(217,500)
Capital Outlay	68,472	102,000	264,800	264,800	162,800
TOTAL EXPENDITURES	**$554,364**	**$946,875**	**$973,605**	**$973,605**	**$26,730**
ENDING COMMITTED FUND BALANCE	**$2,991,251**	**$1,553,113**	**$1,455,761**	**$1,455,761**	**($97,352)**

Technology Fund Budget Description

The Department Submitted FY 2017 Technology Fund budget of $973,605 represents a 2.8% percent increase of $26,730 compared to the Adopted FY 2016 budget of $946,875.

Highlights of the Department Submitted FY 2017 budget include:

- $81,430 increase in Contractual Services reflecting computer hardware and software maintenance needs and an increase in systems consulting.
- $217,500 decrease in Other Charges reflecting reduced minor equipment replacement requirements.
- $162,800 increase in Capital Outlay reflecting the hardware purchases required for routers and firewalls to support the increased bandwidth planned for the primary and secondary Internet circuits. Increase also includes GIS workstation replacements and the replacing a plotter. The cost for the plotter is planned to be shared with the Community Development department, with the device available for use by all departments.

All major items submitted were proposed by the City Manager for funding.

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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 City Council as the Capital Improvement Program (CIP) budget.

A five-year CIP allows 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.

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. Each project is evaluated to determine its alignment with the Comprehensive Plan; the project detail sheets include this relationship. Beginning with the FY 2016 – 2020 CIP, projects will reference a relationship to the *2013 – 2030 Comprehensive Plan*, adopted by City Council in January 2014. The updated plan can be viewed on the City's website at www.lynchburgva.gov/comprehensive-plan.

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

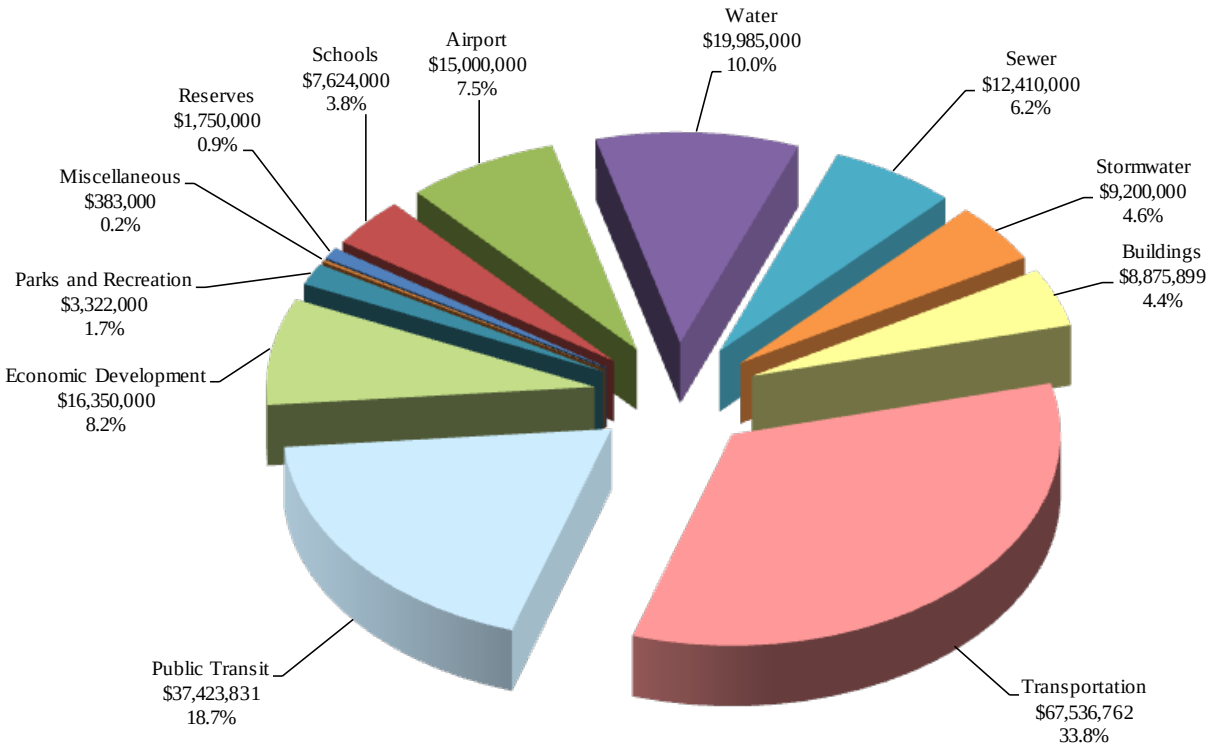
The CIP is a document dedicated to a process designed to identify both the capital improvement needs and priorities of the City over a five-year period in concert with projected funding levels and City Council's Vision and Principles. Actual programming of projects is dependent upon the financial resources available.

The Project Detail Sheets on the following pages reflect those projects proposed for consideration in the *FY 2017 – 2021 Capital Improvement Program*.

DEFINITIONS

Continuing Projects: Projects currently in progress that were appropriated in prior fiscal years.
Deferred Projects: Projects that were requested for funding and are being postponed to a future date based on available funding.
New/Active Projects: FY 2017 – 2021 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.

CATEGORICAL EXPENDITURE DISTRIBUTION
FY 2017-2021
CAPITAL IMPROVEMENT PLAN
(all sources of funding)
$199,860,492



SUMMARY OF PROJECTS FOR FY 2017 – 2021 CAPITAL IMPROVEMENT PROGRAM

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY						FIVE-YEAR ESTIMATED NET COST
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
SUMMARY - ALL FUNDS						
BUILDINGS	$866,307	$2,463,101	$2,546,350	$1,875,141	$1,125,000	$8,875,899
TRANSPORTATION	$22,848,762	$23,294,000	$5,255,000	$4,426,000	$11,713,000	$67,536,762
PUBLIC TRANSIT	$3,638,281	$6,089,780	$7,874,352	$14,705,764	$5,115,654	$37,423,831
ECONOMIC DEVELOPMENT	$3,850,000	$1,900,000	$6,850,000	$2,000,000	$1,750,000	$16,350,000
PARKS AND RECREATION	$0	$1,033,000	$760,500	$763,000	$765,500	$3,322,000
MISCELLANEOUS	$191,500	$191,500	$0	$0	$0	$383,000
RESERVES	$350,000	$350,000	$350,000	$350,000	$350,000	$1,750,000
TOTAL CITY CAPITAL PROJECTS (General Fund)	$31,744,850	$35,321,381	$23,636,202	$24,119,905	$20,819,154	$135,641,492
SCHOOLS	$538,000	$2,388,000	$2,040,000	$1,938,000	$720,000	$7,624,000
TOTAL CITY CAPITAL AND SCHOOLS	$32,282,850	$37,709,381	$25,676,202	$26,057,905	$21,539,154	$143,265,492
AIRPORT	$1,900,000	$2,300,000	$4,200,000	$2,100,000	$4,500,000	$15,000,000
WATER	$4,600,000	3,770,000	$2,975,000	$3,840,000	$4,800,000	$19,985,000
SEWER	$4,515,000	$1,325,000	$2,495,000	$3,150,000	$925,000	$12,410,000
STORMWATER	$1,125,000	$475,000	$550,000	$3,600,000	$3,450,000	$9,200,000
GRAND TOTAL ALL FUNDS	$44,422,850	$45,579,381	$35,896,202	$38,747,905	$35,214,154	$199,860,492

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 2017	FY 2018	FY 2019	FY 2020	FY 2021
RESOURCES					
Amount to be Provided by General Obligation Bond Issue	$14,130,431	$10,685,000	$775,000	$775,000	$4,060,000
Pay-As-You-Go	3,871,635	0	0	0	0
Pay-As-You-Go: Based on Availability of Funds	0	7,261,579	12,509,285	6,793,717	5,722,065
Highway Maintenance (VDOT)	3,187,900	3,229,000	3,265,000	3,316,000	3,343,000
State Revenue Sharing	8,280,431	6,415,000	0	0	3,090,000
Federal and State Grants [1]	3,274,453	5,480,802	7,086,917	13,235,188	4,604,089
Other: Contribution from Liberty University	0	2,250,000	0	0	0
TOTAL ESTIMATED RESOURCES	**$32,744,850**	**$35,321,381**	**$23,636,202**	**$24,119,905**	**$20,819,154**
CAPITAL PROJECTS					
Buildings	$866,307	$2,463,101	$2,546,350	$1,875,141	$1,125,000
Transportation	22,848,762	23,294,000	5,255,000	4,426,000	11,713,000
Public Transit	3,638,281	6,089,780	7,874,352	14,705,764	5,115,654
Economic Development	3,850,000	1,900,000	6,850,000	2,000,000	1,750,000
Parks and Recreation	0	1,033,000	760,500	763,000	765,500
Miscellaneous	191,500	191,500	0	0	0
Reserves	350,000	350,000	350,000	350,000	350,000
TOTAL PROPOSED PROJECTS	**$31,744,850**	**$35,321,381**	**$23,636,202**	**$24,119,905**	**$20,819,154**

[1] Beginning in FY 2017, GLTC Federal and State Grant funds are included in resources and capital projects.

Note: Pay-As-You-Go is $1 million more in FY 2017 to provide reimbursement for Downtown Development projects appropriated on an accelerated schedule in FY 2012.

Note: In December 2015 City Council adopted a resolution to commit $500,000 of Downtown Development funding to the Academy Center of the Arts each year from FY 2018 through FY 2020.

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 2017	FY 2018	FY 2019	FY 2020	FY 2021
RESOURCES					
Amount to be Provided by General Obligation Bond Issue	$11,126,989	$8,502,033	$5,389,175	$3,885,000	$4,060,000
Pay-As-You-Go	3,871,635	0	0	0	0
Pay-As-You-Go: Based on Availability of Funds	0	7,261,579	9,534,285	9,768,717	5,722,065
Highway Maintenance (VDOT)	3,187,900	3,229,000	3,265,000	3,316,000	3,343,000
State Revenue Sharing	6,776,750	10,002,033	1,954,175	0	3,090,000
Federal and State Grants [1]	3,274,453	5,480,802	7,086,917	13,235,188	4,604,089
Other: Contribution from Liberty University	1,610,000	2,250,000	0	0	0
Other: Using FY 2016 Appropriations	129,955	0	0	0	0
TOTAL ESTIMATED RESOURCES	**$29,977,682**	**$36,725,447**	**$27,229,552**	**$30,204,905**	**$20,819,154**
CASH FLOW REQUIREMENTS					
Buildings	$996,262	$2,463,101	$2,546,350	$1,875,141	$1,125,000
Transportation	19,951,639	24,698,066	11,823,350	7,536,000	11,713,000
Public Transit	3,638,281	6,089,780	7,874,352	14,705,764	5,115,654
Economic Development	4,850,000	1,900,000	3,875,000	4,975,000	1,750,000
Parks and Recreation	0	1,033,000	760,500	763,000	765,500
Miscellaneous	191,500	191,500	0	0	0
Reserves	350,000	350,000	350,000	350,000	350,000
TOTAL CASH FLOW REQUIREMENTS	**$29,977,682**	**$36,725,447**	**$27,229,552**	**$30,204,905**	**$20,819,154**

[1] Beginning in FY 2017, GLTC Federal and State Grant funds are included in resources and capital projects.

Note: Pay-As-You-Go is $1 million more in FY 2017 to provide reimbursement for Downtown Development projects appropriated on an accelerated schedule in FY 2012.

Note: In December 2015 City Council adopted a resolution to commit $500,000 of Downtown Development funding to the Academy Center of the Arts each year from FY 2018 through FY 2020.

The Aviary, located in Miller Park.

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
BUILDINGS - MAINTENANCE					
Major Building Repairs and Improvements	730,991	1,597,837	1,570,367	1,540,141	900,000
Source of Funding					
Pay-As-You-Go	730,991	0	0	0	0
Pay-As-You-Go: Based on Availability of Funds	0	1,597,837	1,570,367	1,540,141	900,000
Monument Terrace Building Improvements	0	308,339	0	0	0
Source of Funding					
Pay-As-You-Go: Based on Availability of Funds	0	308,339	0	0	0
Parking Deck Repairs/Maintenance	0	320,000	765,000	0	0
Source of Funding					
Pay-As-You-Go: Based on Availability of Funds	0	320,000	765,000	0	0
Roof Replacement	135,316	236,925	210,983	335,000	225,000
Source of Funding					
Pay-As-You-Go	135,316	0	0	0	0
Pay-As-You-Go: Based on Availability of Funds	0	236,925	210,983	335,000	225,000
Total Estimates Proposed FY 2017-2021 CIP	$866,307	$2,463,101	$2,546,350	$1,875,141	$1,125,000
Source of Funding					
Pay-As-You-Go	$866,307	$0	$0	$0	$0
Pay-As-You-Go: Based on Availability of Funds	0	2,463,101	2,546,350	1,875,141	1,125,000
	$866,307	$2,463,101	$2,546,350	$1,875,141	$1,125,000

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 12/31/15	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$6,339,336	Continuing	Continuing	$6,339,336
$308,339	1,774,314	0	$2,082,653
$1,085,000	550,000	0	$1,635,000
$1,143,224	Continuing	Continuing	$1,143,224
$8,875,899			$11,200,213

$866,307
8,009,592
$8,875,899

SERVICE AREA	DEPARTMENT	LOCATION
Buildings	**Public Works**	**Various Locations**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
MAJOR BUILDING REPAIRS AND IMPROVEMENTS	**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 3, Page 37, Goal PFS-1.1: Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

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.

TOTAL PROJECT COST

Activity	**Prior Appropriations Through 12/31/15**	**FY 2017-2021 Appropriations**	**Beyond FY 2021 Appropriations**	**Total Project Appropriations**
Consultant Engineering	Continuing	668,043	Continuing	**Continuing**
Construction	Continuing	5,671,293	Continuing	**Continuing**
TOTAL	Continuing	**$6,339,336**	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Estimate**
Consultant Engineering	104,110	159,975	174,854	144,604	84,500	**$668,043**
Construction	626,881	1,437,862	1,395,513	1,395,537	815,500	**$5,671,293**
TOTAL	**$730,991**	**$1,597,837**	**$1,570,367**	**$1,540,141**	**$900,000**	**$6,339,336**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Total**
Local: Pay-As-You-Go	730,991	0	0	0	0	**$730,991**
Local: Pay-As-You-Go: Based on Availability of Funds	0	1,597,837	1,570,367	1,540,141	900,000	**$5,608,345**
Local: Use of Unexpended FY 2016 Appropriations	129,955	0	0	0	0	**$129,955**
TOTAL	**$860,946**	**$1,597,837**	**$1,570,367**	**$1,540,141**	**$900,000**	**$6,469,291**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

Major Building Repairs and Improvements

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2017	City Market	Replace air conditioner condenser	$20,160	$168,000	$188,160
2017	City Wide	Emergency and unscheduled building repairs	71,450	476,336	547,786
2017	City Wide	Upgrade building controls	5,000	45,000	50,000
2017	Public Works Administration Building	Replace boiler	7,500	67,500	75,000
	Use of Unexpended FY 2016 Appropriations			(129,955)	(129,955)
2017	**Sub-totals**		**$104,110**	**$626,881**	**$730,991**

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2018	City Stadium	Replace heating and air conditioning system in Club House	$13,062	$89,897	$102,959
2018	City Wide	Emergency and unscheduled building repairs	52,000	473,000	525,000
2018	Fire Station #1, 801 Clay Street	Replace second floor unit heaters	0	42,560	42,560
2018	Fire Station #2, 2006 Grace Street	Emergency generator	9,993	83,727	93,720
2018	Fire Station #4, 410 Birch Street	Emergency generator	13,285	116,645	129,930
2018	Fire Station #5, 4800 Boonsboro Road	Emergency generator	12,904	112,241	125,145
2018	Fire Station #8, 213 Old Graves Mill Road	Clean ductwork	784	11,200	11,984
2018	Lynchburg Public Library	Interior lighting improvements for energy efficiency	10,440	87,000	97,440
2018	Lynchburg Public Library	Replace wall covering	10,833	69,437	80,270
2018	Lynchburg Public Library	Space reconfiguration and infrastructure upgrade	32,500	292,500	325,000
2018	Visitors' Center	Replace heating and air conditioning system	4,174	59,655	63,829
2018	**Sub-totals**		**$159,975**	**$1,437,862**	**$1,597,837**

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2019	City Gas Pumps	Replace generator	$0	$57,999	$57,999
2019	City Hall	Replace brick pavers at ground floor entry	4,466	63,799	68,265
2019	City Wide	Emergency and unscheduled building repairs	90,000	600,000	690,000
2019	Fire Station #1, 801 Clay Street	Replace motor control center panel	4,709	67,280	71,989
2019	Fire Station #3, 4701 Fort Avenue	Replace heating and air conditioning system	5,571	79,598	85,169
2019	Fire Station #5, 4800 Boonsboro Road	Repair concrete apron at back of building	1,243	17,762	19,005
2019	Fire Station #8, 213 Old Graves Mill Road	Replace electric heaters on apparatus floor	1,396	19,957	21,353
2019	Information Technology Building	Install hydraulic elevator	17,400	145,000	162,400
2019	Jackson Heights Recreation Center	Replace siding and exterior trim	7,238	60,319	67,557
2019	Peaksview Park	Replace decking on arch foot bridge and clean/seal decking and timbers	17,762	71,052	88,814
2019	Percival's Island Trail Bridge	Replace decking and clean/seal decking and timbers	4,050	33,750	37,800
2019	Point Of Honor	Replace heating and air conditioning system units	1,867	26,679	28,546
2019	Public Works Storage Building	Reroof and reskin building	14,784	123,200	137,984
2019	Templeton Senior Center	Replace rooftop heating and air conditioning system unit	4,368	29,118	33,486
2019	**Sub-totals**		**$174,854**	**$1,395,513**	**$1,570,367**

Major Building Repairs and Improvements (continued)

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2020	Buildings and Grounds Maintenance Facility	Reconfigure office space	$16,000	$146,000	$162,000
2020	City Wide	Carpet and paint	0	75,000	75,000
2020	City Wide	Emergency and unscheduled building repairs	62,500	437,500	500,000
2020	City Wide	Parking lot repairs	0	50,000	50,000
2020	Expressway	Repair and stain privacy fence	26,644	222,037	248,681
2020	Fire Station #1-#8	Infrastructure upgrades - to be determined	10,000	90,000	100,000
2020	Public Works Equipment and Storage Sheds (3)	Reroof and refurbish metal building	5,400	147,000	152,400
2020	Police Impound Building	Reroof and reskin building	10,800	90,000	100,800
2020	Traffic Signal Building	Reroof and reskin building	12,000	120,000	132,000
2020	Yoder Recreation Center	Replace furnace	1,260	18,000	19,260
2020	**Sub-totals**		**$144,604**	**$1,395,537**	**$1,540,141**

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2021	City Wide	Carpet and paint	$0	$75,000	$75,000
2021	City Wide	Emergency and unscheduled building repairs	62,500	437,500	500,000
2021	City Wide	Parking lot repairs	0	50,000	50,000
2021	Fire Station #1-#8	Infrastructure upgrades - to be determined	10,000	90,000	100,000
2021	Public Elevator	Modernization	12,000	163,000	175,000
2021	**Sub-totals**		**$84,500**	**$815,500**	**$900,000**
Grand Totals			**$668,043**	**$5,671,293**	**$6,339,336**

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 to the Monument Terrace Building.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 37, Goal PFS-1.1: Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

PROJECT MANAGER(S)	**PROJECT START DATE**	06/2014
Scott Glass, Facilities Manager	**PROJECT COMPLETION DATE**	06/2018

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Architects & Engineers	Q1-Q4 FY 2016 - FY 2018
Construction	Q1-Q4 FY 2016 - FY 2018

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Maintenance and utility costs are expected to decrease through more energy efficient facilities.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	132,740	13,309	0	**$146,049**
Construction	1,611,061	280,981	0	**$1,892,042**
Contingency	30,513	14,049	0	**$44,562**
TOTAL	**$1,774,314**	**$308,339**	**$0**	**$2,082,653**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	13,309	0	0	0	**$13,309**
Construction	0	280,981	0	0	0	**$280,981**
Contingency	0	14,049	0	0	0	**$14,049**
TOTAL	**$0**	**$308,339**	**$0**	**$0**	**$0**	**$308,339**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go: Based on Availability of Funds	0	308,339	0	0	0	**$308,339**
TOTAL	**$0**	**$308,339**	**$0**	**$0**	**$0**	**$308,339**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

Monument Terrace Building Improvements

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Contingency	Annual Total
2018	Monument Terrace Building	Recommissioning of HVAC	$4,872	$40,600	$2,030	$47,502
2018	Monument Terrace Building	Clean and repoint exterior stone facade	0	119,840	5,992	125,832
2018	Monument Terrace Building	Upgrade fire alarm system	1,960	28,000	1,400	31,360
2018	Monument Terrace Building	Repair and paint exterior back bridge	4,447	63,542	3,177	71,166
2018	Monument Terrace Building	Replace courtroom rooftop unit	2,030	28,999	1,450	32,479
2018	**Totals**		**$13,309**	**$280,981**	**$14,049**	**$308,339**

SERVICE AREA
Buildings

DEPARTMENT
Public Works

LOCATION
Downtown

PROJECT TITLE/PROJECT NUMBER
PARKING DECK REPAIRS/MAINTENANCE

PROJECT TYPE
Maintenance

DEPARTMENT PRIORITY
Project supports essential services

PROJECT DESCRIPTION
Program to maintain the City's four elevated parking structures per a June 2013 study by consultant engineers to extend the serviceable life of the assets. Maintenance schedule: Clay St. Deck FY 2018, Midtown Deck FY 2019.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, page 30, Goal T-1: Provide safe, efficient, effective, and well-planned transportation systems and facilities that enhance economic development and redevelopment opportunities while preserving the integrity and character of the affected neighborhoods, historic districts, downtown and natural resources.

PROJECT MANAGER(S)
Lee Newland, P.E., City Engineer

PROJECT START DATE 07/2016
PROJECT COMPLETION DATE 12/2019

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q2 FY 2018
Construction	Q4 FY 2019

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	110,000	135,000	0	**$245,000**
Construction	418,000	902,500	0	**$1,320,500**
Contingency	22,000	47,500	0	**$69,500**
TOTAL	**$550,000**	**$1,085,000**	**$0**	**$1,635,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	135,000	0	0	0	**$135,000**
Construction	0	175,750	726,750	0	0	**$902,500**
Contingency	0	9,250	38,250	0	0	**$47,500**
TOTAL	**$0**	**$320,000**	**$765,000**	**$0**	**$0**	**$1,085,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go: Based on Availability of Funds	0	320,000	765,000	0	0	**$1,085,000**
TOTAL	**$0**	**$320,000**	**$765,000**	**$0**	**$0**	**$1,085,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Buildings	**Public Works**	**Various Locations**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
ROOF REPLACEMENT	**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 3, Page 37, Goal PFS-1.1: Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

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.

TOTAL PROJECT COST

Activity	**Prior Appropriations Through 12/31/15**	**FY 2017-2021 Appropriations**	**Beyond FY 2021 Appropriations**	**Total Project Appropriations**
Consultant Engineering	Continuing	54,740	Continuing	**Continuing**
Construction	Continuing	1,088,484	Continuing	**Continuing**
TOTAL	Continuing	**$1,143,224**	Continuing	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Estimate**
Consultant Engineering	9,676	12,526	4,538	28,000	0	**$54,740**
Construction	125,640	224,399	206,445	307,000	225,000	**$1,088,484**
TOTAL	**$135,316**	**$236,925**	**$210,983**	**$335,000**	**$225,000**	**$1,143,224**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Total**
Local: Pay-As-You-Go	135,316	0	0	0	0	**$135,316**
Local: Pay-As-You-Go: Based on Availability of Funds	0	236,925	210,983	335,000	225,000	**$1,007,908**
TOTAL	**$135,316**	**$236,925**	**$210,983**	**$335,000**	**$225,000**	**$1,143,224**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

Roof Replacement

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2017	City Wide	Emergency roof repairs	$0	$45,000	$45,000
2017	Fire Station #7, 2624 Lakeside Drive	Replace central roof	9,676	80,640	90,316
2017	**Sub-Totals**		**$9,676**	**$125,640**	**$135,316**

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2018	City Wide	Emergency roof repairs	$0	$45,000	$45,000
2018	City Wide	Inspections and maintenance	0	75,000	75,000
2018	Fire Station #5, 4800 Boonsboro Road	Roof maintenance	3,062	25,520	28,582
2018	Public Safety Building- General District Court	Roof maintenance	5,985	49,880	55,865
2018	Visitor's Center	Roof maintenance	3,479	28,999	32,478
2018	**Sub-Totals**		**$12,526**	**$224,399**	**$236,925**

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2019	City Hall	Replace roof	$4,538	$86,445	$90,983
2019	City Wide	Emergency roof repairs	0	45,000	45,000
2019	City Wide	Inspections and maintenance	0	75,000	75,000
2019	**Sub-Totals**		**$4,538**	**$206,445**	**$210,983**

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2020	City Wide	Emergency roof repairs	$0	$150,000	$150,000
2020	City Wide	Inspections and maintenance	0	75,000	75,000
2020	City Wide	Roof evaluation and maintenance	25,000	50,000	75,000
2020	College Hill Rec. Center	Roof replacement	3,000	32,000	35,000
2020	**Sub-Totals**		**$28,000**	**$307,000**	**$335,000**

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2021	City Wide	Emergency roof repairs	$0	$150,000	$150,000
2021	City Wide	Inspections and maintenance	0	75,000	75,000
2021	**Sub-Totals**		**$0**	**$225,000**	**$225,000**
Totals			**$54,740**	**$1,088,484**	**$1,143,224**

Renovated Kemper Street Train Station

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 2017	FY 2018	FY 2019	FY 2020	FY 2021
TRANSPORTATION - NEW CONSTRUCTION					
College Lake Dam Improvements	0	12,100,000	0	0	0
Source of Funding					
G.O. Bond	0	8,935,000	0	0	0
State Revenue Sharing	0	3,165,000	0	0	0
Community Market Plaza Deck Repairs / Renovation	1,750,000	0	0	0	0
Source of Funding					
G.O. Bond	1,750,000	0	0	0	0
Fifth Street Streetscape Phase III	0	2,000,000	0	0	0
Source of Funding					
G.O. Bond	0	1,000,000	0	0	0
State Revenue Sharing	0	1,000,000	0	0	0
Liberty Univeristy Intramural Field Road	0	4,500,000	0	0	0
Source of Funding					
State Revenue Sharing	0	2,250,000	0	0	0
Contribution from Liberty University	0	2,250,000	0	0	0
Main Street Bridge Over Expressway	6,923,812	0	0	0	0
Source of Funding					
G.O. Bond	3,461,906	0	0	0	0
State Revenue Sharing	3,461,906	0	0	0	0
Pedestrian Improvements - Old Forest Road	0	380,000	0	0	0
Source of Funding					
Pay-As-You-Go: Based on Availability of Funds	0	380,000	0	0	0

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 12/31/15	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$12,100,000	1,914,825	0	$14,014,825
$1,750,000	250,000	0	$2,000,000
$2,000,000	822,747	0	$2,822,747
$4,500,000	5,705,339	0	$10,205,339
$6,923,812	2,886,393	0	$9,810,205
$380,000	0	0	$380,000

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
TRANSPORTATION - NEW CONSTRUCTION					
Public Transit Improvements and Bus Replacements (GLTC)	3,638,281	6,089,780	7,874,352	14,705,764	5,115,654
Source of Funding					
Federal and State Grants	3,274,453	5,480,802	7,086,917	13,235,188	4,604,089
Pay-As-You-Go	363,828	0	0	0	0
Pay-As-You-Go: Based on Availability of Funds	0	608,978	787,435	1,470,576	511,565
Timberlake Road at Logan's Lane	5,063,550	0	0	0	1,300,000
Source of Funding					
G.O. Bond	2,531,775	0	0	0	660,000
State Revenue Sharing	2,531,775	0	0	0	640,000
Wards Ferry Road Widening	3,073,500	0	0	0	0
Source of Funding					
G.O. Bond	1,536,750	0	0	0	0
State Revenue Sharing	1,536,750	0	0	0	0
Improvements to Wards Ferry Road	0	0	0	0	5,000,000
Source of Funding					
G.O. Bond	0	0	0	0	2,550,000
State Revenue Sharing	0	0	0	0	2,450,000
Total Estimates Proposed FY 2017-2021 CIP	$20,449,143	$25,069,780	$7,874,352	$14,705,764	$11,415,654
Source of Funding					
G.O. Bond	$9,280,431	$9,935,000	$0	$0	$3,210,000
Pay-As-You-Go	363,828	0	0	0	0
Pay-As-You-Go: Based on Availability of Funds	0	988,978	787,435	1,470,576	511,565
Contribution from Liberty University	0	2,250,000	0	0	0
State Revenue Sharing	7,530,431	6,415,000	0	0	3,090,000
Federal and State Grants	3,274,453	5,480,802	7,086,917	13,235,188	4,604,089
	$20,449,143	$25,069,780	$7,874,352	$14,705,764	$11,415,654

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 12/31/15	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$37,423,831	Continuing	0	$37,423,831
$6,363,550	3,764,800	0	$10,128,350
$3,073,500	1,415,000	0	$4,488,500
$5,000,000	0	0	$5,000,000
$79,514,693			$96,273,797

$22,425,431
363,828
3,758,554
2,250,000
17,035,431
33,681,449
$79,514,693

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
TRANSPORTATION - MAINTENANCE					
Bridge Maintenance	360,000	380,000	400,000	425,000	440,000
Source of Funding					
Highway Maintenance (VDOT)	360,000	380,000	400,000	425,000	440,000
Culvert Replacement Program	400,000	80,000	600,000	65,000	600,000
Source of Funding					
G.O. Bond	400,000	0	0	0	0
Pay-As-You-Go: Based on Availability of Funds	0	80,000	600,000	65,000	600,000
General Street Improvements	400,000	750,000	775,000	775,000	850,000
Source of Funding					
G.O. Bond	400,000	750,000	775,000	775,000	850,000
McConville Road Culvert Replacement	1,500,000	0	0	0	0
Source of Funding					
G.O. Bond	750,000	0	0	0	0
State Revenue Sharing	750,000	0	0	0	0
Public Works Infrastructure Improvements	207,900	219,000	230,000	241,000	253,000
Source of Funding					
Highway Maintenance (VDOT)	207,900	219,000	230,000	241,000	253,000
Retaining Wall Replacement/Repair Program	350,000	50,000	400,000	50,000	400,000
Source of Funding					
Pay-As-You-Go	350,000	0	0	0	0
Pay-As-You-Go: Based on Availability of Funds	0	50,000	400,000	50,000	400,000
Storm Drainage System Repairs/Replacement	120,000	130,000	135,000	150,000	150,000
Source of Funding					
Highway Maintenance (VDOT)	120,000	130,000	135,000	150,000	150,000
Street Overlay Program	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Source of Funding					
Highway Maintenance (VDOT)	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Traffic Signal Replacement/Repair Program	200,000	205,000	215,000	220,000	220,000
Source of Funding					
G.O. Bond	200,000	0	0	0	0
Pay-As-You-Go: Based on Availability of Funds	0	205,000	215,000	220,000	220,000
Total Estimates Proposed FY 2017-2021 CIP	$6,037,900	$4,314,000	$5,255,000	$4,426,000	$5,413,000
Source of Funding					
G.O. Bond	$1,750,000	$750,000	$775,000	$775,000	$850,000
Pay-As-You-Go	350,000	0	0	0	0
Pay-As-You-Go: Based on Availability of Funds	0	335,000	1,215,000	335,000	1,220,000
State Revenue Sharing	750,000	0	0	0	0
Highway Maintenance (VDOT)	3,187,900	3,229,000	3,265,000	3,316,000	3,343,000
	$6,037,900	$4,314,000	$5,255,000	$4,426,000	$5,413,000

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 12/31/15	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$2,005,000	Continuing	Continuing	$2,005,000
$1,745,000	Continuing	Continuing	$1,745,000
$3,550,000	Continuing	Continuing	$3,550,000
$1,500,000	405,355	0	$1,905,355
$1,150,900	Continuing	Continuing	$1,150,900
$1,250,000	Continuing	Continuing	$1,250,000
$685,000	Continuing	Continuing	$685,000
$12,500,000	Continuing	Continuing	$12,500,000
$1,060,000	Continuing	Continuing	$1,060,000
$25,445,900			$25,851,255

$4,900,000
350,000
3,105,000
750,000
16,340,900
$25,445,900

SERVICE AREA
Transportation

DEPARTMENT
Public Works

LOCATION
College Lake/Lakeside Drive

PROJECT TITLE/PROJECT NUMBER
COLLEGE LAKE DAM IMPROVEMENTS / T0252

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 meeting all applicable State Dam Safety Regulations. To meet these regulations, the Dam must be modified or removed.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 36, Goal PU-2.2. Design and operate stormwater improvements to minimize risks to people and property from flooding. Achievement of this component of that goal is mandated by the Virginia Department of Conservation and Recreation Dam Safety Regulations and Dam Safety Act, Article 2, Chapter 6, Title 10.1 (§ 10.1 -604 et seq.), of the Code of Virginia.

PROJECT MANAGER(S)
Lee Newland, P.E., City Engineer

PROJECT START DATE 12/2013
PROJECT COMPLETION DATE 12/2019

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q2 FY 2017
Construction	Q2 FY 2020

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Slight increase in cost per year for inspections and routine maintenance. Current staffing levels are sufficient for these activities.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	1,914,750	0	0	**$1,914,750**
Construction	0	11,000,000	0	**$11,000,000**
Contingency	0	1,100,000	0	**$1,100,000**
Advertising	75	0	0	**$75**
TOTAL	**$1,914,825**	**$12,100,000**	**$0**	**$14,014,825**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	0	11,000,000	0	0	0	**$11,000,000**
Contingency	0	1,100,000	0	0	0	**$1,100,000**
TOTAL	**$0**	**$12,100,000**	**$0**	**$0**	**$0**	**$12,100,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O. Bond	0	2,325,000	3,500,000	3,110,000	0	**$8,935,000**
State: Revenue Sharing	0	2,325,000	840,000	0	0	**$3,165,000**
TOTAL	**$0**	**$4,650,000**	**$4,340,000**	**$3,110,000**	**$0**	**$12,100,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 74% STATE = 26% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Community Market**

PROJECT TITLE/PROJECT NUMBER
COMMUNITY MARKET PLAZA DECK REPAIRS / RENOVATION / T0253

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project required to support important but not essential services
Project contributes to generation of new revenue
Project has legal mandate

PROJECT DESCRIPTION
Renovation of market parking deck and other general improvements.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 37, PFS-1.1 Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

PROJECT MANAGER(S)
Lee Newland, P.E., City Engineer

PROJECT START DATE 07/2012
PROJECT COMPLETION DATE 06/2018

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):
Additional staff may be required for outdoor spaces

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	250,000	0	0	**$250,000**
Construction	0	1,580,000	0	**$1,580,000**
Contingency	0	170,000	0	**$170,000**
TOTAL	**$250,000**	**$1,750,000**	**$0**	**$2,000,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	1,580,000	0	0	0	0	**$1,580,000**
Contingency	170,000	0	0	0	0	**$170,000**
TOTAL	**$1,750,000**	**$0**	**$0**	**$0**	**$0**	**$1,750,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O Bond	1,750,000	0	0	0	0	**$1,750,000**
TOTAL	**$1,750,000**	**$0**	**$0**	**$0**	**$0**	**$1,750,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): 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 / T0254	**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 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. The streetscape improvements are a part of a more significant capital water project that will include installation of new raw and domestic water lines.

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)

Lee Newland, P.E., City Engineer

Tom Martin, AICP, City Planner

PROJECT START DATE 10/2015

PROJECT COMPLETION DATE 12/2020

COMPLETION SCHEDULE

Activity	Complete - Quarter
Construction	Q2 FY 2021

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Streetlights, ($6,000); Landscaping Maintenance, ($1,500).

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	21,508	0	0	**$21,508**
Construction	801,239	1,800,000	0	**$2,601,239**
Contingency	0	200,000	0	**$200,000**
TOTAL [1]	**$822,747**	**$2,000,000**	**$0**	**$2,822,747**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	0	1,800,000	0	0	0	**$1,800,000**
Contingency	0	200,000	0	0	0	**$200,000**
TOTAL	**$0**	**$2,000,000**	**$0**	**$0**	**$0**	**$2,000,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
State: Revenue Sharing*	0	1,000,000	0	0	0	**$1,000,000**
Local: G.O. Bonds	0	1,000,000	0	0	0	**$1,000,000**
TOTAL	**$0**	**$2,000,000**	**$0**	**$0**	**$0**	**$2,000,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 50% STATE = 50% FEDERAL = 0% OTHER = 0%

* An application will be submitted to VDOT for State Revenue Sharing Program funds for FY 2018.

[1] A prior appropriation of $1,220,000 is reallocated to the Downtown Streetscape project.

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Candler's Mountain Road**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
LIBERTY UNIVERSITY INTRAMURAL FIELD ROAD / T0255	**New**

DEPARTMENT PRIORITY

Project supports essential services

PROJECT DESCRIPTION

Phase I creates a City street from Candler's Mountain Road to Liberty University Intramural Fields in 2015. The 2016 Phase II extends the road to the new gymnasium and pool complex. Phase III extension connects to the Odd Fellows Interchange in 2018.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 30, Goal T-1, Objective T-1.4: Prioritize improvements to the transportation system based on safety considerations; existing deficiencies; multimodal and environmental considerations; opportunities to improve street connectivity: physical, economic and policy constraints; contributions to neighborhood character; impact on historic and environmental resources; required right-of-way; target levels of service; public safety access; regional connectivity; and system continuity.

PROJECT MANAGER(S)	**PROJECT START DATE**	08/2014
Lee Newland, P.E., City Engineer	**PROJECT COMPLETION DATE**	06/2018

COMPLETION SCHEDULE

Activity	Complete - Quarter
Construction	Q4 FY 2018

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Additional maintenance costs will be offset by increased VDOT maintenance payments.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	5,339	0	0	**$5,339**
Construction	5,572,000	4,200,000	0	**$9,772,000**
Contingency	128,000	300,000	0	**$428,000**
TOTAL	**$5,705,339**	**$4,500,000**	**$0**	**$10,205,339**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	0	4,200,000	0	0	0	**$4,200,000**
Contingency	0	300,000	0	0	0	**$300,000**
TOTAL	**$0**	**$4,500,000**	**$0**	**$0**	**$0**	**$4,500,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
State: Revenue Sharing *	1,590,000	2,250,000	0	0	0	**$3,840,000**
Other: Liberty University	1,610,000	2,250,000	0	0	0	**$3,860,000**
TOTAL	**$3,200,000**	**$4,500,000**	**$0**	**$0**	**$0**	**$7,700,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 0% STATE = 50% FEDERAL = 0% OTHER = 50%

* An application will be submitted to VDOT for State Revenue Sharing Program funds for FY 2018.

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Main Street over Expressway**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
MAIN STREET BRIDGE OVER EXPRESSWAY / TB040	**New**

DEPARTMENT PRIORITY

Project has a legal or regulatory mandate

Project supports essential services

PROJECT DESCRIPTION

Needed repairs resulting from an unreported vehicle strike in FY 2009. Retaining walls have been evaluated and require repairs.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 31, Goal T-1.7: Commit adequate resources for the cost-effective operation and maintenance of streets, including pavement, bikeways, sidewalks, streetscape and stormwater management improvements.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2012
Lee Newland, P.E., City Engineer	**PROJECT COMPLETION DATE**	06/2018

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q1 FY 2015
Construction	Q4 FY 2018

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

None anticipated.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering [1]	181,864	0	0	**$181,864**
Construction [1]	2,589,529	6,500,000	0	**$9,089,529**
Contingency	115,000	423,812	0	**$538,812**
TOTAL	**$2,886,393**	**$6,923,812**	**$0**	**$9,810,205**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	6,500,000	0	0	0	0	**$6,500,000**
Contingency	423,812	0	0	0	0	**$423,812**
TOTAL	**$6,923,812**	**$0**	**$0**	**$0**	**$0**	**$6,923,812**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O. Bond	2,300,000	2,427,033	0	0	0	**$4,727,033**
State: Revenue Sharing *	2,300,000	2,427,033	0	0	0	**$4,727,033**
TOTAL	**$4,600,000**	**$4,854,066**	**$0**	**$0**	**$0**	**$9,454,066**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 50% STATE = 50% FEDERAL = 0% OTHER = 0%

* An application has been submitted to VDOT for State Revenue Sharing Program funds for FY 2017.

[1] A prior appropriation of $358,229 is realigned to the Streetscape project.

SERVICE AREA
Transportation

DEPARTMENT
Public Works

LOCATION
Old Forest Road & Lakeside Dr./College Street

PROJECT TITLE/PROJECT NUMBER
PEDESTRIAN IMPROVEMENTS - OLD FOREST ROAD

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project supports additional essential services
Project required to support important but not essential services

THIS PROJECT ALSO HAS A COMPONENT IN:
Other: Parks and Recreation Grant

PROJECT DESCRIPTION
Construction of pedestrian crossing of Old Forest Road and at Lakeside Drive near Lynchburg College. Removes Slip Lane for safety and connects Creekside Trail.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 30, Goal T-1, Objective T-1.4: Prioritize improvements to the transportation system based on safety considerations; existing deficiencies; multimodal and environmental considerations; opportunities to improve street connectivity: physical, economic and policy constraints; contributions to neighborhood character; impact on historic and environmental resources; required right-of-way; target levels of service; public safety access; regional connectivity; and system continuity.

PROJECT MANAGER(S)
Lee Newland, P.E., City Engineer

PROJECT START DATE 07/2017
PROJECT COMPLETION DATE 06/2018

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q2 FY 2018
Construction	Q4 FY 2018
Contingency	Q4 FY 2018

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Minimal due to additional electricity

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	0	50,000	0	**$50,000**
Construction	0	300,000	0	**$300,000**
Contingency	0	30,000	0	**$30,000**
TOTAL	**$0**	**$380,000**	**$0**	**$380,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	50,000	0	0	0	**$50,000**
Construction	0	300,000	0	0	0	**$300,000**
Contingency	0	30,000	0	0	0	**$30,000**
TOTAL	**$0**	**$380,000**	**$0**	**$0**	**$0**	**$380,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go: Based on Availability of Funds	0	380,000	0	0	0	**$380,000**
TOTAL	**$0**	**$380,000**	**$0**	**$0**	**$0**	**$380,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): 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 AND BUS REPLACEMENTS (GLTC) / T0256	**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/replacement/expansion, bus shelter pads and installation, and one staff vehicle replacement, and requires a 10% city match. A detailed sub-project list is attached.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 30, Goal T-1: Provide safe, efficient, effective, and well-planned transportation systems and facilities that enhance economic development and redevelopment opportunities while preserving the integrity and character of the affected neighborhoods, historic districts, downtown and natural resources.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Josh Baker, General Manager	**PROJECT COMPLETION DATE**	Continuing

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Construction	Q1 FY 2018
Furniture, Fixtures, and Equipment	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Failure to upgrade equipment will increase operating and maintenance costs.

TOTAL PROJECT COST

Activity	**Prior Appropriations Through 12/31/15**	**FY 2017-2021 Appropriations**	**Beyond FY 2021 Appropriations**	**Total Project Appropriations**
Construction	Continuing	0	Continuing	**Continuing**
Furniture, Fixtures, and Equipment	Continuing	37,423,831	Continuing	**Continuing**
TOTAL	**Continuing**	**$37,423,831**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Estimate**
Furniture, Fixtures, and Equipment	3,638,281	6,089,780	7,874,352	14,705,764	5,115,654	**$37,423,831**
TOTAL	**$3,638,281**	**$6,089,780**	**$7,874,352**	**$14,705,764**	**$5,115,654**	**$37,423,831**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Total**
Federal and State Grants	3,274,453	5,480,802	7,086,917	13,235,188	4,604,089	**$33,681,449**
Local: Pay-As-You-Go	363,828	0	0	0	0	**$363,828**
Local: Pay-As-You-Go: Based on Availability of Funds	0	608,978	787,435	1,470,576	511,565	**$3,378,554**
TOTAL	**$3,638,281**	**$6,089,780**	**$7,874,352**	**$14,705,764**	**$5,115,654**	**$37,423,831**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 10% STATE = 10% FEDERAL = 80% OTHER = 0%

Public Transit Improvements and Bus Replacements (GLTC)

Fiscal Year	Sub-Project	Furniture, Fixtures, and Equipment	Annual Total
2017	ADP Hardware (APCs)	$127,505	$127,505
2017	ADP Hardware	376,775	376,775
2017	ADP Software	110,200	110,200
2017	Fare Collection Equipment Replacement	1,509,500	1,509,500
2017	Light Duty Paratransit Bus Replacements (6)	955,764	955,764
2017	Automated External Defibrilators (4)	7,836	7,836
2017	Security Equipment (2)	9,437	9,437
2017	Support Vehicle Replacements (3)	84,980	84,980
2017	Support Vehicle Expansions (2)	56,654	56,654
2017	Bus Stop Amenities (Stop Signs and Trash Cans)	18,330	18,330
2017	Bus Stop Amenities (Digital Signage)	381,300	381,300
2017	**Sub-totals**	**$3,638,281**	**$3,638,281**
2018	Heavy Duty Bus Expansion (6) - LU Service	$5,400,000	$5,400,000
2018	ADP Hardware	150,000	150,000
2018	Support vehicles (3)	84,980	84,980
2018	Bus Stop Amenities (Transfer Station Signage)	279,800	279,800
2018	Associated Captial Maintenance (ACM) Items	175,000	175,000
2018	**Sub-totals**	**$6,089,780**	**$6,089,780**
2019	Heavy Duty Transit Bus Replacements (8)	$6,000,000	$6,000,000
2019	Light Duty Bus Expansion (4)	1,274,352	1,274,352
2019	ADP Software	150,000	150,000
2019	PM Items	300,000	300,000
2019	Shop Equipment	150,000	150,000
2019	**Sub-totals**	**$7,874,352**	**$7,874,352**
2020	Heavy Duty Transit Bus Replacements (12)	$9,000,000	$9,000,000
2020	Medium Duty Transit Bus Replacements (7)	4,200,000	4,200,000
2020	Light Duty Paratransit Bus Replacements (6)	955,764	955,764
2020	Shop Equipment	75,000	75,000
2020	Associated Capital Maintenance (ACM) Items	150,000	150,000
2020	ADP Hardware	75,000	75,000
2020	Bus Stop Shelters	250,000	250,000
2020	**Sub-totals**	**$14,705,764**	**$14,705,764**
2021	Heavy Duty Transit Bus Replacements (4)	$3,000,000	$3,000,000
2021	Light Duty Paratransit Bus Replacements (6)	955,764	955,764
2021	ADP Software	75,000	75,000
2021	Spare Parts/ACM Items	150,000	150,000
2021	Support Vehicle Replacements (3)	84,890	84,890
2021	Rehabilitate/Rebuild buses	500,000	500,000
2021	PM Items	350,000	350,000
2021	**Sub-totals**	**$5,115,654**	**$5,115,654**
Grand Totals		**$37,423,831**	**$37,423,831**

SERVICE AREA
Transportation

DEPARTMENT
Public Works

LOCATION
Timberlake Road from Expressway to Leesville Road

PROJECT TITLE/PROJECT NUMBER
TIMBERLAKE ROAD AT LOGANS LANE / T0277

PROJECT TYPE
Maintenance

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. This queuing is causing potentially unsafe conditions. Phase II adds turn lanes on Timberlake Road at Leesville Road by 2021.

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; contributions to quality urban design; required right-of-way needs; level of service; and appropriate system continuity.

PROJECT MANAGER(S)
Lee Newland, P.E., City Engineer

PROJECT START DATE 12/2012
PROJECT COMPLETION DATE 06/2019

COMPLETION SCHEDULE

Activity	Complete - Quarter
Land Acquisition / Right-of-Way	Q3 FY 2016
Consultant Engineering	Q2 FY 2017
Construction	Q4 FY 2019

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
One less traffic signal to maintain, offset by new bridge to maintain.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Land Acquisition/Right-of-Way	570,000	0	0	**$570,000**
Consultant Engineering	506,961	0	0	**$506,961**
Construction	2,687,839	6,263,550	0	**$8,951,389**
Contingency	0	100,000	0	**$100,000**
TOTAL	**$3,764,800**	**$6,363,550**	**$0**	**$10,128,350**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	5,063,550	0	0	0	1,200,000	**$6,263,550**
Contingency	0	0	0	0	100,000	**$100,000**
TOTAL	**$5,063,550**	**$0**	**$0**	**$0**	**$1,300,000**	**$6,363,550**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O. Bond	600,000	2,000,000	1,114,175	0	660,000	**$4,374,175**
State: Revenue Sharing *	600,000	2,000,000	1,114,175	0	640,000	**$4,354,175**
TOTAL	**$1,200,000**	**$4,000,000**	**$2,228,350**	**$0**	**$1,300,000**	**$8,728,350**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 60% STATE = 40% FEDERAL = 0% OTHER = 0%

* An application has been submitted to VDOT for State Revenue Sharing Program funds for FY 2017.

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Wards Ferry Road from Timberlake Road to Aaron Place**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
WARDS FERRY ROAD WIDENING / T0257	**New**

DEPARTMENT PRIORITY

Project supports essential services

PROJECT DESCRIPTION

Improve traffic conditions on Wards Ferry Road between Timberlake Road and Aaron Place by adding receiving lanes from Timberlake Road. This is needed due to the increase in traffic from Phase I improvements and the new Heritage High School.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 30, Goal T-1, Objective T-1.4: Prioritize improvements to the transportation system based on safety considerations; existing deficiencies; multimodal and environmental considerations; opportunities to improve street connectivity: physical, economic and policy constraints; contributions to neighborhood character; impact on historic and environmental resources; required right-of-way; target levels of service; public safety access; regional connectivity; and system continuity.

PROJECT MANAGER(S)	PROJECT START DATE	07/2014
Lee Newland, P.E., City Engineer	PROJECT COMPLETION DATE	06/2017

COMPLETION SCHEDULE

Activity	Complete - Quarter
Land Acquisition/Right-of-Way	Q2 FY 2016
Construction	Q4 FY 2017

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

One less traffic signal to maintain.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Land Acquisition/Right of Way	950,000	0	0	**$950,000**
Consultant Engineering	415,000	0	0	**$415,000**
Construction	0	2,873,500	0	**$2,873,500**
Contingency	50,000	200,000	0	**$250,000**
TOTAL	**$1,415,000**	**$3,073,500**	**$0**	**$4,488,500**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	2,873,500	0	0	0	0	**$2,873,500**
Contingency	200,000	0	0	0	0	**$200,000**
TOTAL	**$3,073,500**	**$0**	**$0**	**$0**	**$0**	**$3,073,500**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
State: Revenue Sharing *	1,536,750	0	0	0	0	**$1,536,750**
Local: G.O. Bond	1,536,750	0	0	0	0	**$1,536,750**
TOTAL	**$3,073,500**	**$0**	**$0**	**$0**	**$0**	**$3,073,500**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 50% STATE = 50% FEDERAL = 0% OTHER = 0%

* An application has been submitted to VDOT for State Revenue Sharing Program funds for FY 2017.

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Wards Ferry Road**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
IMPROVEMENTS TO WARDS FERRY ROAD	**New**

DEPARTMENT PRIORITY

Project supports essential services

PROJECT DESCRIPTION

Improvements based on June 2013 Wards Ferry Road Corridor Study. Phase 1 - Add turn lanes and widen roads to improve safety with a roundabout or traffic signal at Harvard Street. Phase 2 - Add turn lanes and widen roads to improve safety at Adams Drive. Phase 3 - Add turn lanes and widen roads to improve safety and sight distance at Atlanta Avenue. Phase 4 - Pedestrian signals and crosswalks at Simons Run. Phase 5 - Shared use path for the entire corridor.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 30, Goal T-1, Objective T-1.4: Prioritize improvements to the transportation system based on safety considerations; existing deficiencies; multimodal and environmental considerations; opportunities to improve street connectivity: physical, economic and policy constraints; contributions to neighborhood character; impact on historic and environmental resources; required right-of-way; target levels of service; public safety access; regional connectivity; and system continuity.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2020
Lee Newland, P.E., City Engineer	**PROJECT COMPLETION DATE**	12/2024

COMPLETION SCHEDULE

Activity	Complete - Quarter
Land Acquisition/Right-of-Way	Q2 FY 2021 Phase 1
Consultant Engineering	Q4 FY 2021 Phase 1
Construction	Q2 FY 2022 Phase 1

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Additional pavement and landscaping to maintain offset by increased VDOT maintenance payments.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Land Acquisition/Right-of-Way	0	1,000,000	0	**$1,000,000**
Consultant Engineering	0	300,000	0	**$300,000**
Construction	0	3,400,000	0	**$3,400,000**
Contingency	0	300,000	0	**$300,000**
TOTAL	**$0**	**$5,000,000**	**$0**	**$5,000,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Land Acquisition/Right-of-Way	0	0	0	0	1,000,000	**$1,000,000**
Consultant Engineering	0	0	0	0	300,000	**$300,000**
Construction	0	0	0	0	3,400,000	**$3,400,000**
Contingency	0	0	0	0	300,000	**$300,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$5,000,000**	**$5,000,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
State: Revenue Sharing	0	0	0	0	2,450,000	**$2,450,000**
Local: G.O. Bond	0	0	0	0	2,550,000	**$2,550,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$5,000,000**	**$5,000,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 50% STATE = 50% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Various**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
BRIDGE MAINTENANCE / TB038	**Maintenance**

DEPARTMENT PRIORITY

Project has a legal or regulatory mandate

Project has State 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 3, Page 31, Goal T-1.7: Commit adequate resources for the cost-effective operation and maintenance of streets, including pavement, bikeways, sidewalks, streetscape and stormwater management improvements.

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):

None anticipated.

TOTAL PROJECT COST

Activity	**Prior Appropriations Through 12/31/15**	**FY 2017-2021 Appropriations**	**Beyond FY 2021 Appropriations**	**Total Project Appropriations**
Consultant Engineering	Continuing	350,000	Continuing	**Continuing**
Construction	Continuing	1,655,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$2,005,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Estimate**
Consultant Engineering	60,000	60,000	70,000	80,000	80,000	**$350,000**
Construction	300,000	320,000	330,000	345,000	360,000	**$1,655,000**
TOTAL	**$360,000**	**$380,000**	**$400,000**	**$425,000**	**$440,000**	**$2,005,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Total**
Other: Highway Maintenance (VDOT)	360,000	380,000	400,000	425,000	440,000	**$2,005,000**
TOTAL	**$360,000**	**$380,000**	**$400,000**	**$425,000**	**$440,000**	**$2,005,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 0% STATE = 0% FEDERAL = 0% OTHER = 100%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Various**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
CULVERT REPLACEMENT PROGRAM / T0258	**Maintenance**

DEPARTMENT PRIORITY

Project supports essential services

PROJECT DESCRIPTION

Managed program to replace and maintain over 100 City culverts. Upcoming culvert replacements include Burnt Bridge Road, Long Meadows Drive, and Boonsboro Road.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 31, Goal T-1.7: Commit adequate resources for the cost-effective operation and maintenance of streets, including pavement, bikeways, sidewalks, streetscape and stormwater management improvements.

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.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	145,000	Continuing	**Continuing**
Construction	Continuing	1,600,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$1,745,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	80,000	0	65,000	0	**$145,000**
Construction	400,000	0	600,000	0	600,000	**$1,600,000**
TOTAL	**$400,000**	**$80,000**	**$600,000**	**$65,000**	**$600,000**	**$1,745,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O. Bond	400,000	0	0	0	0	**$400,000**
Local: Pay-As-You-Go: Based on Availability of Funds	0	80,000	600,000	65,000	600,000	**$1,345,000**
TOTAL	**$400,000**	**$80,000**	**$600,000**	**$65,000**	**$600,000**	**$1,745,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): 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 / TG019	**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 3, Page 30, Goal T-1, Objective T-1.4: Prioritize improvements to the transportation system based on safety considerations; existing deficiencies, multimodal and environmental considerations; opportunities to improve street connectivity; physical, economic and policy constraints; contribution to neighborhood character; impact on historic and environmental resources; required right-of-way; target levels of service; public safety access; regional connectivity; and system continuity.

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.

TOTAL PROJECT COST

Activity	**Prior Appropriations Through 12/31/15**	**FY 2017-2021 Appropriations**	**Beyond FY 2021 Appropriations**	**Total Project Appropriations**
Consultant Engineering	Continuing	155,000	Continuing	**Continuing**
Construction	Continuing	3,395,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$3,550,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Estimate**
Consultant Engineering	0	37,500	38,750	38,750	40,000	**$155,000**
Construction	400,000	712,500	736,250	736,250	810,000	**$3,395,000**
TOTAL	**$400,000**	**$750,000**	**$775,000**	**$775,000**	**$850,000**	**$3,550,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Total**
Local: G.O. Bond	400,000	750,000	775,000	775,000	850,000	**$3,550,000**
TOTAL	**$400,000**	**$750,000**	**$775,000**	**$775,000**	**$850,000**	**$3,550,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Various**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
MCCONVILLE ROAD CULVERT REPLACEMENT / T0276	**Maintenance**

DEPARTMENT PRIORITY

Project supports essential services

PROJECT DESCRIPTION

Replace deteriorated culvert under McConville Road and re-align roadway. Design and right-of-way acquisition are complete.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 31, Goal T-1.7: Commit adequate resources for the cost-effective operation and maintenance of streets, including pavement, bikeways, sidewalks, streetscape and stormwater management improvements.

PROJECT MANAGER(S)	**PROJECT START DATE**	08/2016
DeeDee Conner, P.E., Principal Engineer	**PROJECT COMPLETION DATE**	06/2017

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Consultant Engineering	Q4 FY 2015
Construction	Q4 FY 2017

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Maintenance and operating costs will be reduced.

TOTAL PROJECT COST

Activity	**Prior Appropriations Through 12/31/15**	**FY 2017-2021 Appropriations**	**Beyond FY 2021 Appropriations**	**Total Project Appropriations**
Consultant Engineering	56,250	0	0	**$56,250**
Land Acquisition/Right of Way	258,866	0	0	**$258,866**
Construction	90,239	1,400,000	0	**$1,490,239**
Contingency	0	100,000	0	**$100,000**
TOTAL	**$405,355**	**$1,500,000**	**$0**	**$1,905,355**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Estimate**
Construction	1,400,000	0	0	0	0	**$1,400,000**
Contingency	100,000	0	0	0	0	**$100,000**
TOTAL	**$1,500,000**	**$0**	**$0**	**$0**	**$0**	**$1,500,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Total**
Local: G.O. Bond	840,239	0	0	0	0	**$840,239**
State: Revenue Sharing	750,000	0	0	0	0	**$750,000**
TOTAL	**$1,590,239**	**$0**	**$0**	**$0**	**$0**	**$1,590,239**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 53% STATE = 47% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Various Sites**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
PUBLIC WORKS INFRASTRUCTURE IMPROVEMENTS / T0259	**Maintenance**

DEPARTMENT PRIORITY

Project supports essential services

PROJECT DESCRIPTION

Curb, gutter, sidewalk, street and transportation maintenance. Program is designed to maintain the City's street infrastructure.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 31, Goal T-1.7: Commit adequate resources for the cost-effective operation and maintenance of streets, including pavement, bikeways, sidewalks, streetscape and stormwater management improvements.

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):

Maintenance and operating costs will be reduced by timely replacement of curbs, gutters and sidewalks. Will also allow the City to respond to changing conditions throughout the City.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Construction	Continuing	1,150,900	Continuing	**Continuing**
TOTAL	**Continuing**	**$1,150,900**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	207,900	219,000	230,000	241,000	253,000	**$1,150,900**
TOTAL	**$207,900**	**$219,000**	**$230,000**	**$241,000**	**$253,000**	**$1,150,900**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Other: Highway Maintenance (VDOT)	207,900	219,000	230,000	241,000	253,000	**$1,150,900**
TOTAL	**$207,900**	**$219,000**	**$230,000**	**$241,000**	**$253,000**	**$1,150,900**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 0% STATE = 0% FEDERAL = 0% OTHER = 100%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Various Retaining Walls Throughout the City**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
RETAINING WALL REPLACEMENT/REPAIR PROGRAM / T0260	**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. Design and construction are typically performed in alternating fiscal years. Upcoming walls to be repaired include Biggers Lot wall and Point of Honor wall.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 31, Goal T-1.7: Commit adequate resources for the cost-effective operation and maintenance of streets, including pavement, bikeways, sidewalks, streetscape and stormwater management improvements.

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):

None anticipated.

TOTAL PROJECT COST

Activity	**Prior Appropriations Through 12/31/15**	**FY 2017-2021 Appropriations**	**Beyond FY 2021 Appropriations**	**Total Project Appropriations**
Consultant Engineering	Continuing	100,000	Continuing	**Continuing**
Construction	Continuing	1,150,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$1,250,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Estimate**
Consultant Engineering	0	50,000	0	50,000	0	**$100,000**
Construction	350,000	0	400,000	0	400,000	**$1,150,000**
TOTAL	**$350,000**	**$50,000**	**$400,000**	**$50,000**	**$400,000**	**$1,250,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Total**
Local: Pay-As-You-Go	350,000	0	0	0	0	**$350,000**
Local: Pay-As-You-Go: Based on Availability of Funds	0	50,000	400,000	50,000	400,000	**$900,000**
TOTAL	**$350,000**	**$50,000**	**$400,000**	**$50,000**	**$400,000**	**$1,250,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): 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 / T0261	**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 3, Page 31, Goal T-1.7: Commit adequate resources for the cost-effective operation and maintenance of streets, including pavement, bikeways, sidewalks, streetscape and stormwater management improvements.

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.

TOTAL PROJECT COST

Activity	**Prior Appropriations Through 12/31/15**	**FY 2017-2021 Appropriations**	**Beyond FY 2021 Appropriations**	**Total Project Appropriations**
Construction	Continuing	685,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$685,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Estimate**
Construction	120,000	130,000	135,000	150,000	150,000	**$685,000**
TOTAL	**$120,000**	**$130,000**	**$135,000**	**$150,000**	**$150,000**	**$685,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Total**
Other: Highway Maintenance (VDOT)	120,000	130,000	135,000	150,000	150,000	**$685,000**
TOTAL	**$120,000**	**$130,000**	**$135,000**	**$150,000**	**$150,000**	**$685,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 0% STATE = 0% FEDERAL = 0% OTHER = 100%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Various Sites**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
STREET OVERLAY PROGRAM / T0262	**Maintenance**

DEPARTMENT PRIORITY

Project has State 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 3, Page 31, Goal T-1.7: Commit adequate resources for the cost-effective operation and maintenance of streets, including pavement, bikeways, sidewalks, streetscape and stormwater management improvements.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Gaynelle Hart, 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.

TOTAL PROJECT COST

Activity	**Prior Appropriations Through 12/31/15**	**FY 2017-2021 Appropriations**	**Beyond FY 2021 Appropriations**	**Total Project Appropriations**
Construction	Continuing	12,500,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$12,500,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Estimate**
Construction	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	**$12,500,000**
TOTAL	**$2,500,000**	**$2,500,000**	**$2,500,000**	**$2,500,000**	**$2,500,000**	**$12,500,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Total**
Other: Highway Maintenance (VDOT)	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	**$12,500,000**
TOTAL	**$2,500,000**	**$2,500,000**	**$2,500,000**	**$2,500,000**	**$2,500,000**	**$12,500,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 0% STATE = 0% FEDERAL = 0% OTHER = 100%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Various Intersections**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
TRAFFIC SIGNAL REPAIR AND REPLACEMENT PROGRAM / T0263	**Maintenance**

DEPARTMENT PRIORITY

Project has a legal or regulatory mandate

Project supports essential services

PROJECT DESCRIPTION

Replace or upgrade existing sub-standard traffic signals throughout the City by converting from span wire to mast arms to improve operation and maintenance. Priority list includes the intersection of Lakeside Drive and Oakley Avenue and the intersection of Memorial Avenue and Oakley Avenue.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 31, Goal T-1, Objective T-1.5: Manage access to promote safety and convenience of along streets and on abutting properties for all modes of transportation.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Maggie Cossman, 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.

TOTAL PROJECT COST

Activity	**Prior Appropriations Through 12/31/15**	**FY 2017-2021 Appropriations**	**Beyond FY 2021 Appropriations**	**Total Project Appropriations**
Consultant Engineering	Continuing	165,000	Continuing	**Continuing**
Construction	Continuing	895,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$1,060,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Estimate**
Consultant Engineering	30,000	30,000	35,000	35,000	35,000	**$165,000**
Construction	170,000	175,000	180,000	185,000	185,000	**$895,000**
TOTAL	**$200,000**	**$205,000**	**$215,000**	**$220,000**	**$220,000**	**$1,060,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Total**
Local: G.O. Bonds	200,000	0	0	0	0	**$200,000**
Local: Pay-As-You-Go: Based on Availability of Funds	0	205,000	215,000	220,000	220,000	**$860,000**
TOTAL	**$200,000**	**$205,000**	**$215,000**	**$220,000**	**$220,000**	**$1,060,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

Public Works crew working on a City street

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 / T0273

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 purchases are complete and construction will begin March 2016. Construction duration is expected to be 12 - 18 months.

PROJECT MANAGER(S)

Lee Newland, P.E., City 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)
08/30/13	FY 2013 Carry forward - additional VDOT funding approved	663,700
02/20/14	Transfer funds from T0203 Wards Rd Pedestrian Fencing	201,450
01/15/16	Transfer from UCI Funds Project T0275	590,880
TOTAL		**$2,248,385**
12/31/15	Expenditures to date	278,725
AVAILABLE APPROPRIATIONS		**$1,969,660**

PROJECT BUDGET

Activity	Amount
Land/Right-of-Way	$166,391
Consultant Engineering	475,000
Construction	1,606,994
TOTAL	**$2,248,385**

CASH FLOW PROJECTION

CASH AVAILABLE	January - June FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
State: Residue Parcel Allocation	0	74,148	0	0	0	0	**$74,148**
State: Urban Construction	0	670,870	590,880	0	0	0	**$1,261,750**
State: Highway Safety Match	28,600	34,777	0	0	0	0	**$63,377**
Federal: Highway Safety Grant	288,600	281,785	0	0	0	0	**$570,385**
TOTAL CASH	**$317,200**	**$1,061,580**	**$590,880**	**$0**	**$0**	**$0**	**$1,969,660**

EXPENDITURES THROUGH 12/31/15	**$278,725**
TOTAL PROJECT ESTIMATE	**$2,248,385**

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Kemper Street**

PROJECT TITLE/PROJECT NUMBER

KEMPER STREET BRIDGE REHABILITATION AND REPAIRS / TB044

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. Construction will begin February 2015.

PROJECT MANAGER(S)

Joe Smith, Construction Coordinator; Lee Newland, P.E., City Engineer

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 Appropriation	220,778
10/27/10	Transfer from Rivermont Bridge Revenue Sharing Funds	1,489,840
12/06/10	Transfer from Bridge Maintenance Project	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 Project	13,600
09/28/11	Rescinded Appropriation	(71,987)
11/27/13	Transfer from Bridge Maintenance Project	78,366
01/30/14	Transfer from Bridge Maintenance Project	30,000
06/19/14	Transfer from State UCI Unassigned Funds Project	136,700
10/28/14	Carry Forward Appropriation	106,111
10/31/14	Transfer from General Street Improvements	50,603
10/31/14	Transfer from Main Street Bridge Project	2,177,500
10/31/14	Transfer from Bridge Maintenance Project	32,500
TOTAL		**$8,578,222**
12/31/15	Expenditures to date	4,288,388
AVAILABLE APPROPRIATIONS		**$4,289,834**

PROJECT BUDGET

Activity	Amount
Consultant Engineering Services	$814,192
Construction	7,764,030
TOTAL	**$8,578,222**

CASH FLOW PROJECTION

CASH AVAILABLE	January - June FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O. Bond	1,208,837	936,080	0	0	0	0	**$2,144,917**
State: Revenue Sharing	1,208,837	936,080	0	0	0	0	**$2,144,917**
TOTAL CASH	**$2,417,674**	**$1,872,160**	**$0**	**$0**	**$0**	**$0**	**$4,289,834**

EXPENDITURES THROUGH 12/3/15	**$4,288,388**
TOTAL PROJECT ESTIMATE	**$8,578,222**

Renovated Monument Terrace, February 2005

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
ECONOMIC DEVELOPMENT - NEW CONSTRUCTION					
Downtown Development	0	1,000,000	1,000,000	1,000,000	1,000,000
Source of Funding					
Pay-As-You-Go: Based on Availability of Funds	0	1,000,000	1,000,000	1,000,000	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	0	0	0	0
Pay-As-You-Go: Based on Availability of Funds	0	250,000	250,000	250,000	250,000
Street and Utility Extensions to Promote Economic Development	250,000	250,000	250,000	250,000	250,000
Source of Funding					
Pay-As-You-Go	250,000	0	0	0	0
Pay-As-You-Go: Based on Availability of Funds	0	250,000	250,000	250,000	250,000
Streetscape Improvements Downtown	3,350,000	400,000	5,350,000	500,000	250,000
Source of Funding					
G.O. Bond	3,100,000	0	0	0	0
Pay-As-You-Go	250,000	0	0	0	0
Pay-As-You-Go: Based on Availability of Funds	0	400,000	5,350,000	500,000	250,000
Total Estimates Proposed FY 2017-2021 CIP	$3,850,000	$1,900,000	$6,850,000	$2,000,000	$1,750,000
Source of Funding					
G.O. Bond	$3,100,000	$0	$0	$0	$0
Pay-As-You-Go	750,000	0	0	0	0
Pay-As-You-Go: Based on Availability of Funds	0	1,900,000	6,850,000	2,000,000	1,750,000
	$3,850,000	$1,900,000	$6,850,000	$2,000,000	$1,750,000

Note: In December 2015 City Council adopted a resolution to commit $500,000 of Downtown Development funding to the Academy Center of the Arts each year from FY 2018 through FY 2020.

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 12/31/15	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$4,000,000	Continuing	Continuing	$4,000,000
$1,250,000	Continuing	Continuing	$1,250,000
$1,250,000	Continuing	Continuing	$1,250,000
$9,850,000	3,681,061	9,240,000	$22,771,061
$16,350,000			$29,271,061

$3,100,000
750,000
12,500,000
$16,350,000

SERVICE AREA	DEPARTMENT	LOCATION
Economic Development	**Public Works**	**Downtown Development**

PROJECT TITLE/PROJECT NUMBER — PROJECT TYPE

DOWNTOWN DEVELOPMENT / E0005

DEPARTMENT PRIORITY

Project contributes to generation of new revenue

PROJECT DESCRIPTION

FY 2018 - FY 2020 - Funds will be allocated to support the Riverfront Canal Park project.

FY 2021 - Downtown Main Street Gateway- connection of Downtown Gateway to the Riverfront area and the primary Gateway from route 29 to the Central Business District. The construction drawings for this project have been completed. In December 2015 City Council adopte a resolution to cimmit $500,000 of Downtown Development fudning to the Academy Center of the Arts each year from FY 2018 through FY 2020.

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.

Chapter 3, Page 20, Goal AP-2: Maintain a strong mixed use downtown that is a focus for civic, business, residential, entertainment, art, culture, and recreational activities. Celebrate and strengthen connections to James River.

PROJECT MANAGER(S)
Cheree Taylor

PROJECT START DATE 07/2006
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

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	525,000	Continuing	Continuing
Construction	Continuing	3,475,000	Continuing	Continuing
TOTAL	**Continuing**	**$4,000,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	300,000	75,000	50,000	100,000	**$525,000**
Construction	0	200,000	425,000	450,000	900,000	**$1,975,000**
ACCA Reserve	0	500,000	500,000	500,000	0	**$1,500,000**
TOTAL	**$0**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$4,000,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go	1,000,000	0	0	0	0	**$1,000,000**
Local: Pay-As-You-Go:based on availabilty of funds	0	1,000,000	1,000,000	1,000,000	1,000,000	**$4,000,000**
TOTAL	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$5,000,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

Notes:

Based on favorable construction costs and to support private sector development on the Lower Bluffwalk, $5.0 million was appropriated in FY 2012 with plans to pay back this advanced funding by setting aside $1.0 million per year for five years; FY 2017 is the final year of this plan. In FY 2018, appropriating $1.0 million each year to Downtown Development will resume.

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

Porject Photograph Unavaiable

PROJECT DESCRIPTION
Provide funds for implementaion of development and business retention projects. $150,000 is dedicated for the Local Enterprise Zone Redevelopment Program.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 23, ED-2.2: Coordinate existing marketing and recruitment strategies for new businesses.

PROJECT MANAGER(S)
Marjette Upshur
Director of Economic Development

PROJECT START DATE Continuing
PROJECT COMPLETION DATE Continuing

COMPLETION SCHEDULE

Activity	Complete - Quarter
Contributions	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Non Anticipated

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Contributions	Continuing	1,250,000	Continuing	Continuing
TOTAL	**Continuing**	**$1,250,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Contributions	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**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go	250,000	0	0	0	0	**$250,000**
Local: Pay-As-You-Go: Based on Availability of Funds	0	250,000	250,000	250,000	250,000	**$1,000,000**
TOTAL	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,250,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Economic Development	**Economic Development**	**Various**

PROJECT TITLE/PROJECT NUMBER
STREET AND UTILITY EXTENSIONS TO PROMOTE ECONOMIC DEVELOPMENT / EX000

PROJECT TYPE
New

DEPARTMENT PRIORITY
Projects and Initiatives support essential services
Projects and Initiatives contribute to generation of new revenue

Porject Photograph Unavaiable

PROJECT DESCRIPTION
Plans for and/or construction of streets, water and sewer lines to support private investment and the development of sites throughout the City.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 24, ED-3.1 Review and amend existing or implement new City policies to maximize economic development potential.

PROJECT MANAGER(S)
Marjette Upshur
Director of Economic Development

PROJECT START DATE Continuing
PROJECT COMPLETION DATE Continuing

COMPLETION SCHEDULE

Activity	Complete - Quarter
Contributions	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Non Anticipated

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Contributions	Continuing	1,250,000	Continuing	Continuing
TOTAL	**Continuing**	**$1,250,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Contributions	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**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go	250,000	0	0	0	0	**$250,000**
Local: Pay-As-You-Go: Based on Availability of Funds	0	250,000	250,000	250,000	250,000	**$1,000,000**
TOTAL	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,250,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Economic Development	**Public Works**	**Downtown**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
STREETSCAPE IMPROVEMENTS DOWNTOWN / ED004	**New**

DEPARTMENT PRIORITY

Project contributes to generation of new revenue

Project supports essential services

Project has a component in Water Capital Projects Fund

PROJECT DESCRIPTION

This project will enhance the downtown streetscapes in coordination with the downtown water main replacement project at the rate of two segments per year.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 20, Goal AP-2: Maintain a strong, mixed-use downtown that is a focus for civic, business, residential, entertainment, art, culture and recreational activities. Celebrate and strengthen connections to the James River.

PROJECT MANAGER(S)	**PROJECT START DATE**	05/2015
Cheree Taylor	**PROJECT COMPLETION DATE**	12/2026

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Consultant Engineering	Continuing
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Additional expenses for maintenance, landscaping, and street furniture.

TOTAL PROJECT COST

Activity	**Prior Appropriations Through 12/31/15**	**FY 2017-2021 Appropriations**	**Beyond FY 2021 Appropriations**	**Total Project Appropriations**
Consultant Engineering	502,312	1,000,000	800,000	**$2,302,312**
Construction	2,978,749	8,100,000	8,000,000	**$19,078,749**
Contingency	200,000	750,000	440,000	**$1,390,000**
TOTAL [1]	**$3,681,061**	**$9,850,000**	**$9,240,000**	**$22,771,061**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Estimate**
Consultant Engineering	100,000	350,000	100,000	250,000	200,000	**$1,000,000**
Construction	3,100,000	0	5,000,000	0	0	**$8,100,000**
Contingency	150,000	50,000	250,000	250,000	50,000	**$750,000**
TOTAL	**$3,350,000**	**$400,000**	**$5,350,000**	**$500,000**	**$250,000**	**$9,850,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Total**
Local: G.O. Bond	3,100,000	0	0	0	0	**$3,100,000**
Local: Pay-As-You-Go	250,000	0	0	0	0	**$250,000**
Local:Pay-As-You-Go: Based on Availability of Funds	0	400,000	2,375,000	3,475,000	250,000	**$6,500,000**
TOTAL	**$3,350,000**	**$400,000**	**$2,375,000**	**$3,475,000**	**$250,000**	**$9,850,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

[1] Currently, the Streetscape Project is under funded through FY 2016 by approximately $1.2 million; funding for this shortfall is to be determined.

Human Services Administration Building

Lynchburg Recreation Trails

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
PARKS AND RECREATION - NEW CONSTRUCTION					
Community Park Investment Fund	0	75,000	75,000	75,000	75,000
Source of Funding					
Pay-As-You-Go: Based on Availability of Funds	0	75,000	75,000	75,000	75,000
Creekside Trail Bridge Replacement	0	275,000	0	0	0
Source of Funding					
Pay-As-You-Go: Based on Availability of Funds	0	275,000	0	0	0
Total Estimates Proposed FY 2017-2021 CIP	$0	$350,000	$75,000	$75,000	$75,000
Source of Funding					
Pay-As-You-Go: Based on Availability of Funds	$0	$350,000	$75,000	$75,000	$75,000
	$0	$350,000	$75,000	$75,000	$75,000

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 12/31/15	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$300,000	Continuing	Continuing	$300,000
$275,000	0	0	$275,000
$575,000			$575,000
$575,000			
$575,000			

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
PARKS AND RECREATION - MAINTENANCE					
Athletic Field Maintenance	0	250,000	250,000	250,000	250,000
Source of Funding					
Pay-As-You-Go: Based on Availability of Funds	0	250,000	250,000	250,000	250,000
General Park Maintenance	0	100,000	100,000	100,000	100,000
Source of Funding					
Pay-As-You-Go: Based on Availability of Funds	0	100,000	100,000	100,000	100,000
Lumos Fiber Network Connections at Parks and Recreation Facilities	0	55,000	57,500	60,000	62,500
Source of Funding					
Pay-As-You-Go: Based on Availability of Funds	0	55,000	57,500	60,000	62,500
Parks Paving and Lighting/Reconstruction	0	278,000	278,000	278,000	278,000
Source of Funding					
Pay-As-You-Go: Based on Availability of Funds	0	278,000	278,000	278,000	278,000
Total Estimates Proposed FY 2017-2021 CIP	$0	$683,000	$685,500	$688,000	$690,500
Source of Funding					
Pay-As-You-Go: Based on Availability of Funds	$0	$683,000	$685,500	$688,000	$690,500
	$0	$683,000	$685,500	$688,000	$690,500

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 12/31/15	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$1,000,000	Continuing	Continuing	$1,000,000
$400,000	Continuing	Continuing	$400,000
$235,000	50,000	0	$285,000
$1,112,000	Continuing	Continuing	$1,112,000
$2,747,000			$2,797,000
$2,747,000			
$2,747,000			

SERVICE AREA	DEPARTMENT	LOCATION
Parks and Recreation	**Parks and Recreation**	**Various**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
COMMUNITY PARK INVESTMENT FUND / P0123	**New**

DEPARTMENT PRIORITY
Project supports 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 3, Page 37, Goal PFS-1.2: Leverage investment in public facilities to meet multiple public needs and to foster private investment that achieves neighborhood and City-wide goals.

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
Furniture, Fixtures, and Equipment	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Unknown at this time.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	30,000	Continuing	**Continuing**
Construction	Continuing	208,000	Continuing	**Continuing**
Furniture, Fixtures, and Equipment	Continuing	42,000	Continuing	**Continuing**
Contingency	Continuing	20,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$300,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	7,500	7,500	7,500	7,500	**$30,000**
Construction	0	52,000	52,000	52,000	52,000	**$208,000**
Furniture, Fixtures, and Equipment	0	10,500	10,500	10,500	10,500	**$42,000**
Contingency	0	5,000	5,000	5,000	5,000	**$20,000**
TOTAL	**$0**	**$75,000**	**$75,000**	**$75,000**	**$75,000**	**$300,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go: Based on Availability of Funds	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 2017- 2021 (%): 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 supports 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 3, Page 29, Goal PR-3 Recreation. Provide access to parks, trails, and recreation facilities and programs.

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

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Maintenance costs are expected to be reduced.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	0	28,000	0	**$28,000**
Construction	0	226,800	0	**$226,800**
Contingency	0	20,200	0	**$20,200**
TOTAL	**$0**	**$275,000**	**$0**	**$275,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	28,000	0	0	0	**$28,000**
Construction	0	226,800	0	0	0	**$226,800**
Contingency	0	20,200	0	0	0	**$20,200**
TOTAL	**$0**	**$275,000**	**$0**	**$0**	**$0**	**$275,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go: Based on Availability of Funds	0	275,000	0	0	0	**$275,000**
TOTAL	**$0**	**$275,000**	**$0**	**$0**	**$0**	**$275,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Parks and Recreation	**Parks and Recreation**	**Various**

PROJECT TITLE/PROJECT NUMBER
ATHLETIC FIELD MAINTENANCE / P0081

PROJECT TYPE
Maintenance

DEPARTMENT PRIORITY
Project supports 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 3, Page 29, PR-2.5 Fully utilize parks, trails and facilities to meet the recreational needs of city residents, placing emphasis on underserved populations. Chapter 3, Page 37, PFS-1.1 Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

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
Fencing, Lighting, and Signs	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	87,500	Continuing	**Continuing**
Construction	Continuing	542,000	Continuing	**Continuing**
Fencing, Lighting, and Signs	Continuing	322,500	Continuing	**Continuing**
Contingency	Continuing	48,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$1,000,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	24,500	21,000	21,000	21,000	**$87,500**
Construction	0	143,600	132,800	132,800	132,800	**$542,000**
Fencing, Lighting, and Signs	0	67,500	85,000	85,000	85,000	**$322,500**
Contingency	0	14,400	11,200	11,200	11,200	**$48,000**
TOTAL	**$0**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,000,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go: Based on Availability of Funds	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 2016- 2020 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

Athletic Field Maintenance

Fiscal Year	Project Name	Consultant Engineering	Construction	Fencing, Lighting, and Signs	Contingency	Annual Total
2017	Projects Deferred	$0	$0	$0	$0	$0
2017	**Sub-totals**	**$0**	**$0**	**$0**	**$0**	**$0**
2018	Miller Park Multi-Use Concession/Press/Storage	$38,000	$100,000	$30,000	$14,000	$182,000
2018	Miller Park Master Plan (Phase II)	$65,000	$0	$0	$3,000	$68,000
2018	**Sub-totals**	**$103,000**	**$100,000**	**$30,000**	**$17,000**	**$250,000**
2019	Miller Park Bradford and Lloyd Dugouts Renovation	$7,000	$48,200	$20,000	$4,800	$80,000
2019	Miller Park Bradford and Lloyd Backstop/Fence	7,000	47,300	20,000	4,700	79,000
2019	Miller Park Fence/Signage	7,000	30,000	21,000	3,000	61,000
2019	Hutcherson Early Learning Center Baseball Field	3,500	18,100	6,500	1,900	30,000
2019	**Sub-totals**	**$24,500**	**$143,600**	**$67,500**	**$14,400**	**$250,000**
2020	Sandusky Park Storage/Restroom Pad Structure	$7,000	$54,600	$3,000	$5,400	$70,000
2020	BCAA & PV Field # 10 Rugby Field Expansion	7,000	38,200	46,000	3,800	95,000
2020	Miller Park Happy Lee Backstop/Fence	3,500	20,000	18,000	1,000	42,500
2020	Miller Park Happy Lee Dugout Renovation	3,500	20,000	18,000	1,000	42,500
2020	**Sub-totals**	**$21,000**	**$132,800**	**$85,000**	**$11,200**	**$250,000**
2021	Peaks View Park Softball Tournament Upgrade	$21,000	$132,800	$85,000	$11,200	$250,000
2021	**Sub-totals**	**$21,000**	**$132,800**	**$85,000**	**$11,200**	**$250,000**
Grand Totals		**$169,500**	**$509,200**	**$267,500**	**$53,800**	**$1,000,000**

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 supports 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 3, Page 37, PFS-1.1 Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

PROJECT START DATE Continuing
PROJECT COMPLETION DATE Continuing

COMPLETION SCHEDULE

Activity	Complete - Quarter
Construction	Continuing
Fencing, Lighting, and Signs	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Construction	Continuing	95,700	Continuing	**Continuing**
Fencing, Lighting, and Signs	Continuing	297,000	Continuing	**Continuing**
Contingency	Continuing	7,300	Continuing	**Continuing**
TOTAL	**Continuing**	**$400,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	0	52,800	10,100	16,400	16,400	**$95,700**
Fencing, Lighting, and Signs	0	44,000	89,000	82,000	82,000	**$297,000**
Contingency	0	3,200	900	1,600	1,600	**$7,300**
TOTAL	**$0**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$400,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go: Based on Availability of Funds	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 2017- 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

General Park Maintenance

Fiscal Year	Project Name	Construction	Fencing, Lighting, and Signs	Contingency	Annual Total
2017	Projects Deferred	$0	$0	$0	$0
2017	**Sub-totals**	**$0**	**$0**	**$0**	**$0**
2018	Ivy Creek Park Nature Themed Equipment	$40,000	$20,000	$2,000	$62,000
2018	General Signage, Fencing, and Amenities	12,800	24,000	1,200	38,000
2018	**Sub-totals**	**$52,800**	**$44,000**	**$3,200**	**$100,000**
2019	Riverside Park Static Playground Equipment	$2,800	$60,000	$200	$63,000
2019	General Signage, Fencing, and Amenities	7,300	29,000	700	37,000
2019	**Sub-totals**	**$10,100**	**$89,000**	**$900**	**$100,000**
2020	Daniels Hill Playground Equipment	$9,100	$53,000	$900	$63,000
2020	General Signage	7,300	29,000	700	37,000
2020	**Sub-Totals**	**$16,400**	**$82,000**	**$1,600**	**$100,000**
2021	Westover Site Amenities	$16,400	$12,000	$800	$29,200
2021	Westover Fencing	0	70,000	800	70,800
2021	**Sub-Totals**	**$16,400**	**$82,000**	**$1,600**	**$100,000**
Grand Totals		**$95,700**	**$297,000**	**$7,300**	**$400,000**

SERVICE AREA	DEPARTMENT	LOCATION
Parks and Recreation	**Parks and Recreation**	**Various Recreation Centers**

PROJECT TITLE/PROJECT NUMBER
LUMOS FIBER NETWORK CONNECTIONS AT PARKS AND RECREATION FACILITIES

PROJECT TYPE
Maintenance

DEPARTMENT PRIORITY
Project supports essential services

Project Photograph Unavailable

PROJECT DESCRIPTION
Extension of City's IT network to Parks and Recreation's neighborhood centers through installation of fiber-optics network cable. The goal is for all centers to have the lines installed by 2020. The first year's appropriation includes funding for Templeton Senior Center, Fairview Center and Yoder Center.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 37, PFS-1.1 Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

PROJECT START DATE 07/2015
PROJECT COMPLETION DATE 06/2021

COMPLETION SCHEDULE

Activity	Complete - Quarter
Construction	Q1 - Q3 FY 2016; FY 2018; FY 2019; FY 2020; FY 2021

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Construction	50,000	235,000	0	**$285,000**
TOTAL	**$50,000**	**$235,000**	**$0**	**$285,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	0	55,000	57,500	60,000	62,500	**$235,000**
TOTAL	**$0**	**$55,000**	**$57,500**	**$60,000**	**$62,500**	**$235,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go: Based on Availability of Funds	0	55,000	57,500	60,000	62,500	**$235,000**
TOTAL	**$0**	**$55,000**	**$57,500**	**$60,000**	**$62,500**	**$235,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): 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
PARKS PAVING AND LIGHTING / RECONSTRUCTION / P0087	**Maintenance**

DEPARTMENT PRIORITY
Project supports 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 3, Page 37, PFS-1.1 Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

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
Goals, Signs, and Lighting	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	68,500	Continuing	**Continuing**
Construction	Continuing	841,800	Continuing	**Continuing**
Goals, Signs, and Lighting	Continuing	118,500	Continuing	**Continuing**
Contingency	Continuing	83,200	Continuing	**Continuing**
TOTAL	**Continuing**	**$1,112,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	17,000	17,000	18,000	16,500	**$68,500**
Construction	0	218,300	218,300	204,900	200,300	**$841,800**
Goals, Signs, and Lighting	0	21,000	21,000	35,000	41,500	**$118,500**
Contingency	0	21,700	21,700	20,100	19,700	**$83,200**
TOTAL	**$0**	**$278,000**	**$278,000**	**$278,000**	**$278,000**	**$1,112,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go: Based on Availability of Funds	0	278,000	278,000	278,000	278,000	**$1,112,000**
TOTAL	**$0**	**$278,000**	**$278,000**	**$278,000**	**$278,000**	**$1,112,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

Parks Paving and Lighting/Reconstruction

Fiscal Year	Project Name	Consultant Engineering	Construction	Goals, Signs, and Lighting	Contingency	Annual Total
2017	Projects Deferred	$0	$0	$0	$0	$0
2017	**Sub-totals**	**$0**	**$0**	**$0**	**$0**	**$0**
2018	BCAA Parking Lot Overlay	$15,000	$91,000	$15,000	$9,000	$130,000
2018	Riverside Park Entrance Road Overlay	2,000	127,300	6,000	12,700	148,000
2018	**Sub-totals**	**$17,000**	**$218,300**	**$21,000**	**$21,700**	**$278,000**
2019	Miller Park Pool Parking Lot Overlay	$15,000	$91,000	$15,000	$9,000	$130,000
2019	Miller Park Interior Path Overlay II	2,000	127,300	6,000	12,700	148,000
2019	**Sub-totals**	**$17,000**	**$218,300**	**$21,000**	**$21,700**	**$278,000**
2020	Peaks View Park - Tenbury Parking Overlay	$9,000	$68,200	$12,000	$6,800	$96,000
2020	Peaks View Park - Ardmore Parking Overlay	9,000	63,700	23,000	6,300	102,000
2020	Peaks View Park - Greenway Overlay	0	73,000	0	7,000	80,000
2020	**Sub-totals**	**$18,000**	**$204,900**	**$35,000**	**$20,100**	**$278,000**
2021	Peaks View Park - Wiggington Parking Overlay	$16,500	$127,300	$33,000	$12,700	$189,500
2021	Peaks View Park - Interior Trails Overlay	0	73,000	8,500	7,000	88,500
2021	**Sub-totals**	**$16,500**	**$200,300**	**$41,500**	**$19,700**	**$278,000**
Grand Totals		**$68,500**	**$841,800**	**$118,500**	**$83,200**	**$1,112,000**

SERVICE AREA
Parks & Recreation

DEPARTMENT
Parks & Recreation

LOCATION
Blackwater Bike Trail

PROJECT TITLE/PROJECT NUMBER
BIKEWAY BRIDGE TO LINKHORNE RENOVATION / P0120

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.

PROJECT STATUS
Current efforts are underway to secure the last parcel of land for the trail; once this is complete the City will seek additional funding through grants to proceed with design services and construction, using existing funds as a match.

PROJECT MANAGER(S)

APPROPRIATION HISTORY

Date	Source of Appropriation	Amount
07/01/14	FY 2015 CIP: Pay-As-You-Go Funds	$100,000
07/01/15	FY 2016 CIP: G.O. Bond	800,000
11/19/15	Transfer to City Stadium Restoration: G.O. Bonds	(500,000)
TOTAL		**$400,000**
12/31/15	Expenditures to date	$0
AVAILABLE APPROPRIATIONS		**$400,000**

PROJECT BUDGET

Activity	Amount
Consultant Engineering	$162,700
Land/ROW Acquisition	10,000
Construction	227,300
TOTAL	**$400,000**

CASH FLOW PROJECTION

CASH AVAILABLE	January - June FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go	10,000	90,000	0	0	0	0	**$100,000**
Local: G.O. Bond	0	300,000	0	0	0	0	**$300,000**
TOTAL CASH	**$10,000**	**$390,000**	**$0**	**$0**	**$0**	**$0**	**$400,000**

EXPENDITURES THROUGH 12/31/15	**$0**
TOTAL PROJECT ESTIMATE	**$400,000**

SERVICE AREA
Parks and Recreation

DEPARTMENT
Parks and Recreation

LOCATION
City Stadium (Football)

PROJECT TITLE/PROJECT NUMBER
CITY FOOTBALL STADIUM RESTORATION / P0144

PROJECT DESCRIPTION
Renovations to meet National Federation of State High School Associations and other standards. Work to include rest-rooms, concessions, sound system, entry gates, parking, drainage and fencing improvements.

PROJECT STATUS
Construction is in progress, projected to be complete in August, 2016. The new field lighting, scoreboard and sound sytem were all installed and operational by August of 2015. The playing field was converted from natural to artifical turf during the summer of 2014.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

APPROPRIATION HISTORY

Date	Source of Appropriation	Amount
07/01/10	FY 2011 CIP	$300,000
07/01/13	FY 2014 CIP	7,000,000
07/01/14	FY 2015 CIP	1,000,000
04/07/15	Transfer from Peaks View Park Athletic Field Improvements	21,310
04/14/15	Transfer from Peaks View Park Field #10 Conversion	40,000
04/14/15	Transfer from Sandusky Football Field Improvements	45,000
08/10/15	Transfer from City Stadium Lighting Improvements	111,280
09/22/15	FY 2016 1st Quarter Adjustments	109,770
11/17/15	Transfer from Miller Center Renovation	127,243
11/19/15	Transfer from Bikeway Bridge Over Langhorne	500,000
TOTAL		**$9,254,603**
12/31/15	Expenditures to date	3,644,591
AVAILABLE APPROPRIATIONS		**$5,610,012**

PROJECT BUDGET

Activity	Amount
Consultant Engineering	$959,908
Construction	8,184,833
Miscellaneous	109,862
TOTAL	**$9,254,603**

CASH FLOW PROJECTION

CASH AVAILABLE	January - June FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O. Bond	5,210,012	400,000	0	0	0	0	**$5,610,012**
TOTAL CASH	**$5,210,012**	**$400,000**	**$0**	**$0**	**$0**	**$0**	**$5,610,012**

EXPENDITURES THROUGH 12/31/15	**$3,644,591**
TOTAL PROJECT ESTIMATE	**$9,254,603**

Jefferson Park Trail Entrance

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
MISCELLANEOUS					
Radio Replacement	191,500	191,500	0	0	0
Source of Funding					
Pay-As-You-Go	191,500	0	0	0	0
Pay-As-You-Go: Based on Availability of Funds	0	191,500	0	0	0
Total Estimates Proposed FY 2017-2021 CIP	$191,500	$191,500	$0	$0	$0
Source of Funding					
Pay-As-You-Go	$191,500	$0	$0	$0	$0
Pay-As-You-Go: Based on Availability of Funds	0	191,500	0	0	0
	$191,500	$191,500	$0	$0	$0

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 12/31/15	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$383,000	**1,546,062**	**0**	**$1,929,062**
$383,000			**$1,929,062**
$191,500			
191,500			
$383,000			

SERVICE AREA	DEPARTMENT	LOCATION
Equipment	**Emergency Services**	**3621 Candlers Mountain Rd**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
RADIO REPLACEMENT / ME017	**Maintenance**

DEPARTMENT PRIORITY

Project Photograph Unavailable

PROJECT DESCRIPTION

Funding is needed to replace aging public safety radios currently in use. The radios will be reaching "end of parts" status after which repair parts will no longer be available by the manufacturer. Radio models include the M7100 (end of parts on 3/6/2014) and P7100 (end of parts on 9/2/2015).

RELATIONSHIP TO COMPREHENSIVE PLAN

N/A

PROJECT MANAGER(S)

Melissa D. Foster, Director,
Department of Emergency Services

PROJECT START DATE 07/2014

PROJECT COMPLETION DATE 07/2017

COMPLETION SCHEDULE

Activity	Complete - Quarter
Equipment	Q1 FY 2018

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Equipment	1,546,062	383,000	0	**$1,929,062**
TOTAL	**$1,546,062**	**$383,000**	**$0**	**$1,929,062**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Equipment	191,500	191,500	0	0	0	**$383,000**
TOTAL	**$191,500**	**$191,500**	**$0**	**$0**	**$0**	**$383,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go	191,500	0	0	0	0	**$191,500**
Local: Pay-As-You-Go: Based on Availability of Funds	0	191,500	0	0	0	**$191,500**
TOTAL	**$191,500**	**$191,500**	**$0**	**$0**	**$0**	**$383,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

Lynchburg Expressway

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
RESERVES					
City Baseball Stadium Capital Maintenance Reserve	100,000	100,000	100,000	100,000	100,000
Source of Funding					
Pay-As-You-Go	100,000	0	0	0	0
Pay-As-You-Go: Based on Availability of Funds	0	100,000	100,000	100,000	100,000
Snow, Street and Bridge Reserve	250,000	250,000	250,000	250,000	250,000
Source of Funding					
Pay-As-You-Go	250,000	0	0	0	0
Pay-As-You-Go: Based on Availability of Funds	0	250,000	250,000	250,000	250,000
Total Estimates Proposed FY 2017-2021 CIP	$350,000	$350,000	$350,000	$350,000	$350,000
Source of Funding					
Pay-As-You-Go	$350,000	$0	$0	$0	$0
Pay-As-You-Go: Based on Availability of Funds	0	350,000	350,000	350,000	350,000
Source of Funding	$350,000	$350,000	$350,000	$350,000	$350,000

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 12/31/15	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$500,000	**0**	**Continuing**	**$500,000**
$1,250,000	**Continuing**	**Continuing**	**$1,250,000**
$1,750,000			**$1,750,000**

$350,000
1,400,000
$1,750,000

SERVICE AREA	DEPARTMENT	LOCATION
Reserves	**Public Works**	**Lynchburg City Stadium, Calvin Falwell Field**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
LYNCHBURG CITY STADIUM CAPITAL MAINTENANCE RESERVE	**Maintenance**

DEPARTMENT PRIORITY

Project contributes to generation of new revenue

Project Photograph Unavailable

PROJECT DESCRIPTION

Reserves for capital maintenance expenditures at the City Baseball Stadium as outlined in the Franchise Agreement. Funds will be used for mutually agreed upon expenditures of a capital nature such as repair, replacement, maintenance, and improvements of the Stadium structural elements and associated equipment.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 37, Goal PFS-1.1: Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Gaynelle Hart, Director of Public Works	**PROJECT COMPLETION DATE**	Continuing

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Maintenance	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Annual funding to be used at the discretion of the

TOTAL PROJECT COST

Activity	**Prior Appropriations Through 12/31/15**	**FY 2017-2021 Appropriations**	**Beyond FY 2021 Appropriations**	**Total Project Appropriations**
Stadium Maintenance	Continuing	500,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$500,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Estimate**
Snow Removal/Maintenance	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**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Total**
Local: Pay-As-You-Go	100,000	0	0	0	0	**$100,000**
Local: Pay-As-You-Go: Based on Availability of Funds	0	100,000	100,000	100,000	100,000	**$400,000**
TOTAL	**$100,000**	**$0**	**$0**	**$0**	**$0**	**$500,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

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 removal. Remaining funds at the end of the fiscal year will be used to fund street and bridge maintenance.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, page 30, Goal T-1: Provide safe, efficient, effective, and well-planned transportation systems and facilities that enhance economic development and redevelopment opportunities while preserving the integrity and character of the affected neighborhoods, historic districts, downtown and natural resources.

PROJECT MANAGER(S)

Gaynelle Hart, Director of Public Works

Lee Newland, City Engineer

PROJECT START DATE Continuing

PROJECT COMPLETION DATE Continuing

COMPLETION SCHEDULE

Activity	Complete - Quarter
Snow Removal/Maintenance	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.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Snow Removal/Maintenance	Continuing	1,250,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$1,250,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Snow Removal/Maintenance	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**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go	250,000	0	0	0	0	**$250,000**
Local: Pay-As-You-Go: Based on Availability of Funds	0	250,000	250,000	250,000	250,000	**$1,000,000**
TOTAL	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,250,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

Batteau on James River

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 2017	FY 2018	FY 2019	FY 2020	FY 2021
RESOURCES					
Pay-As-You-Go: Based on Availability of Funds	$0	$2,388,000	$2,040,000	$1,938,000	$720,000
Reallocated Funds from Heritage High School Furniture, Fixtures, and Equipment Reserve	538,000	0	0	0	0
TOTAL ESTIMATED RESOURCES	**$538,000**	**$2,388,000**	**$2,040,000**	**$1,938,000**	**$720,000**
CAPITAL PROJECTS					
Athletic Complexes	$80,000	$0	$60,000	$0	$60,000
Major Building Repairs and Improvements - Schools	0	1,080,000	0	1,250,000	250,000
Paving and Fencing	158,000	164,000	171,000	178,000	185,000
Playground Equipment Replacement	0	124,000	129,000	0	0
Roof Replacement - Schools	300,000	1,020,000	1,680,000	510,000	225,000
TOTAL PROPOSED CAPITAL PROJECTS	**$538,000**	**$2,388,000**	**$2,040,000**	**$1,938,000**	**$720,000**

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 2017	FY 2018	FY 2019	FY 2020	FY 2021
RESOURCES					
Pay-As-You-Go: Based on Availability of Funds	$0	$2,388,000	$2,040,000	$1,938,000	$720,000
Reallocated Funds from Heritage High School Furniture, Fixtures, and Equipment Reserve	538,000	0	0	0	0
TOTAL ESTIMATED RESOURCES	**$0**	**$2,388,000**	**$2,040,000**	**$1,938,000**	**$720,000**
CASH FLOW REQUIREMENTS					
Athletic Complexes	$80,000	$0	$60,000	$0	$60,000
Major Building Repairs and Improvements - Schools	0	1,080,000	0	1,250,000	250,000
Paving and Fencing	158,000	164,000	171,000	178,000	185,000
Playground Equipment Replacement	0	124,000	129,000	0	0
Roof Replacement - Schools	300,000	1,020,000	1,680,000	510,000	225,000
TOTAL CASH FLOW REQUIREMENTS	**$538,000**	**$2,388,000**	**$2,040,000**	**$1,938,000**	**$720,000**

Source: Lynchburg City Schools

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
SCHOOLS - MAINTENANCE					
Athletic Complexes	80,000	0	60,000	0	60,000
Source of Funding					
Pay-As-You-Go: Based on Availability of Funds	0	0	60,000	0	60,000
Reallocated Funds from Heritage High School Furniture, Fixtures, and Equipment Reserve	80,000	0	0	0	0
Major Building Repairs and Improvements - Schools	0	1,080,000	0	1,250,000	250,000
Source of Funding					
Pay-As-You-Go: Based on Availability of Funds	0	1,080,000	0	1,250,000	250,000
Paving and Fencing	158,000	164,000	171,000	178,000	185,000
Source of Funding					
Pay-As-You-Go: Based on Availability of Funds	0	164,000	171,000	178,000	185,000
Reallocated Funds from Heritage High School Furniture, Fixtures, and Equipment Reserve	158,000	0	0	0	0
Playground Equipment Replacement	0	124,000	129,000	0	0
Source of Funding					
Pay-As-You-Go: Based on Availability of Funds	0	124,000	129,000	0	0
Roof Replacement - Schools	300,000	1,020,000	1,680,000	510,000	225,000
Source of Funding					
Pay-As-You-Go: Based on Availability of Funds	0	1,020,000	1,680,000	510,000	225,000
Reallocated Funds from Heritage High School Furniture, Fixtures, and Equipment Reserve	300,000	0	0	0	0
Total Estimates Proposed FY 2017-2021 CIP	$538,000	$2,388,000	$2,040,000	$1,938,000	$720,000
Source of Funding					
Pay-As-You-Go: Based on Availability of Funds	$0	$2,388,000	$2,040,000	$1,938,000	$720,000
Reallocated Funds from Heritage High School Furniture, Fixtures, and Equipment Reserve	538,000	0	0	0	0
	$538,000	$2,388,000	$2,040,000	$1,938,000	$720,000

FIVE-YEAR ESTIMATED NET COST	APPROPRIATIONS THROUGH 12/31/15	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$200,000	Continuing	Continuing	$200,000
$2,580,000	Continuing	Continuing	$2,580,000
$856,000	Continuing	Continuing	$856,000
$253,000	Continuing	0	$253,000
$3,735,000	Continuing	Continuing	$3,735,000
$7,624,000			$7,624,000
$7,086,000			
538,000			
$7,624,000			

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 3, Page 37, Goal PFS 1.1: Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

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.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Construction	Continuing	200,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$200,000**	**Continuing**	**$200,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	80,000	0	60,000	0	60,000	**$200,000**
TOTAL	**$80,000**	**$0**	**$60,000**	**$0**	**$60,000**	**$200,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Reallocated Funds from Heritage High School Furniture, Fixtures, and Equipment Reserve	80,000	0	0	0	0	**$80,000**
Local: Pay-As-You-Go: Based on Availability of Funds	0	0	60,000	0	60,000	**$120,000**
TOTAL	**$80,000**	**$0**	**$60,000**	**$0**	**$60,000**	**$200,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

Athletics Complexes

Fiscal Year	Building Name	Sub-Project	Construction	Annual Total
2017	EC Glass High School	Resurface track	$80,000	$80,000
2017	**Sub-Totals**		**$80,000**	**$80,000**
2019	Bass Elementary	Replace gym floor	$60,000	$60,000
2019	**Sub-Totals**		**$60,000**	**$60,000**
2021	Sandusky Middle School	Resurface track	$60,000	$60,000
2021	**Sub-Totals**		**$60,000**	**$60,000**
Grand Totals			**$200,000**	**$200,000**

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 3, Page 37, Goal PFS 1.1: Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

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.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	182,000	Continuing	**Continuing**
Construction	Continuing	2,333,000	Continuing	**Continuing**
Contingency	Continuing	65,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$2,580,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	62,000	0	100,000	20,000	**$182,000**
Construction	0	978,000	0	1,125,000	230,000	**$2,333,000**
Contingency	0	40,000	0	25,000	0	**$65,000**
TOTAL	**$0**	**$1,080,000**	**$0**	**$1,250,000**	**$250,000**	**$2,580,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go: Based on Availability of Funds	0	1,080,000	0	1,250,000	$250,000	**$2,580,000**
TOTAL	**$0**	**$1,080,000**	**$0**	**$1,250,000**	**$250,000**	**$2,580,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

Major Building Repair and Improvements - Schools

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Contingency	Annual Total
2018	School Administration Building	HVAC Upgrade	$54,000	$806,000	$40,000	$900,000
2018	Dunbar Middle School	HVAC replacement	8,000	172,000	0	180,000
2018	**Sub-totals**		**$62,000**	**$978,000**	**$40,000**	**$1,080,000**
2020	Bass Elementary School	HVAC replacement	$45,000	$530,000	$25,000	$600,000
2020	Dunbar Middle School	Chiller replacement	30,000	320,000	0	350,000
2020	Bedford Hills Elementary School	Chiller replacement	25,000	275,000	0	300,000
2020	**Sub-totals**		**$100,000**	**$1,125,000**	**$25,000**	**$1,250,000**
2021	Dearington Elementary School	Cliller replacement	$20,000	$230,000	$0	$250,000
2021	**Sub-totals**		**$20,000**	**$230,000**	**$0**	**$250,000**
Grand Totals			**$182,000**	**$2,333,000**	**$65,000**	**$2,580,000**

SERVICE AREA	DEPARTMENT	LOCATION
Schools	**Schools**	**Various**

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 3, Page 37, Goal PFS 1.1: Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

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.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Construction	Continuing	856,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$856,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	158,000	164,000	171,000	178,000	185,000	**$856,000**
TOTAL	**$158,000**	**$164,000**	**$171,000**	**$178,000**	**$185,000**	**$856,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Reallocated Funds from Heritage High School Furniture, Fixtures, and Equipment Reserve	158,000	0	0	0	0	**$158,000**
Local: Pay-As-You-Go: Based on Availability of Funds	0	164,000	171,000	178,000	185,000	**$698,000**
TOTAL	**$158,000**	**$164,000**	**$171,000**	**$178,000**	**$185,000**	**$856,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Schools	**Schools**	**Various**

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 3, Page 37, Goal PFS 1.1: Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

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
Playground Equipment	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

None anticipated.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Playground Equipment	Continuing	253,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$253,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Playground Equipment	0	124,000	129,000	0	0	**$253,000**
TOTAL	**$0**	**$124,000**	**$129,000**	**$0**	**$0**	**$253,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go: Based on Availability of Funds	0	124,000	129,000	0	0	**$253,000**
TOTAL	**$0**	**$124,000**	**$129,000**	**$0**	**$0**	**$253,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Schools	**Schools**	**Various**

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.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 37, Goal PFS 1.1: Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

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.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	280,000	Continuing	**Continuing**
Construction	Continuing	3,335,000	Continuing	**Continuing**
Contingency	Continuing	120,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$3,735,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	30,000	70,000	110,000	50,000	20,000	**$280,000**
Construction	270,000	920,000	1,500,000	440,000	205,000	**$3,335,000**
Contingency	0	30,000	70,000	20,000	0	**$120,000**
TOTAL	**$300,000**	**$1,020,000**	**$1,680,000**	**$510,000**	**$225,000**	**$3,735,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Reallocated Funds from Heritage High School Furniture, Fixtures, and Equipment Reserve	300,000	0	0	0	0	**$300,000**
Local: Pay-As-You-Go: Based on Availability of Funds	0	1,020,000	1,680,000	510,000	225,000	**$3,435,000**
TOTAL	**$300,000**	**$1,020,000**	**$1,680,000**	**$510,000**	**$225,000**	**$3,735,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

Roof Replacement - Schools

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Contingency	Annual Total
2017	Bass Elementary School	Replace roof	$30,000	$270,000	$0	$300,000
2017	**Sub-Totals**		**$30,000**	**$270,000**	**$0**	**$300,000**
2018	Heritage Elementary School	Replace roof	$50,000	$640,000	$30,000	$720,000
2018	Linkhorne Elementary School	Replace roof	20,000	280,000	0	300,000
2018	**Sub-Totals**		**$70,000**	**$920,000**	**$30,000**	**$1,020,000**
2019	Paul Munro Elementary School	Replace roof	$30,000	$450,000	$20,000	$500,000
2019	Linkhorne Middle School	Replace roof	80,000	1,050,000	50,000	1,180,000
2019	**Sub-Totals**		**$110,000**	**$1,500,000**	**$70,000**	$1,680,000
2020	Dearington Elementary School	Replace roof	$20,000	$155,000	$10,000	$185,000
2020	EC Glass (Main Gym & Locker Rooms)	Replace roof	30,000	285,000	10,000	325,000
2020	**Sub-Totals**		**$50,000**	**$440,000**	**$20,000**	**$510,000**
2021	Dunbar Middle School (West - low roof)	Replace roof	$10,000	$120,000	$0	$130,000
2021	Sheffield Elementary School (2001 Addition)	Replace roof	10,000	85,000	0	95,000
2021	**Sub-Totals**		**$20,000**	**$205,000**	**$0**	**$225,000**
Grand Totals			**$280,000**	**$3,335,000**	**$120,000**	**$3,735,000**

Rendering of the new Heritage High School

SERVICE AREA
Schools

DEPARTMENT
Schools

LOCATION
3020 Wards Ferry Road

PROJECT TITLE/PROJECT NUMBER
HERITAGE HIGH SCHOOL

PROJECT DESCRIPTION
A new school is being built on the current site.

PROJECT STATUS
Project is currently under construction and is scheduled to be complete in August 2016. In the summer of 2016 the old school will be demolished so the student parking lot, athletic fields and tennis courts can be built. The entire project will be complete by July 2017.

PROJECT MANAGER(S)
Ben Copeland, Assistant Superintendent for
Operations and Administration - Schools

APPROPRIATION HISTORY

Date	Source of Appropriation	Amount
10/09/12	Council Agenda #7	$3,480,000
07/09/13	Council Agenda #8	1,185,000
01/14/14	Council Agenda #8	589,731
06/19/14	Council Agenda #21-23	2,800,000
07/01/14	FY 2015 CIP	72,314,191
10/28/14	Council Agenda #6	(3,458,000)
01/14/15	Council Meeting 1/13/15 Item 1	100,000
TOTAL		**$77,010,922**
12/31/15	Expenditures to date	49,557,205
AVAILABLE APPROPRIATIONS		**$27,453,717**

PROJECT BUDGET

Activity	Amount
Contract Administration	$310,000
Land Acquisition/Right of Way	675,000
Consultant Engineering	4,772,731
Construction	63,734,422
Construction - Other	552,718
Contingency	2,366,051
Furniture, Fixtures and Equipment	4,600,000
TOTAL	**$77,010,922**

CASH FLOW PROJECTION

CASH AVAILABLE	February - June FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go	7,342,788	0	0	0	0	0	**$7,342,788**
Unfunded	1,727,318	0	0	0	0	0	**$1,727,318**
Local: G.O. Bond	18,383,611	0	0	0	0	0	**$18,383,611**
TOTAL CASH	**$27,453,717**	**$0**	**$0**	**$0**	**$0**	**$0**	**$27,453,717**

EXPENDITURES THROUGH 1/31/15	**$49,557,205**
TOTAL PROJECT ESTIMATE	**$77,010,922**

New Heritage High School building during construction

Summary of Projects Deferred Beyond FY 2021

Project Title	Total Amount Deferred
Bicycle Athletics Complex: Feasibility Study and Conceptual Design	$3,040,000
Breezewood Drive Widening	7,500,000
College Hill Neighborhood Center Renovation	175,000
College Park Upgrade	450,000
Community Market Interior Renovation	1,000,000
Daniels Hill Neighborhood Center Renovation	175,000
Elementary School Gymnasiums	3,000,000
Firing Range Training Facility	400,000
Hollins Mill Road Bikeway Bridge Improvements: Conceptual Design	75,000
Indian Hill Road Bridge - Structure 8035	2,600,000
Jefferson Park Neighborhood Center Renovation	175,000
Lakeside Center Access	13,500,000
Lakeside Drive/College Street Intersection Improvements	3,760,083
Link Road Bridge - Structure 8011	2,200,000
Linkhorne Elementary School Renovation	10,200,000
Miller Park, Phase I	550,000
Miller Park Pool Replacement: Aquatics Assessment	3,500,000
Feasibility study included in the FY 2017 - 2021 CIP of $160,000 total project cost $3,660,000.	
Miller Park Retaining Wall Restoration	275,000
Multipurpose Recreation Center	22,080,000
New Parking Facility	9,650,000
Odd Fellows Road Bridge Over N&S Railroad	2,900,000
Paul Munro Elementary School Renovation	8,500,000
Peaks View Park, Field 8 and 9 Renovations	1,915,000
Public Safety Facility	11,500,000
Riverfront Park, Phase II (Formerly Intermet Foundry)	100,000
Riverside Park Overlook Restoration	1,185,000
Routes 501/221 Intersection Improvements	17,304,345
Sandusky Elementary School Renovation	8,400,000
Timberlake Road Bridge West Bound Lane - Structure 1855	1,750,000
Wards Road Pedestrian and Bicycle Improvements, Phase III	4,439,702
Total Deferred Projects	**$142,299,130**

SERVICE AREA	DEPARTMENT	LOCATION
Parks & Recreation	**Parks & Recreation**	**To Be Determined**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
BICYCLE ATHLETICS COMPLEX: FEASIBILITY STUDY AND CONCEPTUAL DESIGN	**NEW**

DEPARTMENT PRIORITY
Project supports essential services
Project contributes to generation of new revenue

PROJECT DESCRIPTION
Contract with consultants to determine the feasibility and conceptual design of a bicycle athletics complex to include a BMX track, pump track and Cyclocross course in Lynchburg. The Cheese Creek and Tomahawk Creek-Timberlake areas are the initially favored areas for this complex, as they are currently underserved and the Comprehensive Plan recommends establishing new community parks in those areas.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 29, PR-3.2; Assess the demand/need for future parks, trails, recreation facilities and programs. Develop a master plan to meet those needs that includes appropriate level of service standards for parks and recreational facilities and programs.

PROJECT MANAGER(S)
Jennifer Jones

PROJECT START DATE 07/2017
PROJECT COMPLETION DATE 06/2018

COMPLETION SCHEDULE

Activity	Complete - Quarter
Architectural Services (Contractual)	Q1-Q4; FY 2017

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Architectural Services (Contractual)	0	40,000	3,000,000	**3,040,000**
TOTAL	**$0**	**$40,000**	**$3,000,000**	**$3,040,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Architectural Services (Contractual)	0	40,000	0	0	0	**$40,000**
TOTAL	**$0**	**$40,000**	**$0**	**$0**	**$0**	**$40,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go Based on Availability of Funds	0	40,000	0	0	0	**$40,000**
TOTAL	**$0**	**$40,000**	**$0**	**$0**	**$0**	**$40,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Transportation

DEPARTMENT
Public Works

LOCATION
Breezewood Drive

PROJECT TITLE/PROJECT NUMBER
BREEZEWOOD DRIVE WIDENING

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project supports essential services

PROJECT DESCRIPTION
Widen and improve road and pedestrian features from end of VDOT project in 2007 to end of cul-de-sac.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 30, Goal T-1, Objective T-1.4: Prioritize improvements to the transportation system based on safety considerations; existing deficiencies; multimodal and environmental considerations; opportunities to improve street connectivity: physical, economic and policy constraints; contributions to neighborhood character; impact on historic and environmental resources; required right-of-way; target levels of service; public safety access; regional connectivity; and system continuity.

PROJECT MANAGER(S)
Lee Newland, P.E., City Engineer

PROJECT START DATE 07/2020
PROJECT COMPLETION DATE 12/2022

COMPLETION SCHEDULE

Activity	Complete - Quarter
Land Acquisition/Right-of-Way	Q3 FY 2021
Consultant Engineering	Q3 FY 2021
Construction	Q2 FY 2023
Contingency	Q2 FY 2023

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Land Acq/Right of Way	0	200,000	200,000	**$400,000**
Consultant Engineering	0	800,000	0	**$800,000**
Construction	0	0	5,800,000	**$5,800,000**
Contingency	0	0	500,000	**$500,000**
TOTAL	**$0**	**$1,000,000**	**$6,500,000**	**$7,500,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Land Acquisition/Right-of-Way	0	0	0	0	200,000	**$200,000**
Consultant Engineering	0	0	0	0	800,000	**$800,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$1,000,000**	**$1,000,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O. Bond	0	0	0	0	1,000,000	**$1,000,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$1,000,000**	**$1,000,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Parks and Recreation	**Parks and Recreation**	**College Hill Center**

PROJECT TITLE/PROJECT NUMBER
COLLEGE HILL NEIGHBORHOOD CENTER RENOVATION

PROJECT TYPE
Maintenance

DEPARTMENT PRIORITY
Project supports essential services
Project contributes to generation of new revenue

PROJECT DESCRIPTION
Interior and exterior building renovations to College 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 3, Page 37, PFS-1.1 Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

PROJECT START DATE 07/2018
PROJECT COMPLETION DATE 06/2019

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q1 - Q4 FY 2019
Construction	Q1 - Q4 FY 2019

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Unknown at this time.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	0	17,500	0	**$17,500**
Construction	0	143,200	0	**$143,200**
Contingency	0	14,300	0	**$14,300**
TOTAL	**$0**	**$175,000**	**$0**	**$175,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	0	17,500	0	0	**$17,500**
Construction	0	0	143,200	0	0	**$143,200**
Contingency	0	0	14,300	0	0	**$14,300**
TOTAL	**$0**	**$0**	**$175,000**	**$0**	**$0**	**$175,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go: Based on Availability of Funds	0	0	175,000	0	0	**$175,000**
TOTAL	**$0**	**$0**	**$175,000**	**$0**	**$0**	**$175,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): 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 supports 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 (completed in 2007). 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 3, Page 37, PFS-1.1 Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

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
Furniture, Fixtures, and Equipment	Q1 - Q4 FY 2018

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	0	60,000	0	**$60,000**
Construction	0	181,800	0	**$181,800**
Furniture, Fixtures, and Equipment	0	190,000	0	**$190,000**
Contingency	0	18,200	0	**$18,200**
TOTAL	**$0**	**$450,000**	**$0**	**$450,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	60,000		0	0	**$60,000**
Construction	0	181,800		0	0	**$181,800**
Furniture, Fixtures, and Equipment	0	190,000		0	0	**$190,000**
Contingency	0	18,200		0	0	**$18,200**
TOTAL	**$0**	**$450,000**	**$0**	**$0**	**$0**	**$450,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go: Based on Availability of Funds	0	450,000	0	0	0	**$450,000**
TOTAL	**$0**	**$450,000**	**$0**	**$0**	**$0**	**$450,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Parks & Recreation

DEPARTMENT
Parks & Recreation

LOCATION
Community Market

PROJECT TITLE/PROJECT NUMBER
COMMUNITY MARKET INTERIOR RENOVATION

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project required to support important but not essential services
Project contributes to generation of new revenue

PROJECT DESCRIPTION
Renovations to the interior of the Community Market including realignment of vendor stall spaces, lighting improvements, painting, restroom renovation and signage.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 37, PFS-1.1 Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

PROJECT START DATE 07/2019
PROJECT COMPLETION DATE 06/2020

COMPLETION SCHEDULE

Activity	Complete - Quarter
Architectural Services (Contractual)	Q1-Q2; FY 2019
Consultant Engineering	Q1-Q2; FY 2019
Construction	Q2-Q4; FY 2019

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None projected.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Architectural Services (Contractual)	0	200,000	0	**$200,000**
Surveying (Contractual)	0	100,000	0	**$100,000**
Consultant Engineering	0	636,400	0	**$636,400**
Contract Administration (Contractual)	0	63,600	0	**$63,600**
TOTAL	**$0**	**$1,000,000**	**$0**	**$1,000,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Architectural Services (Contractual)	0	0	200,000	0	0	**$200,000**
Consultant Engineering	0	0	100,000	0	0	**$100,000**
Construction	0	0	636,400	0	0	**$636,400**
Contingency	0	0	63,600	0	0	**$63,600**
TOTAL	**$0**	**$0**	**$1,000,000**	**$0**	**$0**	**$1,000,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O. Bond	0	0	1,000,000	0	0	**$1,000,000**
TOTAL	**$0**	**$0**	**$1,000,000**	**$0**	**$0**	**$1,000,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

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 supports 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 3, Page 37, PFS-1.1 Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

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

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Unknown at this time.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	0	17,500	0	**$17,500**
Construction	0	143,200	0	**$143,200**
Contingency	0	14,300	0	**$14,300**
TOTAL	**$0**	**$175,000**	**$0**	**$175,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	17,500	0	0	0	**$17,500**
Construction	0	143,200	0	0	0	**$143,200**
Contingency	0	14,300	0	0	0	**$14,300**
TOTAL	**$0**	**$175,000**	**$0**	**$0**	**$0**	**$175,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go: Based on Availability of Funds	0	175,000	0	0	0	**$175,000**
TOTAL	**$0**	**$175,000**	**$0**	**$0**	**$0**	**$175,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

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 2020.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 26, Goal HCA-3: Continually improve the quality and availability of educational opportunities for all ages.

PROJECT MANAGER(S)

Ben Copeland, Assistant Superintendent for Operations and Administration - Schools

PROJECT START DATE 07/2020

PROJECT COMPLETION DATE 09/2022

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.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Construction	0	3,000,000	0	**$3,000,000**
TOTAL	**$0**	**$3,000,000**	**$0**	**$3,000,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	0	0	0	3,000,000	0	**$3,000,000**
TOTAL	**$0**	**$0**	**$0**	**$3,000,000**	**$0**	**$3,000,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O. Bond	0	0	0	1,500,000	1,500,000	**$3,000,000**
TOTAL	**$0**	**$0**	**$0**	**$1,500,000**	**$1,500,000**	**$3,000,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Buildings

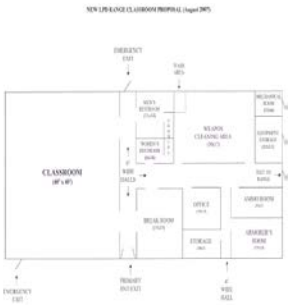
DEPARTMENT
Public Safety - Police

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)
Scott Glass, Facilities Manager

PROJECT START DATE 07/2017
PROJECT COMPLETION DATE 12/2017

COMPLETION SCHEDULE

Activity	Complete - Quarter
Construction	Q1 - Q2 FY 2017

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Maintenance and utility costs are expected to decrease through a more energy efficient facility.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Construction	0	400,000	0	**$400,000**
TOTAL	**$0**	**$400,000**	**$0**	**$400,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	0	400,000	0	0	0	**$400,000**
TOTAL	**$0**	**$400,000**	**$0**	**$0**	**$0**	**$400,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Firing Range Fees	0	400,000	0	0	0	**$400,000**
TOTAL	**$0**	**$400,000**	**$0**	**$0**	**$0**	**$400,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Parks & Recreation	**Parks & Recreation**	**Hollins Mill Park**

PROJECT TITLE/PROJECT NUMBER
HOLLINS MILL ROAD BIKEWAY BRIDGE IMPROVEMENTS: CONCEPTUAL DESIGN

PROJECT TYPE
Maintenance

DEPARTMENT PRIORITY
Project supports essential services

PROJECT DESCRIPTION
Preliminary Architectural & Engineering Study to determine best method of providing bike and hike access across Blackwater Creek at Hollins Mill Road Bridge/ Low-water Bridge Crossing, including cost estimate and preliminary construction timeline.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 37, PFS-1.1 Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

PROJECT START DATE 10/2020
PROJECT COMPLETION DATE 06/2021

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q2 - Q4 FY 2021

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	0	75,000	0	**75,000**
TOTAL	**$0**	**$75,000**	**$0**	**$75,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	0	0	0	75,000	**$75,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$75,000**	**$75,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go Based on Availability of Funds	0	0	0	0	75,000	**$75,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$75,000**	**$75,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Indian Hill Road**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
INDIAN HILL ROAD BRIDGE - STRUCTURE 8035	**Maintenance**

DEPARTMENT PRIORITY

Project has a legal or regulatory mandate

Project supports essential services

PROJECT DESCRIPTION

Replacement of Indian Hill Road Bridge structure as determined in the 2011 Comprehensive Bridge Condition Report.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 31, Goal T-1.7: Commit adequate resources for the cost-effective operation and maintenance of streets, including pavement, bikeways, sidewalks, streetscape and stormwater management improvements.

PROJECT MANAGER(S)	**PROJECT START DATE**	09/2019
Lee Newland, P.E., City Engineer	**PROJECT COMPLETION DATE**	06/2021

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q3 FY 2020
Construction	Q4 FY 2022

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

None anticipated.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	0	400,000	0	**$400,000**
Construction	0	2,100,000	0	**$2,100,000**
Contingency	0	100,000	0	**$100,000**
TOTAL	**$0**	**$2,600,000**	**$0**	**$2,600,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	0	0	400,000	0	**$400,000**
Construction	0	0	0	0	2,100,000	**$2,100,000**
Contingency	0	0	0	0	100,000	**$100,000**
TOTAL	**$0**	**$0**	**$0**	**$400,000**	**$2,200,000**	**$2,600,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
State: Revenue Sharing	0	0	0	0	1,100,000	**$1,100,000**
Local: G.O. Bond	0	0	0	400,000	1,100,000	**$1,500,000**
TOTAL	**$0**	**$0**	**$0**	**$400,000**	**$2,200,000**	**$2,600,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 63% STATE = 37% FEDERAL = 0% OTHER = 0%

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 supports 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 3, Page 37, PFS-1.1 Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

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

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Unknown at this time.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	0	17,500	0	**$17,500**
Construction	0	143,200	0	**$143,200**
Contingency	0	14,300	0	**$14,300**
TOTAL	**$0**	**$175,000**	**$0**	**$175,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	17,500	0	0	0	**$17,500**
Construction	0	143,200	0	0	0	**$143,200**
Contingency	0	14,300	0	0	0	**$14,300**
TOTAL	**$0**	**$175,000**	**$0**	**$0**	**$0**	**$175,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go: Based on Availability of Funds	0	175,000	0	0	0	**$175,000**
TOTAL	**$0**	**$175,000**	**$0**	**$0**	**$0**	**$175,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Lakeside Drive**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
LAKESIDE CENTER ACCESS	**New**

DEPARTMENT PRIORITY
Project supports essential services

PROJECT DESCRIPTION
Improvements based on request from Developer. Phase1 (FY 2018) - New road with a roundabout or traffic signal to development. Phase 2 (FY 2020) - Connect road to McConville Road to create grid system and alleviate traffic from Expressway and 501/221 Intersection.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 30, Goal T-1, Objective T-1.4: Prioritize improvements to the transportation system based on safety considerations; existing deficiencies; multimodal and environmental considerations; opportunities to improve street connectivity: physical, economic and policy constraints; contributions to neighborhood character; impact on historic and environmental resources; required right-of-way; target levels of service; public safety access; regional connectivity; and system continuity.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2017
Lee Newland, P.E., City Engineer	**PROJECT COMPLETION DATE**	12/2020

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q1 FY 2018 Phase 1; Q1 FY 2020 Phase 2
Construction	Q2 FY 2018 Phase 1; Q2 FY 2020 Phase 2

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Additional pavement and landscaping to maintain offset by increased VDOT maintenance payments.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	0	1,600,000	0	**$1,600,000**
Construction	0	10,400,000	0	**$10,400,000**
Contingency	0	1,500,000	0	**$1,500,000**
TOTAL	**$0**	**$13,500,000**	**$0**	**$13,500,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	800,000	0	800,000	0	**$1,600,000**
Construction	0	5,200,000	0	5,200,000	0	**$10,400,000**
Contingency	0	750,000	0	750,000	0	**$1,500,000**
TOTAL	**$0**	**$6,750,000**	**$0**	**$6,750,000**	**$0**	**$13,500,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O. Bond	0	6,750,000	0	6,750,000	0	**$13,500,000**
TOTAL	**$0**	**$6,750,000**	**$0**	**$6,750,000**	**$0**	**$13,500,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Lakeside Drive**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
LAKESIDE DRIVE/COLLEGE STREET INTERSECTION IMPROVEMENTS / T0221	**New**

DEPARTMENT PRIORITY

Project supports essential services

Project has State funding

PROJECT DESCRIPTION

Construction of a roundabout with pedestrian improvements to replace the traffic signal. Construction is contingent on availability of funds from Lynchburg College.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 30, Goal T-1, Objective T-1.4: Prioritize improvements to the transportation system based on safety considerations; existing deficiencies; multimodal and environmental considerations; opportunities to improve street connectivity: physical, economic and policy constraints; contributions to neighborhood character; impact on historic and environmental resources; required right-of-way; target levels of service; public safety access; regional connectivity; and system continuity.

PROJECT MANAGER(S)	**PROJECT START DATE**	08/2013
Lee Newland, P.E., City Engineer	**PROJECT COMPLETION DATE**	06/2022

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Land Acquisition/Right-of-Way	Q4 FY 2021
Consultant Engineering	Q1 FY 2022
Construction	Q4 FY 2022

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.

TOTAL PROJECT COST

Activity	**Prior Appropriations Through 12/31/15**	**FY 2017-2021 Appropriations**	**Beyond FY 2021 Appropriations**	**Total Project Appropriations**
Consultant Engineering	160,083	300,000	0	**$460,083**
Construction	0	1,500,000	1,500,000	**$3,000,000**
Contingency	0	0	300,000	**$300,000**
TOTAL	**$160,083**	**$1,800,000**	**$1,800,000**	**$3,760,083**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Estimate**
Consultant Engineering	0	0	0	0	300,000	**$300,000**
Construction	0	0	0	0	1,500,000	**$1,500,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$1,800,000**	**$1,800,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Total**
State: Revenue Sharing	0	0	0	0	900,000	**$900,000**
Other: Contribution from Lynchburg College	0	0	0	0	900,000	**$900,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$1,800,000**	**$1,800,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 0% STATE = 50% FEDERAL = 0% OTHER = 50%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Link Road**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
LINK ROAD BRIDGE - STRUCTURE 8011 / TB039	**Maintenance**

DEPARTMENT PRIORITY

Project has a legal or regulatory mandate

Project supports essential services

PROJECT DESCRIPTION

Replacement of Link Road Bridge structure as determined in the 2011 Comprehensive Bridge Condition Report.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 31, Goal T-1.7: Commit adequate resources for the cost-effective operation and maintenance of streets, including pavement, bikeways, sidewalks, streetscape and stormwater management improvements.

PROJECT MANAGER(S)

Lee Newland, P.E., City Engineer

PROJECT START DATE 09/2017

PROJECT COMPLETION DATE 12/2020

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q3 FY 2018
Construction	Q2 FY 2021

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

None anticipated.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering [1]	0	300,000	0	**$300,000**
Construction	0	1,820,000	0	**$1,820,000**
Contingency	0	80,000	0	**$80,000**
TOTAL	**$0**	**$2,200,000**	**$0**	**$2,200,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	300,000	0	0	0	**$300,000**
Construction	0	0	1,820,000	0	0	**$1,820,000**
Contingency	0	0	80,000	0	0	**$80,000**
TOTAL	**$0**	**$300,000**	**$1,900,000**	**$0**	**$0**	**$2,200,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
State: Revenue Sharing	0	0	250,000	400,000	300,000	**$950,000**
Local: G.O. Bond	0	300,000	250,000	400,000	300,000	**$1,250,000**
TOTAL	**$0**	**$300,000**	**$500,000**	**$800,000**	**$600,000**	**$2,200,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 57% STATE = 43% FEDERAL = 0% OTHER = 0%

[1] A prior appropriation of $250,000 is realigned to the Streetscape project.

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)	**PROJECT START DATE**	07/2020
Ben Copeland, Assistant Superintendent for Operations and Administration - Schools	**PROJECT COMPLETION DATE**	08/2023

COMPLETION SCHEDULE

Activity	Complete - Quarter
Architectural Services (Contractual)	Q1 FY 2018 - Q4 FY 2018
Construction	Q1 FY 2019 - Q4 FY 2020

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.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Architectural Services (Contractual)	0	500,000	0	**$500,000**
Construction	0	9,000,000	0	**$9,000,000**
Contingency	0	700,000	0	**$700,000**
TOTAL	**$0**	**$10,200,000**	**$0**	**$10,200,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Architectural Services (Contractual)	0	0	0	500,000	0	**$500,000**
Construction	0	0	0	0	9,000,000	**$9,000,000**
Contingency	0	0	0	0	700,000	**$700,000**
TOTAL	**$0**	**$0**	**$0**	**$500,000**	**$9,700,000**	**$10,200,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O. Bond	0	0	0	500,000	9,700,000	**$10,200,000**
TOTAL	**$0**	**$0**	**$0**	**$500,000**	**$9,700,000**	**$10,200,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Parks & Recreation

DEPARTMENT
Parks & Recreation

LOCATION
Miller Park

PROJECT TITLE/PROJECT NUMBER
MILLER PARK, PHASE I

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project supports essential services

PROJECT DESCRIPTION
Implementation of the Miller Park Master Plan, including improvements to park trails, roads, restrooms, signage and other amenities.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 28, PR-1.4 Develop and maintain individual parks and recreation facility plans that provide a healthy balance of recreational use and natural resource protection. Chapter 3, Page 30, PR-3.7 Implement existing park and trail master plans and develop site specific plans where needed.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

PROJECT START DATE 07/2018
PROJECT COMPLETION DATE 06/2022

COMPLETION SCHEDULE

Activity	Complete - Quarter
Architectural Services (Contractual)	Q1-Q4; FY 2019
Construction	Q1-Q4; FY 2021- FY 2022

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Architectural Services (Contractual)	0	50,000	0	**$50,000**
Construction	0	0	470,000	**$470,000**
Contingency	0	0	30,000	**$30,000**
TOTAL	**$0**	**$50,000**	**$500,000**	**$550,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Architectural Services (Contractual)	0	0	0	50,000	0	**$50,000**
TOTAL	**$0**	**$0**	**$0**	**$50,000**	**$0**	**$50,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go: Based on Availability of Funds	0	0	0	50,000	0	**$50,000**
TOTAL	**$0**	**$0**	**$0**	**$50,000**	**$0**	**$50,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Parks & Recreation

DEPARTMENT
Parks & Recreation

LOCATION
Miller Park

PROJECT TITLE/PROJECT NUMBER
MILLER PARK POOL REPLACEMENT: AQUATICS ASSESSMENT

PROJECT TYPE
NEW

DEPARTMENT PRIORITY
Project supports essential services
Project contributes to generation of new revenue

PROJECT DESCRIPTION
Miller Park pool is 30 years old and approaching its end of life. FY 2021 Funds will be used to conduct public meetings and complete preliminary and final design drawings, cost estimates and construction schedule for a new pool, with construction monies to follow in FY 2022 based on public's needs and trends in aquatics.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 29, PR-2.5 Fully utilize parks, trails and facilities to meet recreational needs of City residents, placing emphasis on underserved populations. Chapter 3, Page 37, PFS-1.1 Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

PROJECT MANAGER(S)
Andrew Reeder, Parks Manager

PROJECT START DATE 07/2020
PROJECT COMPLETION DATE 06/2022

COMPLETION SCHEDULE

Activity	Complete - Quarter
Architectural Services (Contractual)	Q1 - Q4 FY 2021
Surveying (Contractual)	Q1 - Q4 FY 2021
Consultant Engineering	Q1 - Q4 FY 2021
Furniture, Fixtures and Equipment	Q1 - Q4 FY 2021
Contingency	Q1 - Q4 FY 2021

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
To be determined

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Architectural Services (Contractual)	0	50,000	0	**$50,000**
Surveying (Contractual)	0	10,000	0	**$10,000**
Consultant Engineering	0	75,000	0	**$75,000**
Construction	0	0	3,500,000	**$3,500,000**
Contingency	0	25,000	0	**$25,000**
TOTAL	**$0**	**$160,000**	**$3,500,000**	**$3,660,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Architectural Services (Contractual)	0	0	0	0	50,000	**$50,000**
Surveying (Contractual)	0	0	0	0	10,000	**$10,000**
Consultant Engineering	0	0	0	0	75,000	**$75,000**
Contingency	0	0	0	0	25,000	**$25,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$160,000**	**$160,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go Based on Availability of Funds	0	0	0	0	160,000	**$160,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$160,000**	**$160,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): 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 supports essential services

PROJECT DESCRIPTION
Architectural and engineering geotechnical investigation of historic stone retaining wall along Park Avenue resulting in design drawings, specifications, bid documents, and construction.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 37, PFS-1.1 Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

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 2017
Construction	Q2 - Q4 FY 2017
Contingency	Q2 - Q4 FY 2017

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	0	30,000	0	**$30,000**
Construction	0	220,000	0	**$220,000**
Contingency	0	25,000	0	**$25,000**
TOTAL	**$0**	**$275,000**	**$0**	**$275,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	30,000	0	0	0	**$30,000**
Construction	0	220,000	0	0	0	**$220,000**
Contingency	0	25,000	0	0	0	**$25,000**
TOTAL	**$0**	**$275,000**	**$0**	**$0**	**$0**	**$275,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go: Based on Availability of Funds	0	275,000	0	0	0	**$275,000**
TOTAL	**$0**	**$275,000**	**$0**	**$0**	**$0**	**$275,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Parks & Recreation

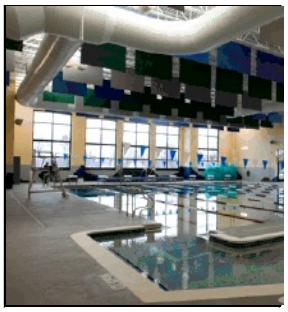
DEPARTMENT
Parks & Recreation

LOCATION
To Be Determined

PROJECT TITLE/PROJECT NUMBER
MULTIPURPOSE RECREATION CENTER: FEASIBILITY STUDY

PROJECT TYPE
NEW

DEPARTMENT PRIORITY
Project supports essential services
Project contributes to generation of new revenue



PROJECT DESCRIPTION
Contract with consultants to study the feasibility of constructing a new multi-purpose recreation center (including an indoor pool) in one of the three following potential locations: the corner of 5th and Federal Streets, the Allen-Morrison property, or in the Tyreeana/Pleasant Valley neighborhood area. Work will also include the development of a vision plan specific to the proposed site.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 29, PR-3.2; Assess the demand/need for future parks, trails, recreation facilities and programs. Develop a master plan to meet those needs that includes appropriate level of service standards for parks and recreational facilities and programs.

PROJECT MANAGER(S)
Jennifer Jones

PROJECT START DATE 07/2017
PROJECT COMPLETION DATE 12/2017

COMPLETION SCHEDULE

Activity	Complete - Quarter
Architectural Services (Contractual)	Q1-Q2 FY 2017

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Architectural Services (Contractual)	0	80,000	22,000,000	**$22,080,000**
TOTAL	**$0**	**$80,000**	**$22,000,000**	**$22,080,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Architectural Services (Contractual)	0	80,000	0	0	0	**$80,000**
TOTAL	**$0**	**$80,000**	**$0**	**$0**	**$0**	**$80,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go Based on Availability of Funds	0	80,000	0	0	0	**$80,000**
TOTAL	**$0**	**$80,000**	**$0**	**$0**	**$0**	**$80,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): 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 3, Page 37, Goal PFS-1.1: Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2020
Lee Newland, P.E., City Engineer	**PROJECT COMPLETION DATE**	12/2024

COMPLETION SCHEDULE

Activity	Complete - Quarter
Land Acquisition/Right-of-Way	Q3 FY 2022
Consultant Engineering	Q4 FY 2022
Construction	Q2 FY 2024

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.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Land Acquisition/Right-of-Way	0	0	500,000	**$500,000**
Consultant Engineering	0	1,000,000	0	**$1,000,000**
Construction	0	0	7,700,000	**$7,700,000**
Contingency	0	0	450,000	**$450,000**
TOTAL	**$0**	**$1,000,000**	**$8,650,000**	**$9,650,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	0	0	0	1,000,000	**$1,000,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$1,000,000**	**$1,000,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O. Bond	0	0	0	0	500,000	**$500,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$500,000**	**$500,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

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 2019.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 31, Goal T-1.7: Commit adequate resources for the cost-effective operation and maintenance of streets, including pavement, bikeways, sidewalks, streetscape and stormwater management improvements.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2018
Lee Newland, P.E., City Engineer	**PROJECT COMPLETION DATE**	06/2021

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q4 FY 2019
Construction	Q4 FY 2021

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

None anticipated.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	0	300,000	0	**$300,000**
Construction	0	2,600,000	0	**$2,600,000**
TOTAL	**$0**	**$2,900,000**	**$0**	**$2,900,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	0	300,000	0	0	**$300,000**
Construction	0	0	2,600,000	0	0	**$2,600,000**
TOTAL	**$0**	**$0**	**$2,900,000**	**$0**	**$0**	**$2,900,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O. Bond	0	0	1,450,000	0	0	**$1,450,000**
State: Revenue Sharing	0	0	1,450,000	0	0	**$1,450,000**
TOTAL	**$0**	**$0**	**$2,900,000**	**$0**	**$0**	**$2,900,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 50% STATE = 50% 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)

Ben Copeland, Assistant Superintendent for Operations and Administration - Schools

PROJECT START DATE 07/2019

PROJECT COMPLETION DATE 08/2022

COMPLETION SCHEDULE

Activity	Complete - Quarter
Architectural Services (Contractual)	Q1 FY 2019 - Q4 FY 2019
Construction	Q1 FY 2020 - Q4 FY 2021

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.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Architectural Services (Contractual)	0	400,000	0	**$400,000**
Construction	0	7,500,000	0	**$7,500,000**
Contingency	0	600,000	0	**$600,000**
TOTAL	**$0**	**$8,500,000**	**$0**	**$8,500,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Architectural Services (Contractual)	0	0	0	400,000	0	**$400,000**
Construction		0	0	0	7,500,000	**$7,500,000**
Contingency	0	0	0	0	600,000	**$600,000**
TOTAL	**$0**	**$0**	**$0**	**$400,000**	**$8,100,000**	**$8,500,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O. Bond	0	0	0	400,000	8,100,000	**$8,500,000**
TOTAL	**$0**	**$0**	**$0**	**$400,000**	**$8,100,000**	**$8,500,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Parks & Recreation

DEPARTMENT
Parks & Recreation

LOCATION
Peaks View Park

PROJECT TITLE/PROJECT NUMBER
PEAKS VIEW PARK, FIELD 8 AND 9 RENOVATIONS

PROJECT TYPE
NEW

DEPARTMENT PRIORITY
Project supports essential services
Project contributes to generation of new revenue

PROJECT DESCRIPTION
Conversion of two multi-use athletic fields at Peaks View Park from natural to artificial turf and adding lights to both fields, as well as bleacher seating, scoreboards, and other amenities. Engineering and design work is to be funded ($250,000) from existing appropriations in FY 2016.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 29, PR-2.5 Fully utilize parks, trails and facilities to meet the recreational needs of city residents, placing emphasis on underserved populations. Chapter 3, Page 37, PFS-1.1 Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

PROJECT MANAGER(S)
Andrew Reeder, Parks Manager

PROJECT START DATE 07/2017
PROJECT COMPLETION DATE 06/2018

COMPLETION SCHEDULE

Activity	Complete - Quarter
Architectural Services (Contractual)	Q1 - Q4 FY 2017; Q1 - Q4 FY 2018
Consultant Engineering	Q1 - Q4 FY 2017; Q1 - Q4 FY 2018
Construction	Q1 - Q4 FY 2018
Furniture, Fixtures and Equipment	Q1 - Q4 FY 2018
Contingency	Q1 - Q4 FY 2018

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Architectural Services (Contractual)	125,000	10,000	0	**135,000**
Consultant Engineering	125,000	15,000	0	**140,000**
Construction	0	1,400,000	0	**1,400,000**
Furniture, Fixtures and Equipment	0	200,000	0	**200,000**
Contingency	0	40,000	0	**40,000**
TOTAL	**$250,000**	**$1,665,000**	**$0**	**$1,915,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Architectural Services (Contractual)	0	10,000	0	0	0	**$10,000**
Consultant Engineering	0	15,000	0	0	0	**$15,000**
Construction	0	1,400,000	0	0	0	**$1,400,000**
Furniture, Fixtures and Equipment	0	200,000	0	0	0	**$200,000**
Contingency	0	40,000	0	0	0	**$40,000**
TOTAL	**$0**	**$1,665,000**	**$0**	**$0**	**$0**	**$1,665,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O. Bond	0	1,665,000	0	0	0	**$1,665,000**
TOTAL	**$0**	**$1,665,000**	**$0**	**$0**	**$0**	**$1,665,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Buildings

DEPARTMENT
Public Safety - Police

LOCATION
TBD

PROJECT TITLE/PROJECT NUMBER
PUBLIC SAFETY FACILITY

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project supports essential services

Project Photograph Unavailable

PROJECT DESCRIPTION
Pending the results of a facility needs assessment for the Police Department, this project is a placeholder for a new Police Department. The current Police Department operations are scattered among four buildings: the basement of the General District Court Building on Court Street; the West Building on Court Street; offices in the Monument Terrace Building on Church Street; and another site that houses seized assets and evidence. These facilities are outdated and in some instances exhibiting deficiencies that are distruptive to effective and efficient delivery of Police services.

RELATIONSHIP TO COMPREHENSIVE PLAN
Public Facilities and Services. Goal PFS-1.1 Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

PROJECT MANAGER(S)
TBD

PROJECT START DATE TBD
PROJECT COMPLETION DATE TBD

COMPLETION SCHEDULE

Activity	Complete - Quarter
Construction	TBD

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Construction	0	11,500,000	0	**$11,500,000**
TOTAL	**$0**	**$11,500,000**	**$0**	**$11,500,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	0	0	1,500,000	10,000,000	0	**$11,500,000**
TOTAL	**$0**	**$0**	**$1,500,000**	**$10,000,000**	**$0**	**$11,500,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O. Bond	0	0	1,500,000	10,000,000	0	**$11,500,000**
TOTAL	**$0**	**$0**	**$1,500,000**	**$10,000,000**	**$0**	**$11,500,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Parks and Recreation	**Parks and Recreation**	**Concord Turnpike**

PROJECT TITLE/PROJECT NUMBER
RIVERFRONT PARK, PHASE II (FORMERLY INTERMET FOUNDRY)

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project supports essential services
Project contributes to generation of new revenue

Project Photograph Unavailable

PROJECT DESCRIPTION
Perform survey, environmental and other tasks resulting in preliminary design/cost estimate of Riverfront Park extension. Concepts to include large, multi-purpose special event space, athletic fields, RiverWalk, parking, and utilities to support large events showcasing the James River and RiverWalk.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 20, Goal AP-2: Downtown and Riverfront: Maintain a strong, mixed-use downtown that is a focus for civic, business, residential, entertainment, art, culture and recreational activities. Celebrate and strengthen connections to the James River.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

PROJECT START DATE 07/2018
PROJECT COMPLETION DATE 06/2019

COMPLETION SCHEDULE

Activity	Complete - Quarter
Architectural Services (Contractual)	Q1 - Q4 FY 2019
Surveying (Contractual)	Q1 - Q2 FY 2019
Contract Administration (Contractual)	Q1 - Q4 FY 2019

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
To be determined.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Architectural Services (Contractual)	0	75,000	0	**$75,000**
Surveying (Contractual)	0	10,000	0	**$10,000**
Contract Administration (Contractual)	0	15,000	0	**$15,000**
TOTAL	**$0**	**$100,000**	**$0**	**$100,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Architectural Services (Contractual)	0	0	75,000	0	0	**$75,000**
Surveying (Contractual)	0	0	10,000	0	0	**$10,000**
Contract Administration (Contractual)	0	0	15,000	0	0	**$15,000**
TOTAL	**$0**	**$0**	**$100,000**	**$0**	**$0**	**$100,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go: Based on Availability of Funds	0	0	100,000	0	0	**$100,000**
TOTAL	**$0**	**$0**	**$100,000**	**$0**	**$0**	**$100,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL =100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Parks and Recreation	**Parks and Recreation**	**Riverside Park**

PROJECT TITLE/PROJECT NUMBER
RIVERSIDE PARK OVERLOOK RESTORATION / P0101

PROJECT TYPE
Maintenance

DEPARTMENT PRIORITY
Project supports essential services

PROJECT DESCRIPTION
Architectural and engineering resulting in site plans, cost estimates, bid documents, construction drawings and restoration of the overlook.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 37, PFS-1.1 Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

PROJECT MANAGER(S)
Andrew Reeder, Parks Service Manager

PROJECT START DATE 07/2018
PROJECT COMPLETION DATE 06/2021

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q1 - Q4 FY 2016; Q1 - Q4 FY 2018
Construction	Q1 - Q4 FY 2018

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Architectural Services (Contractual)	0	140,000	0	**$140,000**
Consultant Engineering	45,000	0	0	**$45,000**
Construction	0	909,100	0	**$909,100**
Contingency	0	90,900	0	**$90,900**
TOTAL	**$45,000**	**$1,140,000**	**$0**	**$1,185,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Architectural Services (Contractual)	0	140,000	0	0	0	**$140,000**
Construction	0	909,100	0	0	0	**$909,100**
Contingency	0	90,900	0	0	0	**$90,900**
TOTAL	**$0**	**$1,140,000**	**$0**	**$0**	**$0**	**$1,140,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O. Bond	0	1,140,000	0	0	0	**$1,140,000**
TOTAL	**$0**	**$1,140,000**	**$0**	**$0**	**$0**	**$1,140,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Rte. 501/Rte 221 Intersection Lakeside Dr. /Old Forest Rd.**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
ROUTES 501/221 INTERSECTION IMPROVEMENTS / T0272	**New**

DEPARTMENT PRIORITY

Project has a legal or regulatory mandate

Project supports essential services

Project contributes to generation of new revenue

PROJECT DESCRIPTION

Design of road improvements needed for marketing of excess right-of-way for economic development purposes.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 31, Goal T-1.7: Commit adequate resources for the cost-effective operation and maintenance of streets, including pavement, bikeways, sidewalks, streetscape and stormwater management improvements.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2016
Lee Newland, P.E., City Engineer	**PROJECT COMPLETION DATE**	12/2025

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q4 FY 2022
Construction	Q2 FY 2025

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

None anticipated.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	304,345	1,000,000	1,000,000	**$2,304,345**
Construction	0	0	14,000,000	**$14,000,000**
Contingency	0	0	1,000,000	**$1,000,000**
TOTAL	**$304,345**	**$1,000,000**	**$16,000,000**	**$17,304,345**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	0	0	0	1,000,000	**$1,000,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$1,000,000**	**$1,000,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O. Bond	0	0	0	0	1,000,000	**$1,000,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$1,000,000**	**$1,000,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): 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 3, Page 37, Goal PFS 1.1: Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

PROJECT MANAGER(S)

Ben Copeland, Assistant Superintendent for Operations and Administration - Schools

PROJECT START DATE 07/2016

PROJECT COMPLETION DATE 08/2019

COMPLETION SCHEDULE

Activity	Complete - Quarter
Architectural Services (Contractual)	Q1 FY 2017 - Q4 FY 2018
Construction	Q1 FY 2018 - Q4 FY 2019

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.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Architectural Services (Contractual)	0	400,000	0	**$400,000**
Construction	0	7,400,000	0	**$7,400,000**
Contingency	0	600,000	0	**$600,000**
TOTAL	**$0**	**$8,400,000**	**$0**	**$8,400,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Architectural Services (Contractual)	0	400,000	0	0	0	**$400,000**
Construction	0	0	7,400,000	0	0	**$7,400,000**
Contingency	0	0	600,000	0	0	**$600,000**
TOTAL	**$0**	**$400,000**	**$8,000,000**	**$0**	**$0**	**$8,400,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O. Bond	0	400,000	8,000,000	0	0	**$8,400,000**
TOTAL	**$0**	**$400,000**	**$8,000,000**	**$0**	**$0**	**$8,400,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Transportation	**Public Works**	**Timberlake Road over Rte. 501**

PROJECT TITLE/PROJECT NUMBER — PROJECT TYPE

TIMBERLAKE ROAD BRIDGE WEST BOUND LANE - STRUCTURE 1855 — **Maintenance**

DEPARTMENT PRIORITY

Project has a legal or regulatory mandate

Project supports essential services

PROJECT DESCRIPTION

Maintenance improvements to Timberlake Road Bridge - West Bound Lane.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 31, Goal T-1.7: Commit adequate resources for the cost-effective operation and maintenance of streets, including pavement, bikeways, sidewalks, streetscape and stormwater management improvements.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2019
Lee Newland, P.E., City Engineer	**PROJECT COMPLETION DATE**	06/2021

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q3 FY 2020
Construction	Q4 FY 2021

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

None anticipated.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	0	350,000	0	**$350,000**
Construction	0	1,350,000	0	**$1,350,000**
Contingency	0	50,000	0	**$50,000**
TOTAL	**$0**	**$1,750,000**	**$0**	**$1,750,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	0	0	350,000	0	**$350,000**
Construction	0	0	0	1,350,000	0	**$1,350,000**
Contingency	0	0	0	50,000	0	**$50,000**
TOTAL	**$0**	**$0**	**$0**	**$1,750,000**	**$0**	**$1,750,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O. Bond	0	0	0	700,000	1,050,000	**$1,750,000**
TOTAL	**$0**	**$0**	**$0**	**$700,000**	**$1,050,000**	**$1,750,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): 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 is complete - $2,052,420. Phase II, greenway trail and pedestrian crossings is complete - $755,600. Phase III, multi-use trail is scheduled to be complete in June 2022 - $1,500,000.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 21, Goal AP-5: Wards Road. Improve pedestrian and vehicular safety and convenience along Wards Road, as well as between Central Virginia Community College, Liberty University and area businesses.

PROJECT MANAGER(S)	**PROJECT START DATE**	11/2009
Lee Newland, P.E., City Engineer	**PROJECT COMPLETION DATE**	06/2022

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q4 FY 2021
Construction	Q4 FY 2022

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Annual streetlight operating cost, ($7,000) and landscaping maintenance, ($3,500).

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	165,883	75,000	0	**$240,883**
Construction	2,773,819	1,360,000	0	**$4,133,819**
Contingency	0	65,000	0	**$65,000**
TOTAL	**$2,939,702**	**$1,500,000**	**$0**	**$4,439,702**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	0	0	0	75,000	**$75,000**
Construction	0	0	0	0	1,360,000	**$1,360,000**
Contingency	0	0	0	0	65,000	**$65,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$1,500,000**	**$1,500,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O. Bond	0	0	0	0	435,000	**$435,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$435,000**	**$435,000**

SOURCES OF PROJECT FUNDING FY 2017- 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

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 2017	FY 2018	FY 2019	FY 2020	FY 2021
RESOURCES					
Federal Aviation Administration	$1,080,000	$1,620,000	$3,780,000	$1,890,000	$4,050,000
Virginia Department of Aviation	680,000	580,000	420,000	210,000	450,000
Local (Airport) Pay-As-You-Go	140,000	100,000	0	0	0
TOTAL ESTIMATED RESOURCES	**$1,900,000**	**$2,300,000**	**$4,200,000**	**$2,100,000**	**$4,500,000**
PROPOSED PROJECTS					
Airfield Lighting Rehabilitation (LED)	$1,200,000	$0	$0	$0	$0
North General Aviation Development Area	700,000	0	0	0	0
Mid-Field General Aviation Development Area	0	1,800,000	0	0	0
Terminal Refurbishment (Baggage Systems/Lighting/Counters)	0	500,000	0	0	0
Runway 4-22 Rehabilitation	0	0	4,200,000	0	0
Taxiway "B" Rehabilitation	0	0	0	2,100,000	0
Runway 4-22 Parallel Taxiway	0	0	0	0	4,500,000
TOTAL PROPOSED PROJECTS	**$1,900,000**	**$2,300,000**	**$4,200,000**	**$2,100,000**	**$4,500,000**

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 2017	FY 2018	FY 2019	FY 2020	FY 2021
RESOURCES					
Federal Aviation Administration	$1,080,000	$1,620,000	$3,780,000	$1,890,000	$4,050,000
Virginia Department of Aviation	680,000	580,000	420,000	210,000	450,000
Local (Airport) Pay-As-You-Go	140,000	100,000	0	0	0
TOTAL ESTIMATED RESOURCES	**$1,900,000**	**$2,300,000**	**$4,200,000**	**$2,100,000**	**$4,500,000**
CASH FLOW REQUIREMENTS					
FY 2017-2021 CIP Projects	$1,900,000	$2,300,000	$4,200,000	$2,100,000	$4,500,000
TOTAL CASH FLOW REQUIREMENTS	**$1,900,000**	**$2,300,000**	**$4,200,000**	**$2,100,000**	**$4,500,000**

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
AIRPORT - NEW CONSTRUCTION					
Mid-Field General Aviation Development Area	0	1,800,000	0	0	0
Source of Funding					
State: Department of Aviation	0	180,000	0	0	0
Federal: Federal Aviation Administration	0	1,620,000	0	0	0
North General Aviation Development Area	700,000	0	0	0	0
Source of Funding					
Local: (Airport) Pay-As-You-Go	140,000	0	0	0	0
State: VA Dept of Aviation	560,000	0	0	0	0
Terminal Refurbishment (Baggage Systems/ Lighting/Counters)	0	500,000	0	0	0
Source of Funding					
Local: (Airport) Pay-As-You-Go	0	100,000	0	0	0
State: VA Dept of Aviation	0	400,000	0	0	0
Total Estimates Proposed FY 2017-2021 CIP	$700,000	$2,300,000	$0	$0	$0
Source of Funding					
Local: (Airport) Pay-As-You-Go	$140,000	$100,000	$0	$0	$0
State: Department of Aviation	560,000	580,000	0	0	0
Federal: Federal Aviation Administration	0	1,620,000	0	0	0
	$700,000	$2,300,000	$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 12/31/15	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$1,800,000	0	0	$1,800,000
$700,000	0	0	$700,000
$500,000	0	0	$500,000
$3,000,000			$3,000,000

$240,000
1,140,000
1,620,000
$3,000,000

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
AIRPORT - MAINTENANCE					
Airfield Lighting Rehabilitation (LED)	1,200,000	0	0	0	0
Source of Funding					
State: Department of Aviation	120,000	0	0	0	0
Federal: Federal Aviation Administration	1,080,000	0	0	0	0
Runway 4-22 Rehabilitation	0	0	4,200,000	0	0
Source of Funding					
State: Department of Aviation	0	0	420,000	0	0
Federal: Federal Aviation Administration	0	0	3,780,000	0	0
Runway 4-22 Parallel Taxiway, Design/Construction	0	0	0	0	4,500,000
Source of Funding					
State: Department of Aviation	0	0	0	0	450,000
Federal: Federal Aviation Administration	0	0	0	0	4,050,000
Taxiway 'B' Rehabilitation	0	0	0	2,100,000	0
Source of Funding					
State: Department of Aviation	0	0	0	210,000	0
Federal: Federal Aviation Administration	0	0	0	1,890,000	0
Total Estimates Proposed FY 2017-2021 CIP	$1,200,000	$0	$4,200,000	$2,100,000	$4,500,000
Source of Funding					
State: Department of Aviation	$120,000	$0	$420,000	$210,000	$450,000
Federal: Federal Aviation Administration	1,080,000	0	3,780,000	1,890,000	4,050,000
	$1,200,000	$0	$4,200,000	$2,100,000	$4,500,000

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 12/31/15	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$1,200,000	0	0	$1,200,000
$4,200,000	0	0	$4,200,000
$4,500,000	0	0	$4,500,000
$2,100,000	0	0	$2,100,000
$12,000,000			$12,000,000

$1,200,000
10,800,000
$12,000,000

SERVICE AREA
Airport

DEPARTMENT
Airport

LOCATION
Lynchburg Regional Airport

PROJECT TITLE/PROJECT NUMBER
MID-FIELD GENERAL AVIATION DEVELOPMENT AREA

PROJECT TYPE
Construction

DEPARTMENT PRIORITY
Project has State and federal funding
Project contributes to generation of new revenue

Insert Photograph/Map or Model of Project Here

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 3, Page 31, Goal T-1.12 Coordinate with Campbell County and Lynchburg Regional Airport Commission to protect the airport from incompatible land use encroachments and to foster development of industrial uses that capitalize on the airport's passenger, freight, and general aviation services.

PROJECT MANAGER(S)
Mark Courtney, Airport Director

PROJECT START DATE 08/2017
PROJECT COMPLETION DATE 05/2018

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q1 - FY2018
Construction	Q4 - FY2018

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Potential ground rent from new tenants

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	0	270,000	0	**$270,000**
Construction	0	1,530,000	0	**$1,530,000**
TOTAL	**$0**	**$1,800,000**	**$0**	**$1,800,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	270,000	0	0	0	**$270,000**
Construction	0	1,530,000	0	0	0	**$1,530,000**
TOTAL	**$0**	**$1,800,000**	**$0**	**$0**	**$0**	**$1,800,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
State: VA Dept of Aviation	0	180,000	0	0	0	**$180,000**
Federal: Federal Aviation Admin	0	1,620,000	0	0	0	**$1,620,000**
TOTAL	**$0**	**$1,800,000**	**$0**	**$0**	**$0**	**$1,800,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 0% STATE = 10% FEDERAL = 90% OTHER = 0%

SERVICE AREA
Airport

DEPARTMENT
Airport

LOCATION
Lynchburg Regional Airport

PROJECT TITLE/PROJECT NUMBER
NORTH GENERAL AVIATION DEVELOPMENT AREA

PROJECT TYPE
Construction

DEPARTMENT PRIORITY
Project has State and federal funding
Project contributes to generation of new revenue

Insert Photograph/Map or Model of Project Here

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 3, Page 31, Goal T-1.12 Coordinate with Campbell County and Lynchburg Regional Airport Commission to protect the airport from incompatible land use encroachments and to foster development of industrial uses that capitalize on the airport's passenger, freight, and general aviation services.

PROJECT MANAGER(S)
Mark Courtney, Airport Director

PROJECT START DATE 01/2017
PROJECT COMPLETION DATE 06/2017

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q3 - FY2017
Construction	Q4 - FY2017

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Potential ground rent from new tenants

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	0	100,000	0	**$100,000**
Construction	0	600,000	0	**$600,000**
TOTAL	**$0**	**$700,000**	**$0**	**$700,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	100,000	0	0	0	0	**$100,000**
Construction	600,000	0	0	0	0	**$600,000**
TOTAL	**$700,000**	**$0**	**$0**	**$0**	**$0**	**$700,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: (Airport) Pay-As-You-Go	140,000	0	0	0	0	**$140,000**
State: VA Dept of Aviation	560,000	0	0	0	0	**$560,000**
TOTAL	**$700,000**	**$0**	**$0**	**$0**	**$0**	**$700,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 20% STATE = 80% 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
Construction

DEPARTMENT PRIORITY
Project has State and federal funding
Project required to support important but not essential services

Insert Photograph/Map or Model of Project Here

PROJECT DESCRIPTION
The recently updated Airport Master Plan recommends refurbishment of several passenger terminal components such as 1) baggage make-up conveyor feed belts & equipment, 2) Terminal Sustainability Improvements (energy saving lighting), and 3) airline and rental car counter upgrades

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 31, Goal T-1.12 Coordinate with Campbell County and Lynchburg Regional Airport Commission to protect the airport from incompatible land use encroachments and to foster development of industrial uses that capitalize on the airport's passenger, freight, and general aviation services.

PROJECT MANAGER(S)
Mark Courtney, Airport Director

PROJECT START DATE 08/2017
PROJECT COMPLETION DATE 05/2018

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q1 - FY2018
Construction	Q4 - FY2018

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Modest utility savings

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	0	75,000	0	**$75,000**
Construction	0	425,000	0	**$425,000**
TOTAL	**$0**	**$500,000**	**$0**	**$500,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	75,000	0	0	0	**$75,000**
Construction	0	425,000	0	0	0	**$425,000**
TOTAL	**$0**	**$500,000**	**$0**	**$0**	**$0**	**$500,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: (Airport) Pay-As-You-Go	0	100,000	0	0	0	**$100,000**
State: VA Dept of Aviation	0	400,000	0	0	0	**$400,000**
TOTAL	**$0**	**$500,000**	**$0**	**$0**	**$0**	**$500,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 20% STATE = 80% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Airport

DEPARTMENT
Airport

LOCATION
Lynchburg Regional Airport

PROJECT TITLE/PROJECT NUMBER
AIRFIELD LIGHTING REHABILITATION (LED)

PROJECT TYPE
Maintenance

DEPARTMENT PRIORITY
Project has State and federal funding
Project required to support important but not essential services

Insert Photograph/Map or Model of Project Here

PROJECT DESCRIPTION
The recently undated Airport Master Plan recommends replacement of the current airfield lighting with brighter and more efficient LED lighting technology

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 31, Goal T-1.12 Coordinate with Campbell County and Lynchburg Regional Airport Commission to protect the airport from incompatible land use encroachments and to foster development of industrial uses that capitalize on the airport's passenger, freight, and general aviation services.

PROJECT MANAGER(S)
Mark Courtney, Airport Director

PROJECT START DATE 08/2016
PROJECT COMPLETION DATE 04/2017

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q2 - FY2017
Construction	Q4 - FY2017

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Modest utility savings

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	0	200,000	0	**$200,000**
Construction	0	1,000,000	0	**$1,000,000**
TOTAL	**$0**	**$1,200,000**	**$0**	**$1,200,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	200,000	0	0	0	0	**$200,000**
Construction	1,000,000	0	0	0	0	**$1,000,000**
TOTAL	**$1,200,000**	**$0**	**$0**	**$0**	**$0**	**$1,200,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
State: VA Dept of Aviation	120,000	0	0	0	0	**$120,000**
Federal: Federal Aviation Admin	1,080,000	0	0	0	0	**$1,080,000**
TOTAL	**$1,200,000**	**$0**	**$0**	**$0**	**$0**	**$1,200,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 0% STATE = 10% FEDERAL = 90% OTHER = 0%

SERVICE AREA
Airport

DEPARTMENT
Airport

LOCATION
Lynchburg Regional Airport

PROJECT TITLE/PROJECT NUMBER
RUNWAY 4-22 REHABILITATION

PROJECT TYPE
Maintenance

DEPARTMENT PRIORITY
Project has State and federal funding
Project supports essential services

Insert Photograph/Map or Model of Project Here

PROJECT DESCRIPTION
Runway 4-22 underwent its last major rehabilitation in FY2000 and is approaching its estimated 20 year useful life. Rehabilitation would involve grading corrections as well as a complete repaving of the 7, 100 foot runway.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 31, Goal T-1.12 Coordinate with Campbell County and Lynchburg Regional Airport Commission to protect the airport from incompatible land use encroachments and to foster development of industrial uses that capitalize on the airport's passenger, freight, and general aviation services.

PROJECT MANAGER(S)
Mark Courtney, Airport Director

PROJECT START DATE 07/2018
PROJECT COMPLETION DATE 06/2019

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q1 - FY2019
Construction	Q4 - FY2019

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	0	630,000	0	**$630,000**
Construction	0	3,570,000	0	**$3,570,000**
TOTAL	**$0**	**$4,200,000**	**$0**	**$4,200,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	0	630,000	0	0	**$630,000**
Construction	0	0	3,570,000	0	0	**$3,570,000**
TOTAL	**$0**	**$0**	**$4,200,000**	**$0**	**$0**	**$4,200,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
State: VA Dept of Aviation	0	0	420,000	0	0	**$420,000**
Federal: Federal Aviation Admin	0	0	3,780,000	0	0	**$3,780,000**
TOTAL	**$0**	**$0**	**$4,200,000**	**$0**	**$0**	**$4,200,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): 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

PROJECT TYPE
Maintenance

DEPARTMENT PRIORITY
Project has a legal or regulatory mandate
Project has State and federal funding

Insert Photograph/Map or Model of Project Here

PROJECT DESCRIPTION
The recently updated Airport Master Plan anticipates the need for a new "east-side" parallel taxiway to the airport main runway due to changes to airport design and safety standards. Project would involve extensive design engineering and construction.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 31, Goal T-1.12 Coordinate with Campbell County and Lynchburg Regional Airport Commission to protect the airport from incompatible land use encroachments and to foster development of industrial uses that capitalize on the airport's passenger, freight, and general aviation services.

PROJECT MANAGER(S)
Mark Courtney, Airport Director

PROJECT START DATE 07/2020
PROJECT COMPLETION DATE 06/2021

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q1 - FY2021
Construction	Q4 - FY2021

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	0	675,000	0	**$675,000**
Construction	0	3,825,000	0	**$3,825,000**
TOTAL	**$0**	**$4,500,000**	**$0**	**$4,500,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	0	0	0	675,000	**$675,000**
Construction	0	0	0	0	3,825,000	**$3,825,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$4,500,000**	**$4,500,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
State: VA Dept of Aviation	0	0	0	0	450,000	**$450,000**
Federal: Federal Aviation Admin	0	0	0	0	4,050,000	**$4,050,000**
TOTAL	**$0**	**$0**	**$0**	**$0**	**$4,500,000**	**$4,500,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 0% STATE = 10% FEDERAL = 90% OTHER = 0%

SERVICE AREA
Airport

DEPARTMENT
Airport

LOCATION
Lynchburg Regional Airport

PROJECT TITLE/PROJECT NUMBER
TAXIWAY 'B' REHABILITATION

PROJECT TYPE
Maintenance

DEPARTMENT PRIORITY
Project has State and federal funding
Project required to support important but not essential services

Insert Photograph/Map or Model of Project Here

PROJECT DESCRIPTION
The Airport's primary taxiway underwent its last major rehabilitation in FY2004 and is approaching its estimated 15 year useful life. Rehabilitation would involve grading corrections as well as a complete overlay.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 31, Goal T-1.12 Coordinate with Campbell County and Lynchburg Regional Airport Commission to protect the airport from incompatible land use encroachments and to foster development of industrial uses that capitalize on the airport's passenger, freight, and general aviation services.

PROJECT MANAGER(S)
Mark Courtney, Airport Director

PROJECT START DATE 07/2019
PROJECT COMPLETION DATE 06/2020

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q1 - FY2020
Construction	Q4 - FY2020

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
None anticipated

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	0	315,000	0	**$315,000**
Construction	0	1,785,000	0	**$1,785,000**
TOTAL	**$0**	**$2,100,000**	**$0**	**$2,100,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	0	0	315,000	0	**$315,000**
Construction	0	0	0	1,785,000	0	**$1,785,000**
TOTAL	**$0**	**$0**	**$0**	**$2,100,000**	**$0**	**$2,100,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
State: VA Dept of Aviation	0	0	0	210,000	0	**$210,000**
Federal: Federal Aviation Admin	0	0	0	1,890,000	0	**$1,890,000**
TOTAL	**$0**	**$0**	**$0**	**$2,100,000**	**$0**	**$2,100,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 0% STATE = 10% FEDERAL = 90% OTHER = 0%

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 2017	FY 2018	FY 2019	FY 2020	FY 2021
RESOURCES					
Pay-As-You-Go - Water Operating	$508,400	$1,880,000	$475,000	$1,340,000	$920,000
General Obligation Bond Proceeds	4,091,600	1,890,000	2,500,000	2,500,000	3,880,000
TOTAL ESTIMATED RESOURCES	**$4,600,000**	**$3,770,000**	**$2,975,000**	**$3,840,000**	**$4,800,000**
LOCALLY FINANCED PROJECTS					
Water Tank Rehabilitation	$400,000	$835,000	$100,000	$800,000	$250,000
Distribution System Improvements	4,000,000	2,420,000	880,000	2,320,000	630,000
Downtown Business Area Improvements, Phase II and III	0	180,000	1,620,000	180,000	1,620,000
Annual Water Petitions	0	125,000	75,000	40,000	40,000
Water Facilities Improvements	200,000	210,000	300,000	500,000	2,260,000
TOTAL PROPOSED PROJECTS	**$4,600,000**	**$3,770,000**	**$2,975,000**	**$3,840,000**	**$4,800,000**

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 2017	FY 2018	FY 2019	FY 2020	FY 2021
BALANCE FORWARD	**$2,616,096**	**$4,317,366**	**$1,726,366**	**$4,381,366**	**$1,366,366**
INCOME					
Pay-As-You-Go - Water Operating	$1,750,000	$1,500,000	$1,250,000	$1,250,000	$1,250,000
General Obligation Bond Proceeds	5,574,000	0	5,952,000	0	4,350,000
TOTAL INCOME	**$7,324,000**	**$1,500,000**	**$7,202,000**	**$1,250,000**	**$5,600,000**
CASH FLOW REQUIREMENTS					
Incomplete Projects as of July 1, 2016	$3,700,000	$400,000	$0	$0	$0
FY 2017-2021 CIP Projects	1,922,730	3,691,000	4,547,000	4,265,000	5,150,000
TOTAL EXPENDITURES	**$5,622,730**	**$4,091,000**	**$4,547,000**	**$4,265,000**	**$5,150,000**
BALANCE FORWARD	**$4,317,366**	**$1,726,366**	**$4,381,366**	**$1,366,366**	**$1,816,366**

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
WATER - NEW CONSTRUCTION					
Annual Water Petitions	0	125,000	75,000	40,000	40,000
Source of Funding					
Pay-As-You-Go	0	75,000	75,000	40,000	40,000
G.O. Bond	0	50,000	0	0	0
Distribution System Improvements	4,000,000	2,420,000	880,000	2,320,000	630,000
Source of Funding					
Pay-As-You-Go	0	760,000	0	400,000	630,000
G.O. Bond	4,000,000	1,660,000	880,000	1,920,000	0
Downtown Bsuiness Area Improvements, Phase II and III	0	180,000	1,620,000	180,000	1,620,000
Source of Funding					
G.O. Bond	0	180,000	1,620,000	180,000	1,620,000
Water Facility Improvements	200,000	210,000	300,000	500,000	2,260,000
Source of Funding					
Pay-As-You-Go	108,400	210,000	300,000	100,000	0
G.O. Bond	91,600	0	0	400,000	2,260,000
Water Tank Rehabilitation	400,000	835,000	100,000	800,000	250,000
Source of Funding					
Pay-As-You-Go	400,000	835,000	100,000	800,000	250,000
Total Estimates Proposed FY 2017 - 2021 CIP	$4,600,000	$3,770,000	$2,975,000	$3,840,000	$4,800,000
Source of Funding					
Pay-As-You-Go	$508,400	$1,880,000	$475,000	$1,340,000	$920,000
G.O. Bond	4,091,600	1,890,000	2,500,000	2,500,000	3,880,000
	$4,600,000	$3,770,000	$2,975,000	$3,840,000	$4,800,000

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 12/31/15	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$280,000	Continuing	Continuing	Continuing
$10,250,000	Continuing	Continuing	Continuing
$3,600,000	Continuing	Continuing	Continuing
$3,470,000	Continuing	Continuing	Continuing
$2,385,000	Continuing	Continuing	Continuing
$19,985,000			
$5,123,400			
14,861,600			
$19,985,000			

SERVICE AREA	DEPARTMENT	LOCATION
Water	**Water Resources**	**Various**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
ANNUAL WATER PETITIONS / U0013	**New**

DEPARTMENT PRIORITY

Project has legal or regulatory mandate

Project supports essential services

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. Also for reimbursement of developer's costs to construct City water lines per City Code.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 35, Goal PU-1.2 Provide utility improvements and services in a cost effective manner.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Lee Newland, City 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.

TOTAL PROJECT COST

Activity	**Prior Appropriations Through 12/31/15**	**FY 2017-2021 Appropriations**	**Beyond FY 2021 Appropriations**	**Total Project Appropriations**
Construction	Continuing	280,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$280,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Estimate**
Construction	0	125,000	75,000	40,000	40,000	**$280,000**
TOTAL	**$0**	**$125,000**	**$75,000**	**$40,000**	**$40,000**	**$280,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Total**
Local: Pay-As-You-Go	0	75,000	75,000	40,000	40,000	**$230,000**
Local: G.O. Bond	0	50,000	0	0	0	**$50,000**
TOTAL	**$0**	**$125,000**	**$75,000**	**$40,000**	**$40,000**	**$280,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): 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 3, Page 35, Goal PU-1.3. Continue to maintain the existing City-owned infrastructure systems through replacement or rehabilitation when required.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Scott Parkins, Water Resources 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.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	1,050,000	Continuing	**Continuing**
Construction	Continuing	9,200,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$10,250,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	400,000	80,000	250,000	70,000	250,000	**$1,050,000**
Construction	3,600,000	2,340,000	630,000	2,250,000	380,000	**$9,200,000**
TOTAL	**$4,000,000**	**$2,420,000**	**$880,000**	**$2,320,000**	**$630,000**	**$10,250,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go	0	760,000	0	400,000	630,000	**$1,790,000**
Local: G.O. Bond	4,000,000	1,660,000	880,000	1,920,000	0	**$8,460,000**
TOTAL	**$4,000,000**	**$2,420,000**	**$880,000**	**$2,320,000**	**$630,000**	**$10,250,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Water	**Water Resources**	**Commerce, Main and Jefferson Streets Between 5th and 12th Streets**

PROJECT TITLE/PROJECT NUMBER
DOWNTOWN BUSINESS AREA IMPROVEMENTS, PHASE II AND III

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project has a legal or regulatory mandate
Project supports essential services

PROJECT DESCRIPTION
Forty seven linear blocks of water mains will be replaced in the downtown area between Commerce and Court Streets and between 5th and 13th Streets. In conjunction with these replacements, sanitary sewer and storm sewer lines will also be replaced. These replacements will be conducted in multiple phases over five to ten years. Phase II and Phase III includes 17 linear blocks on parts of Commerce, Main and Jefferson Streets between 5th and 12th Streets.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 35, Goal PU-1.3. Continue to maintain the existing City-owned infrastructure systems through replacement or rehabilitation when required.

PROJECT MANAGER(S)
James Talian, Water Resources Engineer

PROJECT START DATE 09/2017
PROJECT COMPLETION DATE 06/2021

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	03/2020
Construction	06/2021

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):
Lessens the impact on overall water operating budget for repairs and line breaks.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	0	360,000	0	**$360,000**
Construction	0	3,240,000	0	**$3,240,000**
TOTAL	**$0**	**$3,600,000**	**$0**	**$3,600,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	180,000	0	180,000		**$360,000**
Construction	0	0	1,620,000	0	1,620,000	**$3,240,000**
TOTAL	**$0**	**$180,000**	**$1,620,000**	**$180,000**	**$1,620,000**	**$3,600,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O. Bond	0	180,000	1,620,000	180,000	1,620,000	**$3,600,000**
TOTAL	**$0**	**$180,000**	**$1,620,000**	**$180,000**	**$1,620,000**	**$3,600,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): 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.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 35, Goal PU-1.3. Continue to maintain the existing City-owned infrastructure systems through replacement or rehabilitation when required.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Scott Parkins, Water Resources 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 increase in operation budget for long term maintenance.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	370,000	Continuing	**Continuing**
Construction	Continuing	3,100,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$3,470,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	15,000	15,000	30,000	50,000	260,000	**$370,000**
Construction	185,000	195,000	270,000	450,000	2,000,000	**$3,100,000**
TOTAL	**$200,000**	**$210,000**	**$300,000**	**$500,000**	**$2,260,000**	**$3,470,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go	108,400	210,000	300,000	100,000	0	**$718,400**
Local: G.O. Bond	91,600	0	0	400,000	2,260,000	**$2,751,600**
TOTAL	**$200,000**	**$210,000**	**$300,000**	**$500,000**	**$2,260,000**	**$3,470,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Water	**Water Resources**	**Various**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
WATER TANK REHABILITATION/ U0005	**New**

DEPARTMENT PRIORITY

Project supports essential services

PROJECT DESCRIPTION

Water Resources has developed a 5 year program for inspection of the City's water storage tanks. Each tank is inspected inside and outside by a tank coating specialist every 5 years and routine maintenance, including removing and applying coating paint is scheduled based on these recommendations.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 35, Goal PU-1.3. Continue to maintain the existing City-owned infrastructure systems through replacement or rehabilitation when required.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Scott Parkins, Water Resources 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 increase in operation budget for long term maintenance, to include pressure washing tank exteriors and applying algaecide.

TOTAL PROJECT COST

Activity	**Prior Appropriations Through 12/31/15**	**FY 2017-2021 Appropriations**	**Beyond FY 2021 Appropriations**	**Total Project Appropriations**
Construction	Continuing	2,385,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$2,385,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Estimate**
Construction	400,000	835,000	100,000	800,000	250,000	**$2,385,000**
TOTAL	**$400,000**	**$835,000**	**$100,000**	**$800,000**	**$250,000**	**$2,385,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Total**
Local: Pay-As-You-Go	400,000	835,000	100,000	800,000	250,000	**$2,385,000**
TOTAL	**$400,000**	**$835,000**	**$100,000**	**$800,000**	**$250,000**	**$2,385,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Water

DEPARTMENT
Water Resources

LOCATION
Main, Church, 7th and 8th Streets

PROJECT TITLE/PROJECT NUMBER
DOWNTOWN BUSINESS AREA IMPROVEMENTS, PHASE I / U0390

PROJECT DESCRIPTION
Forty seven linear blocks of water mains will be replaced in the downtown area between Commerce and Court Streets and between 5th and 13th Streets. In conjunction with these replacements, sanitary sewer and storm sewer lines will also be replaced. These replacements will be conducted in multiple phases over five to ten years. The first phase includes eight linear blocks on Main, Church, 7th and 8th Streets.

PROJECT STATUS
Construction to complete Fiscal Year 2017.

PROJECT MANAGER(S)
James Talian, Water Resources Engineer

APPROPRIATION HISTORY

Date	Source of Appropriation	Amount
03/31/15	FY2015 CIP	$538,945
11/15/15	FY2016 CIP	225,578
12/31/15	FY2016 CIP	2,620,477
TOTAL		**$3,385,000**
12/31/15	Expenditures to date	143,389
AVAILABLE APPROPRIATIONS		**$3,241,611**

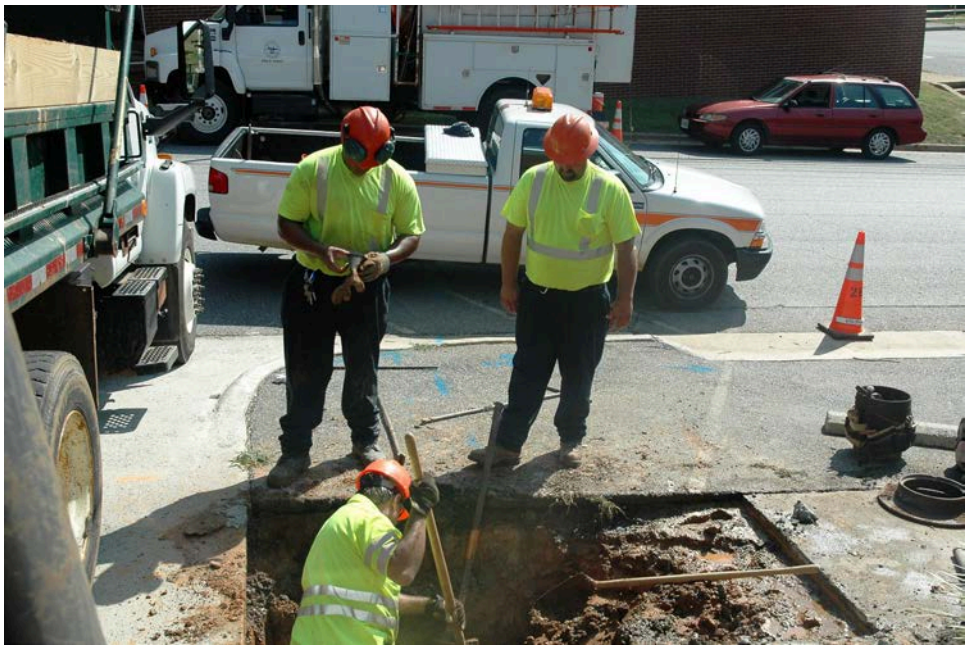
PROJECT BUDGET

Activity	Amount
Consultant Engineering	$524,288
Contract Administration	100,000
Construction	2,584,606
Public Relations & Info	76,106
Contingency	100,000
TOTAL	**$3,385,000**

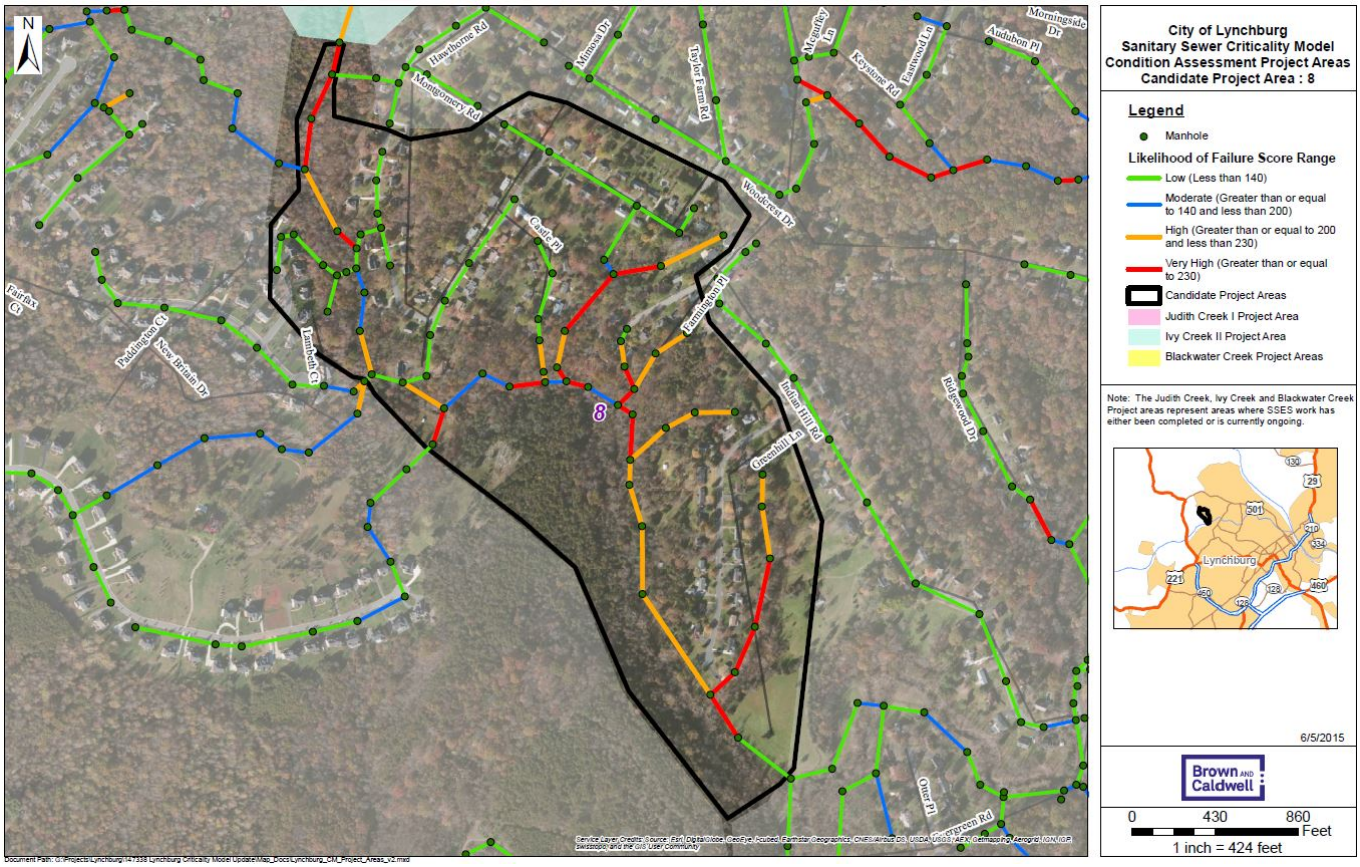
CASH FLOW PROJECTION

CASH AVAILABLE	January - June FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go	40,000	35,576	0	0	0	0	**$75,576**
Local: G.O. Bond	766,035	2,400,000	0	0	0	0	**$3,166,035**
TOTAL CASH	**$806,035**	**$2,435,576**	**$0**	**$0**	**$0**	**$0**	**$3,241,611**

EXPENDITURES THROUGH 12/31/15	**$143,389**
TOTAL PROJECT ESTIMATE	**$3,385,000**



Utility Line Maintenance Crew at Work



Sewer System Evaluation Study Priority Area

SEWER FUND CAPITAL PROJECTS SUMMARY OF APPROPRIATIONS - This summary demonstrates project appropriations for each Fiscal Year along with the expected sources of funding.

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
RESOURCES					
Pay-As-You-Go - Sewer Operating	$620,000	$725,000	$1,295,000	$2,550,000	$425,000
General Obligation Bond Proceeds	3,895,000	600,000	1,200,000	600,000	500,000
Virginia Water Facilities Loan Funds Proceeds	0	0	22,813,230	0	0
TOTAL ESTIMATED RESOURCES	**$4,515,000**	**$1,325,000**	**$25,308,230**	**$3,150,000**	**$925,000**
LOCALLY FINANCED PROJECTS					
Sewer Extensions	$50,000	$100,000	$100,000	$100,000	$100,000
Sewer System Evaluation and Rehabilitation	1,825,000	750,000	1,400,000	850,000	500,000
Wastewater Treatment Plant Improvements	2,570,000	475,000	295,000	300,000	325,000
Blue Ridge Farms Neighborhood Sewer Rehabilitation/Replacement	0	0	500,000	0	0
College Hill Water Plant Interior Renovation	70,000	0	0	0	0
Fishing Creek Interceptor	0	0	200,000	1,900,000	0
TOTAL LOCALLY FINANCED PROJECTS	**$4,515,000**	**$1,325,000**	**$2,495,000**	**$3,150,000**	**$925,000**
VIRGINIA WATER FACILITIES REVOLVING FUNDS FINANCED PROJECTS					
Wastewater Treatment Plant Headworks	$0	$0	$2,742,830	$0	$0
Wastewater Treatment Plant Disinfection	0	0	9,297,400	0	0
Wastewater Treatment Plant Storage Tanks	0	0	10,773,000	0	0
TOTAL VIRGINIA WATER FACILITIES REVOLVING FUNDS AND GRANT FINANCED PROJECTS	**$0**	**$0**	**$22,813,230**	**$0**	**$0**
TOTAL PROPOSED PROJECTS	**$4,515,000**	**$1,325,000**	**$25,308,230**	**$3,150,000**	**$925,000**

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 2017	FY 2018	FY 2019	FY 2020	FY 2021
BALANCE FORWARD	**$7,243,059**	**$7,481,448**	**$3,136,072**	**$3,706,072**	**$2,631,072**
INCOME					
Pay-As-You-Go - Sewer Operating	$1,300,000	$1,300,000	$1,500,000	$2,000,000	$1,750,000
General Obligation Bond Proceeds	6,061,578	0	1,900,000	0	930,000
State Grant Proceeds	2,196,441	9,100,000	8,553,319	0	0
Virginia Water Facilities Loan Funds Proceeds	0	0	2,742,830	10,773,000	9,297,400
BALANCE AND INCOME	**$9,558,019**	**$10,400,000**	**$14,696,149**	**$12,773,000**	**$11,977,400**
CASH FLOW REQUIREMENTS					
Incomplete projects as of July 1, 2016	$7,000,000	$12,725,000	$8,553,319	$0	$0
FY 2017-2021 CIP Projects	2,319,630	2,020,376	5,572,830	13,848,000	12,377,400
TOTAL EXPENDITURES	**$9,319,630**	**$14,745,376**	**$14,126,149**	**$13,848,000**	**$12,377,400**
BALANCE FORWARD	**$7,481,448**	**$3,136,072**	**$3,706,072**	**$2,631,072**	**$2,231,072**

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
SEWER - NEW CONSTRUCTION					
Blue Ridge Farms Neighborhood Sewer Rehabilitation/ Replacement	0	0	500,000	0	0
Source of Funding					
Pay-As-You-Go	0	0	500,000	0	0
College Hill Water Plant Interior Renovation	70,000	0	0	0	0
Pay-As-You-Go	70,000	0	0	0	0
Fishing Creek Interceptor	0	0	200,000	1,900,000	0
Pay-As-You-Go	0	0	200,000	1,900,000	0
Wastewater Treatment Plant Headworks	0	0	2,742,830	0	0
State: VWFRF	0	0	2,742,830	0	0
Wastewater Treatment Plant Disinfection	0	0	9,297,400	0	0
State: VWFRF	0	0	9,297,400	0	0
Wastewater Treatment Plant Improvements	2,570,000	475,000	295,000	300,000	325,000
Source of Funding					
Pay-As-You-Go	355,000	475,000	295,000	300,000	325,000
Local: G.O. Bonds	2,215,000	0	0	0	0
Wastewater Treatment Plant Storage Tanks	0	0	10,773,000	0	0
State: VWFRF	0	0	10,773,000	0	0
Total Estimates Proposed FY 2017 - 2021 CIP	$2,640,000	$475,000	$23,808,230	$2,200,000	$325,000
Source of Funding					
Pay-As-You-Go	$425,000	$475,000	$995,000	$2,200,000	$325,000
Local: G.O. Bonds	2,215,000	0	0	0	0
State: VWFRF	0	0	22,813,230	0	0
	$2,640,000	$475,000	$23,808,230	$2,200,000	$325,000

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 12/31/15	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$500,000	830,000	0	$1,330,000
$70,000	150,000	0	$220,000
$2,100,000	0	0	$2,100,000
$2,742,830	16,976,770	0	$19,719,600
$9,297,400	0	0	$9,297,400
$3,965,000	Continuing	Continuing	Continuing
$10,773,000	0	0	$10,773,000
$29,448,230			
$4,420,000			
2,215,000			
22,813,230			
$29,448,230			

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
SEWER - MAINTENANCE					
Sewer Extensions	50,000	100,000	100,000	100,000	100,000
Source of Funding					
Pay-As-You-Go	50,000	100,000	100,000	100,000	100,000
Local: G.O. Bonds	0	0	0	0	0
Sewer System Evaluation and Rehabilitation	1,825,000	750,000	1,400,000	850,000	500,000
Source of Funding					
Pay-As-You-Go	145,000	150,000	200,000	250,000	0
Local: G.O. Bonds	1,680,000	600,000	1,200,000	600,000	500,000
Total Estimates Proposed FY 2017 - 2021 CIP	$1,875,000	$850,000	$1,500,000	$950,000	$600,000
Source of Funding					
Pay-As-You-Go	$195,000	$250,000	$300,000	$350,000	$100,000
Local: G.O. Bonds	1,680,000	600,000	1,200,000	600,000	500,000
	1,875,000	850,000	1,500,000	950,000	600,000

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 12/31/15	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$450,000	Continuing	Continuing	Continuing
$5,325,000	Continuing	Continuing	Continuing
$5,325,000			
$1,195,000			
4,580,000			
$5,775,000			

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 3, Page 35, Goal PU-1.3. Continue to maintain the existing City-owned infrastructure systems, through replacement or rehabilitation when required.

PROJECT MANAGER(S)

Eric Schrader, Water Resources Engineer

PROJECT START DATE Continuing

PROJECT COMPLETION DATE 06/2018

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q4 FY 2018
Construction	Q4 FY 2018

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Lessens routine maintenance of sewer collection system in the completed project areas.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	330,000	0	0	**$330,000**
Construction	500,000	500,000	0	**$1,000,000**
TOTAL	**$830,000**	**$500,000**	**$0**	**$1,330,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	0	0	0	0	0	**$0**
Construction	0	0	500,000	0	0	**$500,000**
TOTAL	**$0**	**$0**	**$500,000**	**$0**	**$0**	**$500,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go	0	0	500,000	0	0	**$500,000**
TOTAL	**$0**	**$0**	**$500,000**	**$0**	**$0**	**500,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Sewer	**Water Resources**	**525 Taylor St**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
COLLEGE HILL WATER PLANT INTERIOR RENOVATIONS / U0319	**New**

DEPARTMENT PRIORITY

Project has legal or regulatory mandate

Project supports essential services

PROJECT DESCRIPTION

The second floor of the existing College Hill Water Treatment Plant building houses the sewerline/waterline maintenance group of approximately 30 staff. The existing crew room is crowded and the locker room/toilet areas need expansion and refinishing. The areas have not been updated since the mid-1980's. Cost will be shared between the sewer and water funds.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 35, Goal PU-1.2 Provide utility improvements and services in a cost effective manner.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2016
Scott Parkins, Water Resources Engineer	**PROJECT COMPLETION DATE**	06/2017

COMPLETION SCHEDULE

Activity	**Complete - Quarter**
Construction	06/2017

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

None

TOTAL PROJECT COST

Activity	**Prior Appropriations Through 12/31/15**	**FY 2017-2021 Appropriations**	**Beyond FY 2021 Appropriations**	**Total Project Appropriations**
Construction	150,000	70,000	0	**$220,000**
TOTAL	**$150,000**	**$70,000**	**$0**	**$220,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Estimate**
Construction	70,000	0	0	0	0	**$70,000**
TOTAL	**$70,000**	**$0**	**$0**	**$0**	**$0**	**$70,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Total**
Local: Pay-As-You-Go	70,000	0	0	0	0	**$70,000**
TOTAL	**$70,000**	**$0**	**$0**	**$0**	**$0**	**$70,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Sewer	**Water Resources**	**Murray Place**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
FISHING CREEK INTERCEPTOR	**New**

DEPARTMENT PRIORITY

Project has legal or regulatory mandate

Project supports essential services

PROJECT DESCRIPTION

Inspection and evaluation of the sanitary sewer system in this area has revealed major issues necessitating replacement of the system.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 35, Goal PU-1.3. Continue to maintain the existing City-owned infrastructure systems, through replacement or rehabilitation when required.

PROJECT MANAGER(S)	**PROJECT START DATE**	04/2019
Eric Schrader, Water Resources Engineer	**PROJECT COMPLETION DATE**	06/2021

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Design	Q4 FY 2019
Construction	Q4 FY 2021

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

No increase of staff. Increase of operating expenses anticipated.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Construction	0	2,100,000	0	**$2,100,000**
TOTAL	**$0**	**$2,100,000**	**$0**	**$2,100,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	0	0	200,000	1,900,000	0	**$2,100,000**
TOTAL	**$0**	**$0**	**$200,000**	**$1,900,000**	**$0**	**$2,100,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go	0	0	200,000	1,900,000	0	**$2,100,000**
TOTAL	**$0**	**$0**	**$200,000**	**$1,900,000**	**$0**	**2,100,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): 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 HEADWORKS / U0348	**New**

DEPARTMENT PRIORITY

Project has legal or regulatory mandate

Project supports essential services

PROJECT DESCRIPTION

Construction of new headworks facilities at the wastewater treatment plant to increase capacity to move waste through the plant and prevent the overflow of excess waste into the James River. Project will include additional pumping capacity and new screening equipment to remove large debris from the wastewater stream.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 35, Goal PU-1.4. Meet the goals of the Combined Sewer Overflow (CSO) Long Term Control Plan.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2016
Eric Schrader, Water Resources Engineer	**PROJECT COMPLETION DATE**	06/2019

COMPLETION SCHEDULE

Activity	Complete - Quarter
Construction	Q4 FY 2019

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

No increase of staff. Increase operating expenses anticipated.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Contract Administration	2,212,500	0	0	**$2,212,500**
Construction	14,764,270	2,742,830	0	**$17,507,100**
TOTAL	**$16,976,770**	**$2,742,830**	**$0**	**$19,719,600**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	0	0	2,742,830	0	0	**$2,742,830**
TOTAL	**$0**	**$0**	**$2,742,830**	**$0**	**$0**	**$2,742,830**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
State: VWFRF	0	0	2,742,830	0	0	**$2,742,830**
TOTAL	**$0**	**$0**	**$2,742,830**	**$0**	**$0**	**$2,742,830**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 0% STATE = 100% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Sewer	**Water Resources**	**Concord Turnpike**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
WASTEWATER TREATMENT PLANT DISINFECTION	**New**

DEPARTMENT PRIORITY

Project has legal or regulatory mandate

Project supports essential services

PROJECT DESCRIPTION

Construction of new wet weather disinfection capacity at the wastewater treatment plant to provide a basic level of treatment when combined sewer overflows occur.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 35, Goal PU-1.4. Meet the goals of the Combined Sewer Overflow (CSO) Long Term Control Plan.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2018
Eric Schrader, Water Resources Engineer	**PROJECT COMPLETION DATE**	06/2021

COMPLETION SCHEDULE

Activity	Complete - Quarter
Construction	Q4 FY 2021

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

No increase of staff. Increase of operating expenses anticipated.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Construction	0	9,297,400	0	**$9,297,400**
TOTAL	**$0**	**$9,297,400**	**$0**	**$9,297,400**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	0	0	9,297,400	0	0	**$9,297,400**
TOTAL	**$0**	**$0**	**$9,297,400**	**$0**	**$0**	**$9,297,400**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
State: VWFRF	0	0	9,297,400	0	0	**$9,297,400**
TOTAL	**$0**	**$0**	**$9,297,400**	**$0**	**$0**	**$9,297,400**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 0% STATE = 100% 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 wastewater 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 3, Page 35, Goal PU-1.3. Continue to maintain the existing City-owned infrastructure systems, through replacement or rehabilitation when required.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Scott Parkins, Water Resources Engineer	**PROJECT COMPLETION DATE**	Continuing

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	Q4 FY 2016
Construction	Continuing

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

Minor impact to operational budget for additional yearly maintenance costs on new equipment.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Construction	Continuing	3,965,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$3,965,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	2,570,000	475,000	295,000	300,000	325,000	**$3,965,000**
TOTAL	**$2,570,000**	**$475,000**	**$295,000**	**$300,000**	**$325,000**	**$3,965,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go	355,000	475,000	295,000	300,000	325,000	**$1,750,000**
Local: G.O. Bond	2,215,000	0	0	0	0	**$2,215,000**
TOTAL	**$2,570,000**	**$475,000**	**$295,000**	**$300,000**	**$325,000**	**$3,965,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): 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 STORAGE TANKS	**New**

DEPARTMENT PRIORITY

Project has legal or regulatory mandate

Project supports essential services

PROJECT DESCRIPTION

Construction of new wet weather storage tanks at the wastewater treatment plant to temporarily store excess combined sewer flow during rainfall events. The tanks will be drained through the plant after the storm peak passes thereby allowing more combined flow to pass through the plant and less overflow into the James River.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 35, Goal PU-1.4. Meet the goals of the Combined Sewer Overflow (CSO) Long Term Control Plan.

PROJECT MANAGER(S)	**PROJECT START DATE**	07/2018
Eric Schrader, Water Resources Engineer	**PROJECT COMPLETION DATE**	06/2020

COMPLETION SCHEDULE

Activity	Complete - Quarter
Construction	Q4 FY 2020

OPERATING BUDGET IMPACT (OVERALL OPERATING EXPENSES & PROJECTED STAFFING REQUIREMENTS):

No increase of staff. Increase of operating expenses anticipated.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Construction	0	10,773,000	0	**$10,773,000**
TOTAL	**$0**	**$10,773,000**	**$0**	**$10,773,000**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	0	0	10,773,000	0	0	**$10,773,000**
TOTAL	**$0**	**$0**	**$10,773,000**	**$0**	**$0**	**$10,773,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
State: VWFRF	0	0	10,773,000	0	0	**10,773,000**
TOTAL	**$0**	**$0**	**$10,773,000**	**$0**	**$0**	**$10,773,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 0% STATE = 100% 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 3, Page 35, Goal PU-1.12. Develop a policy to fund and extend City sewer service to areas served by existing or failing septic systems.

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
James Talian, Water Resources 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.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Construction	Continuing	450,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$450,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	50,000	100,000	100,000	100,000	100,000	**$450,000**
TOTAL	**$50,000**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$450,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go	50,000	100,000	100,000	100,000	100,000	**$450,000**
TOTAL	**$50,000**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$450,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): 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.

RELATIONSHIP TO COMPREHENSIVE PLAN

Chapter 3, Page 35, Goal PU-1.11 Maintain the City's sanitary sewer system to ensure that waste flows are safely collected and treated while developing policies and adequately maintaining the sanitary sewer system in a manner that prevents unpermitted sanitary sewer overflows (SSOs).

PROJECT MANAGER(S)	**PROJECT START DATE**	Continuing
Eric Schrader, Water Resources 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.

TOTAL PROJECT COST

Activity	**Prior Appropriations Through 12/31/15**	**FY 2017-2021 Appropriations**	**Beyond FY 2021 Appropriations**	**Total Project Appropriations**
Construction	Continuing	5,325,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$5,325,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Estimate**
Construction	1,825,000	750,000	1,400,000	850,000	500,000	**$5,325,000**
TOTAL	**$1,825,000**	**$750,000**	**$1,400,000**	**$850,000**	**$500,000**	**$5,325,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Total**
Local: Pay-As-You-Go	145,000	150,000	200,000	250,000	0	**$745,000**
Local: G.O. Bond	1,680,000	600,000	1,200,000	600,000	500,000	**$4,580,000**
TOTAL	**$1,825,000**	**$750,000**	**$1,400,000**	**$850,000**	**$500,000**	**$5,325,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA
Sewer

DEPARTMENT
Water Resources

LOCATION
Main, Church, 7th and 8th Streets

PROJECT TITLE/PROJECT NUMBER
DOWNTOWN BUSINESS AREA IMPROVEMENTS, PHASE I / U0390

PROJECT DESCRIPTION
Forty seven linear blocks of water mains will be replaced in the downtown area between Commerce and Court Streets and between 5th and 13th Streets. In conjunction with these replacements, sanitary sewer and storm sewer lines will also be replaced. These replacements will be conducted in multiple phases over five to ten years. The first phase includes eight linear blocks on Main, Church, 7th and 8th Streets.

PROJECT STATUS
Construction to complete Fiscal Year 2017.

PROJECT MANAGER(S)
James Talian, Water Resources Engineer

APPROPRIATION HISTORY

Date	Source of Appropriation	Amount
03/31/15	FY 2015 CIP	$264,101
10/07/15	FY 2016 CIP	36,607
12/31/15	FY 2016 CIP	899,292
TOTAL		**$1,200,000**
12/31/15	Expenditures to date	$67,257
AVAILABLE APPROPRIATIONS		**$1,132,743**

PROJECT BUDGET

Activity	Amount
Consultant Engineering	$300,180
Contract Administration	50,000
Construction	800,000
Public Relations & Info	528
Contingency	49,292
TOTAL	**$1,200,000**

CASH FLOW PROJECTION

CASH AVAILABLE	January - June FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: G.O. Bond	332,743	800,000	0	0	0	0	**$1,132,743**
TOTAL CASH	**$332,743**	**$800,000**	**$0**	**$0**	**$0**	**$0**	**$1,132,743**

EXPENDITURES THROUGH 12/31/15	**$67,257**
TOTAL PROJECT ESTIMATE	**$1,200,000**

SERVICE AREA
Sewer

DEPARTMENT
Water Resources

LOCATION
Garnet Street at Concord Turnpike to Walnut Street

PROJECT TITLE/PROJECT NUMBER
CSO 61 / U0371

PROJECT DESCRIPTION
Construction of new separated sanitary sewer line to complete previous sewer separation project of upstream pipelines. Project is part of the CSO Program.

PROJECT STATUS
Construction to be complete Fiscal Year 2017.

PROJECT MANAGER(S)
James Talian, Water Resources Engineer

APPROPRIATION HISTORY

Date	Source of Appropriation	Amount
10/29/14	Grant Funds Realignment	$31,000
09/22/15	Grant Funds Realignment	1,250
10/26/15	Grant Funds Realignment	1,900,000
TOTAL		**$1,932,250**
12/31/15	Expenditures to date	29,800
AVAILABLE APPROPRIATIONS		**$1,902,450**

PROJECT BUDGET

Activity	Amount
Design	$31,000
Construction Administration & Inspection - Railroad	1,250
Construction	1,900,000
TOTAL	**$1,932,250**

CASH FLOW PROJECTION

CASH AVAILABLE	January - June FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
State: Grant	502,450	1,400,000	0	0	0	0	**$1,902,450**
TOTAL CASH	**$502,450**	**$1,400,000**	**$0**	**$0**	**$0**	**$0**	**$1,902,450**

EXPENDITURES THROUGH 12/31/15	**$29,800**
TOTAL PROJECT ESTIMATE	**$1,932,250**

SERVICE AREA
Sewer

DEPARTMENT
Water Resources

LOCATION
Lynchburg Expressway at Main Street

PROJECT TITLE/PROJECT NUMBER
CSO 125 / U0349

PROJECT DESCRIPTION
Construction of new separated sanitary sewer line to complete previous sewer separation project of upstream pipelines. Project is part of the CSO Program.

PROJECT STATUS
Construction to be complete Fiscal Year 2017.

PROJECT MANAGER(S)
James Talian, Water Resources Engineer

APPROPRIATION HISTORY

Date	Source of Appropriation	Amount
01/31/14	Council Approval of State Grant	$350,000
10/31/14	FY 2015 Grant Contingency Realignment	52,400
11/18/14	FY 2015 Grant Contingency Realignment	(39,600)
09/22/15	FY 2015 Grant Funds Realignment	2,500
TOTAL		**$365,300**
12/31/15	Expenditures to date	54,253
AVAILABLE APPROPRIATIONS		**$311,047**

PROJECT BUDGET

Activity	Amount
Preliminary Engineering Report and Design	$61,900
Construction Administration & Inspection	36,000
Construction Administration & Inspection - Railroad	2,500
Construction	264,900
TOTAL	**$365,300**

CASH FLOW PROJECTION

CASH AVAILABLE	January - June FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
State: Grant	12,000	299,047	0	0	0	0	**$311,047**
TOTAL CASH	**$12,000**	**$299,047**	**$0**	**$0**	**$0**	**$0**	**$311,047**

EXPENDITURES THROUGH 12/31/15	**$54,253**
TOTAL PROJECT ESTIMATE	**$365,300**

SERVICE AREA
Sewer

DEPARTMENT
Water Resources

LOCATION
Riverfront Park Between 9th Street and 13th Street

PROJECT TITLE/PROJECT NUMBER
JAMES RIVER INTERCEPTOR DIVISION 3B / U0329

PROJECT DESCRIPTION
Construction of 1700 feet of 72-inch diameter sanitary sewer interceptor pipeline to replace existing 48-inch pipe. Project is part of the CSO program and will increase the capability of the sanitary collection system to convey waste to the Wastewater Treatment Plant and thus reduce combined sewer overflow volume and frequency.

PROJECT STATUS
Construction to be complete Fiscal Year 2016.

PROJECT MANAGER(S)
James Talian, Water Resources Engineer

APPROPRIATION HISTORY

Date	Source of Appropriation	Amount
07/01/12	FY 2013 CIP	$59,420
07/01/13	FY 2014 CIP	42,710
01/31/14	Council Approval of State Grant	7,607,230
10/31/14	FY 2015 Grant Contingency Realignment	(83,400)
11/18/14	FY 2015 Grant Contingency Realignment	39,600
06/15/15	FY 2015 Grant Funds Realignment	60,505
09/22/15	FY 2015 Grant Funds Realignment	50,568
10/26/15	FY 2015 Grant Funds Realignment	419,132
TOTAL		**$8,195,765**
12/31/15	Expenditures to date	6,383,894
AVAILABLE APPROPRIATIONS		**$1,811,871**

PROJECT BUDGET

Activity	Amount
Design	$95,380
Construction Administration & Inspection	561,617
Construction Administration & Inspection - Railroad	600,000
Construction	6,938,405
Miscellaneous	363
TOTAL	**$8,195,765**

CASH FLOW PROJECTION

CASH AVAILABLE	January - June FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go	16,098	0	0	0	0	0	**$16,098**
State: Grant	1,795,773	0	0	0	0	0	**$1,795,773**
TOTAL CASH	**$1,811,871**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,811,871**

EXPENDITURES THROUGH 12/31/15	**$6,383,894**
TOTAL PROJECT ESTIMATE	**$8,195,765**

SERVICE AREA
Sewer

DEPARTMENT
Water Resources

LOCATION
Concord Turnpike

PROJECT TITLE/PROJECT NUMBER
PRELIMINARY ENGINEERING REPORT and FINAL DESIGN of WASTEWATER TREATMENT PLANT HEADWORKS, STORAGE TANKS, and DISINFECTION FACILITY / U0347

PROJECT DESCRIPTION
Preliminary engineering report and final design of upgrades to the wastewater treatment plant to reduce CSO overflow volume and frequency. Completion of project will allow final design to be used for upgrades of headworks to allow more flow to be pumped into the plant. Approximately 4 million gallons of storage tank capacity to store excess waste during rainfall events, and disinfection facilities to chlorinate combined sewer overflows will be available if storage capacity is exceeded.

PROJECT STATUS
Preliminary engineering began FY 2015. Design to be completed FY 2019.

PROJECT MANAGER(S)
Eric Schrader, Water Resources Engineer

APPROPRIATION HISTORY

Date	Source of Appropriation	Amount
01/31/14	Council Approval of State Grant	$4,400,000
06/30/15	Grant Funds Realignment	(567,276)
06/30/15	VWFRF Funds Realignment	567,276
TOTAL		**$4,400,000**
12/31/15	Expenditures to date	264,003
AVAILABLE APPROPRIATIONS		**$4,135,997**

PROJECT BUDGET

Activity	Amount
Preliminary Engineering Report and Design	$4,400,000
TOTAL	**$4,400,000**

CASH FLOW PROJECTION

CASH AVAILABLE	January - June FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
State: VWFRF	253,006	0	0	0	0	0	**$253,006**
State: Grant	0	1,450,000	1,450,000	1,235,997	0	0	**$4,135,997**
TOTAL CASH	**$0**	**$1,450,000**	**$1,450,000**	**$1,235,997**	**$0**	**$0**	**$4,135,997**

EXPENDITURES THROUGH 12/31/15	**$264,003**
TOTAL PROJECT ESTIMATE	**$4,400,000**

Burton Creek Sewer Interceptor

Green Streets and Parking Lots.

STORMWATER FUND CAPITAL PROJECTS SUMMARY OF APPROPRIATIONS - This summary demonstrates project appropriations for each Fiscal Year along with the expected sources of funding.

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
RESOURCES					
Pay-As-You-Go - Stormwater	$1,125,000	$475,000	$100,000	$295,000	$450,000
General Obligation Bonds	0	0	450,000	305,000	0
Virginia Water Facilities Revolving Fund (VWFRF)	0	0	0	3,000,000	3,000,000
TOTAL ESTIMATED RESOURCES	**$1,125,000**	**$475,000**	**$550,000**	**$3,600,000**	**$3,450,000**
LOCALLY FINANCED PROJECTS					
Coordinated Capital	$150,000	$100,000	$150,000	$200,000	$200,000
Stormwater System Infrastructure Renewal	825,000	250,000	250,000	250,000	250,000
Stormwater System Master Planning	150,000	125,000	100,000	100,000	0
Water Quality Improvements	0	0	50,000	50,000	0
TOTAL LOCALLY FINANCED PROJECTS	**$1,125,000**	**$475,000**	**$550,000**	**$600,000**	**$450,000**
VIRGINIA WATER FACILITIES REVOLVING FUND FINANCED PROJECTS					
Water Quality Improvements	$0	$0	$0	$3,000,000	$3,000,000
TOTAL VIRGINIA WATER FACILITIES REVOLVING FUND FINANCED PROJECTS	**$0**	**$0**	**$0**	**$3,000,000**	**$3,000,000**
TOTAL PROPOSED PROJECTS	**$1,125,000**	**$475,000**	**$550,000**	**$3,600,000**	**$3,450,000**

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 2017	FY 2018	FY 2019	FY 2020	FY 2021
BALANCE FORWARD	**$846,222**	**$782,868**	**$512,868**	**$715,758**	**$415,758**
INCOME					
Pay-As-You-Go - Stormwater	$1,175,000	$700,000	$500,000	$500,000	$500,000
State Grant Proceeds	596,341	119,000	865,970	0	0
General Obligation Bonds	0	0	755,000	0	0
Virginia Water Facilities Revolving Fund Proceeds (VWFRF)	720,305	119,000	865,970	3,000,000	3,000,000
TOTAL INCOME	**$2,491,646**	**$938,000**	**$2,986,940**	**$3,500,000**	**$3,500,000**
CASH FLOW REQUIREMENTS					
Incomplete projects as of July 1, 2016	$1,000,000	$0	$0	$0	$0
FY 2017-2021 CIP Projects	1,555,000	1,208,000	2,784,050	3,800,000	3,600,000
TOTAL EXPENDITURES	**$2,555,000**	**$1,208,000**	**$2,784,050**	**$3,800,000**	**$3,600,000**
BALANCE FORWARD	**$782,868**	**$512,868**	**$715,758**	**$415,758**	**$315,758**

FIVE-YEAR PROPOSED APPROPRIATIONS TO BE FINANCED BY THE CITY

Project Title	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
STORMWATER - NEW CONSTRUCTION					
Coordinated Capital	150,000	100,000	150,000	200,000	200,000
Source of Funding					
Pay-As-You-Go	150,000	100,000	0	145,000	200,000
General Obligation Bonds	0	0	150,000	55,000	0
Stormwater Projects - VWFRF (CIP)	0	0	0	3,000,000	3,000,000
Source of Funding					
State: VWFRF	0	0	0	3,000,000	3,000,000
Stormwater System Infrastructure Renewal	825,000	250,000	250,000	250,000	250,000
Source of Funding					
Pay-As-You-Go	825,000	250,000	0	0	250,000
General Obligation Bonds	0	0	250,000	250,000	0
Stormwater System Master Planning	150,000	125,000	100,000	100,000	0
Source of Funding					
Pay-As-You-Go	150,000	125,000	100,000	100,000	0
Water Quality Improvements	0	0	50,000	50,000	0
Source of Funding					
Pay-As-You-Go	0	0	0	50,000	0
General Obligation Bonds	0	0	50,000	0	0
Total Estimates Proposed FY 2017 - 2021 CIP	$1,125,000	$475,000	$550,000	$3,600,000	$3,450,000
Source of Funding					
Pay-As-You-Go	$1,125,000	$475,000	$100,000	$295,000	$450,000
General Obligation Bonds	0	0	450,000	305,000	0
State: VWFRF	0	0	0	3,000,000	3,000,000
	$1,125,000	$475,000	$550,000	$3,600,000	$3,450,000

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 12/31/15	ESTIMATED COST BEYOND PROGRAM PERIOD	TOTAL ACCUMULATED PROJECT COST
$800,000	50,000	Continuing	Continuing
$6,000,000	1,705,275	Continuing	Continuing
$1,825,000	Continuing	Continuing	Continuing
$475,000	Continuing	Continuing	Continuing
$100,000	Continuing	Continuing	Continuing
$9,200,000			
$2,445,000			
755,000			
6,000,000			
$9,200,000			

SERVICE AREA
Stormwater

DEPARTMENT
Water Resources

LOCATION
Various

PROJECT TITLE/PROJECT NUMBER
COORDINATED CAPTIAL / U0411

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project has a legal or regulatory mandate
Project supports essential services

PROJECT DESCRIPTION
This program will provide for the opportunity to coordinate with the General Fund projects for the construction of water quality Best Management Practices (BMP) above those required of the project in the City's efforts to address Federal and State mandates according to the MS4 Permit and various other Total Maximum Daily Load (TMDL) regulations and requirements, such as the Chesapeake Bay TMDL.

RELATIONSHIP TO COMPREHENSIVE PLAN
Chapter 3, Page 36, Goal PU-2: Manage stormwater to protect residents, property and the environmental integrity of local/regional waterways and ecosystems. Chapter 3, Page 36, Goal PU-3: Improve water quality in the City's streams and James River.

PROJECT MANAGER(S)
Erin Hawkins, Water Quality Manager

PROJECT START DATE 04/2016
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. There will be slight increases in costs per year for inspections and routine maintenance.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Construction	50,000	800,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$800,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	150,000	100,000	150,000	200,000	200,000	**$800,000**
TOTAL	**$150,000**	**$100,000**	**$150,000**	**$200,000**	**$200,000**	**$800,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go	150,000	100,000	0	145,000	200,000	**$595,000**
Local: GO Bond	0	0	150,000	55,000	0	**$205,000**
TOTAL	**$150,000**	**$100,000**	**$150,000**	**$200,000**	**$200,000**	**$800,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Stormwater	**Water Resources**	**Various**

PROJECT TITLE/PROJECT NUMBER
STORMWATER PROJECTS - VIRGINIA WATER FACILITIES REVOLVING FUND (VWFRF) / U0413

PROJECT TYPE
New

DEPARTMENT PRIORITY
Project has a legal or regulatory mandate
Project supports essential services

PROJECT DESCRIPTION

This program will provide funding from the Virginia Water Facilities Revolving Fund for the following: 1) major capital repairs and replacements of City stormwater conveyance systems. 2) 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 3, Page 36, Goal PU-2: Manage stormwater to protect residents, property and the environmental integrity of local/regional waterways and ecosystems. Chapter 3, Page 36, Goal PU-3: Improve water quality in the City's streams and James River.

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. There will be slight increases in costs per year for inspections and routine maintenance.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Construction	1,705,275	6,000,000	Continuing	**Continuing**
TOTAL	**$1,705,275**	**$6,000,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	0	0	0	3,000,000	3,000,000	**$6,000,000**
TOTAL	**$0**	**$0**	**$0**	**$3,000,000**	**$3,000,000**	**$6,000,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
State: VWFRF	0	0	0	3,000,000	3,000,000	**$6,000,000**
TOTAL	**$0**	**$0**	**$0**	**$3,000,000**	**$3,000,000**	**$6,000,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 0% STATE = 100% FEDERAL = 0% OTHER = 0%

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 3, Page 35, Goal PU-1: Provide the citizens of Lynchburg with safe, dependable and affordable services with sufficient system capacities 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.

TOTAL PROJECT COST

Activity	**Prior Appropriations Through 12/31/15**	**FY 2017-2021 Appropriations**	**Beyond FY 2021 Appropriations**	**Total Project Appropriations**
Construction	Continuing	1,825,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$1,825,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY ACTIVITY

Activity	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Estimate**
Construction	825,000	250,000	250,000	250,000	250,000	**$1,825,000**
TOTAL	**$825,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,825,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**	**Program Period Total**
Local: Pay-As-You-Go	825,000	250,000	0	0	250,000	**$1,325,000**
Local: G.O. Bond	0	0	250,000	250,000	0	**$500,000**
TOTAL	**$825,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,825,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Stormwater	**Water Resources**	**Various**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
STORMWATER SYSTEM MASTER PLANNING / U0334	**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 3, Page 35, Goal PU-1: Provide the citizens of Lynchburg with safe, dependable and affordable services with sufficient system capacities to meet the City's long-term requirements. Chapter 3, Page 36, Goal PU-2: Manage stormwater to protect residents, property and the environmental integrity of local/regional waterways and ecosystems.

PROJECT MANAGER(S)
Erin Hawkins, Water Quality Manager

PROJECT START DATE 09/2013
PROJECT COMPLETION DATE Continuing

COMPLETION SCHEDULE

Activity	Complete - Quarter
Consultant Engineering	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.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	475,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$475,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Consultant Engineering	150,000	125,000	100,000	100,000	0	**$475,000**
TOTAL	**$150,000**	**$125,000**	**$100,000**	**$100,000**	**$0**	**$475,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go	150,000	125,000	100,000	100,000	0	**$475,000**
TOTAL	**$150,000**	**$125,000**	**$100,000**	**$100,000**	**$0**	**$475,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 100% STATE = 0% FEDERAL = 0% OTHER = 0%

SERVICE AREA	DEPARTMENT	LOCATION
Stormwater	**Water Resources**	**Various**

PROJECT TITLE/PROJECT NUMBER	PROJECT TYPE
WATER QUALITY IMPROVEMENTS / U0354	**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 3, Page 36, Goal PU-2: Manage stormwater to protect residents, property and the environmental integrity of local/regional waterways and ecosystems. Chapter 3, Page 36, Goal PU-3: Improve water quality in the City's streams and James River.

PROJECT MANAGER(S)
Erin Hawkins, Water Quality Manager

PROJECT START DATE 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. There will be slight increases in costs per year for inspections and routine maintenance.

TOTAL PROJECT COST

Activity	Prior Appropriations Through 12/31/15	FY 2017-2021 Appropriations	Beyond FY 2021 Appropriations	Total Project Appropriations
Construction	Continuing	100,000	Continuing	**Continuing**
TOTAL	**Continuing**	**$100,000**	**Continuing**	**Continuing**

FIVE YEAR PROPOSED PROJECT **APPROPRIATIONS** BY SUB-PROJECT

Sub-Projects	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Estimate
Construction	0	0	50,000	50,000	0	**$100,000**
TOTAL	**$0**	**$0**	**$50,000**	**$50,000**	**$0**	**$100,000**

FIVE YEAR PROPOSED PROJECT **EXPENDITURE CASH FLOW PROJECTIONS** BY SOURCE OF FUNDING

Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Program Period Total
Local: Pay-As-You-Go	0	0	0	50,000	0	**$50,000**
Local: G.O. Bond	0	0	50,000	0	0	**$50,000**
TOTAL	**$0**	**$0**	**$50,000**	**$50,000**	**$0**	**$100,000**

SOURCES OF PROJECT FUNDING FY 2017 - 2021 (%): LOCAL = 0% STATE = 100% FEDERAL = 0% OTHER = 0%