The City of Lynchburg, Virginia

CITY HALL, LYNCHBURG, VIRGINIA 24504 ● (434) 455-3995
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www.lynchburgva.gov

OFFICE OF THE MAYOR

June 28, 2019

Dear Citizens of Lynchburg:

City Council adopted the *FY 2020 Operating and Capital Budget* for all funds on May 28, 2019. This action followed several months of deliberation and review of the Proposed Budget and Capital Improvement Program (CIP). City Council held a budget retreat, seven work sessions, an Open House for citizens to inquire about budget matters, and a public hearing on the Proposed Budget and CIP. A copy of the FY 2020 Budget Resolution outlining the appropriations to various City funds can be found behind the Budget Resolution tab in this document.

Adjustments to the *FY 2020 Proposed Operating Budget* are as follows:

General Fund

	Proposed Operating Budget	Adjustments	Revised Budget
Revenues and Use of Fund Balance			
Revenues	$190,383,914	$322,194	$190,706,108
Use of (Additions to) Committed/Assigned Fund Balance	839,555		839,555
Use of Fund Balance	2,334,908	762,465	3,097,373
Total Revenues and Use of Fund Balance	**$193,558,377**	**$1,084,659**	**$194,643,036**
Expenditures			
Operations	$124,751,159	$272,659	$125,023,818
Debt Service	17,658,473		17,658,473
Schools Operations	42,028,498	862,000	42,890,498
Greater Lynchburg Transit Company (GLTC)	1,728,785		1,728,785
Transfers to Other Funds	1,149,754		1,149,754
Reserves	1,206,800		1,206,800
Capital Improvements	5,034,908	(50,000)	4,984,908
Total Expenditures, Reserves, and Transfers	**$193,558,377**	**$1,084,659**	**$194,643,036**

Details of these adjustments can be found behind the Council Agenda tab in this document.

With the adjustments noted above, the General Fund undesignated fund balance as of June 30, 2020, is projected to be $19,064,183 or 10.0%, of revenues; Council's target for undesignated fund balance is 10% of revenues. It should be noted that it is Council's practice to dedicate funding in excess of the 10% fund balance target to the Capital Improvement Program.

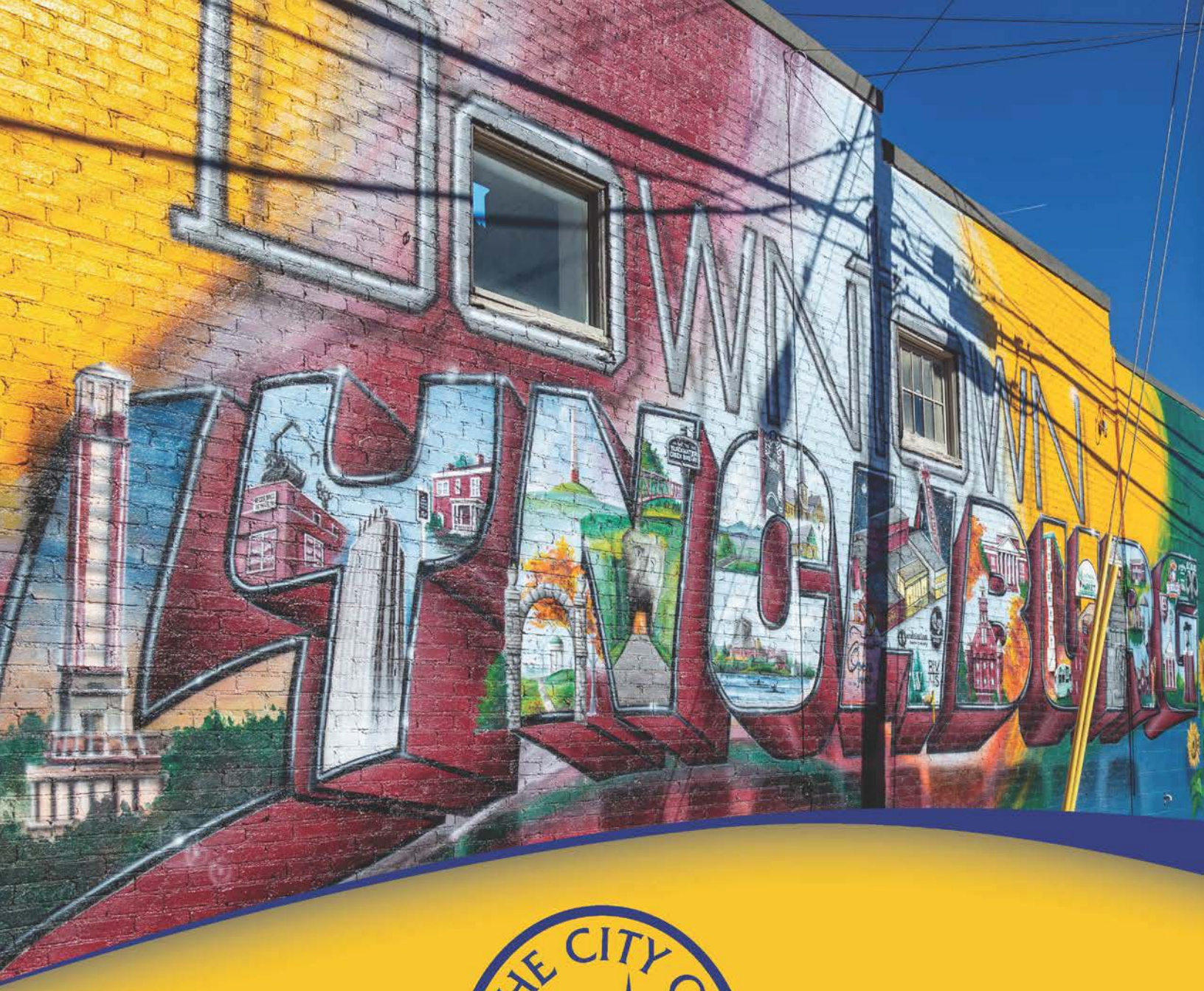
I want to thank City Council and staff for their dedication to public service. I am proud Council has worked together to adopt a budget that will serve us well during this fiscal year.

Thank you.

Sincerely,

Treney L. Tweedy

Treney L. Tweedy
Mayor



ADOPTED

FY 2020 Operating Budget
FY 2020-2024 Capital Improvement Program

ADOPTED

FY 2020 OPERATING BUDGET and

FY 2020 – 2024 CAPITAL IMPROVEMENT PROGRAM

CITY OF LYNCHBURG, VIRGINIA

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

CITY COUNCIL

Treney Tweedy, Mayor, At Large
Mary Jane Dolan, Vice Mayor, Ward I
Jeff S. Helgeson, Ward III
J. Randolph "Randy" Nelson, At Large
Edgar J. T. Perrow, Jr., Ward IV
Sterling Wilder, Ward II
Beau Wright, At Large

CITY MANAGER

Bonnie Svrcek

DEPUTY CITY MANAGER

Reid Wodicka

ASSISTANT CITY MANAGER

John Hughes, IV

CHIEF FINANCIAL OFFICER

Donna Witt

BUDGET STAFF

Starlette Early, Budget Analyst
Megan Palmer, Budget Analyst
Tyler Grachan, Financial Professional III

LEADERSHIP TEAM

Walter Erwin, III, City Attorney
Jeffrey Bandy, City Assessor
Robin Craig, Clerk of Council
Chuck Cramer, Director of Fleet Services
Melissa Foster, Director of Emergency Services
Michael Goetz, Chief Information Officer
Gaynelle Hart, Director of Public Works
Jennifer Jones, Director of Parks and Recreation
James Lowe, Director of Human Resources
David Malewitz, Parking Manager
JoAnn Martin, Director of Communications and Marketing
Marilyn Martin, Director of Libraries
Timothy Mitchell, Director of Water Resources
Tamara Rosser, Director of Human Services
Marjette Upshur, Director of Economic Development and Tourism
Kent White, Director of Community Development
Greg Wormser, Fire Chief
Ryan Zuidema, Chief of Police

SPECIAL ACKNOWLEDGMENT

Cover photograph courtesy of LuAnn Hunt

ABOUT THE COVER:

"We think of the mural as a bit of a "love letter" to this city we love and now call home."
~ Arnulfo Jacinto

Jacinto Enterprises is comprised of husband and wife team Arnulfo and Alisa Jacinto. One division of their business, Jacinto Studios, specializes in custom murals, paintings, and portraits. The other division of their business, AJ Squared Productions, specializes in set design and scenic painting for local theaters, such as the Academy Center of the Arts, Opera on the James, Brookville High School, Liberty Christian Academy, and Forest Dance Academy. Arnulfo "Nuffy" Jacinto, the Art Director, has over 40 years of experience in the professional Art field. He graduated from the University of Southern California's Roski School of Art and Designs with a bachelor's degree in Fine Arts. He went on to work on set designs and became the non-union airbrush supervisor for the motion picture "How the Grinch Stole Christmas" and billboard campaigns such as "Godzilla" and "The Mask of Zorro" and for such clients as The Gap, The Chevrolet Corporation, and Wells Fargo. He and Alisa moved from Southern California to Lynchburg in 2014, and he is currently working toward obtaining his Master's Degree in Teaching and Fine Art from Liberty University. His Master's thesis will center around his original character the Rollerbots© and how to get them animated and produced as a cartoon program.

Many of Arnulfo's illustrations and paintings have depicted subject matter related to events in his life. Growing up, he was bullied by teachers and students alike. He was told that he was unteachable, uncoordinated, could never make a living as an artist, and would even fail as a bum if he attempted that. Even though he had many successes as an athlete and coach at the National and Olympic level, graduated from the University of Southern California, and established himself as an artist and teacher, these words stayed with him for over 40 years. It has only been in the last several years that he feels he has truly broken free. Over the years he found solace and comfort in his art and especially in his cartoon characters called Rollerbots that he created in the summer of 1979. They reflect his love for sports and education in a world to which both children and adults can relate. He has begun incorporating his Rollerbots into illustrations and portraitures. In these instances, the Rollerbot acts as a counterpart to the person depicted or as a surrogate during specific emotional or painful times. The challenge for displaying this emotion is complicated by the fact that the Rollerbots have no faces; therefore, emotions and feelings must be explored in other ways. He will be having an Art Show in 2020 at the Academy Center of the Arts' Ann White Gallery featuring his Rollerbots. His work can also be seen at the Virginian Hotel from February 15 to May 15, 2019 in his Art Show entitled "The Underwater World of Arnulfo M.G. Jacinto, Jr."

Arnulfo is proud to now call Lynchburg home, and has been so honored to have been chosen *Lynchburg Living's* Best Local Artist for 2018 and the Silver Winner in 2019. He was also featured in *Lynchburg Living* magazine (Mar/Apr 2018) and *The Burg* (2018, June 28) in 2018 for his set designs and recent murals downtown.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Lynchburg

Virginia

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

Executive Director

Council Agenda Item Summary ..... See Tab

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LYNCHBURG CITY COUNCIL
Agenda Item Summary

MEETING DATE: **May 14, 2019** AGENDA ITEM #: **18**

CONSENT: REGULAR: **X** WORK SESSION: CLOSED SESSION:
ACTION: **X** INFORMATION: (Confidential)

ITEM TITLE: 1) Adopt and Appropriate the FY 2020 Operating Budget; 2) Adopt the FY 2020-2024 Capital Improvement Program; 3) Adopt and Appropriate the FY 2020 Capital Budget; 4) Adopt a Resolution requiring City Council approval to spend Poverty Initiative funds; 5) Adopt and Appropriate $50,000 of the FY 2020 Reserve for Contingencies for use by the City Manager; and 6) Adopt a Resolution to set the Personal Property Tax Relief Rate.

KEY ELEMENTS:
_X_Economic Development _X_Excellent Government _X_Natural and Built Environment _X_Safe Community _X_Vibrant Community

RECOMMENDATION: Adopt and appropriate the FY 2020 Operating Budget; adopt the FY 2020-2024 Capital Improvement Program; adopt and appropriate the FY 2020 Capital Budget; adopt a resolution requiring City Council approval to spend Poverty Initiative funds; adopt and appropriate $50,000 of the FY 2020 Reserve for Contingencies for use by the City Manager; and adopt a resolution to set the Personal Property Tax Relief Rate.

SUMMARY: Following the April 2, 2019 Public Hearing and further discussion and deliberation on the FY 2020 Budget, Council adjusted the Proposed FY 2020 General Fund Budget as follows:

General Fund

	Proposed Operating Budget	Adjustments	Revised Budget
Revenues and Use of Fund Balance			
Revenues	$190,383,914	$322,194	$190,706,108
Use of (Additions to) Committed/Assigned Fund Balance	839,555		839,555
Use of Fund Balance	2,334,908	762,465	3,097,373
Total Revenues and Use of Fund Balance	**$193,558,377**	**$1,084,659**	**$194,643,036**
Expenditures			
Operations	$124,751,159	$272,659	$125,023,818
Debt Service	17,658,473		17,658,473
Schools Operations	42,028,498	862,000	42,890,498
Greater Lynchburg Transit Company (GLTC)	1,728,785		1,728,785
Transfers to Other Funds	1,149,754		1,149,754
Reserves	1,206,800		1,206,800
Capital Improvements	5,034,908	(50,000)	4,984,908
Total Expenditures, Reserves, and Transfers	**$193,558,377**	**$1,084,659**	**$194,643,036**

Based on City Council's Work Session discussions and decisions regarding the FY 2020 budget, as well as staff adjustments, the following changes have been made to the Proposed FY 2020 Budget:

BALANCING THE FY 2020 GENERAL FUND BUDGET

Revenues and Use of Fund Balance	
Proposed Revenues (from the FY 2020 Proposed Operating Budget)	**$190,383,914**
Use of Fund Balance, Committed/Assigned Fund Balance, and Other	3,174,463
Total Proposed Revenues and Use of Fund Balance	**$193,558,377**
Adjustments: Revenue Summary	
Non-dedicated Revenue Adjustments	**Increase/(Decrease)**
Reduced Net Real Property Tax	($240,906)
Increased Landlord Set Out program for new revenue estimate	4,450
Increased Net Personal Property Tax	264,431
Reduced Amusement Tax	(50,000)
Reduced Communications Sales and Use Tax	(108,916)
Increased Lodging Tax	33,666
Increased Meals Tax	338,492
Dedicated Revenue Adjustments	
Revenue from the State to offset State 3% salary increases for Constitutional Officers and staff	93,802
Reduced Police Report Sales revenue for copies to be compliant with State Code	(12,825)
Use of Fund Balance	762,465
Revenues and Use of Fund Balance	**$194,643,036**
Expenditures, Reserves, and Transfers	
Proposed Expenditures, Reserves, and Transfers (*from the FY 2020 Proposed Operating Budget)*	**$193,558,377**
Adjustments: Expenditures, Reserves, and Transfers	**Increase/(Decrease)**
Added funds for State 3% salary increases for Constitutional Officers and staff	$93,802
Added funds for Census 2020 - Marketing and Outreach Promotion includes newspaper and radio ads, bus ads, printed pieces, water bill inserts, pop-ups, and social media advertising	10,000
Added funds for Korn Ferry - Job Evaluation Manager (JEM) Services software to keep job classification system current (recurring cost of $6,000 annually)	6,000
Added funds to purchase 2 roll-off containers (one 30 yard and one 40 yard) for use with the new Landlord Set Out program; this equipment is fundamental to providing this service	10,000
Added funds for Sheriff's Office - Temporary Detention Orders (TDO) and Emergency Custody Orders (ECO) due to increased volume and to provide relief to Police Officers	35,000
Added funds for 2 City funded Full-Time Sheriff Deputies (Salary $80,000 and Benefits $36,506)	116,506
Added funds for Sheriff's Office additional hours for hourly staff (Hourly $15,000 and Benefits $1,148)	16,148
Added funds for the Virginia Cooperative Extension Office	795
Added funds for Poverty Initiative	25,000
Added funds for City Schools - Operating for State 3%	862,000
Added funds to continue to keep both museums open seven days a week	11,776
Reduced funds for Deputy Clerk of Council full-time position	(52,368)
Reduced funds for Transfer to Capital for the Miller Park Aviary Site Improvements	(50,000)
Expenditures	**$194,643,036**
Balance of Revised Revenues, Use of Fund Balance, and Expenditures	**$0**

Also, State code requires the Personal Property Tax Relief Rate be set at the time the budget is adopted.

Adopting all Resolutions except Resolution C, Discretionary External Service Providers, require a majority vote of all of the members of City Council in attendance, said vote to be taken by ayes and noes.

Adopting Resolution C requires a two – thirds majority vote (i.e. five of seven) among the members elected to City Council, said vote to be taken by ayes and noes.

Fund Balance

With the adjustments noted above, the General Fund undesignated fund balance as of June 30, 2020 is projected to be $19,064,183 or 10.0% of revenues. Council's target for undesignated fund balance is 10% of revenues.

PRIOR ACTION(S): March 12, 19, 26, April 9, 16, 23, and May 7, 2019 – City Council Work Sessions
April 2, 2019 – Public Hearing on the Proposed FY 2020 Budgets for General, Schools, Water, Sewer, Stormwater, Airport, Fleet, and Other Funds, and the FY 2020 - 2024 Capital Improvement Program
April 9, 2019 – Public Hearing on the Proposed Real Property Tax Increase

FISCAL IMPACT: See attached budget resolutions

CONTACT(S): Bonnie Svrcek, City Manager, 455-3990
Donna Witt, Chief Financial Officer, 455-3968

ATTACHMENT(S): Resolutions to:
Adopt and Appropriate the FY 2020 Operating Budget (A-F)
Adopt the FY 2020-2024 Capital Improvement Program (G)
Adopt and Appropriate the FY 2020 Capital Budget (H)
Adopt a Resolution requiring City Council approval to spend Poverty Initiative funds (I)
Adopt and Appropriate $50,000 of the FY 2020 Reserve for Contingencies for use by the City Manager (J)
Adopt a Resolution to set the Personal Property Tax Relief Rate (K)

REVIEWED BY: bms

064A

#R-19-035

A. BE IT RESOLVED that by majority vote the FY 2020 General Fund Operating Budget (excluding External Service Providers and Component Units expenditures) including the revenues and expenditures proposed by the City Manager and revised by City Council be adopted as the annual operating budget of the City of Lynchburg for the fiscal year beginning July 1, 2019 and ending June 30, 2020 and said funds be appropriated:

GENERAL FUND INCOME		GENERAL FUND EXPENDITURES	
Non-Dedicated Revenues		General Government	$12,183,016
General Property Taxes	$83,324,412	Judicial Administration	5,076,774
Other Local Taxes	55,093,840	Public Safety	37,341,613
Permits, Fees, and Regulatory Licenses	835,200	Public Works	19,182,127
Fines and Forfeitures	252,500	Health and Welfare	21,395,510
Use of Money and Property	906,134	Parks, Recreation and Cultural	5,265,445
Charges for Services	3,184,871	Community Development	5,214,126
Miscellaneous	345,147	Non-Departmental	11,431,936
Revenue from the Commonw ealth	6,270,984	Transfer to Other Funds	1,149,754
Dedicated Revenues		General Fund - Debt Service	8,149,350
Revenue from Use of Money & Property		Schools - Debt Service	9,509,123
Charges for Services	4,934,116	Reserves	1,206,800
Recreation Revenue	486,000	Transfer to Capital - City	4,984,908
Parking	529,635	Transfer to Capital - Schools	0
Miscellaneous	2,879,144	**Subtotal**	**$142,090,482**
Revenue from the Commonw ealth			
Categorical Aid - State Shared Expenditures	3,131,823	External Service Providers[1]	$7,933,271
Categorical Aid	20,082,518		
Revenue from the Federal Government	8,449,784	Component Units[1]	$44,619,283
Use of Committed/Assigned Fund Balance and Other	839,555		
Use of (Additions to) Unassigned Fund Balance	3,097,373		
Total	**$194,643,036**	**Total**	**$194,643,036**

[1] *To be considered separately*

Introduced: May 14, 2019 Adopted: May 28, 2019

Certified: _____
Clerk of Council

#R-19-036

B. BE IT RESOLVED that by majority vote the FY 2020 Mandated and Contractual External Service Providers Budget of $7,903,882 proposed by the City Manager be adopted as part of the operating budget of the City of Lynchburg for the fiscal year beginning July 1, 2019 and ending June 30, 2020 and said funds be appropriated:

MANDATED

Blue Ridge Regional Jail Authority	$5,263,707
Central Virginia Planning District Commission (CVPDC)	46,219
Horizon Behavioral Health	567,000
Lynchburg Health Department	747,685
TOTAL MANDATED	**$6,624,611**

CONTRACTUAL

Central Virginia Regional Radio Board (CVRRB)	$684,854
Elizabeth's Early Learning Center	15,854
Lynchburg Humane Society	405,440
Southern Memorial Association (Old City Cemetery)	132,438
Virginia Cooperative Extension Service	40,685
TOTAL CONTRACTUAL	**$1,279,271**

Introduced: May 14, 2019 Adopted: May 28, 2019

Certified: _____
Clerk of Council

#R-19-037

C. BE IT RESOLVED that by two – thirds majority vote (five of seven) the FY 2020 Discretionary External Service Providers Budget of $29,389 proposed by the City Manager be adopted as part of the operating budget of the City of Lynchburg for the fiscal year beginning July 1, 2019 and ending June 30, 2020 and said funds be appropriated:

DISCRETIONARY

Amazement Square - Signal and Rail Car	$267
Central Virginia Alliance for Community Living	15,000
Central Virginia Community College Board (CVCC)	1,955
Virginia Legal Aid Society	12,167
TOTAL DISCRETIONARY	**$29,389**

Introduced: May 14, 2019 Adopted: May 28, 2019

Certified: _____
Clerk of Council

#R-19-038

D. BE IT RESOLVED that by majority vote the FY 2020 Schools Operating Budget, including the revenues and expenditures proposed by the City Manager, be adopted for the fiscal year beginning July 1, 2019 and ending June 30, 2020 and said funds be appropriated:

SCHOOLS INCOME		SCHOOLS EXPENDITURES	
State	$53,670,715	Operations	$99,242,107
Federal	488,500	Grant Funded Expenditures	11,249,561
Grants	11,249,561	**Total**	**$110,491,668**
Local – Operating	42,890,498		
Miscellaneous	2,192,394		
Total	**$110,491,668**		

Introduced: May 14, 2019 Adopted: May 28, 2019

Certified: _____
Clerk of Council

#R-19-039

E. BE IT RESOLVED that by majority vote the FY 2020 Greater Lynchburg Transit Company Budget including the revenues and expenditures proposed by the City Manager be adopted for the fiscal year beginning July 1, 2019 and ending June 30, 2020 and said funds be appropriated:

GREATER LYNCHBURG TRANSIT COMPANY INCOME		GREATER LYNCHBURG TRANSIT COMPANY EXPENDITURES	
Fares	$643,111	Operations	$8,208,978
Contracts	81,837	**Total**	**$8,208,978**
Federal	1,976,112		
State	2,029,762		
Local - Operating	1,728,785		
Partners	1,504,010		
Miscellaneous	245,361		
Total	**$8,208,978**		

Introduced: May 14, 2019 Adopted: May 28, 2019

Certified: _____
Clerk of Council

F. BE IT RESOLVED that by majority vote the FY 2020 budgets of the funds mentioned herein be adopted for the purposes herein mentioned and said funds be appropriated from the funds and resources of the City of Lynchburg for the fiscal year beginning July 1, 2019 and ending June 30, 2020:

FLEET SERVICES FUND INCOME	
Revenues	$6,819,467
Use of (Additions to) Unassigned Fund Balance	(123,109)
Total	**$6,696,358**

FLEET SERVICES FUND EXPENDITURES	
Operations	$6,222,737
Debt Service	473,621
Total	**$6,696,358**

AIRPORT FUND INCOME	
Revenue from Cost Centers	$2,779,183
Interest and Other	36,000
Use of (Additions to) Unassigned Fund Balance	(157,092)
Total	**$2,658,091**

AIRPORT FUND EXPENDITURES	
Operations	$2,554,886
Debt Service	103,205
Total	**$2,658,091**

WATER FUND INCOME	
Charges for Service	$13,204,040
Water Contracts (Amherst/Bedford/Campbell/Industrial)	2,067,484
Interest and Other	332,496
Use of (Additions to) Unassigned Fund Balance	3,167,330
Total	**$18,771,350**

WATER FUND EXPENDITURES	
Operations	$11,101,110
Debt Service	3,870,240
Transfer to Water Capital Fund	3,800,000
Total	**$18,771,350**

SEWER FUND INCOME	
Charges for Services	$18,597,064
Sewer Contracts (Amherst/Bedford/Campbell/Industrial)	4,374,980
Interest and Other	223,150
Use of (Additions to) Unassigned Fund Balance	833,389
Total	**$24,028,583**

SEWER FUND EXPENDITURES	
Operations	$13,173,495
Debt Service	8,355,088
Transfer to Sewer Capital Fund	2,500,000
Total	**$24,028,583**

STORMWATER FUND INCOME	
Charges for Services	$3,171,536
State Categorical Aid	275,000
Interest and Other	53,000
Use of (Additions to) Unassigned Fund Balance	46,513
Total	**$3,546,049**

STORMWATER FUND EXPENDITURES	
Operations	$3,138,374
Debt Service	107,675
Transfer to Stormwater Capital Fund	300,000
Total	**$3,546,049**

CITY/FEDERAL/STATE AID FUND INCOME	
Revenue from the Federal Government	$2,153,555
Revenue from the Commonwealth	985,778
Other	654,049
In-Kind	59,248
Transfer from General Fund	109,431
Total	**$3,962,061**

CITY/FEDERAL/STATE AID FUND EXPENDITURES	
Operations	$3,962,061
Total	**$3,962,061**

COMMUNITY DEVELOPMENT BLOCK GRANT INCOME	
Federal Entitlement	$733,913
Program Income	2,100
Total	**$736,013**

COMMUNITY DEVELOPMENT BLOCK GRANT EXPENDITURES	
Operations	$736,013
Total	**$736,013**

CHILDREN'S SERVICES ACT FUND INCOME	
Miscellaneous	$48,600
Transfer from General Fund	1,843,647
Lynchburg City School Transfer	196,541
Revenue from the Commonwealth	3,910,234
Total	**$5,999,022**

CHILDREN'S SERVICES ACT FUND EXPENDITURES	
Operations	$5,999,022
Total	**$5,999,022**

HOME INVESTMENT TRUST FUND INCOME	
Federal Entitlement	$438,772
Total	**$438,772**

HOME INVESTMENT TRUST FUND EXPENDITURES	
Operations	$438,772
Total	**$438,772**

LYNCHBURG EXPRESSWAY APPEARANCE FUND (LEAF) INCOME	
Pledges/Donations	$0
Use of (Additions to) Unassigned Fund Balance	75,000
Total	**$75,000**

LYNCHBURG EXPRESSWAY APPEARANCE FUND (LEAF) EXPENDITURES	
Operations	$75,000
Total	**$75,000**

REGIONAL JUVENILE DETENTION CENTER FUND INCOME	
Charges for Services	$1,067,476
Intergovernmental	1,816,136
Total	**$2,883,612**

REGIONAL JUVENILE DETENTION CENTER FUND EXPENDITURES	
Operations	$2,850,286
Debt Service	33,326
Total	**$2,883,612**

RISK MANAGEMENT FUND INCOME	
Charges for Services	$964,880
Use of (Additions to) Unassigned Fund Balance	(49,904)
Total	**$914,976**

RISK MANAGEMENT FUND EXPENDITURES	
Operations	$300,550
Insurance and Claims	614,426
Total	**$914,976**

SPECIAL WELFARE FUND INCOME	
Donations and Restitutions	$130,788
Interest	1,200
Revenue from the Commonwealth	5,000
Use of (Additions to) Unassigned Fund Balance	(7,488)
Total	**$129,500**

SPECIAL WELFARE FUND EXPENDITURES	
Operations	$129,500
Total	**$129,500**

TECHNOLOGY FUND INCOME	
Use of Money & Property	$30,000
Transfer from General Fund	566,702
Use of (Additions to) Unassigned Fund Balance	870,463
Total	**$1,467,165**

TECHNOLOGY FUND EXPENDITURES	
Operations	$899,165
Capital Outlay	568,000
Total	**$1,467,165**

Introduced: May 14, 2019 Adopted: May 28, 2019

Certified: Robin Craig
Clerk of Council

#R-19-041

G. BE IT RESOLVED that by majority vote the FY 2020 - 2024 Capital Improvement Program is hereby adopted.

Adopted: May 14, 2019

Certified: Robin Craig
Clerk of Council

#R-19-042

H. BE IT RESOLVED that by majority vote the FY 2020 Capital Budget proposed by the City Manager is hereby adopted and said funds be appropriated from the funds and resources of the City of Lynchburg for the fiscal year beginning July 1, 2019 and ending June 30, 2020 in the total amount of $60,814,082 for the City Capital Projects Fund, $2,686,000 for the Schools Capital Projects Fund, $3,825,000 for the Airport Capital Projects Fund, $6,200,000 for the Water Capital Projects Fund, $7,960,000 for the Sewer Capital Projects Fund, and $2,750,000 for the Stormwater Capital Projects Fund.

Introduced: May 14, 2019 Adopted: May 28, 2019

Certified: Robin Craig
Clerk of Council

#R-19-043

I. BE IT RESOLVED that FY 2020 General Fund Non-Departmental Poverty Initiative funds may only be spent upon approval by a majority vote of City Council.

Adopted: May 14, 2019

Certified: _____
Clerk of Council

#R-19-044

J. BE IT RESOLVED that by majority vote $50,000 of the FY 2020 Reserve for Contingencies funding is appropriated for use by the City Manager for the fiscal year beginning July 1, 2019 through June 30, 2020.

Introduced: May 14, 2019 Adopted: May 28, 2019

Certified: _____
Clerk of Council

#R-19-045

K. BE IT RESOLVED that by majority vote in accordance with Section 58.1-3524 of the Code of Virginia, 1950, as amended, the personal property tax relief rate for the fiscal year beginning July 1, 2019 through June 30, 2020 shall be set at 44.39%.

Adopted: May 14, 2019

Certified: _____
Clerk of Council

March 12, 2019

The Honorable City Council
and Citizens of Lynchburg, Virginia

Mayor Tweedy, City Council and Citizens of Lynchburg,

I am pleased to present to you the *Proposed Fiscal Year (FY) 2020 Operating Budget and FY 2020 – FY 2024 Capital Improvement Program (CIP)* for the City of Lynchburg.

The *Proposed FY 2020 Operating Budget and Capital Improvement Program - All Funds* includes the General, Fleet, Airport, Water, Sewer, Stormwater and other minor funds as well as the Capital Improvement Program and totals $408.1 million, an increase of $30.1 million or 8.0% over the *Adopted FY* 2019 *Operating Budget and Capital Improvement Program - All Funds.* This increase is primarily due to a significant investment in the City's capital assets. *The FY 2020 – 2024 Capital Improvement Program - All Funds* totals $306.2 million with a FY 2020 investment of $83.0 million.

This budget proposal was built on the following "Guiding Principles" as presented at City Council's Budget Work Session on February 12, 2019:

- Preserve first, core service delivery (public health, safety, and welfare), quality of life items second
- Use new revenue as a last resource to accomplish preservation of core service delivery first, quality of life items second
- Comply with City Council Adopted Financial policies
- Use feedback from citizens
- Incorporate Capital Improvement Program debt and pay-as-you-go into balancing
- Preserve talent development and training
- Use results from Collaboratives (Resiliency, Building Human Capital, Livable Lynchburg and Organizational) discussion on budgets to help inform balancing

This *Proposed Budget* aligns with these Guiding Principles and fully complies with City Council's Adopted Financial Management Policies that were reaffirmed March 27, 2018. Fund Balance, Debt Management, Budget, and Investments are the four major components of the City's Financial Management Policies. Details of each of these policies can be found in the General Information section of this document. City Council will be asked to strengthen the Capital Improvement Program component of the financial policies later this spring.

Council's Vision and Major Priorities

On November 1, 2018, City Council conducted a retreat to discuss their major priorities for the next five years. At that meeting, City Council identified a number of priorities that are in the process of being constructed into *The Lynchburg Plan*, a multi-year, organization-wide work plan to achieve City Council's goals. Those goals as stated are as follows:

Focus Area	Goal
The City's Growing and Redeveloping Economy	Expanding and Coordinating Workforce
	Investing in Infrastructure and Connectivity
	Developing and Growing Partnerships
The City's Impactful Schools	Creating a Supportive Learning Environment
	Schools Facilities Planning
	Wrapping Services around Student Success
Exceptional Neighborhoods, Strong Families	Assessing and Understanding Neighborhood Strengths and Challenges
	Creating and Reimagining Beautiful Neighborhoods
	Creating a Culture of Exceptional Public Service Delivery
A Resilient, Agile, and Innovative Organization	A Competitive and Innovative Employer
	Unquestionable Long-Term Viability

As the plan development progresses, specific action items will be assigned to goals and managed over the next five years. This work is in progress and will be finalized in the next several months.

During the past several months, staff has worked together using a collaborative model rather than a more silo-like organization structure. Organizationally we are working in four "Collaboratives" rather than eighteen separate silos. Following is a description of the four Collaboratives:

- **Collaborative for Building Human Capital** consists of the Human Services, Library, Parks and Recreation, Police and Schools
- **Collaborative for Livable Lynchburg** consists of Community Development, Economic Development and Tourism, Parking, and Public Works
- **Organizational Support Collaborative** consists of Assessor, City Manager, Communications and Marketing, Financial Services, Fleet Services, Human Resources and Information Technology
- **Collaborative for Resiliency** consists of Emergency Services, Fire, and Water Resources

These four working groups will work both within their Collaborative as well as with others when required to execute on various elements of *The Lynchburg Plan.*

Performance Measures

For more than a decade, the City has implemented performance measures in its departments. The goal of these measures has been to ensure that services are provided in an efficient, effective, and equitable manner. Departmental performance measures in this document are aligned with one or more of the five strategic core areas: Excellent Government, Safe Community, Natural and Built Environment, Economic Development, and Vibrant Community.

Over the next several months, City department directors and staff will be working to transition these performance measures to metrics that coincide with *The Lynchburg Plan*. While the City's current performance measures have served our community well in the past, we believe it is necessary to move towards developing modern performance measures that provide a clearer sense of outcomes for our community. It is anticipated that the Fiscal Year 2021 Budget will include those changes.

Budget Development

Citizen Engagement

Rather than using traditional citizen engagement (invite citizens to a meeting) prior to budget development, City staff instead went to citizens (Daniel's Hill Community Center, Boonsboro Kroger, GLTC Transfer Station and the Community Market) and asked three questions:

1. *What City services are important to you?*
2. *What City services are least important to you?*
3. *What services do you wish the City provided?*

These same questions were available on the City's website for all City residents to participate. The four "pop-ups" held at the above locations throughout the City yielded 99 respondents and 100 persons responded to the on-line opportunity for feedback on these questions.

The ten most frequently mentioned **important services** were Leaf/Brush Pickup, Police, Fire, Public Works, Recycling, Schools, Emergency Services, Parks and Recreation, Greater Lynchburg Transit Company (GLTC), and Geographic Information Systems.

The ten most frequently mentioned services identified as **least important** were Two-way Traffic Downtown, Parking Enforcement, The Hopper, Beautification Projects, D.A.R.E (Drug Awareness Resistance Education)-*please note this program was discontinued nearly ten years ago*, Traffic Circles, Leaf/Debris Collection, Citizens Academy, Parking Authority, and Recycling.

The most frequently mentioned **desired services** were Curbside Recycling, Better GLTC Services, Better Social Services, Higher Teacher Salaries, Faster Bulk Pickup, Better On-Ramps, More School Funding, Better Animal Control, Better Airline Services, and More Sidewalks.

Balancing Act

As City Council begins its work on this *Proposed Budget,* citizens will have an opportunity to balance the Budget as well. Beginning March 12, 2019, "Balancing Act", an on-line cloud-based civic engagement tool that increases financial transparency and community participation in the budget process will be available on the City's website. Residents can balance the budget as they see fit, subject to the same constraints public officials have. Staff will keep City Council informed of utilization and trends discovered through this new citizen engagement tool.

Budget Instructions

In November 2018 operating departments and component units were asked to submit non-mandated program or service level reductions to achieve a target reduction of at least 5% based on the *FY 2019 Adopted Budget minus dedicated revenues.* Target reductions were adjusted to accommodate increases in health insurance and fleet costs. Net department submitted budgets resulted in less than a 5% reduction overall due to adjustments noted above. When budget instructions were delivered in November, revenue projections were uncertain at best and it was prudent to build this budget with reductions in mind.

All City departments complied with the budget instructions.

BUDGET DEVELOPMENT

- *Departments and Component Units (Schools and GLTC) were asked to submit an approximate 5% reduction from the FY 2019 Adopted Budget; target reductions were adjusted to accommodate increases in health insurance and fleet costs*
- *Lynchburg City Schools submitted a budget equal to FY 2019 plus a request for funding for a 2% cost-of-living adjustment based on General Assembly proposed action and funding to implement the first phase of Salary Study recommendations*
- *FY 2020 revenues are projected to increase $5.5 million or 3.0% over FY 2019 primarily due to real estate reassessment*

Lynchburg City Schools were also asked to submit a budget with a 5% reduction from current year. Lynchburg City Schools submitted a budget equal to its current budget plus a request for funding for a 2% cost-of-living adjustment based on General Assembly action ($1.04 million) and funding to implement the first phase of Salary Study recommendations ($644,000).

Given recent GLTC route improvements, funds for the 5% reduction request have been appropriated from fund balance on a one-time basis rather than reducing routes that were just changed.

HIGHLIGHTS

- *Maintains current services with no tax increase for services in the General Fund; however, an increase in trash decals/bag fees is proposed*
- *Preserves majority of funding for Police Department, Fire Department, Sheriff, Animal Control and Emergency Services*
- *Schools Operating expenditures of $42.0 million equal to FY 2019 Adopted appropriation*

The Budget in Brief

Initial Budget Gap

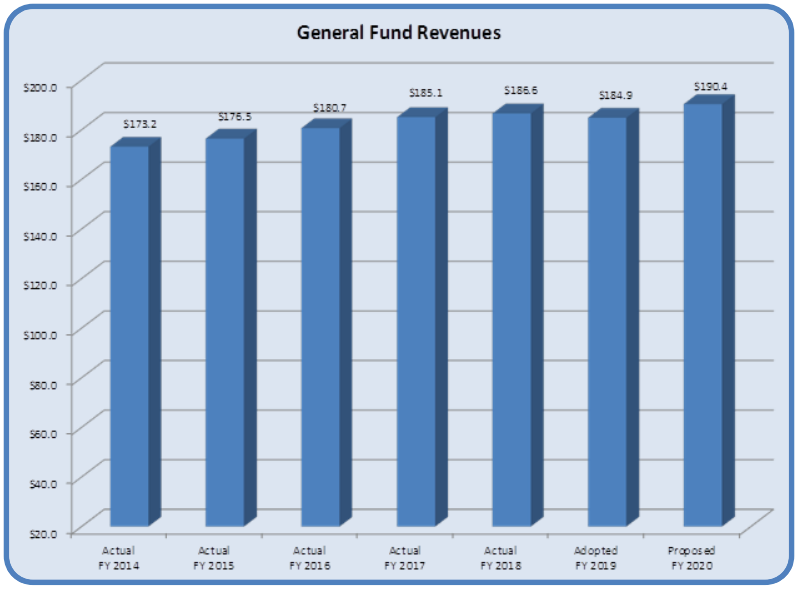
Due to compliance with budget instructions, departments submitted reduced budgets from FY 2019. Coupled with improved revenue projections, particularly due to an increase in real property assessed values, budget staff began the balancing process with a positive gap (revenues less

expenditures) of $5,532,271. Highlights of the funding proposed to be restored follows in the Expenditures section of this Budget Message.

General Fund

Revenues

The General Fund Operating Budget, including Schools, is proposed to be funded with ongoing revenues with one exception.



Residential collection fees are proposed to increase. Decal fees are proposed at $55 for a 32-gallon receptacle (currently $40) and $110 for a 64-gallon receptacle (currently $80). The fee for an individual bag is proposed at $2 per bag (currently $1.25). The fees associated with the City's refuse collection program have not covered its expenses for several years. Initially implemented in 1993, the charge for decals has not changed since its inception over 25 years ago. While the recommended fee increases do not result in balancing the fees with the costs of the service, it does help to more closely align costs of services with the fees paid by users. Additionally, increasing these fees allow the City's long-term recycling program to be continued in its present form. The City has hired a consultant to thoroughly review the trash, bulk and brush collection and disposal program; results of this study will be presented to City Council this fall.

Non-dedicated revenues, or revenues that can be used at the City's discretion, are projected to total $150.0 million, an increase of approximately $4.4 million or 3.0%, over the *Adopted FY 2019 Budget*. Dedicated revenues are ones specifically designated by the federal, state, or city government to be used for particular programs and include charges for services, fees, reimbursement for indirect costs from enterprise funds, federal and state categorical aid, and grants. Dedicated revenues in the *Proposed FY 2020 Budget* total $40.4 million, approximately $1.2 million or just under three percent (2.9%) more than the current year.

Total General Fund Non-dedicated and Dedicated revenues for FY 2020 are projected to be $190.4 million, an increase of approximately $5.5 million or three percent (3.0%) compared to the *Adopted FY 2019 Budget* to support ongoing operating expenditures.

Major General Fund Revenues to support ongoing operating expenditures include the following categories:

Real Property Taxes are projected to total $62.4 million, an increase of approximately $3.8 million or 6.4% from the *Adopted FY 2019 Budget.*

Real Property Tax revenue projections are adjusted for a historically uncollectible percentage of two and one half percent (2.5%, about $1.56 million), rehabilitation tax credits ($941,431) and tax relief for the elderly ($650,000).

The Assessor's Office has completed the biennial reassessment of real property which will take effect on July 1, 2020. Notices to property owners were mailed on March 1st.

The Assessor's Office projects the total real estate value of all property in the City of Lynchburg to be slightly over seven point four billion dollars ($7,419,287,000) in FY 2020, an increase of approximately $364.2 million over FY 2019. Some slight adjustment is possible depending on the results of appeals.

Twenty-four percent (24.2%) of real estate in the City is tax-exempt compared to 24.6% in FY 2019. The total assessed value of taxable real property in the City is estimated to be slightly over five point six billion dollars ($5,623,640,600) as of July 1, 2019, about $306.4 million more than the previous year.

It should be noted that the projected value of real estate is subject to change due to differences to the added value for new construction based on value in place as of July 1, 2019. In addition, new plats recorded before July 1, 2019 may change value estimates. The City has historically excluded real estate values provided by the State Corporation Commission and the Department of Taxation (for Railroads, Pipelines, Electrical Power and Communication Companies) from Land Book values ($205,907,581).

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 $562,364. This revenue source represents just over thirty-nine percent (39.5%) of General Fund non-dedicated revenues.

Adjusting the Real Property Tax rate to produce the same amount of revenue as during FY 2019 would require a reduction from $1.11 to $1.05 per hundred dollars of assessed value (the "equalized tax rate"). Such a reduction, which is not recommended in this budget, would require an adjustment of approximately $3,374,184 to estimated revenues and expenditures for FY 2020.

Because the reassessment will result in an increase of one percent or more in the total real property tax levied, City Council is required to hold a public hearing on the effective tax increase. (Reference, § 58.1-3321 of the Code of Virginia). The public hearing is scheduled for 7:30 p.m. on Tuesday, April 9 in Council Chamber, City Hall.

Local Sales and Use Tax revenue is the third largest portion of non-dedicated revenues received by the City. Sales and Use Tax revenues of $15.7 million are projected to increase from the FY 2019 projection of $15.4 million or about $322,600 or 2.1% based on current trends. It should be noted that the impact of the collection of internet sales tax by the Commonwealth has not been factored into this projection as there has been no guidance to localities on this matter.

Personal Property Tax revenues are projected to be $23.9 million, a decrease of approximately $148,000 or 0.8%. The local share of the Personal Property Tax category totals $18.4 million. The State reimbursement, which is accounted for as Non-Categorical Aid, is stable at $5.5 million.

Electric Utility Consumption Tax revenues are projected to increase to $3.8 million, an increase of $24,350 or 0.6%.

Communications Sales and Use Tax revenues are projected to continue their slow decline, falling $36,399 in FY 2020, to $3.0 million.

Meals Tax revenues are projected to increase from $14.9 million in FY 2019 to $15.2 million in FY 2020 or 1.5%, an increase of $228,708.

Lodging Tax revenue is projected to increase from $2.7 million in FY 2019 to $2.9 million, an increase of $216,300 or 8.0%.

Overall, Non-dedicated General Fund Revenues are projected to grow by 3.0% or $4.4 million compared to less than 0.1% in FY 2019.

Expenditures

Total proposed expenditures, reserves and transfers are $193.6 million or an increase of $945,100 or 0.5% over the *Adopted FY 2019 Budget* of $192.6 million. The majority of this increase is for rising health insurance costs and the Phase I Implementation of the Salary Study offset by a reduction in reserve funding.

Following are highlights of items that are restored from department budget submissions in the *Proposed FY 2020 Operating Budget*:

- Emergency Medical Dispatch (Department of Emergency Services) - $71,639
- Fire Station (Fire Department) - $695,530
- Network Analyst at minimum of salary range (Information Technology) - $77,559
- City sponsored special events (Parks and Recreation) - $30,000
- Neighborhood Center Operations (Parks and Recreation) - $84,636
- Closing one day at the Miller Park Pool and Community Market (Parks and Recreation) - $11,429
- Community Action Team, Traffic Safety Unit, a Forensic Detective, Training Officer - 14 sworn officers (Police Department) - $933,844
- Recycling sites (Public Works) - $165,000

Following are highlights of items that are restored from department budget submissions in the *Proposed FY 2020 Operating Budget (continued)*:

- Computer-Aided Mass Appraisal Software (City Assessor) - $31,104
- Administrative Services Associate (City Attorney) - $41,438
- Citizens Academy, State of the City, and Minor Equipment (Communications and Marketing) - $15,730
- DMV (Department of Motor Vehicles) Select (Commissioner of the Revenue) - $39,214
- Financial Professional III (Department of Financial Services) - $77,740
- Talent Development (Human Resources) - $25,000
- Reducing Saturday hours at the Main Library, Downtown Branch hours, and a part-time Library Assistant (Library) - $40,117
- Advertising, Printing/Binding Services, Sponsorships and Promotional Supplies (Economic Development and Tourism) - $23,500

Following are highlights of major items proposed for funding during development of this *Proposed Budget:*

- Increased funding for building maintenance in the Capital Improvement Program - $2,050,000
- $1,300,000 for a 2% general wage increase for employees meeting or exceeding expectations
- $136,152 increase in the monthly stipend for retirees over the age of 65 who waived the City's health insurance coverage

  (Background: This stipend was implemented in 2006 as a cost-saving measure. At that time, the Over-65 retirees (who were hired before July 1, 1996) were given the option to waive the City's Health Insurance Plan and receive the $57 monthly stipend, which, at the time, was the amount of the premium of the Piedmont Advantage (Medicare) Plan. This option provided the retirees a plan that better coordinated with the Medicare B Plan (in which they are required to enroll at age 65) and eliminated the City paying the administration fees and medical claims for those members. When implemented, the retirees were told that this option would be reviewed annually and the stipend would be adjusted appropriately. However, no adjustments had been made since the stipend's implementation, despite increasing insurance premiums, which are now $119. The City saves $76 per month per retiree, or $912 annually by paying the stipend to the retiree rather than including the retiree in the Plan and covering the cost to do so.)
- $53,743 increase in funding for Animal Shelter Operations at the Lynchburg Humane Society based on contractual obligations

Following are highlights of items that were included in department budget reduction proposals or requested in budget submissions that are not recommended for funding:

- $38,360 decrease in Dues and Memberships (Council/Manager Offices)
- $36,578 decrease due to the elimination of one (1) vacant full-time Travel Counselor in the Office of Economic Development and Tourism. This reduction is also the result of a re-organization in the department resulting from merging Tourism into Economic Development
- $11,776 decrease for part-time Museum staff resulting in reduced hours at the Old Courthouse Museum and Point of Honor
- $14,700 decrease in Minor Equipment and Tools (Fire Department)
- $116,506 decrease for two additional/new City-funded Deputy Sheriffs (Sheriff)
- $16,148 decrease in additional requested hourly funds (Sheriff)
- $50,000 decrease in funding for efforts to reduce poverty and increase median household income due to success in grant funding and an unexpended balance of $128,860 (Non-departmental)
- $37,494 reduction due to shifting a full-time position to hourly (Financial Services)
- $80,000 one-time savings for Mailing Services and $20,000 one-time savings for Banking Services (Financial Services)
- $10,021 savings from hiring personnel at lower rates than predecessors – no service impact (Parks and Recreation)
- $17,139 reduction in Public Relations and Information (Communications and Marketing)
- $32,144 reduction due to shifting a full-time position to part-time (Human Resources)

The proposed budget utilizes no Managed Vacancy Savings for balancing. Any savings realized from less than full employment of all positions throughout the fiscal year will fall to unassigned fund balance in order to be available as pay-as-you-go funding for future capital needs. Department Directors have been directed to not use any managed vacancy funds during the current fiscal year.

Local Contribution to City Schools

Local funding of $51.5 million is proposed for Schools. Of this amount $42.0 million is included for operations and $9.5 million for debt service. 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. A chart reflecting our past history as well as proposed Required Local Effort, Average Daily Membership, and Local Per Student Support for Operations is provided on the next page.

History of Required Local Effort

Fiscal Year	Required Local Effort (RLE)	City Funded	Composite Index (CI)	% Funded Above RLE	Average Daily Membership (ADM)	Local Per Student Support for Operations
2011 Actual	$15,155,956 [1]	$30,341,624	0.3643	100.20%	8,166.90 [1]	$3,715
2012 Actual	$15,456,198 [1]	$31,726,865	0.3643	105.27%	8,248.71 [1]	$3,846
2013 Actual	$16,755,419 [2]	$35,272,769	0.3727	110.52%	8,100.55 [2]	$4,354
2014 Actual	$16,865,432 [2]	$35,639,012	0.3727	111.31%	8,155.12 [2]	$4,370
2015 Actual	$18,769,234 [3]	$36,319,745	0.3680	93.51%	8,273.80 [3]	$4,390
2016 Actual	$17,919,147 [3]	$42,621,770	0.3680	137.86%	8,009.13 [3]	$5,322
2017 Actual	$18,567,018 [4]	$42,873,232	0.3630	130.91%	8,030.67 [4]	$5,339
2018 Actual	$18,626,677 [4]	$38,824,342	0.3630	108.43%	7,978.94 [4]	$4,866
2019 Adopted	$20,110,318 [5]	$42,028,498	0.3700	108.99%	7,922.00 [5]	$5,305
2019 Revised	$19,739,974 [6]	$42,028,498	0.3700	112.91%	7,813.90 [6]	$5,379
2020 Proposed	$19,315,191 [6]	$42,028,498	0.3700	117.59%	7,742.80 [6]	$5,428

[1] The above amounts represent the final FY 2011 and final FY 2012 Required Local Effort based on Chapter 2, 2012 Acts of Assembly (Special Session I).

[2] The above amounts represent the final FY 2013 and final FY 2014 Required Local Effort based on Chapter 1, 2014 Acts of Assembly (Special Session I).

[3] The above amounts represent the final FY 2015 and final FY 2016 Required Local Effort based on Chapter 732, 2016 Acts of Assembly and Final March 31, 2016 ADM.

[4] The above amounts represent the final FY 2017 and final FY 2018 Required Local Effort based on Chapter 1, 2018 Acts of Assembly (Special Session I).

[5] The above amounts represent the projected FY 2019 and projected FY 2020 Required Local Effort based on Governor's Introduced 2018-2020 Biennial Budget (HB/SB 30).

[6] The above amounts represent the projected FY 2019 and projected FY 2020 Required Local Effort based on Amendments Adopted by the 2019 General Assembly to the Governor's amended 2018-2020 Biennial Budget as Introduced (HB 1700/SB 1100).

Note: Final Required Local Effort is based on final March 31 ADM and the final per pupil amounts for each fiscal year.

With a projected enrollment of 7,743 students in FY 2020, local per student support for operations would increase from $5,379 to $5,428.

In the *Proposed FY 2020 Budget* total appropriations for Schools operating, including all activities and funding sources (federal, state, local, grants, and other miscellaneous sources) is estimated to be $109.6 million, an increase of $707,700 from FY 2019 as noted in the table on the next page.

History of Schools Funding Sources

Fiscal Year	Federal	State	Local	Grants	Other	Total Funding All Sources	Increase/ (Decrease)
2011 Actual	$1,008,303	$40,633,718	$30,341,624	$13,260,616	$2,321,371	$87,565,632	
2012 Actual	$579,961	$41,739,601	$31,726,865	$13,386,683	$2,753,520	$90,186,630	$2,620,998
2013 Actual	$763,734	$42,910,042	$35,272,769	$9,713,976	$2,058,929	$90,719,450	$532,820
2014 Actual	$576,797	$43,997,925	$35,639,012	$9,351,810	$1,992,274	$91,557,818	$838,368
2015 Actual	$520,460	$47,583,654	$36,319,745	$10,241,549	$1,896,214	$96,561,622	$5,003,804
2016 Actual	$320,000	$46,855,457	$42,621,770	$10,498,011	$2,856,727	$103,151,965	$6,590,343
2017 Actual	$846,621	$49,308,526	$42,873,232	$11,911,732	$2,233,377	$107,173,488	$4,021,523
2018 Actual	$760,284	$50,836,768	$38,824,342	$11,275,871	$2,290,753	$103,988,018	($3,185,470)
2019 Adopted	$463,500	$52,787,327	$42,028,498	$10,833,374	$2,188,250	$108,300,949	$4,312,931
2019 Revised	$463,500	$53,104,855	$42,028,498	$11,249,561	$2,075,554	$108,921,968	$621,019
2020 Proposed	$488,500	$53,670,715	$42,028,498	$11,249,561	$2,192,394	$109,629,668	$707,700

This proposal does not include additional local funding for Schools. It should be noted the Superintendent of Schools included in her budget request to the City that the Schools could not absorb $1.04 million to award a 2% salary increase to School employees as included in the State budget for State funded positions. In addition, the Superintendent included a supplemental request of $644,000 to fund Phase I of the Salary Study for positions similar to those in the City. With increased local support per student for operations in the past few years coupled with additional funding of $707,700 in FY 2020 and declining enrollment, it is difficult to recommend additional funding for Schools. Since the Schools budget was submitted, per the adopted amendment by the General Assembly, State funding has increased an additional $344,574 bringing the total additional funding to $1,052,274 in FY 2020.

Debt Service

The City finances a large component of the Capital Improvement Program (CIP) with general obligation bonds. In the *Proposed FY 2020 Budget,* funding in the amount of $17,658,473 is included for Debt Service for the City ($8,149,350) and Schools ($9,509,123). This funding represents a decrease of $390,598 or 2.2% from FY 2019, including $292,000 for line of credit interest for capital projects.

Beginning in FY 2018, City Council allocated funding for “On-Time” Debt Financing to assist in addressing our long-term capital improvement needs. This financing tool is proposed to fund borrowing from a line of credit for expenditures related to major projects in the *Proposed FY 2020 – FY 2024 Capital Improvement Program*. The line of credit is used to fund major capital projects that will be repaid on a structured schedule with future issuance of general obligation bonds. We refer to this financing approach as “on-time” debt financing since the line of credit will only be used as funds are needed for these major capital projects. The City will only pay interest on the use of line of credit funds until projects are permanently financed with general obligation bonds. Funding in the amount of $292,000 is included in FY 2020 for interest for “On-time” Debt Financing.

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 2020 debt service as a percent of expenditures is projected to be 7.1%.

Reserves

The *Proposed FY 2020 Budget* includes funding for the following reserve:

General Fund Reserve for Contingencies ***$1,200,000***

The General Fund Reserve for Contingencies funds expenditures during the fiscal year that were unanticipated during budget development. Consistent with City Council's 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. Often, the City is able to use some of its remaining reserve to help fund the next year's reserve. However, due to the flood event at the College Lake Dam which occurred on August 2, 2018, the City is not able to budget any funds to be utilized next year from the General Fund Reserve for Contingencies. The large expenses resulting from that event, coupled with the time it takes to recoup funds from the Virginia Department of Emergency Management, requires that those funds be reserved for present year costs. This will allow the City to cover those costs until emergency management funds are received.

In Fiscal Year 2019, the City funded new or additional reserves that are not proposed for funding in this year's budget:

- ***Other Post-Employment Benefits (OPEB) Reserve*** – The OPEB Reserve was established to address the costs of liabilities associated with post-employment benefits. The City's potential long-term liability is approximately $77 million. In FY 2019, the City added $250,000 to the OPEB reserve and anticipates a Fiscal Year 2019 ending balance of $2,926,475 in the OPEB reserve. Because $250,000 per year negligibly addresses our liability, staff proposes to not fund this reserve in FY 2020. Future review of this reserve is recommended.
- ***Drug Court Program Reserve*** – Beginning in FY 2017, a multi-disciplinary team from various agencies in the City created an alternative to incarceration for persons who have drug or alcohol dependency issues. This reserve was created to support Drug Court expenditures; however, no funds have been spent. As a result, staff recommends not adding to this reserve. At the end of FY 2019 this reserve will have a balance of $50,000.
- ***Concord Turnpike Maintenance Reserve*** – This reserve was created in FY 2018 to serve as a resource for repairs to the gas collection system at the closed landfill at Concord Turnpike. Staff recommends that a more robust analysis of the future capital needs of this system be conducted to determine an appropriate funding level and a project be added in a future iteration of the Capital Improvement Plan. At the end of FY 2019, the total amount available in this reserve is $50,000.

In Fiscal Year 2019, the City funded new or additional reserves that are not proposed for funding in this year's budget *(continued)*:

- ***Long-Term "On-Time" Debt Financing Reserve*** – In FY 2018, the City began funding this reserve to prepare for a variety of large projects. In FY 2019, the City added $875,000 to this reserve, bringing its balance to $1,250,000. The *FY 2020 Proposed Budget* includes a portion of this amount to be utilized for one-time capital improvement projects, reducing the use of debt for smaller projects, rather than setting additional funding aside. A balance of $750,000 remains in this Reserve.
- ***Citywide Salary Study and Implementation Reserve –*** The FY 2019 Budget included a reserve for Phase I implementation of a salary study then under development. Phase I of the study was implemented in February 2019. Phase II funding will be considered in the development of the *FY 2021 Operating Budget.* The total cost of implementation of salary study recommendations in the General Fund is projected to cost $4.5 million. An additional $2.3 million will be needed in future years to fully fund recommendations in the General Fund.

Fund Balance

City Council's Financial Management Policies require an Unassigned Fund Balance equal to 10% of General Fund revenues. These funds are only to be used in the event of a major emergency or other highly unusual unanticipated expenditure. 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 three fiscal years. The *Proposed Budget* provides for a 10.4% fund balance, amounting to $19,826,000 million. It also recommends utilizing $2.3 million in Previous Fiscal Year Unassigned General Fund Balance for pay-as-you-go capital outlay compared to $4.6 million in FY 2019.

Personnel Highlights

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 personnel costs over the entire General Fund are over sixty-three percent (63.4%) of the budget, within the individual departmental budgets personnel costs can exceed ninety percent (90%) of expenditures.

HUMAN RESOURCES HIGHLIGHTS

- *A 2.0 % general wage increase proposed*
- *Full year implementation of Phase I of the Citywide Salary Study*
- *Increase of $1,248 in medical premiums per member*
- *Increase in stipend for pre-1996 retiree health benefits*

A stable and proficient workforce is the cornerstone of effective service delivery to the community and the operating budget reflects the investment made in the City's employees. The foundation of the City's compensation plan rests on the goal of attracting and retaining employees who are qualified, competent, and representative of the community. We strive to offer 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.

Our organizational talent is our most important asset in accomplishing our mission to deliver services to City residents, workers and visitors in an efficient, effective and equitable manner and to build a stronger community. As such, it is critically important that we fully understand whether our salary and benefits structure is competitive with the market.

The results of the Citywide Salary Study and Implementation Plan were presented to City Council earlier this year. Phase I Implementation addressed moving all employees to the minimum of the market and addressing the most urgent needs of departments based on recruitment, retention, years of service and performance. It is anticipated that funds will be available in FY 2021 and beyond to fully implement the recommendations of the Salary Study.

It is critical to make ongoing salary adjustments to stay competitive in the market. To do this, it is recommended City Council make such adjustments on at least a biannual basis in reassessment years. As a result, a 2% general wage increase is proposed for all employees meeting or exceeding expectations. A one-percent (1.0%) general wage increase in the General Fund equals $650,000.

The General Fund workforce supported by the *Proposed FY 2020 Budget* totals 1,097.05 Full-Time Equivalent (FTE) employees, comprised of 957.83 full-time classified (compared to 959.70 in the *Proposed FY 2019 Budget*), 47.95 part-time classified, 1 grant full-time, 37.27 hourly, and 53 State-funded positions. The City's workforce in all funds totals 1,342.16 FTEs. This includes 1,160.93 full-time classified, 53.44 part-time classified, 31.38 grant funded, 43.41 hourly and 53 State-funded positions.

Capital Improvement Plan

Lynchburg is a historic and vibrant community. Like other cities of its age and character, Lynchburg boasts a well-developed array of public infrastructure assets that helps to make the community what it is. A highly connected road network allows for easy transportation and makes everyday life and commerce possible; a robust public school system develops the next generations of our City; and a variety of other public buildings, facilities, and amenities allow our quality of life to rival or exceed other localities in the region and state. However, also like other cities, Lynchburg has a significant need to reinvest in its public assets to ensure that services can continue to be delivered using these, or newly re-developed, important community assets. Over the last two decades, Lynchburg has worked diligently to make improvements to its publicly owned infrastructure.

Following the guidance of Lynchburg's leaders over the last twenty years, the *Fiscal Year 2020 Proposed Budget* provides recommendations for a variety of important capital projects that demonstrate a renewed focus on the capital assets that make life in Lynchburg of the highest quality possible. This year's budget development process included a complete revision to the City's Capital Improvement Plan, ensuring the plan's long-term viability. This process has ensured that the City's assets will be maintained where possible, replaced when necessary, and further developed to ensure that we are maximizing their potential. A long-term funding strategy wraps around the planned projects to ensure that the City will remain financially solvent and impacts to taxpayers are minimized to the best extent possible.

The City has, since FY 2001, applied a portion of undesignated fund balance above ten percent (10%) of General Fund Revenues to pay-as-you-go capital construction for smaller projects. The *FY 2020-2024 Proposed Capital Improvement Plan* continues this tradition, but adds additional funds to complete important maintenance projects. This dedicated funding source for maintenance projects will ensure that in the future, there are resources available to do basic facility maintenance projects that have, in some cases, been delayed or deferred in the past several years. In FY 2020, the pay-as-you-go funding from undesignated fund balance is $2.3 million, compared with $4.6 million in FY 2019. This budget also directs $2.1 million available from growing revenues and repurposed reserves to pay for one-time capital projects in the coming five years.

A list of the one-time (pay-as-you-go) capital projects recommended for funding in FY 2020 is provided on the following page. Additionally, the Capital Improvement Plan section of this document provides a robust analysis of all capital projects, including multi-year and debt funded projects, planned for the next five years.

FY 2020 PROPOSED GENERAL FUND
PAY-AS-YOU-GO CAPITAL PROJECTS

Buildings	
Major Building Repairs and Improvements (Multiple Projects)	$1,358,000
Total Buildings	**$1,358,000**
Transportation	
Public Transit Improvements (GLTC)	$693,000
General Street Improvements	500,000
Retaining Wall Replacement/Repair	50,000
Total Transportation	**$1,243,000**
Economic Development	
Downtown Development (Academy Center of the Arts)	$500,000
Downtown Development (2040 Master Plan)	400,000
Street and Utility Extensions to Promote Economic Development	250,000
General Development Support	250,000
Total Economic Development	**$1,400,000**
Parks and Recreation	
Athletic Field Maintenance (Multiple Projects)	$90,000
General Park Maintenance	89,000
Parks Paving and Lighting/Reconstruction (Multiple Projects)	251,000
Miller Park Aviary Site Improvements	50,000
Total Parks and Recreation	**$480,000**
Miscellaneous	
Radio Replacements	$203,908
Total Miscellaneous	**$203,908**
Reserves	
City Baseball Stadium Capital Maintenance Reserve	$100,000
Snow, Streets, and Bridges Reserve	250,000
Total Reserves	**$350,000**
TOTAL GENERAL FUND PAY-AS-YOU-GO	**$5,034,908**
FUNDING SOURCES	
Pay-As-You-Go: FY 2018 Unassigned Fund Balance above the 10% target	$2,334,908
Pay-As-You-Go: Additional Transfer from the General Fund	2,050,000
Pay-As-You-Go: Use of Long-Term On-Time Financing Reserve	500,000
Pay-As-You-Go: Use of Greater Lynchburg Transit Company (GLTC) Reserve	150,000
TOTAL FUNDING SOURCES	**$5,034,908**

Airport Fund

The Lynchburg Regional Airport is budgeted as a separate fund to clearly delineate its financial operations. Cost center revenues will more than cover total expenditures of $2.7 million. This represents a 3.6% or $91,923 increase from the current year. The increase is primarily due to the addition of a part-time custodial position to overcome chronic turnover issues; continued rehabilitation of the 20-year-old rental car service facility; an increase for employee health insurance; increased costs for retiree benefits; and, anticipated payroll market adjustments. Airport revenues will exceed expenditures for the fifth straight year and will result in no General Fund subsidy for airport operations. Instead, approximately $157,000 in operating surplus will be allocated to support capital pay-as-you-go investments in the airport.

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 $6.7 million for Fleet Services is a decrease of one and one half percent (1.5%), or $103,799 compared to the FY 2019 Adopted Budget of $6.8 million. The *Proposed Budget* recommends replacing thirty-four (34) vehicles and assorted equipment in the General Fund; including a Fire Pumper and an ambulance that cost a total of $950,000, four (4) vehicles in the Water Fund, four (4) vehicles in the Sewer Fund, and one (1) vehicle in the Fleet Fund. The total cost of vehicle and equipment replacement in FY 2020 is $3.3 million or $180,000 more than FY 2019.

Water Resources

The Department of Water Resources manages the Water Fund, Sewer Fund, and Stormwater Fund. Each operates as an enterprise fund and requires no subsidy from the General Fund. Each fund also provides payments to the General Fund through an indirect cost allocation for financial, human resources, procurement, fleet, legal and management support.

WATER FUND HIGHLIGHTS

- *No rate or service charge increase proposed*
- *Increased consumption from contract customers*
- *Recognizes decreased water sales to Amherst, Bedford and Campbell counties*
- *Realigned one full time and two part-time positions from the Sewer Fund to better address customer needs*

Water Fund

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 twelve straight years for continuously producing drinking water that is three times cleaner than the Environmental Protection Agency requires. The City's water system is characterized as having very low water rates. Lynchburg's water bill for an average domestic customer is 36.3% lower than the state average or about $12 less per month for a

typical household. In addition to serving approximately 23,000 City accounts, water is sold by contract to the counties of Amherst, Bedford, and Campbell and to two large industrial customers.

The most significant challenge for the water fund is the ongoing need to replace and renew aging waterlines. The typical useful life of a waterline is 100 years, currently we have over 50 miles of waterline that is over 100 years old and to keep pace another 4.6 miles of waterline should be replaced annually. Priority areas include the water system in the Central Business District and replacement of small water mains to increase capacity and fire flow.

Overall Water Fund revenues are projected to increase approximately $625,000 in FY 2020. This is a result of a combination of increased revenues mostly from Sewer Fund and Stormwater Fund charges for Water Fund administration costs, additional interest earnings, and an estimated 60 days of one million gallons of per day of water purchases during the construction of the Wastewater Treatment Plant Combined Sewer Overflow (CSO) Upgrade Project. Therefore, no volume rate increase and no monthly service charge increase for FY 2020 is recommended.

Operating expenditures and debt service are projected to increase from $14.7 million to $15.0 million. Operating expenses are expected to total $11.1 million with debt service of $3.9 million. A transfer of $3,800,000 is proposed for pay-as-you go funding for capital projects reflecting an increase of $1,400,000 compared to FY 2019.

The unrestricted cash balance in the Water Fund is projected to be at 39% of total fund operating expenditures for FY 2020 compared to City Council's policy to maintain a fund balance of between twenty-five and forty percent (25% - 40%). The projected debt coverage ratio for the end of the fiscal year is 1.21 which is above Council's financial policy minimum target of 1.20.

Sewer Fund

The City's sewer system serves Lynchburg and portions of the surrounding counties. Although operated by the City, the Regional 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. The Department's commitment to environmental protection is evident by the various environmental programs we offer and the performance of our facilities. The Regional Wastewater Treatment plant has once again received *National Association of Clean Water Agencies Gold Peak Performance Award* for continuously and consistently meeting and exceeding permit requirements. Additionally, since the CSO Program began, the City has had among the highest sewer rates in the state. Now for the first time in nearly three decades our sewer rates are equal to the state average.

SEWER FUND HIGHLIGHTS

- *No change in sewer volume rate or monthly service charge*
- *Increase in contract revenues*
- *Decrease of two positions due to realignment to the Water Fund to better address customer needs*
- *Increased capital investment*

The Sewer Fund is challenged by an aging infrastructure, increasing regulation, and higher costs in a number of areas. The most significant challenge for the Sewer Fund continues to be CSO Projects,

including a $54 million upgrade to the Regional Wastewater Treatment Plant. Other challenges include the ongoing maintenance and replacement of the sewage collection system, much of which is also well beyond its useful life or lacking adequate capacity.

In the *Proposed FY 2020 Budget* total revenues in the Sewer Fund are projected to increase by approximately $745,000 from $22.5 million to $23.2 million. This increase in revenues is primarily resulting from a $300,000 increase in Septic Hauler Charges, a $515,000 increase in Contract Revenues due to Campbell County's agreement to make a single Pay-Go payment rather than use long-term financing available from the City for their allocated share of the new Burton Creek Interceptor, and a $90,000 increase in additional interest earnings. An offset to these increased revenues are projected to have a $155,000 decrease in Industrial Surcharges due to decreased loadings from four of our larger customers. As a result of FY 2020 projected revenues, no volume rate increase and no monthly service charge increase for FY 2020 is recommended.

Overall operating expenditures and debt service combined in FY 2020 of $21.5 million, essentially the same combined total as FY 2019. Operating expenses are expected to total $13.2 million with debt service of $8.3 million. Transfers to Sewer Capital Fund for pay-as you go funding for capital projects will increase by $500,000 from $2 million in FY 2019 to $2.5 million in FY 2020.

The unrestricted cash balance in the Sewer Fund is projected to be at 29% of total fund operating expenditures for FY 2020 compared to City Council's policy to maintain a fund balance of between twenty-five and forty percent (25% - 40%). The projected debt coverage ratio at end of fiscal year FY 2020 is 1.27 which is above Council's financial policy target minimum of 1.20.

Stormwater Fund

In the *Proposed FY 2020 Budget* for the Stormwater Fund total revenues are projected to remain the same as FY 2018 at $3.5 million. There is no change in the $4.00 per single family unit (SFU) monthly stormwater management fee or transfer from the General Fund. The stormwater rate has remained unchanged since it was first implemented in FY 2013, making it among the lowest in the state.

STORMWATER FUND HIGHLIGHTS

- *No change in the monthly stormwater management fee*
- *Complies with City Council's fund balance policy*
- *Maintains compliance with the City's Municipal Separate Storm Sewer System (MS4) permit*
- *$300,000 capital investment proposed*

Operating expenditures and debt service are projected to increase from $3 million to $3.2 million. Operating expenses are expected to total $3.1 million with debt service of $100,000. Transfer of $300,000 is proposed for pay-as-you go funding for capital projects reflecting a decrease of $375,000 compared to FY 2019.

The unrestricted cash balance in the Stormwater Fund is projected to be 20% of total fund operating expenditures for FY 2020 compared to City Council's policy to maintain a fund balance of between fifteen and twenty percent (15% - 20%). The projected debt coverage ratio for the end of the fiscal year is 3.9 which is greater than Council's financial policy minimum target of 1.20.

Outstanding Issues and Looking Ahead

A few major issues loom as City Council moves through discussion and deliberation on the *FY 2020 Proposed Budget and FY 2020-FY 2024 Capital Improvement Program:*

- Funding for Lynchburg City Schools (LCS) is a challenging proposition, both for operations and capital improvements. While enrollment has been declining on average about 100 students per year since FY 2015, there is evidence that challenges in the classroom are increasing. The School's capital plant is aging and requires investment. City Council and the School Board have recommended a Task Force to address Long-term Facility Needs. Facility needs can only be addressed if classroom needs are studied and addressed. This Task Force is anticipated to build on the foundation of the new LCS Strategic Plan expected to be completed during Fall 2019. In the next few months, a charter for the Task Force will be created and Task Force leadership and membership will be determined.
- Refuse collection and disposal will be an issue in the coming year. The City's trash collection process is under review with consultant recommendations expected this fall. As a result of actions taken by governing bodies in the region, the waste disposal environment is likely changing as well with the Region 2000 Resource Authority. The consultant will evaluate this evolving dynamic as well.
- Best and leading practices in creating affordable housing stock is being researched as requested by City Council. A portion of the U. S. Department of Housing and Urban Development (HUD) Section 108 loan funds repaid for the Bluffwalk (Craddock-Terry Hotel) project is proposed to be used to incentivize the creation of affordable housing through the rehabilitation of existing housing stock. Due to HUD regulations, these funds cannot be appropriated until a more specific project is identified.
- Continued investment in the City's infrastructure and capital assets is imperative. A new Police Headquarters, Lakeside Drive Bridge/College Lake Lakebed Improvements/Dam Removal, Downtown Water Main Replacements and Streetscape Improvements, Implementation of the Downtown 2040 Master Plan and ongoing building maintenance are capital improvement program priorities.
- Census 2020 will be a major effort. A Complete Count Committee is under development. Results of Census 2020 will reveal the City's progress in increasing median household income and reducing poverty. The City will continue to facilitate the many efforts underway through Bridges to Progress. Resources need to be identified to promote the importance of a complete count.

Despite the challenges of being an aging Virginia City, we are focused and firm in our commitment to strengthening ourselves as a thriving City. We strongly believe that this can be accomplished by a disciplined and strategic approach to managing the priorities of the City.

Following Council's deliberations and adoption of the *FY 2020 Budget and FY 2020 – FY 2024 Capital Improvement Plan,* staff will bring forward proposed goals and objectives to support the priorities noted above.

Logistics and Moving Forward

The *Proposed FY 2020 Budget* is offered for City Council consideration, deliberation, amendment, and adoption. During the next several weeks, City staff will guide Council through the *Proposed FY 2020 Budget* document. Council will have the opportunity to seek additional information from the representatives of the various departments and agencies seeking funding in FY 2020. Work sessions will be held on Tuesday afternoons throughout the months of March and April.

Revenue projections in the *Proposed FY 2020 Budget* are based on an analysis of actual revenues and trends up to January 1, 2019. Staff will re-examine revenues after April 1, 2019, and recommend appropriate adjustments, if any, during final budget balancing.

A public hearing on the *Proposed Budget* is scheduled for Tuesday, April 2, 2019, beginning at 7:00 p.m. in Council Chamber.

A public hearing on the proposed increase in real property tax is scheduled for Tuesday, April 9, 2019, beginning at 7:30 p.m. in Council Chamber, City Hall.

Copies of the *Proposed FY 2020 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.

Conclusion

During consideration of the *FY 2018 Proposed Budget*, City Council was clear that future expenditures be funded with organic growth in revenues. I am pleased to present a budget to you for the second consecutive year that is indeed resourced with organic growth in revenues and consistent with the Guiding Principles that I communicated to the Budget Development team at the beginning of the process.

I offer the following information for Council's consideration should you have any interest in increasing revenues to address either or both of the aforementioned concerns or any other matters that may emerge through your deliberations.

Revenue Source	Basis of Increase	Revenue Generated
Real Estate Tax	One cent ($0.01) per $100 assessed value	$564,000
Meals Tax	Increase in rate from 6.5% to 7.0%	$1,150,000
Lodging Tax	$1/per room per night	$381,000
Motor Vehicle License Tax to State Maximum	$29.50 to $40.75 $34.50 to $45.75	$529,000

In closing, staff is prepared to provide any assistance and/or additional information as Council works towards budget adoption.

Acknowledgements

I am beyond fortunate to be supported by an extraordinarily talented team who are the backbone of creating this budget for your consideration. Donna Witt, Chief Financial Officer and her team of Megan Palmer and Starlette Early, Budget Analysts in the Budget Office as well as Reid Lanham, Accounting Operations Manager and Deputy City Manager Reid Wodicka worked tirelessly to bring forward a responsible and balanced budget. Assistant Financial Services Director Rhonda Allbeck and Tyler Grachan, Capital Improvement Program Accountant round out the Budget Team. These employees are second to none in providing valuable analysis, review, and logistical support in the development and production of this budget document. Deputy City Manager Reid Wodicka was a welcome addition to this year's budget team particularly in his work to reset the City's capital improvement program and in writing components of this budget message. Water Resources Director Tim Mitchell and Water Resources Accountant John Rosser, Airport Director Mark Courtney and Airport Accountant Wes Campbell, and City Assessor Jeff Bandy were all instrumental in writing sections of this message as well.

I am grateful for Department Directors and staff who work tirelessly every day to bring exceptional services to our citizens. While we are far from perfect, I know that everyday City employees work to support our Mission of building a stronger community.

I am most grateful and privileged to work with a City Council that has recognized particularly this year the importance of City employees that work every day to deliver the best to our citizens balanced with maintaining and improving the City's capital assets.

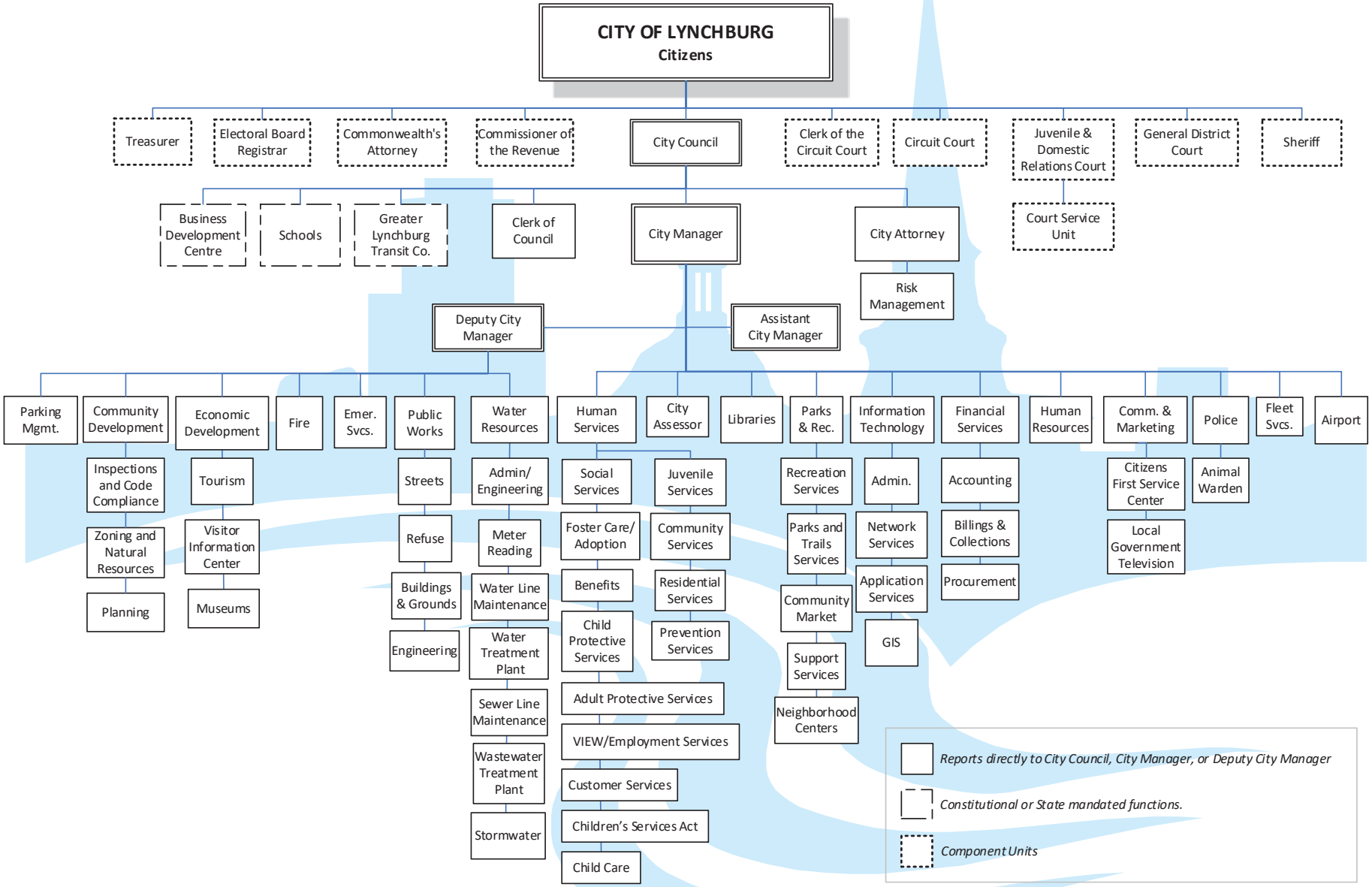
Thank you.

Sincerely,

Bonnie Svrcek

Bonnie Svrcek
City Manager

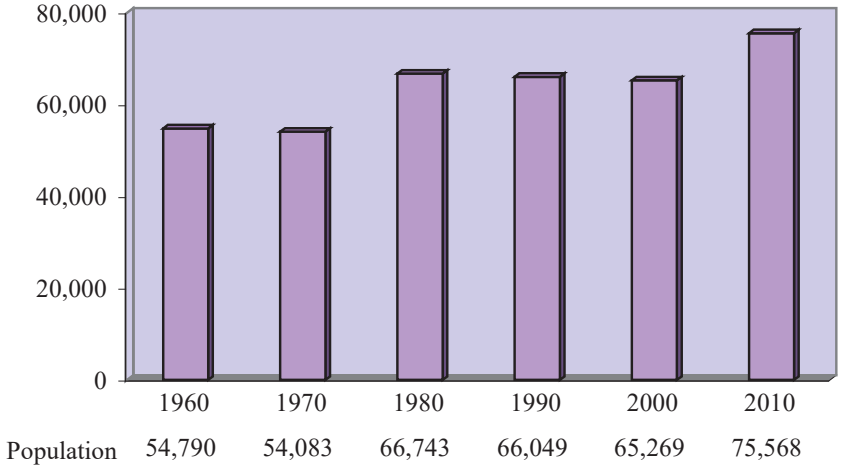
Organizational Structure



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

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

Population by decade (U. S. Census Bureau)



Note: The most recent figure from the Weldon Cooper Center for Public Service (www.coopercenter.org) estimates the City's July 1, 2018, population to be 81,339.

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 of over 23 miles. 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 nine community centers (including the Templeton Senior Center).

In FY 2017, five focus areas were identified as priorities critical to the City's future: Economic Development, Infrastructure, Poverty Reduction, Workforce Development and Customer Service. These focus areas address City Council's four priorities and staff's desire to extend Disney-like customer service. During FY 2018 staff developed a work plan to strategically address these focuses.

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 Service Areas Linked to Key Elements

- **Vibrant Community:** Arts and Culture, Citizen Engagement and Social Capital, Healthy and Active Living, Lifelong Learning, Safe Community, Neighborhoods, Natural Resources
- **Natural & Built Environment:** Infrastructure, Natural Resources, Land Use, Transportation, Neighborhoods, Economic Development
- **Safe Community:** Citizen Engagement and Social Capital, Land Use, Safe Community, Economic Development, Transportation
- **Economic Development:** Infrastructure, Economic Development, Transportation, Land Use, Arts and Culture, Natural Resources
- **Excellent Government:** Fiscal Responsibility, Good Governance

FY 2018
(July 1, 2017 – June 30, 2018)
Accomplishments and Recognitions

ECONOMIC DEVELOPMENT

The Lynchburg business community continues to lead the regional economy with significant capital investment and job creation. Commercial building permits in 2018 totaled more than $148.5 million in real property improvement and 352 jobs have been created through programs tracked by the Office of Economic Development. $3.4 million was available from local, state and federal programs through the Office of Economic Development to businesses in the City of Lynchburg. Framatome announced that they would move their headquarters to Lynchburg and Tessy Plastics announced a $9.2 million expansion. Enterprise Zone grants leveraged more than $16.2 million in private commercial and industrial investment.

The 2017 Commonwealth Games, known as Virginia's Olympics, brought more than $2.6 million in economic impact to the City of Lynchburg. In 2019, the City and Liberty University will host the State Games of America, welcoming 15,000 athletes from at least 32 states to compete.

Since 2002, private investment has more than doubled real estate values in Downtown Lynchburg. Downtown hosts over 430 businesses and has added more than 900 residential units. The City has seen substantial growth in tax revenues in the last five years; over $12.7 million was generated from 2012-2017 by business license, meals, lodging, amusement and utility taxes.

The City of Lynchburg was selected to receive two Excellence in Economic Development Bronze Awards for promotional projects: Lynchburg Innovation Week and "This is Lynchburg: Welcome Home" video by the International Economic Development Council (IEDC). IEDC's prestigious awards program recognizes the world's best economic development marketing materials, programs and partnerships, honoring organizations and individuals for their efforts in creating change in urban, suburban, and rural communities. Lynchburg was awarded in the population category ranging from 25,000 to 200,000.

LYNCHBURG CITY SCHOOLS

Lynchburg City Schools (LCS) continues to see more schools receive full accreditation from the state. In FY 2018, LCS has 12 fully accredited schools, up from seven the previous year. LCS has seen double digit gains in reading and math at various grade levels for several schools.

INFRASTRUCTURE

Infrastructure improvements in FY 2018 included the completion of the first phase of the Downtown Utility Line and Streetscape Improvements, extensive work on the Timberlake Road and Logan's Lane intersection, the widening of Wards Ferry Road and the replacement of the Main Street Bridge over the Expressway. New projects underway included the third phase of Fifth Street Streetscape that coincides with Utility Line Improvements and the design for the second phase of the Downtown Utility Line and Streetscape Improvements.

TECHNOLOGY

The City once again was recognized nationally as a leader in using information technology to assist in service delivery. e.Republic's Center for Digital Government and Digital Communities Program ranked Lynchburg first among city governments in the 75,000 – 124,999 population category in its 16th annual Digital Cities Survey. Lynchburg has been ranked in the top ten for fourteen consecutive years, being ranked first for communities of its size in three of those years, including 2017.

TRANSPORTATION

Greater Lynchburg Transit Company (GLTC) provides critical public bus service for Lynchburg citizens. Services provided include a paratransit bus, a free service route on Saturdays for the disadvantaged to a grocery store, and a free bus loop service for downtown.

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 up to 6 daily departures with a projected yearly passenger count of 167,000. Commercial service is provided by American Airlines with 80%+ passenger loads resulting in continuing increases in airport revenues. Through its Air Service Development Partnership with the Lynchburg Regional Business Alliance 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.

PUBLIC SAFETY

The City as named as one of the top 100 safest cities in the country to retire by SecurityChoice.com. A total of 495 U.S. cities were evaluated on several safety and retirement-focused metrics including FBI City Crime Data, percentage of residents that are of retirement age, healthcare costs, and elder abuse protection laws.

Also, the Lynchburg Fire Department is the recipient of the gold Level Heart Saver award from the American Heart Association for achieving 75% (or higher) on all Mission Lifeline quality measures to improve the quality of care for serious heart attack patients.

FINANCIAL SERVICES

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Lynchburg for its CAFR for the fiscal year ended June 30, 2017. This is the City's twenty-first consecutive year receiving this award.

GFOA also awarded the Distinguished Budget Presentation Award to the City of Lynchburg for its FY 2017 Adopted Budget. This is the City's thirteenth consecutive year 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

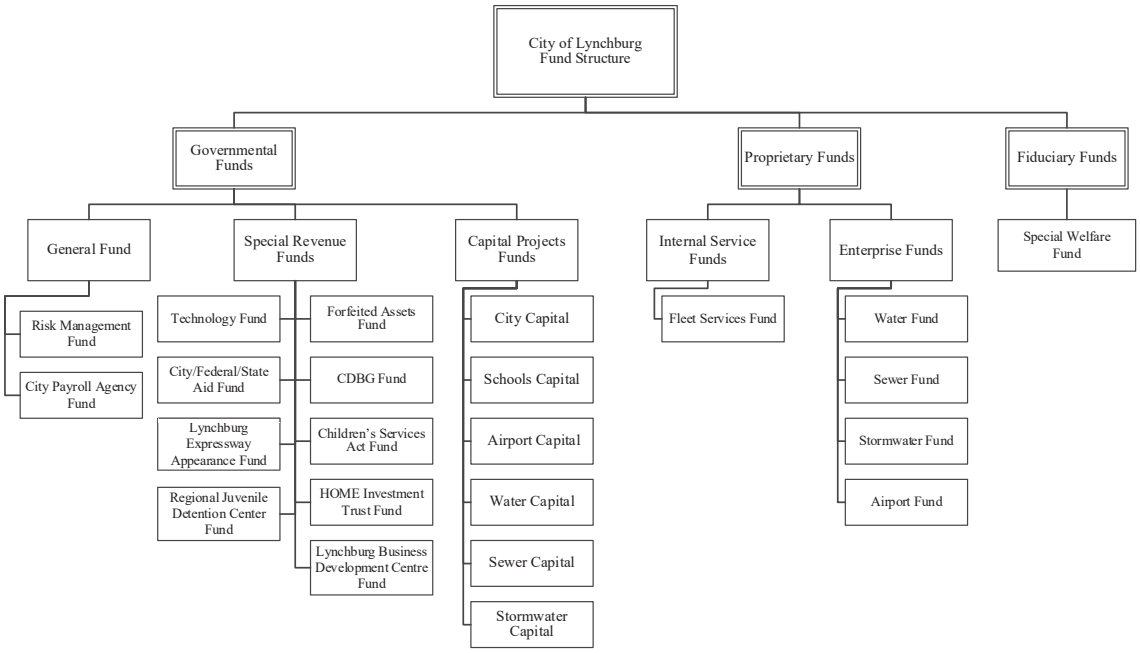
Typically, in early March, the City Manager submits to the City Council a proposed operating budget for the fiscal year starting July 1 and ending June 30 of the following year. The City Manager includes a budget message that explains budget issues and presents recommendations. The operating budget includes 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. Citizen engagement meetings are sometimes held 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.

- 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 and servers.
- City/Federal/State Aid Fund – Accounts for the City's various federal and state grants, 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.

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

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.

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.

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 re-appropriated 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.

Appropriations for the City/Federal/State Aid, Children's Services Act (CSA), Community Development Block Grant (CDBG), Forfeited Assets, HOME Investment Trust Funds, and Lynchburg Expressway Appearance Fund (LEAF) are continued until completion of a grant or program, even when a grant or program extends for more than one fiscal year, or until repealed.

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 2020

September 11, 2018	Council Meeting - Fourth Quarter, Carry forward, and First Quarter Adjustments
September 25, 2018	Council Meeting - Fourth Quarter, Carry forward, and First Quarter Adjustments Adopted
November 1, 2018	City Council Retreat
November 16, 2018	Budget Memo and Instructions Sent to Departments
December 19, 2018	Budget Submissions Due from ALL Departments: 12 noon
January 22, 2019	Budget Submissions for Water, Sewer, Stormwater, (Operating and CIP) and Schools Operating Funds Due
January 24 - 25, 2019	Budget Review with Deputy/City Manager
January 28 - 30, 2019	Budget Review with Deputy/City Manager
February 12, 2019	Council Budget Retreat
March 4, 2019	Third Quarter Budget Adjustments Letter to Departments
March 12, 2019	Regular Council Work Session - City Manager Introduces FY 2020 Proposed Budget and Begin Budget Review
March 15, 2019	Third Quarter Budget Adjustment Requests Due from departments to Accountants
March 19, 2019	Council Budget Work Session - Continue to review FY 2020 Proposed Budget
March 26, 2019	Regular Council Work Session - Continue to review FY 2020 Proposed Budget
April 2, 2019	FY 2020 Budget Public Hearing 7:00 p.m.
April 9, 2019	Notice of Proposed Real Property Tax Increase Public Hearing 7:30 p.m. Regular Council Work Session - Review proposed changes; Third Quarter Budget Adjustment Presentation
April 16, 2019	Council Budget Work Session - Budget Balancing
April 23, 2019	Regular Council Work Session - Budget Balancing; Third Quarter Budget Adjustments Adoption
May 7, 2019	Council Budget Work Session - Budget Balancing
May 14, 2019	Council Meeting - First Reading of the Budget
May 28, 2019	Council Meeting - Second Reading and Adoption of the Budget
July 1, 2019	FY 2020 Adopted Budget available online and in City Manager's Office

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 of 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/her 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 and use 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 and use 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 full-time classified employees and other employees eligible under the Affordable Care Act.
- *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, phased out January 2017.
- *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, and printing.

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** **Revised March 22, 2016** **Reaffirmed March 27, 2018**
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** **Revised March 22, 2016** **Reaffirmed March 27, 2018**
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** **Revised March 22, 2016** **Reaffirmed March 27, 2018**
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** **Reaffirmed March 22, 2016** **Reaffirmed March 27, 2018**

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

The City intends to adhere to these polices. If there is any anticipated or unplanned variance from these policies, staff will advise City Council and establish a plan for recovery within three years.

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% within three 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 City Council. These committed fund balance 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 designee, in accordance with Council adopted fund balance policy.

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 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. In the event the ending fund balance falls below the minimum of 25% of total fund appropriations, the City shall restore the fund balance to the minimum of 25% within three years. 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. Total appropriations include operating expenses, debt service and transfers.
- A rate review will be conducted at least every two years.

Sewer Fund

- In accordance with the Virginia Department of Environmental Quality Special Order, the City shall annually adjust sewer system reserve funds to no more than 40% of the subsequent fiscal years' budgeted operating expenses and debt service.
- Minimum ending fund balance shall not be less than 25% of total fund appropriations. In the event the ending fund balance falls below the minimum of 25% of total fund appropriations, the City shall restore the fund balance to the minimum of 25% within three years. Total appropriations include operating expenses, debt service and transfers.
- Ending fund balance in excess of 40% will be reallocated to "pay-as-you-go" capital outlay expenditures.
- A rate review will be conducted at least every two years.

Stormwater Fund

- Minimum ending fund balance shall not be less than 15% of total fund appropriations with a target balance of 20% of total fund appropriations. In the event the ending fund balance falls below the minimum of 15% of total fund appropriations, the City shall restore the fund balance to the minimum of 15% within three years. Total appropriations include operating expenses, debt service and transfers.
- 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.

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

The Water, Sewer and Stormwater Funds may issue General Obligation or 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 or general obligation bond issue will not exceed the useful life of the capital project/facility or equipment for which borrowing is intended.
2. Revenue-supported and general obligation 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. The Water, Sewer and Stormwater Funds, net revenues available for debt service shall not be less than 1.2 times annual debt service for each fiscal year. For the Sewer Fund, in accordance with the Virginia Department of Environmental Quality Special Order, net revenues shall not exceed 1.5 times annual debt service computed on a three-year rolling average. Net revenues available for debt service will be calculated as operating income, plus depreciation and amortization, plus interest income, plus governmental grants, plus miscellaneous income, plus capital contributions of others who jointly share in ownership of an infrastructure or facility, and plus any capitalized costs. 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.
4. In the event net revenues available for debt service falls below 1.2 times annual debt service of any fiscal year, the City shall restore the net revenues available for debt service to the minimum of 1.2 within three years.

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.
- 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, Stormwater, 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, revised 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, including State Highway Maintenance Funds, State Revenue Sharing Funds, State and federal grants, and other cash sources, shall not be less than 10%, with a goal of 15%, 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, Sewer, Stormwater, Airport, Children's Services Act, Juvenile Detention, and Greater Lynchburg Transit Company Funds.

Third Quarter Review

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

First Quarter Review

In September, Budget staff will evaluate requests for the carry forward of funds remaining from prior year appropriations and other possible budget adjustments. Section 15.2-2507 of the Code of Virginia requires that a public hearing be held prior to City Council action when a proposed budget amendment exceeds 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 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 (GOMA). 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 1/100 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. [(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, 2018)

Date of Incorporation	1805
Date of Independent City Status	1852
City Population (2018 Estimate) [1]	81,339
Metropolitan Statistical Area Population (2018 Estimate) [1]	262,639
Composition of Population (2017 Estimate) [2]	
White	65.9%
Black	28.4%
Other	5.7%
Median Household Income (in 2017 dollars) [2]	$41,971
Form of Government	Council-Manager
Number of Employees – All Funds (excluding Police and Fire):	
Full and Part-Time FTE	852.61
Hourly FTE	44.70
City of Lynchburg Facilities and Services:	
Miles of Streets	381.32
Number of Street Lights	10,504
Number of Traffic Signals	113
Culture and Recreation:	
Community Centers	6
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	188.45
Number of Fire Calls Answered per month	284
Number of Inspections Conducted	465
Number of EMS Calls	15,509
Police protection:	
Number of Stations	1
Number of Police Personnel [3]	243.63
Number of Patrol Units	81
Number of Law Violations:	
Physical Arrests	4,614
Traffic Violations	5,887
Parking Violations	5,916
Sewer System:	
Number of Service Connections	19,186
Daily Average Treatment in Gallons	11.53 million
Maximum Daily Average Capacity of Treatment Plant in Gallons	22 million
Water System:	
Number of Service Connections	22,807
Number of Fire Hydrants	3,289
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	948
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; https://www.census.gov/quickfacts/fact/table/lynchburgcityvirginiacounty/PST045218*
[3] *Includes Department of Emergency Services*

PRINCIPAL PROPERTY TAXPAYERS

		2018		
Taxpayer	Type of Business	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
AEP - American Electric Power	Utility	$ 90,180,379	1	1.46 %
Frito Lay, Inc.	Food Manufacturer	56,160,723	2	0.91
Areva NP Inc.	Nuclear Power Design & Fuel	52,743,133	3	0.85
River Ridge, Ltd.	Shopping Mall	46,604,400	4	0.75
Wal-Mart Real Estate Business Trust	Retail	40,699,243	5	0.66
LSC Communications (fmr RR Donnelley)	Periodical Publication Printing	39,381,606	6	0.64
Verizon Va, Inc.	Utility	37,575,283	7	0.61
Columbia Gas of Virginia, Inc.	Utility	35,543,298	8	0.57
J Crew Inc.	Clothing	25,030,251	9	0.40
Carriage Square LTD	Apartment complex	22,790,500	10	0.37
C.B. Fleet Co.	Pharmaceuticals	21,680,147	11	0.35
Genworth Financial, Inc.	Life Insurance	20,964,510	12	0.34
CCRC, Inc.	Nursing Home/Assisted Living	20,302,100	13	0.33
LU Candlers Station Holdings LLC	Shopping Center	19,011,400	14	0.31
Central Virginia Professional	Medical Office	16,725,700	15	0.27
IREIT Lynchburg Lakeside LLC	Shopping Center	16,490,000	16	0.27
700 Main Street LLC	Office building	14,154,400	17	0.23
Total		$ 576,037,073		9.31 %
Total Assessed Valuation:		$ 6,188,826,012		

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]
2009	75,204	$ 2,432,473	$ 32,345	35.1	8,634	8.0
2010	75,826	2,489,292	32,829	30.3	8,597	8.0
2011	76,448	2,606,647	34,097	30.3	8,646	7.7
2012	77,203	2,716,619	35,188	30.3	8,688	7.3
2013	77,376	2,703,904	34,945	30.3	8,576	6.9
2014	77,874	2,822,387	36,243	30.3	8,583	6.0
2015	78,675	2,919,393	37,107	30.3	8,577	5.4
2016	79,531	2,981,458	37,488	30.3	8,566	4.9
2017	80,380	*	*	30.3	8,500	4.8
2018	80,380	*	*	30.3	8,438	3.9

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. Since the estimate for the current fiscal year is not available at this time, the prior year data is given. 2010 through 2017 are all based on a July 1st estimate published on January 29, 2018.

[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
The information was last updated November 16, 2017.
The Table has been revised to reflect these changes.

[4] United States Census - 2010

[5] Virginia Department of Education reported by Lynchburg City Schools. Enrollment as of September 30 for each year presented.
These figures were previously reported based on preliminary information provided by Lynchburg City Schools and have been updated with the information available from the Virginia Department of Education. The figures given are as of September 30 of the prior year. http://www.doe.virginia.gov/statistics_reports/enrollment/fall_membership/report_data.shtml

[6] Virginia Employment Commission & U.S. Department of Labor, Bureau of Labor Statistics, as of June 2018
2018 Unemployment Rate has been adjusted to reflect the most current data available.

***** Information unavailable

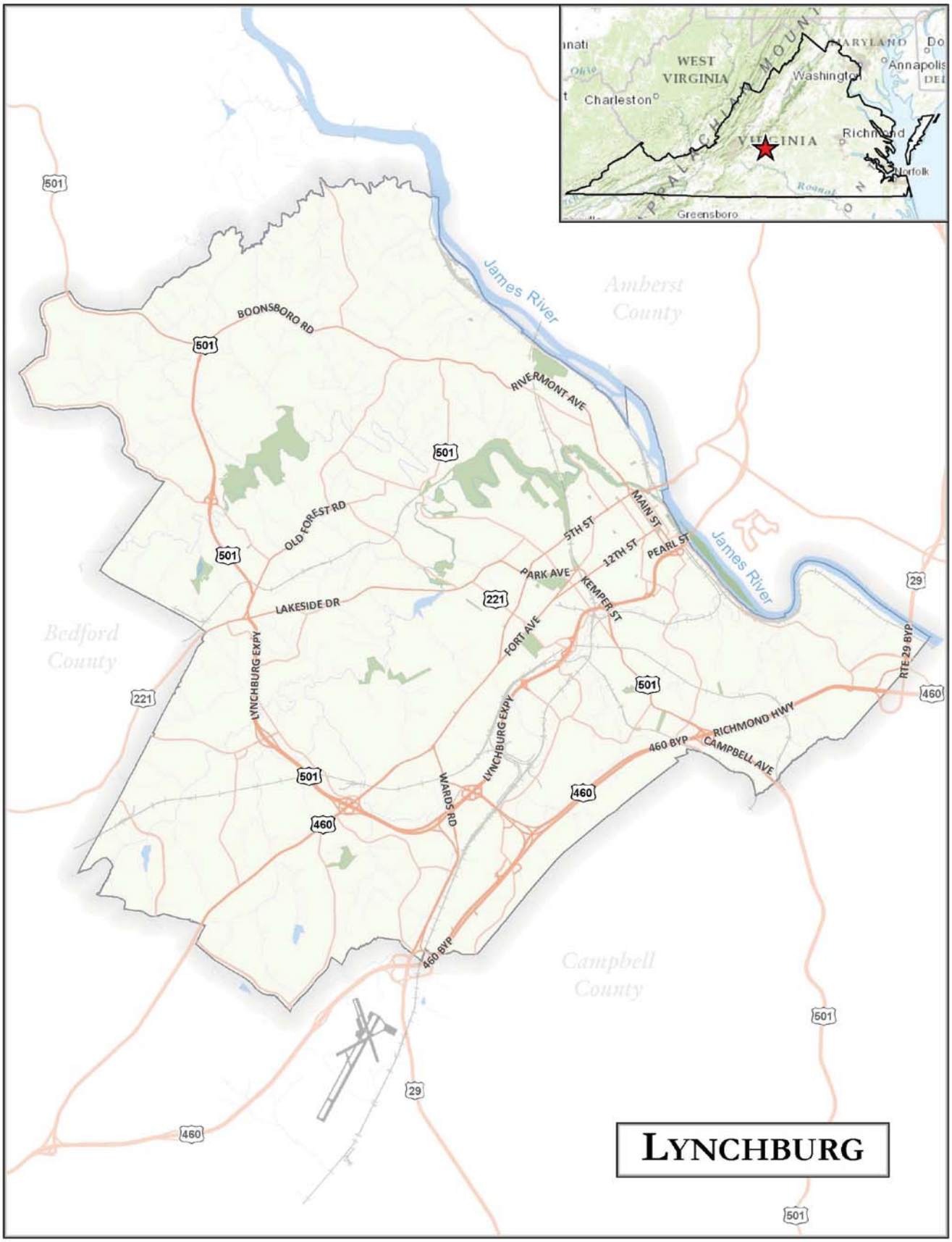
PRINCIPAL EMPLOYERS

Employer	2018 Employees
Liberty University	8000 +
Centra Health, Inc.	7000-7999
Lynchburg City Schools	1500-1999
Framatome	1000-1499
City of Lynchburg	1000-1499
Genworth Financial Inc.	1000-1499
Harris Corporation	500-999
Horizon Behavioral Health	500-999
J. Crew Outfitters	500-999
KDC	500-999
Kroger, Inc.	500-999
Southern Air, Inc.	500-999
Wal-Mart Stores, Inc.	500-999
C.B. Fleet Company, Inc.	250-499
Delta Star, Inc.	250-499
Flowers Baking Company	250-499
Frito-Lay, Inc.	250-499
Central Virginia Community College	250-499
LSC Communications	250-499
University of Lynchburg	250-499
Norcraft	250-499
Parker-Hannifin	250-499
U.S. Post Office	250-499
Westminster-Canterbury	250-499
Aerofin Corporation	100-249
Babcock & Wilcox Company	100-249
Bausch & Lomb	100-249
BB&T	100-249
Belvac Production Machinery	100-249
Flowserve Corp.	100-249
US Pipe	100-249
Hanwha Azdel	100-249
International Paper	100-249
Lowes	100-249
News & Advance	100-249
Pacific Life	100-249
Randolph College	100-249
Tessy Plastics	100-249
Thomas Road Baptist Church	100-249
Virginia Department of Transportation	100-249
Wells Fargo Bank	100-249
Wiley Wilson	100-249
WSET	100-249
Ortho Virginia	100-249

Source: FY 2018 numbers are derived from Office of Economic Development, City of Lynchburg, VA, or employer contact, as of June 30, 2018.

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
BRWA	Bedford Regional Water Authority
BWC	Body-Worn Camera
CAD	Computer-Aided Dispatch
CAFR	Comprehensive Annual Financial Report
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
CPP	Community Placement Program
CSA	Children's Services Act
CSI	Cost Savings Initiative
CSO	Combined Sewer Overflow
CVCJA	Central Virginia Criminal Justice Academy
CVPDC	Central Virginia Planning District Commission
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
LPA	Lynchburg Parking Authority
LRBA	Lynchburg Regional Business Alliance
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

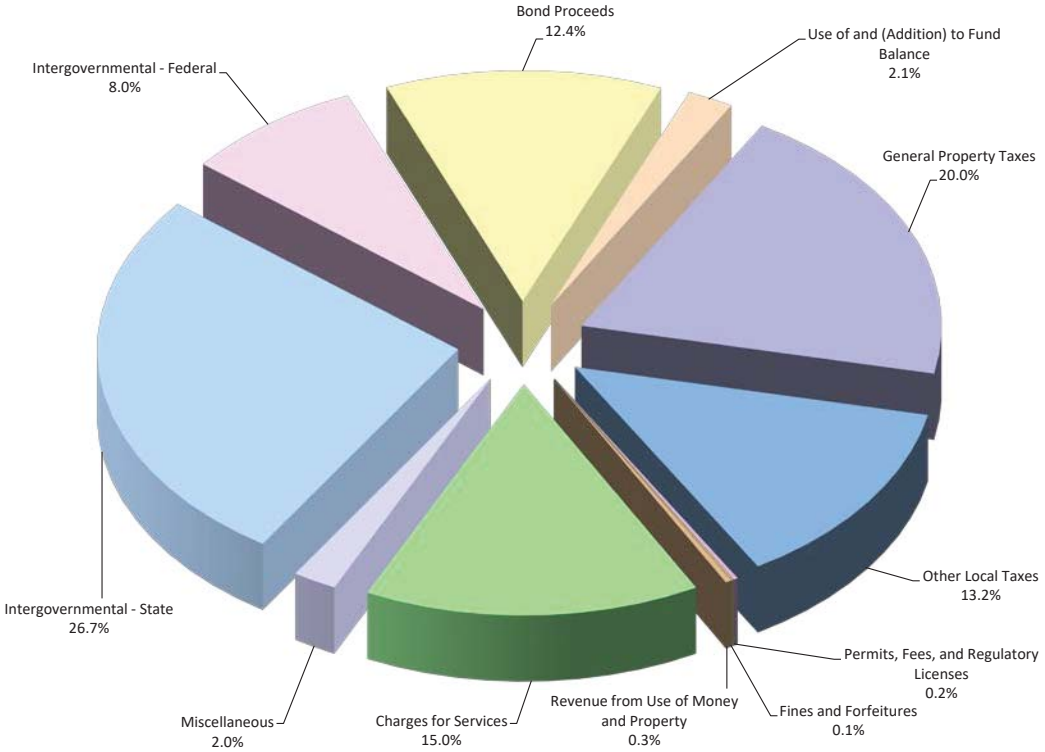

LYNCHBURG
James River
Amherst County
Bedford County
Campbell County
BOONSBORO RD
RIVERMONT AVE
OLD FOREST RD
LAKESIDE DR
LYNCHBURG EXPY
5TH ST
12TH ST
MAIN ST
PEARL ST
PARK AVE
KEMPER ST
FORT AVE
WARDS RD
460 BYP
RICHMOND HWY
CAMPBELL AVE
RTE 29 BYP
501
221
460
29
WEST VIRGINIA
Charleston
Washington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

SUMMARY OF ALL FUNDS BY REVENUES AND EXPENDITURES

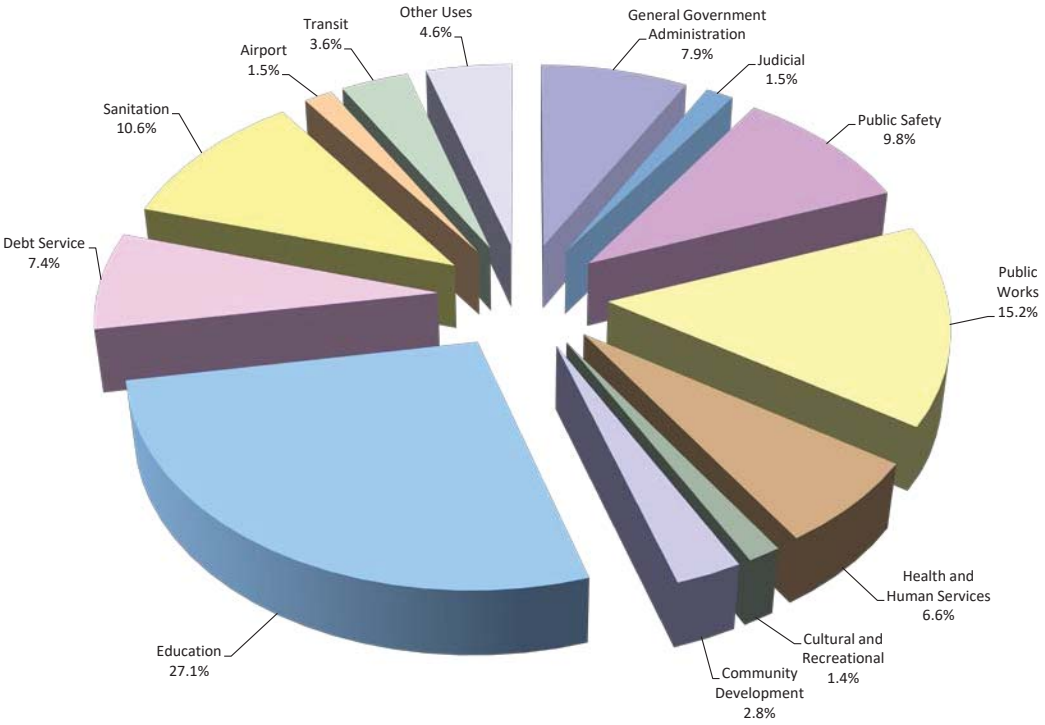
ALL FUNDS	Actual FY 2018	Adopted FY 2019	Manager's Proposed FY 2020	Adopted FY 2020
REVENUES				
General Property Taxes	$80,198,167	$79,919,670	$83,300,887	$83,324,412
Other Local Taxes	54,636,999	54,094,383	54,880,598	55,093,840
Permits, Fines, and Licenses	886,562	806,700	835,200	835,200
Fines and Forfeitures	305,924	242,500	252,500	252,500
Revenue from Use of Money and Property	1,989,199	669,578	1,179,484	1,179,484
Charges for Services	59,775,181	61,118,656	62,625,597	62,617,222
Miscellaneous	9,218,871	7,492,354	8,218,574	8,218,574
Intergovernmental - State	100,336,960	106,932,463	106,301,657	111,395,459
Intergovernmental - Federal	27,614,283	31,444,519	33,456,497	33,456,497
Bond Proceeds	79,220	23,538,000	49,257,565	51,757,565
Operating Transfers In	53,705,528	57,134,539	58,582,133	59,394,133
Use of and (Addition) to Fund Balance	(648,136)	11,738,477	7,829,565	8,592,030
TOTAL REVENUES	**$388,098,758**	**$435,131,839**	**$466,720,257**	**$476,116,916**
Less Operating Transfers In	(53,705,528)	(57,134,539)	(58,582,133)	(59,394,133)
TOTAL REVENUES NET OF TRANSFERS	**$334,393,230**	**$377,997,300**	**$408,138,124**	**$416,722,783**
EXPENDITURES				
General Government Administration	$28,851,059	$28,449,268	$32,732,589	$32,815,023
Judicial	6,069,131	5,905,605	6,017,061	6,184,715
Public Safety	40,092,141	40,206,184	40,771,743	40,771,743
Public Works	33,571,686	42,083,969	63,434,301	63,444,301
Health and Human Services	26,265,948	27,032,451	27,526,876	27,526,876
Cultural and Recreational	6,086,442	7,280,382	5,881,945	5,831,945
Community Development	8,144,688	10,080,152	11,577,135	11,588,911
Education	109,123,395	112,299,408	112,119,127	112,981,127
Debt Service	34,763,787	32,318,871	30,601,628	30,601,628
Operating Transfers Out	53,705,528	57,134,539	58,582,133	59,394,133
Sanitation	22,930,881	41,312,013	44,322,979	44,322,979
Airport	2,714,112	5,626,600	6,379,886	6,379,886
Transit	8,207,671	13,027,373	15,133,578	15,133,578
Other Uses	7,572,289	12,375,024	11,639,276	19,140,071
TOTAL EXPENDITURES	**$388,098,758**	**$435,131,839**	**$466,720,257**	**$476,116,916**
Less Operating Transfers Out	(53,705,528)	(57,134,539)	(58,582,133)	(59,394,133)
TOTAL EXPENDITURES NET OF TRANSFERS	**$334,393,230**	**$377,997,300**	**$408,138,124**	**$416,722,783**

SUMMARY OF ALL FUNDS BY REVENUES AND EXPENDITURES (CONTINUED)

REVENUES – ALL FUNDS
$416,722,783



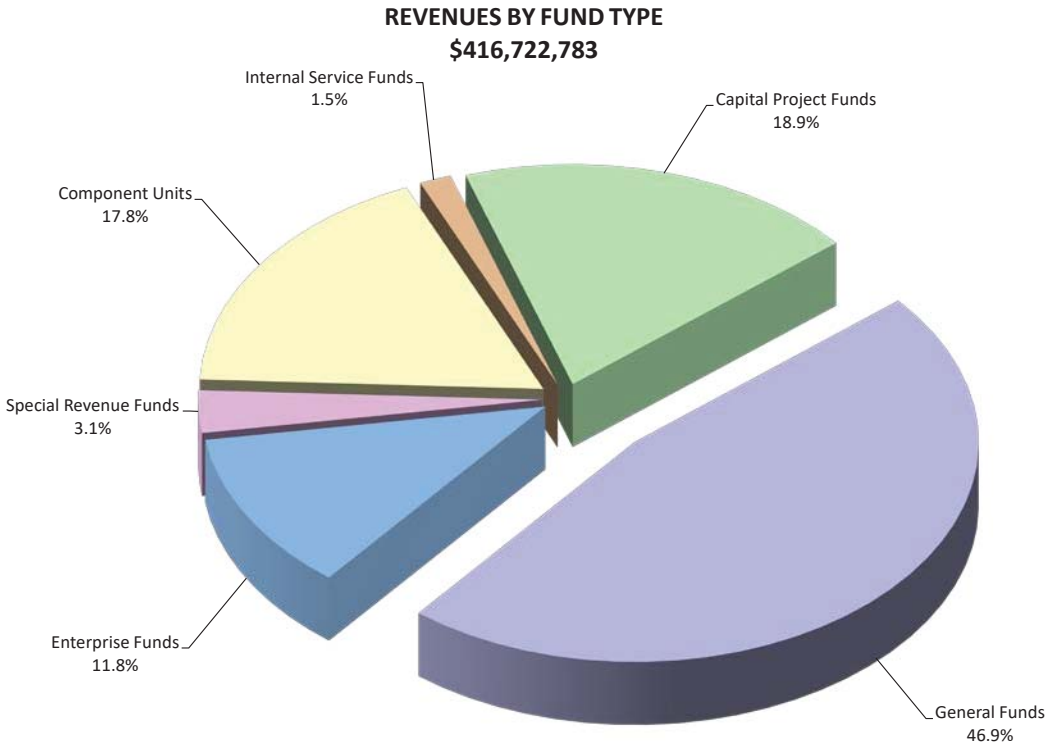
EXPENDITURES – ALL FUNDS
$416,722,783

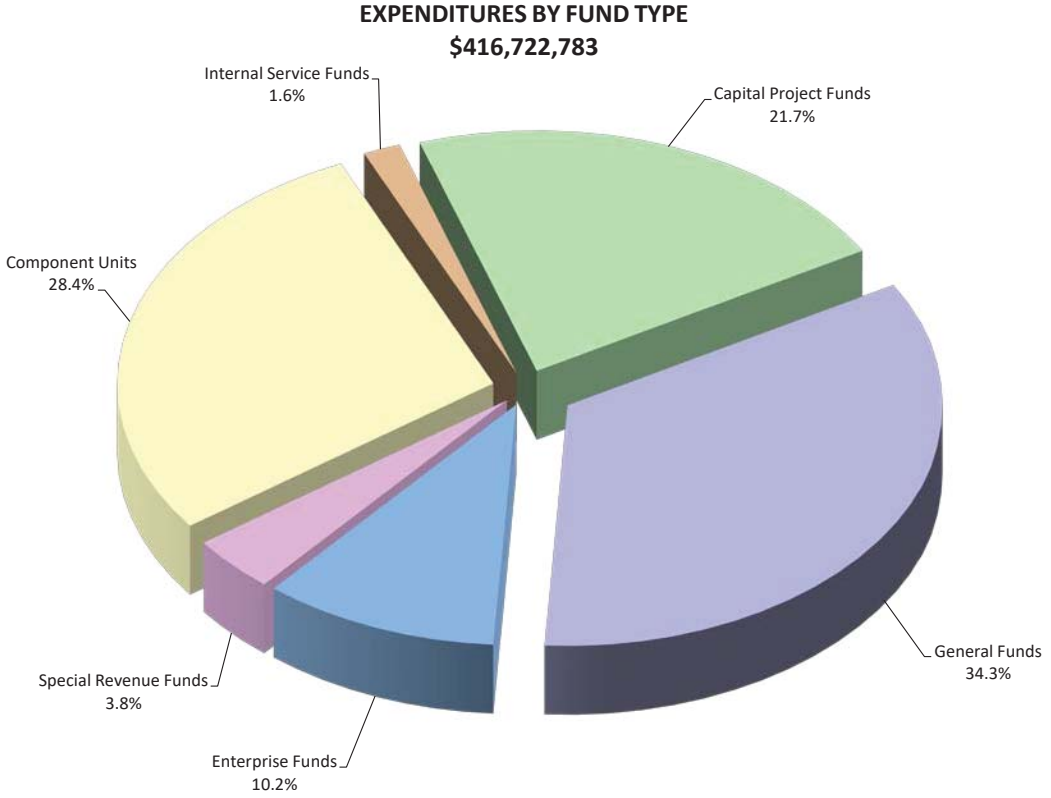


SUMMARY OF REVENUES AND EXPENDITURES BY FUND TYPE

BUDGET SUMMARY BY FUND TYPE FOR FISCAL YEAR 2020	General Funds	Enterprise Funds	Special Revenue Funds	Component Units	Internal Service Funds	Capital Project Funds	Grand Total
REVENUES							
General Property Taxes	$83,324,412	$0	$0	$0	$0	$0	$83,324,412
Other Local Taxes	55,093,840	0	0	0	0	0	55,093,840
Permits, Privilege Fees, and Licenses	835,200	0	0	0	0	0	835,200
Fines and Forfeitures	252,500	0	0	0	0	0	252,500
Revenue from Use of Money and Property	906,134	242,150	31,200	0	0	0	1,179,484
Charges for Services	9,083,867	44,006,787	1,067,476	2,313,246	6,145,846	0	62,617,222
Miscellaneous	4,239,926	382,496	892,685	2,353,467	200,000	150,000	8,218,574
Intergovernmental - State	29,485,325	397,500	6,717,148	55,700,477	0	19,095,009	111,395,459
Intergovernmental - Federal	8,449,784	85,000	3,328,340	13,714,173	0	7,879,200	33,456,497
Bond Proceeds	0	0	0	0	0	51,757,565	51,757,565
Operating Transfers In	0	0	2,716,321	44,619,283	473,621	11,584,908	59,394,133
Use of Fund Balance	3,887,024	3,890,140	937,975	0	(123,109)	0	8,592,030
TOTAL REVENUES	**$195,558,012**	**$49,004,073**	**$15,691,145**	**$118,700,646**	**$6,696,358**	**$90,466,682**	**$476,116,916**
Less Operating Transfers In	0	0	(2,716,321)	(44,619,283)	(473,621)	(11,584,908)	(59,394,133)
TOTAL REVENUES NET OF TRANSFERS	**$195,558,012**	**$49,004,073**	**$12,974,824**	**$74,081,363**	**$6,222,737**	**$78,881,774**	**$416,722,783**
EXPENDITURES							
General Government Administration	$24,529,928	$0	$2,062,358	$0	$6,222,737	$0	$32,815,023
Judicial	5,076,774	0	1,107,941	0	0	0	6,184,715
Public Safety	37,341,613	0	3,226,222	0	0	203,908	40,771,743
Public Works	19,182,127	0	75,000	0	0	44,187,174	63,444,301
Health and Human Services	19,551,863	0	7,975,013	0	0	0	27,526,876
Cultural and Recreational	5,265,445	0	36,500	0	0	530,000	5,831,945
Community Development	5,214,126	0	1,174,785	0	0	5,200,000	11,588,911
Education	0	0	0	110,295,127	0	2,686,000	112,981,127
Debt Service	17,658,473	12,436,208	33,326	0	473,621	0	30,601,628
Operating Transfers Out	52,597,592	6,600,000	0	196,541	0	0	59,394,133
Sanitation	0	27,412,979	0	0	0	16,910,000	44,322,979
Airport	0	2,554,886	0	0	0	3,825,000	6,379,886
Transit	0	0	0	8,208,978	0	6,924,600	15,133,578
Other Uses	9,140,071	0	0	0	0	10,000,000	19,140,071
TOTAL EXPENDITURES	**$195,558,012**	**$49,004,073**	**$15,691,145**	**$118,700,646**	**$6,696,358**	**$90,466,682**	**$476,116,916**
Less Operating Transfers Out	(52,597,592)	(6,600,000)	0	(196,541)	0	0	(59,394,133)
TOTAL EXPENDITURES NET OF TRANSFERS	**$142,960,420**	**$42,404,073**	**$15,691,145**	**$118,504,105**	**$6,696,358**	**$90,466,682**	**$416,722,783**

SUMMARY OF REVENUES AND EXPENDITURES BY FUND TYPE (CONTINUED)





Personnel Summary

FY 2020 Benefit Rates:	Retirement – 18.79%	Life – 1.31%	VLDP – 0.59%
	Health – $6,768/yr	Dental – $336/yr	Vision – $49/yr

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
FUND PERSONNEL SUMMARY					
General Government Administration					
Council/Manager Offices	7.00	7.00	7.00	7.00	6.00
City Assessor	9.00	9.00	9.00	9.00	9.00
City Attorney	6.90	7.90	6.90	7.90	7.90
Commissioner of the Revenue					
City Full-Time	4.00	4.00	3.00	4.00	4.00
City Part-Time	0.60	0.60	0.60	0.60	0.60
State Full-Time	6.00	6.00	6.00	6.00	6.00
Financial Services - Office of Management and Budget	5.00	5.00	5.00	5.00	5.00
Financial Services - Accounting					
Full-Time	11.00	11.00	9.00	10.00	10.00
Hourly	0.00	0.00	0.50	0.50	0.50
Financial Services - Billings and Collections	19.00	19.00	19.00	19.00	19.00
Financial Services - Procurement	4.00	4.00	4.00	4.00	4.00
Human Resources					
Full-Time	9.00	9.00	8.00	8.00	8.00
Part-Time	0.55	0.00	0.55	0.72	0.72
Information Technology - Administration	2.00	3.00	3.00	3.00	3.00
Information Technology - Application Services					
Full-Time	12.00	12.00	11.00	11.00	11.00
Part-Time	0.00	0.00	0.75	0.75	0.75
Full-Time Not Funded	0.00	0.00	1.00	1.00	1.00
Information Technology - Geographic Information System	3.00	3.00	3.00	3.00	3.00
Information Technology - Network Services					
Full-Time	15.00	15.00	14.00	15.00	15.00
Full-Time Not Funded	0.00	0.00	1.00	0.00	0.00
Registrar and Electoral Board					
City Full-Time	1.00	1.00	1.00	1.00	1.00
City Part-Time	0.50	0.50	0.50	0.50	0.50
State Full-Time	1.00	1.00	1.00	1.00	1.00
State Treasurer					
City Part-Time	0.73	0.73	0.60	0.73	0.73
City Hourly	0.00	0.02	0.00	0.02	0.02
State Full-Time	2.00	2.00	2.00	2.00	2.00
General Government Administration Total FTEs	**119.28**	**120.75**	**117.40**	**120.72**	**119.72**

Personnel Summary (continued)

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
FUND PERSONNEL SUMMARY					
Judicial Administration					
Circuit Court Clerk					
City Full-Time	1.00	1.00	1.00	1.00	1.00
State Full-Time	13.00	13.00	13.00	13.00	13.00
Circuit Court Judges					
City Full-Time	2.00	2.00	2.00	2.00	2.00
Commonwealth Attorney					
City Full-Time	3.30	3.30	3.36	3.36	3.36
City Part-Time	0.00	0.75	0.00	0.00	0.00
City Hourly	1.52	0.77	1.45	1.45	1.45
State Full-Time	14.00	14.00	14.00	14.00	14.00
Sheriff					
City Full-Time	2.00	2.00	4.00	2.00	4.00
City Hourly	6.35	6.35	6.71	6.35	6.35
State Full-Time	19.00	18.00	17.00	17.00	17.00
Judicial Administration Total FTEs	**62.17**	**61.17**	**62.52**	**60.16**	**62.16**
Public Safety					
Police Department					
Sworn Full-Time	171.00	174.00	160.00	174.00	174.00
Civilian Full-Time	24.00	24.00	24.00	24.00	24.00
Part-Time	2.60	2.15	2.15	2.15	2.15
Hourly	0.00	0.50	0.50	0.50	0.50
Animal Control Unit					
Civilian Full-Time	4.00	4.00	4.00	4.00	4.00
Part-Time	0.73	0.73	0.73	0.73	0.73
Hourly	1.00	1.00	1.00	1.00	1.00
Off-Duty					
Part-Time	0.70	0.70	0.70	0.70	0.70
Emergency Services					
Full-Time	36.00	36.00	35.00	36.00	36.00
Hourly	0.60	0.60	0.60	0.60	0.60
Fire Department					
Sworn Full-Time	179.00	179.00	167.00	177.00	177.00
Civilian Full-Time	8.00	8.00	8.00	8.00	8.00
Part-Time	0.95	0.95	0.95	0.95	0.95
Hourly	0.50	0.50	0.50	0.50	0.50
Sworn Full-Time Not Funded	0.00	0.00	12.00	2.00	2.00
Civilian Full-Time Not Funded	1.00	1.00	1.00	1.00	1.00
Public Safety Total FTEs	**430.08**	**433.13**	**418.13**	**433.13**	**433.13**

Personnel Summary (continued)

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
FUND PERSONNEL SUMMARY					
Public Works					
Public Works Administration	10.00	10.00	10.00	10.00	10.00
Buildings Maintenance					
Full-Time	40.00	40.00	38.00	38.00	38.00
Part-Time	1.50	1.50	1.50	1.50	1.50
Hourly	0.83	0.83	0.83	0.83	0.83
Parks and Grounds Maintenance					
Full-Time	31.00	31.00	31.00	31.00	31.00
Part-Time	0.95	0.95	0.95	0.95	0.95
Engineering					
Full-Time	30.00	30.00	30.00	30.00	30.00
Part-Time	0.50	0.50	0.50	1.50	1.50
Hourly	2.20	2.20	2.20	2.20	2.20
Street Maintenance					
Full-Time	26.00	26.00	27.00	27.00	27.00
Hourly	0.60	0.60	0.00	0.00	0.00
Refuse					
Full-Time	17.00	17.00	18.00	18.00	18.00
Part-Time	1.89	1.89	1.89	1.89	1.89
Hourly	0.75	0.75	0.00	0.00	0.00
Public Works Total FTEs	**163.22**	**163.22**	**161.87**	**162.87**	**162.87**
Health and Welfare					
Human Services - Juvenile Services					
Full-Time	25.00	25.00	24.00	24.00	24.00
Part-Time	0.40	0.40	0.40	0.40	0.40
Hourly	5.78	5.78	5.78	5.78	5.78
Grant Full-Time	2.00	1.00	1.00	1.00	1.00
Human Services - Social Services Administration					
Full-Time	134.00	135.00	138.00	138.00	138.00
Part-Time	2.69	2.69	2.69	2.69	2.69
Hourly	3.38	3.38	3.38	3.38	3.38
Health and Welfare Total FTEs	**173.25**	**173.25**	**175.25**	**175.25**	**175.25**

Personnel Summary (continued)

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
FUND PERSONNEL SUMMARY					
Parks, Recreation, and Cultural					
Public Library					
Full-Time	19.00	19.00	19.00	19.00	19.00
Part-Time	9.27	9.27	7.20	9.34	9.34
Parks and Recreation					
Full-Time	32.51	34.00	33.00	34.00	34.00
Part-Time	6.49	8.39	8.99	9.69	9.69
Hourly	5.66	5.95	5.62	5.98	5.98
Recreation Services					
Part-Time	3.16	3.36	3.36	3.36	3.36
Hourly	2.60	5.15	5.15	5.15	5.15
Community Market					
Full-Time	3.00	3.00	3.00	3.00	3.00
Part-Time	2.36	2.26	2.08	2.26	2.26
Hourly	0.55	0.00	0.00	0.00	0.00
Parks, Recreation, and Cultural Total FTEs	**84.60**	**90.38**	**87.40**	**91.78**	**91.78**
Community Development					
Community Development - Office of the Director	3.00	3.00	2.57	2.57	2.57
Community Development - Inspections and Code Compliance					
Full-Time	11.48	11.00	11.00	11.00	11.00
Part-Time	1.48	1.48	1.48	1.48	1.48
Hourly	0.30	0.78	0.73	0.73	0.73
Community Development - Planning					
Full-Time	4.00	4.00	4.00	4.00	4.00
Hourly	0.00	0.00	0.50	0.50	0.50
Community Development - Zoning and Natural Resources	3.50	3.50	4.00	4.00	4.00
Office of Economic Development and Tourism					0.00
Full-Time	8.00	9.00	8.00	8.00	8.00
Hourly	1.80	1.80	1.80	1.80	1.80
Museums					
Full-Time	4.00	4.00	4.00	4.00	4.00
Part-Time	5.04	5.04	4.34	4.34	4.86
Hourly	0.33	0.00	0.00	0.00	0.00
Parking Management					
Full-Time	5.00	5.00	5.00	5.00	5.00
Part-Time	0.72	0.72	0.72	0.72	0.72
Communications and Marketing	4.00	4.00	4.00	4.00	4.00
Citizens First Customer Service Center	3.00	3.00	3.00	3.00	3.00
Local Government Channel	2.00	2.00	2.00	2.00	2.00
Community Development Total FTEs	**57.65**	**58.32**	**57.14**	**57.14**	**57.66**
TOTAL GENERAL FUND FTEs	**1,090.25**	**1,100.22**	**1,079.71**	**1,101.05**	**1,102.57**

Personnel Summary (continued)

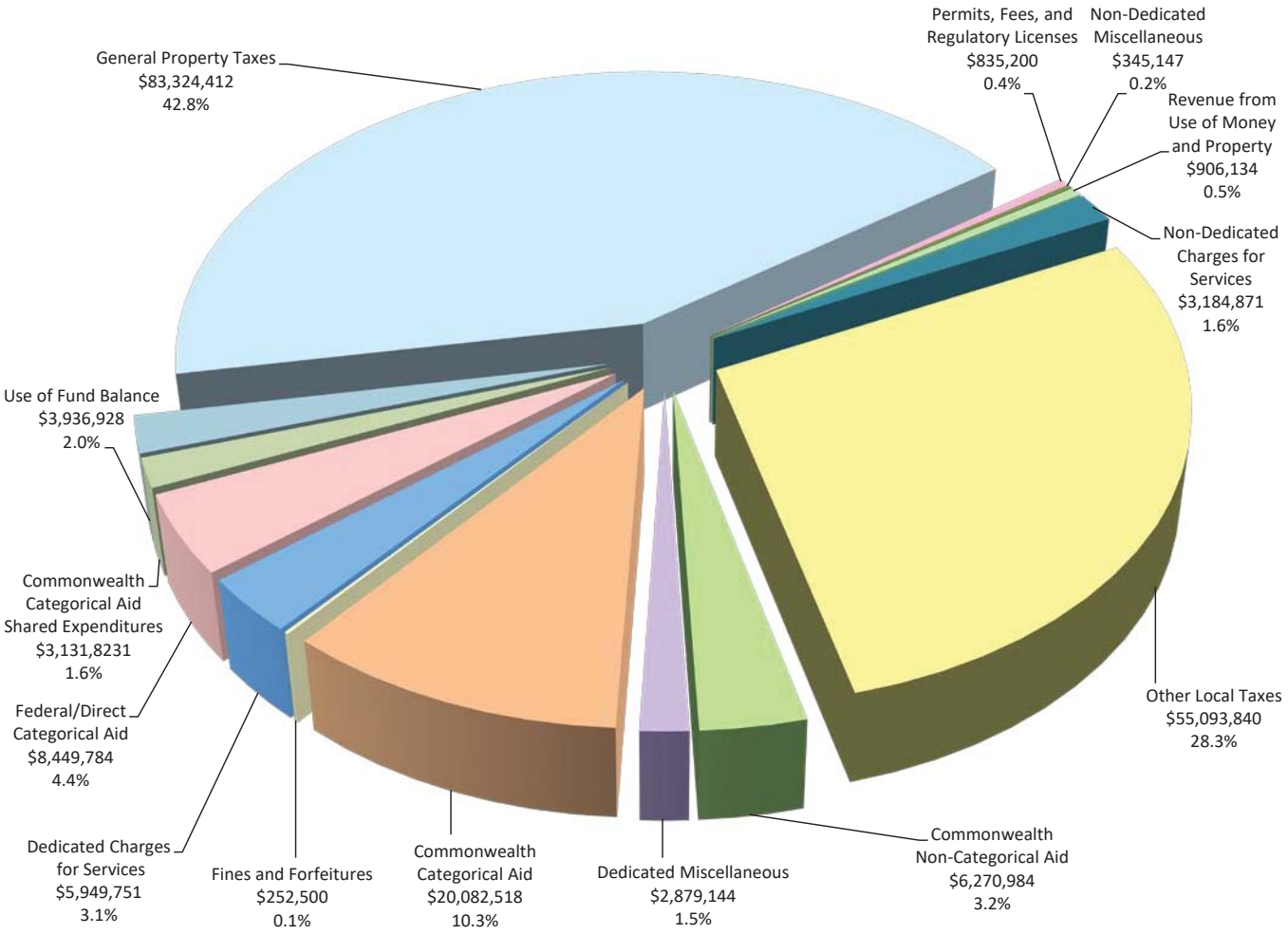
	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
FUND PERSONNEL SUMMARY					
FLEET SERVICES FUND					
Full-Time	10.00	10.00	10.00	11.00	11.00
Part-Time	0.63	0.63	0.73	0.00	0.00
Hourly	0.73	0.73	0.36	0.36	0.36
TOTAL FLEET SERVICES FUND FTEs	**11.36**	**11.36**	**11.09**	**11.36**	**11.36**
AIRPORT FUND					
Administration					
Full-Time	4.00	4.00	4.00	4.00	4.00
Part-Time	0.70	0.70	0.70	0.70	0.70
Terminal					
Full-Time	6.00	6.00	6.00	6.00	6.00
Hourly	0.00	0.00	0.60	0.60	0.60
Airfield	3.00	3.00	3.00	3.00	3.00
General Aviation	1.00	1.00	1.00	1.00	1.00
Police and Fire Services					
Grant Hourly	3.00	3.00	3.00	3.00	3.00
TOTAL AIRPORT FUND FTEs	**17.70**	**17.70**	**18.30**	**18.30**	**18.30**
WATER FUND					
Administration/Engineering					
Full-Time	25.00	26.00	27.00	27.00	27.00
Part-Time	0.60	0.60	1.60	1.60	1.60
Meter Reading	7.00	6.00	6.00	6.00	6.00
Water Line Maintenance	16.75	18.75	18.75	18.75	18.75
Water Treatment Plant	24.00	24.00	24.00	24.00	24.00
TOTAL WATER FUND FTEs	**73.35**	**75.35**	**77.35**	**77.35**	**77.35**
SEWER FUND					
Sewer Line Maintenance	16.45	18.45	16.45	16.45	16.45
Wastewater Treatment Plant					
Full-Time	37.00	39.00	39.00	39.00	39.00
Part-Time	0.73	0.60	0.60	0.60	0.60
Hourly	1.27	0.40	0.40	0.40	0.40
TOTAL SEWER FUND FTEs	**55.45**	**58.45**	**56.45**	**56.45**	**56.45**
STORMWATER FUND					
Full-Time	8.80	9.80	9.80	9.80	9.80
Hourly	0.25	0.25	0.25	0.25	0.25
TOTAL STORMWATER FUND FTEs	**9.05**	**10.05**	**10.05**	**10.05**	**10.05**

Personnel Summary (continued)

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
FUND PERSONNEL SUMMARY					
OTHER FUNDS					
Children's Services Act (CSA) Fund					
Grant Full-Time	1.00	1.00	1.00	1.00	1.00
Regional Juvenile Detention Center Fund					
Full-Time	34.00	34.00	34.00	34.00	34.00
Part-Time	2.59	2.59	2.59	2.59	2.59
Hourly	4.53	4.53	4.53	4.53	4.53
Grant Full-Time	3.00	3.00	4.00	4.00	4.00
Risk Management Fund					
Full-Time	3.10	3.10	3.10	3.10	3.10
Community Development Block Grant (CDBG) Fund					
Grant Full-Time	0.50	0.50	0.43	0.43	0.43
Grant Part-Time	0.60	0.60	0.60	0.60	0.60
HOME Investment Trust Fund					
Grant Part-Time	0.20	0.20	0.20	0.20	0.20
City/Federal/State Aid Fund					
Office of the Commonwealth's Attorney Grants					
Grant Full-Time	4.79	5.70	5.64	5.64	5.64
Grant Part-Time	2.40	0.80	1.61	1.61	1.61
Grant Hourly	1.62	2.42	2.15	2.15	2.15
Emergency Services Grants					
Grant Full-Time	1.00	1.00	1.00	1.00	1.00
Police Department Grants					
Grant Sworn Full-Time	3.00	0.00	0.00	0.00	0.00
Human Services - Social Services Grants					
Grant Full-Time	1.00	1.00	1.00	1.00	1.00
Temporary Assistance for Needy Families (TANF)					
Grant Part-Time	1.25	0.00	1.25	1.25	1.25
Community Corrections and Pre-Trial Services Grants					
Grant Full-Time	8.00	8.00	8.00	8.00	8.00
Grant Hourly	0.65	0.65	0.50	0.50	0.50
TOTAL OTHER FUNDS FTEs	**73.23**	**69.09**	**71.60**	**71.60**	**71.60**
TOTAL FULL TIME EQUIVALENTS	**1,330.39**	**1,342.22**	**1,324.55**	**1,346.16**	**1,347.68**

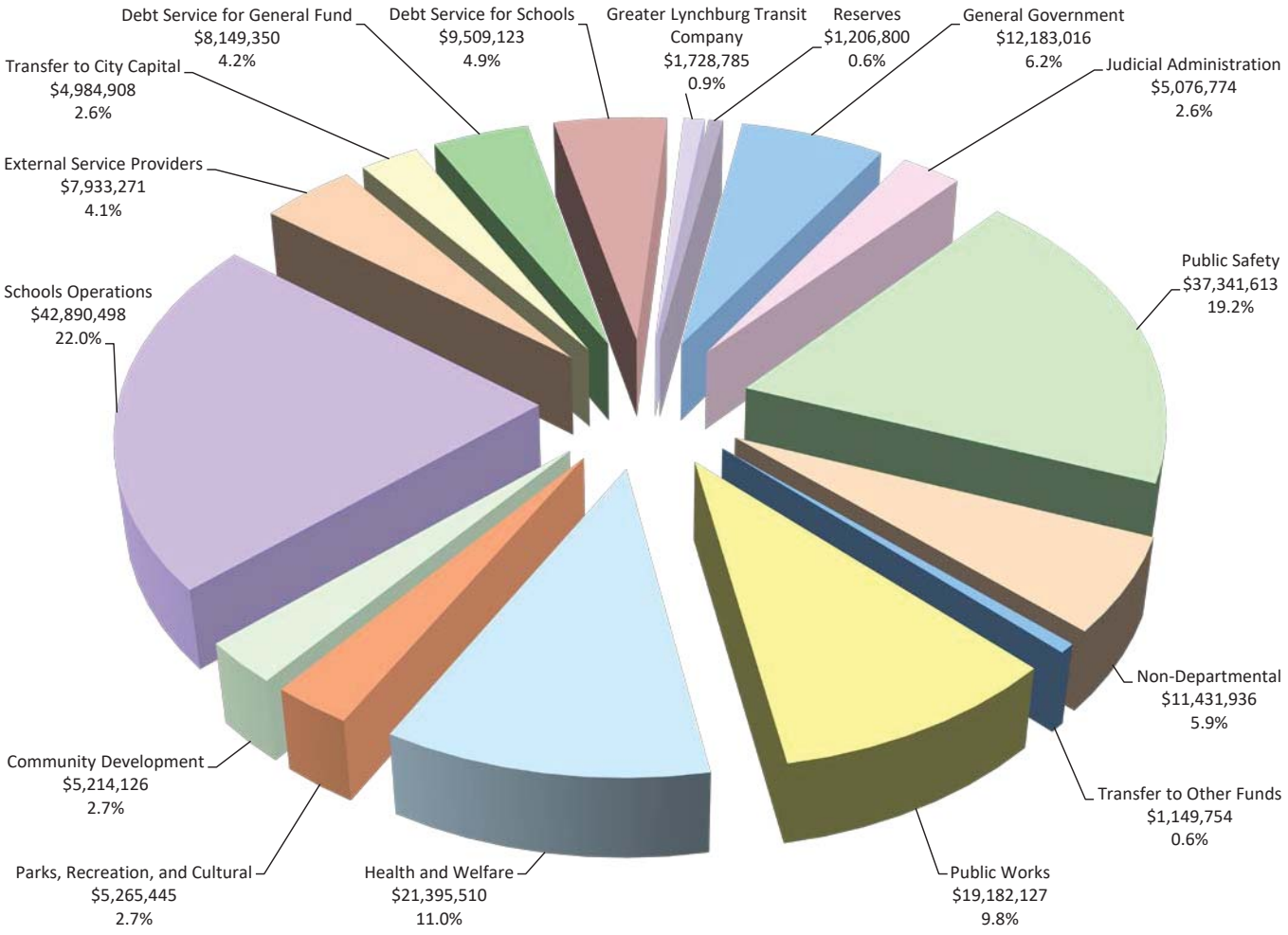
FY 2020 REVENUES AND USE OF FUND BALANCE

$194,643,036



FY 2020 EXPENDITURES, RESERVES, AND TRANSFERS

$194,643,036



General Fund Financial Summary

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
BEGINNING UNASSIGNED FUND BALANCE	**$27,147,730**	**$25,123,780**	**$22,161,556**	**$22,161,556**	**$22,161,556**
REVENUES					
Non-dedicated Revenue	$147,766,190	$145,606,449	$149,976,321	$149,976,321	$150,213,088
Dedicated Revenue	38,821,097	39,253,854	40,306,944	40,407,593	40,493,020
TOTAL REVENUES	**$186,587,287**	**$184,860,303**	**$190,283,265**	**$190,383,914**	**$190,706,108**
Other Financing Sources	$17,090,947	$0	$0	$0	$0
Use of (Additions to) Committed/Assigned Fund Balance	(18,409,139)	1,168,244	189,555	839,555	839,555
TOTAL REVENUES AND USE OF COMMITTED/ASSIGNED FUND BALANCE AND OTHER	**$185,269,095**	**$186,028,547**	**$190,472,820**	**$191,223,469**	**$191,545,663**
Use of Previous Fiscal Year (Additions to) Unassigned Fund Balance	$0	$2,000,000	$0	$0	$762,465
Use of Previous Fiscal Year Unassigned Fund Balance - Capital	4,318,498	4,584,709	0	2,334,908	2,334,908
TOTAL REVENUES AND USE OF FUND BALANCE	**$189,587,593**	**$192,613,256**	**$190,472,820**	**$193,558,377**	**$194,643,036**
EXPENDITURES					
Operating - Departmental	$102,126,234	$104,211,253	$103,549,977	$105,505,549	$105,658,611
Operating - Non-Departmental	7,318,260	8,095,374	8,181,086	11,313,134	11,431,936
External Service Providers	7,572,289	8,144,211	7,966,038	7,932,476	7,933,271
Transfers To Other Funds	1,305,116	751,313	1,223,856	1,149,754	1,149,754
General Fund - Debt Service	10,552,771	8,647,095	8,149,350	8,149,350	8,149,350
Greater Lynchburg Transit Company (GLTC)	1,451,062	1,728,785	1,728,785	1,728,785	1,728,785
Schools - Operations	38,824,342	42,028,498	42,028,498	42,028,498	42,890,498
Schools - Debt Service	9,750,727	9,401,976	9,509,123	9,509,123	9,509,123
TOTAL OPERATING	**$178,900,801**	**$183,008,505**	**$182,336,713**	**$187,316,669**	**$188,451,328**
Reserves					
Other Post Employment Benefits (OPEB)	$0	$250,000	$250,000	$0	$0
Parking	0	32,226	78,930	0	0
Law Library	0	6,800	6,800	6,800	6,800
Public Safety Building	0	32,021	118,106	0	0
Police Range	0	200	0	0	0
Drug Court Program	0	25,000	25,000	0	0
Concord Turnpike Landfill Maintenance	0	50,000	50,000	0	0
Long-Term "On-Time" Debt Financing	0	875,000	875,000	0	0
Citywide Salary Study and Implementation Plan	0	1,759,566	0	0	0
General Fund Reserve for Contingencies FY 2020	0	1,200,000	1,200,000	1,200,000	1,200,000
TOTAL RESERVES	**$0**	**$4,230,813**	**$2,603,836**	**$1,206,800**	**$1,206,800**
TOTAL EXPENDITURES	**$178,900,801**	**$187,239,318**	**$184,940,549**	**$188,523,469**	**$189,658,128**
TRANSFER TO CAPITAL FUNDS					
School Capital Projects Fund	$955,000	$570,000	$0	$0	$0
City Capital Projects Fund	3,363,498	4,803,938	0	5,034,908	4,984,908
TOTAL TRANSFER TO CAPITAL	**$4,318,498**	**$5,373,938**	**$0**	**$5,034,908**	**$4,984,908**
TOTAL EXPENDITURES, RESERVES, AND TRANSFERS	**$183,219,299**	**$192,613,256**	**$184,940,549**	**$193,558,377**	**$194,643,036**
UNASSIGNED FUND BALANCE	**$29,197,526**	**$18,539,071**	**$27,693,827**	**$19,826,648**	**$19,064,183**
RESTRICTED FUND BALANCE (Crossover Bond Refunding)	**$14,401,701**				
COMMITTED/ASSIGNED FUND BALANCE RESERVES *(detail on next page)*	**$17,220,905**	**$15,541,639**	**$16,882,229**	**$14,835,193**	**$14,835,193**
TOTAL FUND BALANCE	**$60,820,132**	**$34,080,710**	**$44,576,056**	**$34,661,841**	**$33,899,376**

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

Committed and Assigned Fund Balance Reserves

COMMITTED FUND BALANCE RESERVES	Actual FY 2018	Adopted FY 2019	Revised Estimate FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
Encumbrances	$928,055	$0	$0	$0	$0	$0
General Fund Reserve for Contingencies FY 2018	0	750,000	0	0	0	0
General Fund Reserve for Contingencies FY 2019	0	1,200,000	1,132,527	0	0	0
General Fund Reserve for Contingencies FY 2020	0	0	0	1,200,000	1,200,000	1,200,000
Technology Fund	53,084	0	0	0	0	0
Detention Home Workers' Compensation	100,000	100,000	100,000	100,000	100,000	100,000
Medical Benefits	0	748,507	0	0	0	0
Lynchburg City Schools - Textbooks	901,869	901,869	901,869	901,869	901,869	901,869
Lynchburg City Schools - Health Insurance	766,925	340,608	2,066,925	2,066,925	2,066,925	2,066,925
Other Post Employment Benefits (OPEB)	2,676,475	2,897,722	2,926,475	3,176,475	2,926,475	2,926,475
Debt Service - Solid Waste	165,612	133,711	133,711	133,711	133,711	133,711
Lynchburg City Schools - Special Education	321,000	321,000	321,000	321,000	321,000	321,000
Greater Lynchburg Transit Company (GLTC)	1,860,288	1,535,547	1,860,288	1,773,849	1,623,849	1,623,849
Capital Maintenance FY 2018	375,900	0	0	0	0	0
Fuel Reserve	100,000	100,000	100,000	100,000	100,000	100,000
Drug Court Program	25,000	50,000	50,000	75,000	50,000	50,000
Concord Turnpike Landfill Maintenance	50,000	100,000	50,000	100,000	50,000	50,000
Long-Term "On-Time" Debt Financing	375,000	1,250,000	1,250,000	2,125,000	750,000	750,000
Citywide Salary Study and Implementation Plan	450,000	2,209,566	1,461,319	1,461,319	1,461,319	1,461,319
Sub-total Committed Fund Balance Reserves	**$9,149,208**	**$12,638,530**	**$12,354,114**	**$13,535,148**	**$11,685,148**	**$11,685,148**
ASSIGNED FUND BALANCE RESERVES						
Encumbrances	$1,344,401	$0	$0	$0	$0	$0
Lynchburg City Schools - Return of School Funding	3,547,093	769,253	226,294	226,294	226,294	226,294
Law Library	46,705	46,020	53,505	60,305	60,305	60,305
Museums	50,028	50,028	50,028	50,028	50,028	50,028
Recreation Services	52,441	34,623	157,087	114,328	114,328	114,328
Partners in Emergency Response (PIER)	134,218	108,698	134,218	134,218	134,218	134,218
Health Insurance Reserve	1,415,217	664,538	1,415,217	1,415,217	1,415,217	1,415,217
Fire and EMS Department Equipment	8,397	8,397	4,663	4,663	4,663	4,663
Line of Duty Death Benefit	501,440	501,440	501,440	501,440	501,440	501,440
Parking	122,229	162,056	113,955	192,885	113,955	113,955
Point of Honor	2,653	2,653	2,653	2,653	2,653	2,653
Police Range Operations	1,001	1,201	200	200	200	200
Fire Restitution	100	100	100	100	100	100
Adopt-A-Bed Program	2,126	2,772	2,126	2,126	2,126	2,126
Virginia Land Conservation	2,314	2,314	2,314	2,314	2,314	2,314
Public Safety Building	72,906	104,927	104,927	223,033	104,927	104,927
Future Landfill Needs	260,998	260,998	260,998	260,998	260,998	260,998
Community Corrections and Pretrial Services	195,430	176,091	172,769	144,279	144,279	144,279
Fire Training Center	5,000	0	5,000	5,000	5,000	5,000
Downtown Projects	307,000	7,000	7,000	7,000	7,000	7,000
Sub-total Assigned Fund Balance Reserves	**$8,071,697**	**$2,903,109**	**$3,214,494**	**$3,347,081**	**$3,150,045**	**$3,150,045**
TOTAL COMMITTED AND ASSIGNED FUND BALANCE RESERVES	**$17,220,905**	**$15,541,639**	**$15,568,608**	**$16,882,229**	**$14,835,193**	**$14,835,193**

Changes to Committed and Assigned Fund Balance Reserves

COMMITTED AND ASSIGNED FUND BALANCE RESERVES	REVISED ESTIMATE FY 2019	ADOPTED FY 2020	CHANGE BETWEEN FY 2019 and FY 2020	REASON FOR CHANGE
General Fund Reserve for Contingencies FY 2020	0	1,200,000	1,200,000	Fully fund FY 2020 General Fund Reserve for Contingencies
Greater Lynchburg Transit Company (GLTC)	1,860,288	1,623,849	(236,439)	Funds set aside for payment of future GLTC capital needs
Law Library	53,505	60,305	6,800	Funds set aside for future Law Library expenditures
Recreation Services	157,087	114,328	(42,759)	Amount proposed to fund Recreation Services expenditures
Long-Term "On-Time" Debt Financing	1,250,000	750,000	(500,000)	Amount proposed to assist with funding Pay-As-You-Go for FY 2020 CIP
Community Corrections and Pretrial Services	172,769	144,279	(28,490)	Funds set aside to assist with future needs for Community Corrections and Pretrial Services

General Fund Revenue Summary by Category

REVENUE SUMMARY BY CATEGORY	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
NON-DEDICATED REVENUE					
General Property Taxes	$80,198,167	$79,919,670	$83,300,887	$83,300,887	$83,324,412
Other Local Taxes	54,636,999	54,094,383	54,880,598	54,880,598	55,093,840
Permits, Fees, and Regulatory Licenses	886,562	806,700	835,200	835,200	835,200
Fines and Forfeitures	305,924	242,500	252,500	252,500	252,500
Revenue from Use of Money and Property	1,159,414	504,520	906,134	906,134	906,134
Charges for Services	3,270,714	3,314,192	3,184,871	3,184,871	3,184,871
Miscellaneous	977,594	534,900	345,147	345,147	345,147
Commonwealth for State Non-Categorical Aid	6,330,816	6,189,584	6,270,984	6,270,984	6,270,984
TOTAL NON-DEDICATED REVENUE	**$147,766,190**	**$145,606,449**	**$149,976,321**	**$149,976,321**	**$150,213,088**
DEDICATED REVENUE					
Charges for Services	$4,240,874	$4,554,920	$4,862,697	$4,942,491	$4,934,116
Recreation Revenue	443,452	486,500	486,000	486,000	486,000
Parking Revenue	527,688	565,000	610,000	529,635	529,635
Miscellaneous	2,770,397	2,824,186	2,879,144	2,879,144	2,879,144
Interfund Transfers	252,397	0	0	0	0
Revenue from the Commonwealth					
Categorical Aid for State Shared Expenditures	3,099,806	3,034,651	3,018,012	3,038,021	3,131,823
State Categorical Aid	18,198,131	20,085,701	20,001,307	20,082,518	20,082,518
Revenue from the Federal Government					
Federal Direct/Categorical Aid	9,288,352	7,702,896	8,449,784	8,449,784	8,449,784
TOTAL DEDICATED REVENUE	**$38,821,097**	**$39,253,854**	**$40,306,944**	**$40,407,593**	**$40,493,020**
TOTAL REVENUES	**$186,587,287**	**$184,860,303**	**$190,283,265**	**$190,383,914**	**$190,706,108**

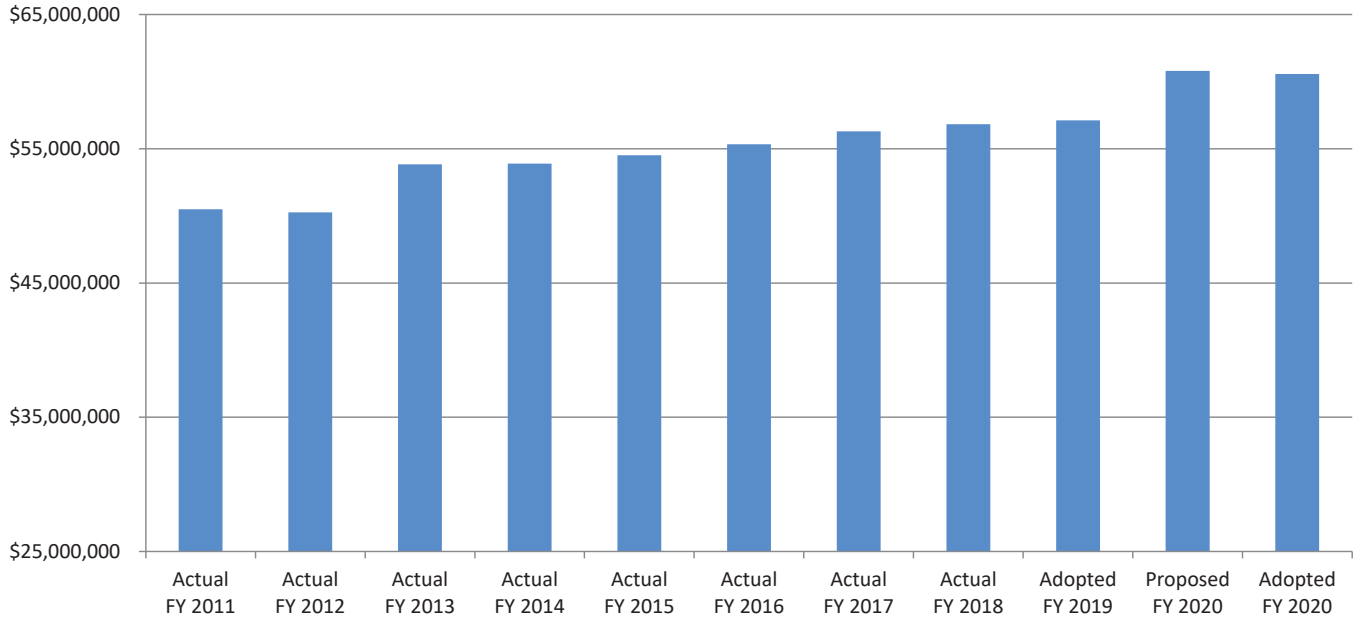
Current Real Property Tax

Fiscal Year	Tax Rate	Amount	Percent Change
2011	$1.05 per $100 assessed value	$50,494,608	
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	1.1%
2016	$1.11 per $100 assessed value	$55,338,232	1.5%
2017	$1.11 per $100 assessed value	$56,295,340	1.7%
2018	$1.11 per $100 assessed value	$56,841,340	1.0%
2019 Adopted	$1.11 per $100 assessed value	$57,124,670	0.5%
2020 Proposed	$1.11 per $100 assessed value	$60,798,916	6.4%
2020 Adopted	**$1.11 per $100 assessed value**	**$60,572,074**	**6.0%**

Enabling Legislation and Rate Changes:

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

Real estate taxes are levied as of the first day of July each year. Supplemental real estate taxes are levied throughout the year to reflect construction in progress during the fiscal year. Real estate taxes are payable in four 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 2020 Analysis:

Current Real Property includes the real property tax less an allowance for an anticipated percentage of uncollectable accounts. Even fiscal years reflect re-assessment. FY 2013 includes the tax rate increase from $1.05 to $1.11. Year over year increases have been marginal through FY 2019. With the results of the 2019 reassessment, FY 2020 projected revenue growth is above 2% since the 2009 recession.

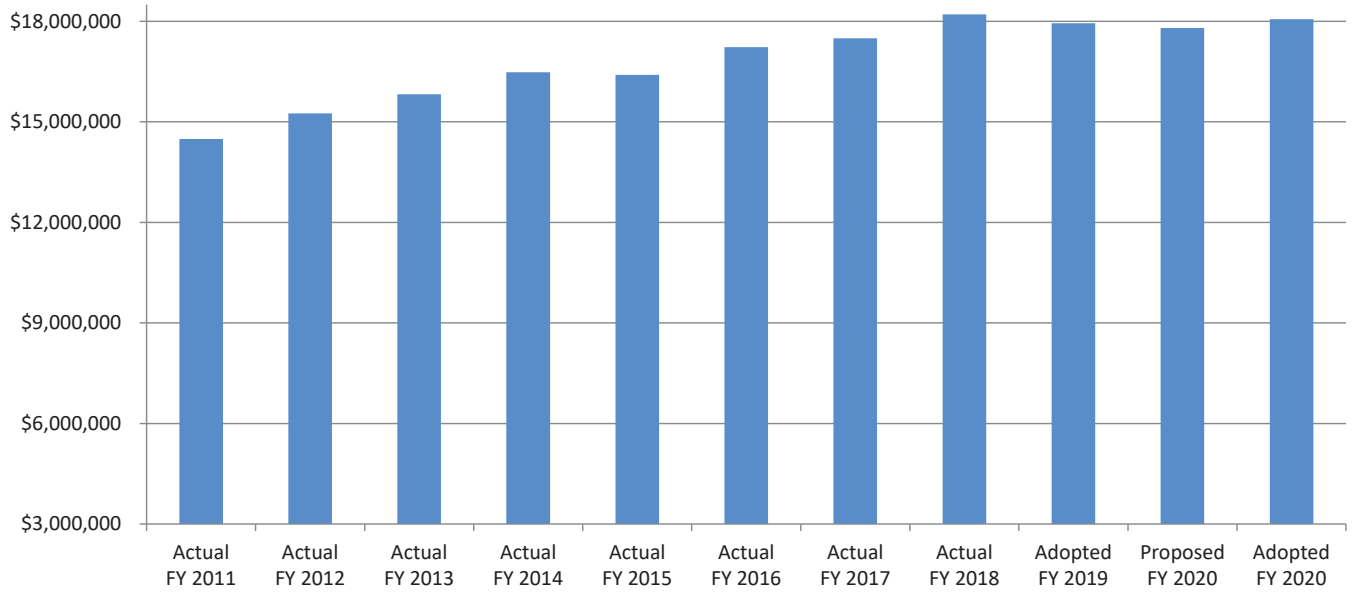
Current Personal Property Tax – Local Portion

Fiscal Year	Tax Rate	Amount	Percent Change
2011	$3.80 per $100 assessed value	$14,488,805	
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	$3.80 per $100 assessed value	$17,228,699	5.0%
2017	$3.80 per $100 assessed value	$17,492,545	1.5%
2018	$3.80 per $100 assessed value	$18,206,205	4.1%
2019 Adopted	$3.80 per $100 assessed value	$17,945,000	(1.4%)
2020 Proposed	$3.80 per $100 assessed value	$17,801,819	(0.8%)
2020 Adopted	**$3.80 per $100 assessed value**	**$18,066,250**	**0.7%**

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 2020 Analysis:

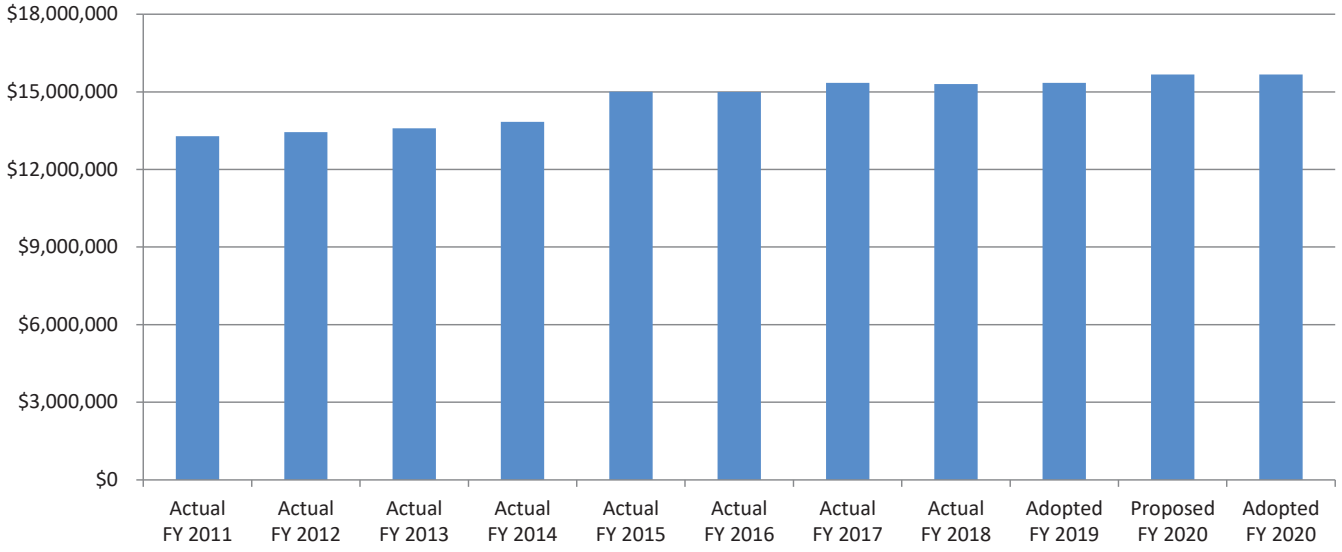
Current Personal Property Tax revenue is based on National Automobile Dealers Association (NADA) values and also includes Machinery and Tools Tax. FY 2018 Actual and assessments for FY 2019 are reflecting growth based on more actively registered vehicles in the City. Staff projects FY 2019 collections will more closely reflect FY 2018. FY 2020 revenues are projected to reflect a decline compared to FY 2019 due to the loss of Machinery and Tools Tax Revenue from a Lynchburg business. However, assessments are higher than initially anticipated so Adopted FY 2020 reflects additional growth in personal property tax net of the loss in Machinery and Tools Tax.

Local Sales and Use Tax

Fiscal Year	Tax Rate	Amount	Percent Change
2011	1% + 4.0% VA tax	$13,284,506	
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	1% + 4.3% VA tax	$14,995,131	(0.1%)
2017	1% + 4.3% VA tax	$15,351,347	2.4%
2018	1% + 4.3% VA tax	$15,297,496	(0.4%)
2019 Adopted	1% + 4.3% VA tax	$15,351,347	0.4%
2020 Proposed	1% + 4.3% VA tax	$15,673,983	2.1%
2020 Adopted	**1% + 4.3% VA tax**	**$15,673,983**	**2.1%**

Enabling Legislation and Rate Changes:

Section 58.1-603 of the Virginia Code authorizes the imposition of a sales and use tax on the purchase price of retail products. Section 58.1-605 of the Virginia Code allows cities to levy a general retail sales and use 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 and use tax; the State component of the sales and use tax was increased from 4.0% to 4.3% in FY 2014.



FY 2020 Analysis:

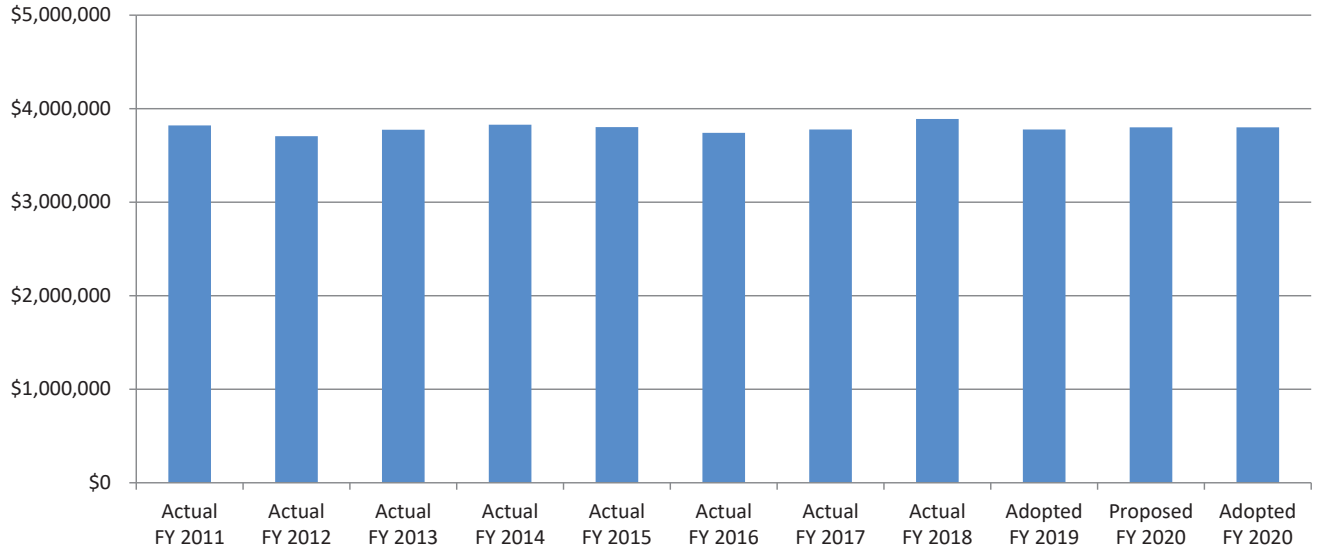
FY 2018 collections, compared to the FY 2018 Adopted Budget, did meet expectations. Therefore, the FY 2019 Adopted Budget is anticipated to be in line with FY 2017 Actual. Use Tax collections are inconsistent and very difficult to predict year to year. FY 2019 collections have exceeded projections and therefore, FY 2020 is proposed with a 2% increase.

Consumer Utility Tax Electric

Fiscal Year	Tax Rate	Amount	Percent Change
2011	See below	$3,821,263	
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	See below	$3,741,171	(1.6%)
2017	See below	$3,775,650	0.9%
2018	See below	$3,890,588	3.0%
2019 Adopted	See below	$3,775,650	(3.0%)
2020 Proposed	See below	$3,800,000	0.6%
2020 Adopted	**See below**	**$3,800,000**	**0.6%**

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.



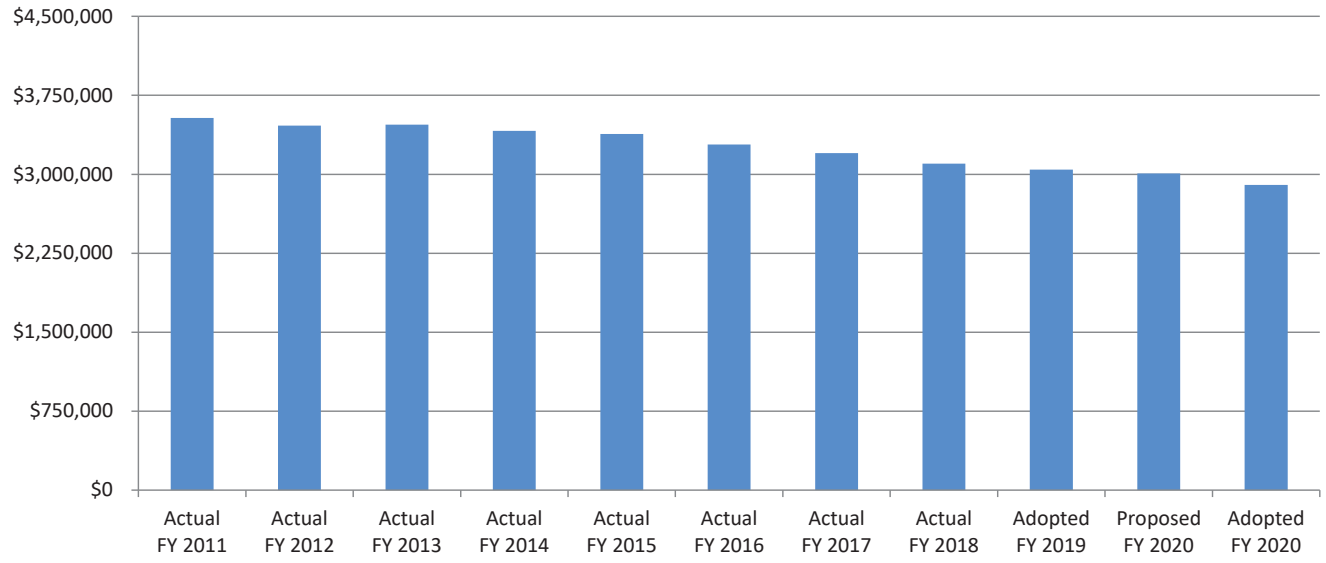
FY 2020 Analysis:
Electric Consumer Utility tax revenue aligns with weather patterns. With rate fluctuations and consumer savings programs, this revenue remains constant at about $3.8 million.

Communications Sales and Use Tax

Fiscal Year	Tax Rate	Amount	Percent Change
2011	See below	$3,534,449	
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	See below	$3,282,767	(3.0%)
2017	See below	$3,202,076	(2.5%)
2018	See below	$3,101,975	(3.1%)
2019 Adopted	See below	$3,045,315	(1.8%)
2020 Proposed	See below	$3,008,916	(1.2%)
2020 Adopted	**See below**	**$2,900,000**	**(4.8%)**

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 2020 Analysis:

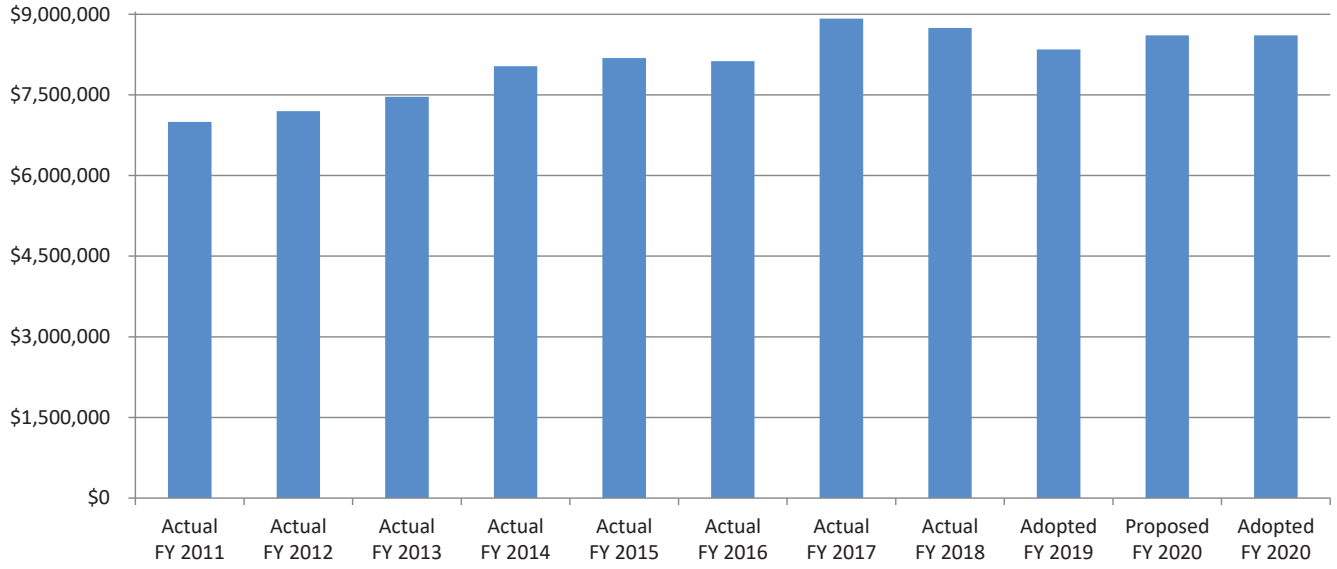
Communication Sales and Use Tax continues to decline; the reduction in land line use and the lower cost for telecommunication services has affected the revenue generated through this stream. The Proposed FY 2020 figure reflects the continued reduction in revenue.

Business Licenses

Fiscal Year	Tax Rate	Amount	Percent Change
2011	See Below	$6,999,206	
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	1.8%
2016	See Below	$8,127,366	(0.7%)
2017	See Below	$8,919,679	9.7%
2018	See Below	$8,745,469	(2.0%)
2019 Adopted	See Below	$8,349,271	(4.5%)
2020 Propopsed	See Below	$8,610,351	3.1%
2020 Adopted	**See Below**	**$8,610,351**	**3.1%**

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 $150,000 the tax rate per $100 is: $0.16 on contracting; $0.20 on retail; $0.36 on repair, personal, business, and other services; $0.58 on financial, real estate, and professional services; 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 2020 Analysis:

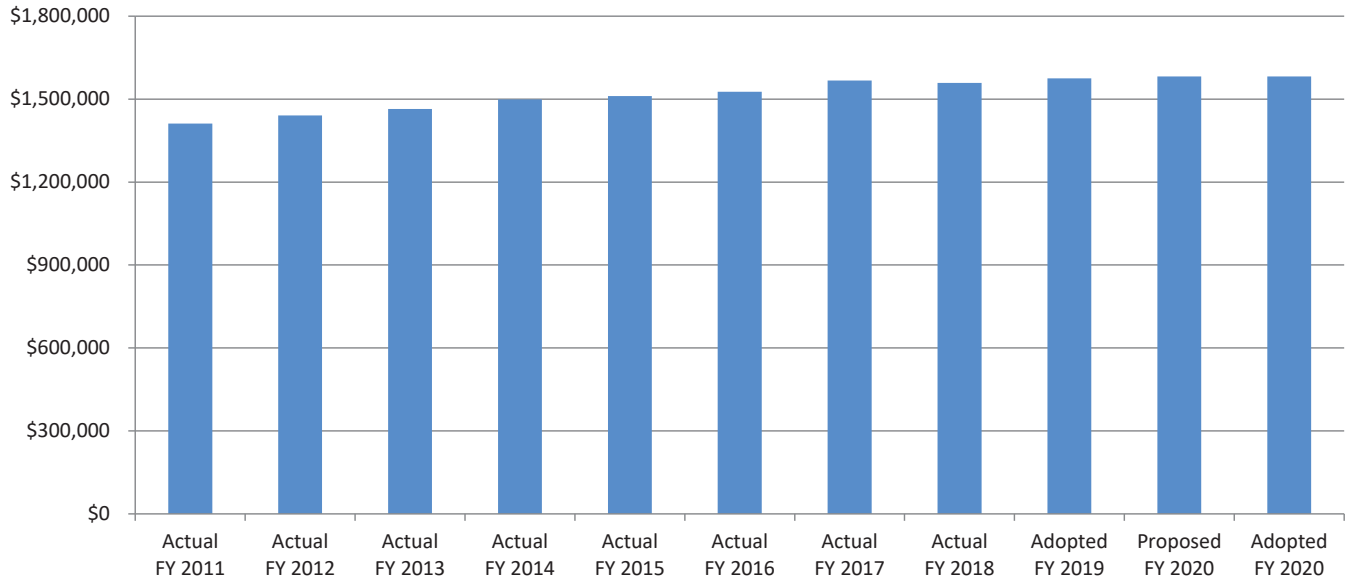
Actual FY 2017 reflects a 9.7% increase over Actual FY 2016. This includes a large one-time catch-up payment of $290,000 from a local company. FY 2018 collections were 1.2% over FY 2017 without the one-time payment which is more in line with year over year increases. FY 2019 Adopted was based on slight anticipated growth over FY 2016 Actual. This growth is anticipated to continue in FY 2020.

Motor Vehicle Licenses

Fiscal Year	Tax Rate	Amount	Percent Change
2011	$29.50/$34.50	$1,411,996	
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	$29.50/$34.50	$1,527,085	1.0%
2017	$29.50/$34.50	$1,567,797	2.7%
2018	$29.50/$34.50	$1,559,167	(0.6%)
2019 Adopted	$29.50/$34.50	$1,575,000	1.0%
2020 Proposed	$29.50/$34.50	$1,582,555	0.5%
2020 Adopted	**$29.50/$34.50**	**$1,582,555**	**0.5%**

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 2020 Analysis:

Proposed FY 2020 Motor Vehicle Licenses reflects very slight continued growth based on an increase in actively registered vehicles in the City.

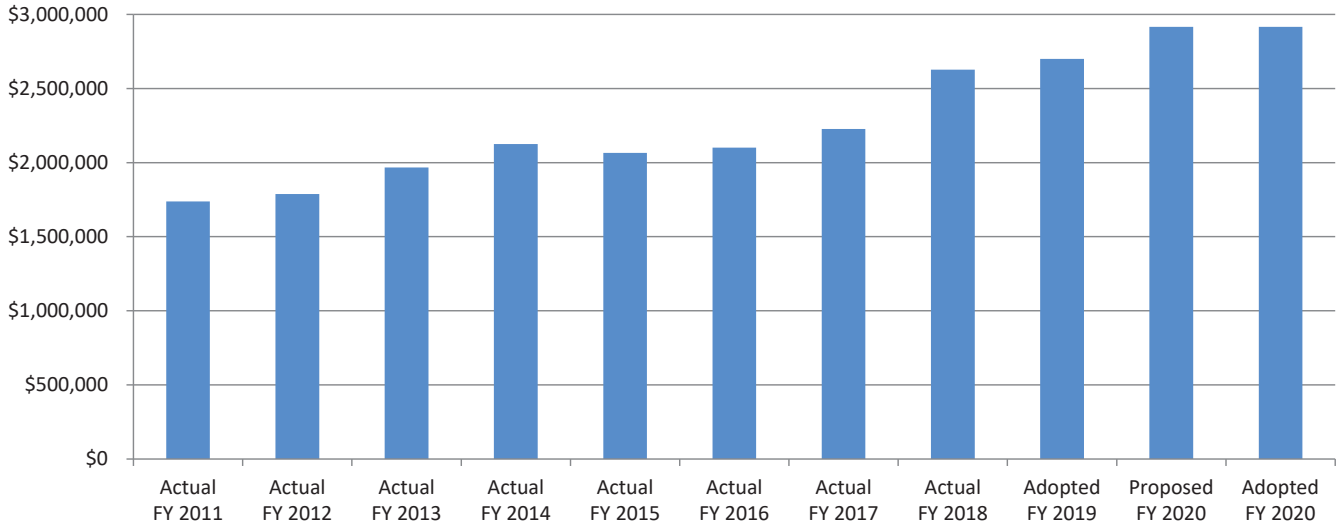
Note: Unlike the Personal Property tax, State code authorizes cities to levy a Motor Vehicle License tax on all motor vehicles, trailers, and semi-trailers without exemption.

Lodging Tax

Fiscal Year	Tax Rate	Amount	Percent Change
2011	5.5% + $1 per room/night	$1,738,042	
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	5.5% + $1 per room/night	$2,100,391	1.7%
2017	5.5% + $1 per room/night	$2,226,551	6.0%
2018	6.5% + $1 per room/night	$2,627,328	18.0%
2019 Adopted	6.5% + $1 per room/night	$2,700,000	2.8%
2020 Proposed	6.5% + $1 per room/night	$2,916,334	8.0%
2020 Adopted	**6.5% + $1 per room/night**	**$2,950,000**	**9.3%**

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. Beginning FY 2018, the City of Lynchburg has a lodging tax of 6.5% plus $1 per room per night. Currently, this tax is not capped by the State.



FY 2020 Analysis:

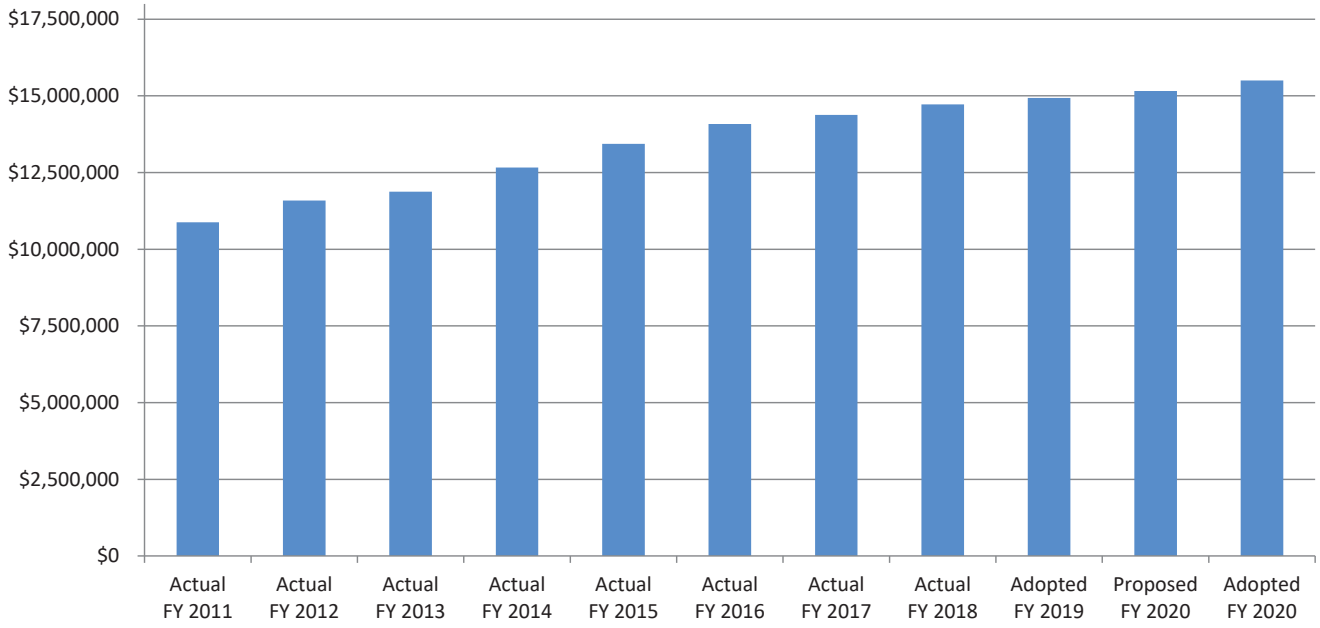
With 3 new hotels slated to open in FY 2018 and the increase in the rate from 5.5% to 6.5% in the FY 2018 Adopted Budget, Lodging Tax revenue was expected to see continued growth. With 2 of the new hotels opening much later than anticipated and one not opening in FY 2018, collections year to date did not meet expectations. Therefore, the FY 2019 Adopted Budget reflected only a slight increase over FY 2018. Collections for FY 2019 are exceeding expectations and FY 2020 is proposed to continue this increase.

Meals Tax

Fiscal Year	Tax Rate	Amount	Percent Change
2011	6.5%	$10,876,035	
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	6.5%	$14,081,199	4.8%
2017	6.5%	$14,381,667	2.1%
2018	6.5%	$14,719,911	2.4%
2019 Adopted	6.5%	$14,932,800	1.4%
2020 Proposed	6.5%	$15,161,508	1.5%
2020 Adopted	**6.5%**	**$15,500,000**	**3.8%**

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 2020 Analysis:

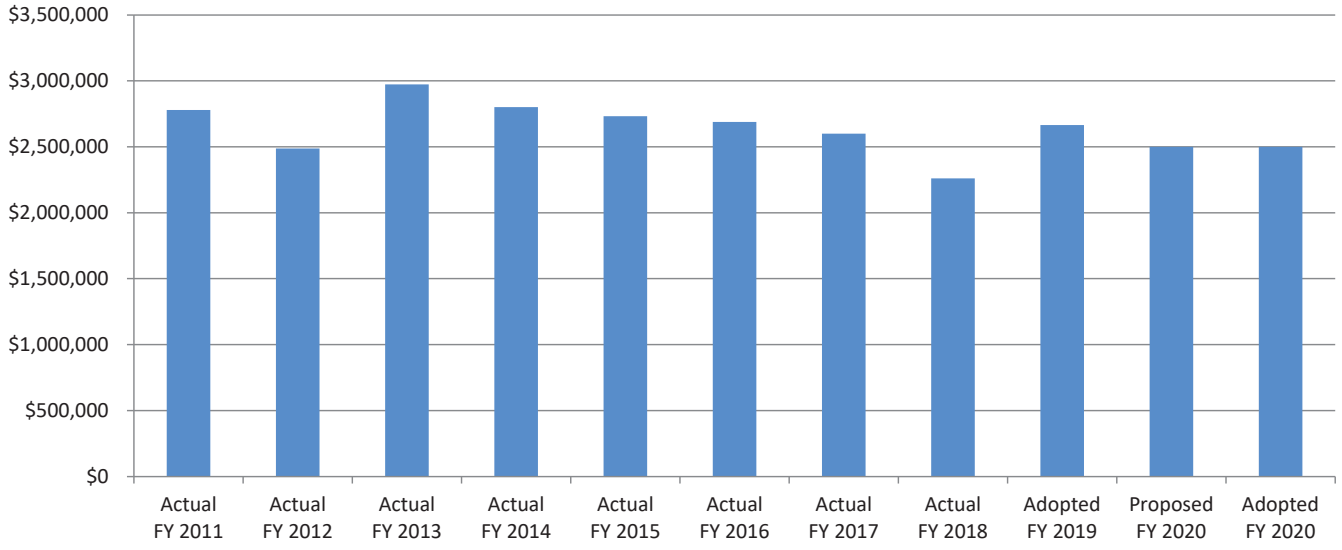
Meals Tax growth has slowed compared to FY 2016 and before. However, collections continue to grow slightly year over year. The FY 2020 Adopted Budget reflects this continued growth.

Ambulance Service Fees

Fiscal Year	Fee Schedule	Amount	Percent Change
2011	See Below	$2,778,840	
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	See Below	$2,689,373	(1.6%)
2017	See Below	$2,600,720	(3.3%)
2018	See Below	$2,480,387	(4.6%)
2019 Adopted	See Below	$2,665,000	7.4%
2020 Proposed	See Below	$2,500,000	(6.2%)
2020 Adopted	**See Below**	**$2,500,000**	**(6.2%)**

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 $500. In addition to this base charge, there shall be a charge of $12 for each mile the patient is transported. If it is classified as a non-emergency, then it will cost $350. 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 $425; if it is a non-emergency the fee is $600. A fee of $850 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 2020 Analysis:

Ambulance Service Fees are collected for the City by a third party administrator (EMS-MC). The City's Billings and Collections staff is responsible for delinquent collections. Actual revenue collections have decreased since FY 2013. FY 2019 collections are not meeting expectations; therefore Adopted FY 2020 is anticipated to continue the decline.

Revenue Detail	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
NON-DEDICATED REVENUE					
General Property Taxes					
Current Real Property	$56,841,340	$58,589,405	$62,357,863	$62,357,863	$62,125,204
Real Property Tax Relief Program	(637,012)	(650,000)	(650,000)	(650,000)	(650,000)
Real Property Housing Rehab Program	(699,836)	(725,000)	(941,431)	(941,431)	(955,495)
Allowance for Uncollectible Real Property (2.5%)		(1,464,735)	(1,558,947)	(1,558,947)	(1,553,130)
Delinquent Real Property Taxes	1,440,939	1,525,000	1,500,000	1,500,000	1,500,000
Real Estate Tax - Economic Development	(17,981)	0	(12,043)	(12,043)	(12,043)
Current Public Service Corporation (PSC)	2,522,219	2,475,000	2,522,219	2,522,219	2,522,219
Penalty PSC Taxes	10,466	0	0	0	0
Current Personal Property - Local portion	18,206,205	18,500,000	18,352,391	18,352,391	18,625,000
Delinquent Personal Property Tax	1,358,387	1,175,000	1,200,000	1,200,000	1,200,000
Allowance for Uncollectible Personal Property (3.0%)		(555,000)	(550,572)	(550,572)	(558,750)
Personal Property Tax - Economic Development	(2,150)	0	(20,050)	(20,050)	(20,050)
Penalty on Delinquent Tax	674,599	650,000	674,599	674,599	674,599
Interest on Delinquent Taxes	426,858	400,000	426,858	426,858	426,858
Miscellaneous General Property Taxes	74,133	0	0	0	0
Total General Property Taxes	**$80,198,167**	**$79,919,670**	**$83,300,887**	**$83,300,887**	**$83,324,412**
Other Local Taxes					
Local Sales and Use Tax	$15,297,496	$15,351,347	$15,673,983	$15,673,983	$15,673,983
Local Sales and Use Tax - Economic Development	(14,755)	0	(75,246)	(75,246)	(75,246)
Consumer Utility Tax - Electric	3,890,588	3,775,650	3,800,000	3,800,000	3,800,000
Consumer Utility Tax - Gas	652,095	575,000	652,095	652,095	652,095
Communications Sales and Use Tax	3,101,975	3,045,315	3,008,916	3,008,916	2,900,000
Right of Way Fees	226,288	200,000	226,288	226,288	226,288
Business License Tax	8,745,469	8,607,496	8,876,651	8,876,651	8,876,651
Allowance for Uncollectible Business License (3.0%)		(258,225)	(266,300)	(266,300)	(266,300)
Business License Tax - Economic Development	(5,845)	0	(21,779)	(21,779)	(21,779)
Electric Consumption Tax [1]	323,676	315,000	323,676	323,676	323,676
Gas Consumption Tax [1]	31,988	30,000	31,988	31,988	31,988
Penalty on Business License Tax	107,328	90,000	107,328	107,328	107,328
Motor Vehicle Licenses	1,559,167	1,575,000	1,582,555	1,582,555	1,582,555
Delinquent Motor Vehicle Licenses	206,740	190,000	190,000	190,000	190,000
Bank Stock Tax	829,988	825,000	800,000	800,000	800,000
Recordation Tax - City	600,639	485,000	600,000	600,000	600,000
Probate Tax	29,207	15,000	20,000	20,000	20,000
Tobacco Tax	870,084	850,000	825,000	825,000	825,000
Amusement Tax	847,388	725,000	900,000	900,000	850,000
Penalty/Interest - Amusement Tax	1,558	0	0	0	0
Lodging Tax	2,627,328	2,700,000	2,916,334	2,916,334	2,950,000
Penalty/Interest - Lodging Tax	3,379	0	0	0	0
Lodging Tax - Economic Development	(44,087)	0	(246,941)	(246,941)	(246,941)
Meals Tax	14,719,911	14,932,800	15,161,508	15,161,508	15,500,000
Penalty/Interest - Meals Tax	49,793	65,000	49,793	49,793	49,793
Meals Tax - Economic Development	(20,399)	0	(255,251)	(255,251)	(255,251)
Total Other Local Taxes	**$54,636,999**	**$54,094,383**	**$54,880,598**	**$54,880,598**	**$55,093,840**

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

Revenue Detail	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
NON-DEDICATED REVENUE (continued)					
Permits, Fees, and Regulatory Licenses					
Animal Licenses	$8,849	$8,000	$8,000	$8,000	$8,000
Land Disturbing Fees	19,035	18,000	18,000	18,000	18,000
Transfer Fees	2,212	1,600	1,600	1,600	1,600
Site Plans - Planning	14,267	15,000	15,000	15,000	15,000
Building Plan Review	47,869	40,000	40,000	40,000	40,000
Conditional Use Permits	2,680	4,000	6,000	6,000	6,000
Rezoning Fees - Planning	8,162	6,000	6,000	6,000	6,000
Subdivision Plats	5,475	5,000	5,000	5,000	5,000
Inspection Permit Fee - Building	527,973	500,600	500,000	500,000	500,000
Inspection Permit Fee - Signs	5,525	5,900	6,000	6,000	6,000
Demolition Fees	10,200	6,000	6,000	6,000	6,000
False Alarm Assessment and Permit Fees	139,788	105,000	125,000	125,000	125,000
Rental Inspection Fee - Annual/Periodic	11,700	15,000	22,000	22,000	22,000
Concealed Weapons Permits	31,920	30,000	30,000	30,000	30,000
Legal Notice Advertising	11,533	16,000	12,000	12,000	12,000
Taxicab Application Fees	4,000	5,000	4,500	4,500	4,500
Elevator Administration Fee	19,068	21,000	21,000	21,000	21,000
Miscellaneous Permits, Privilege Fees, and Licenses	16,306	4,600	9,100	9,100	9,100
Total Permits, Fees, and Regulatory Licenses	**$886,562**	**$806,700**	**$835,200**	**$835,200**	**$835,200**
Fines and Forfeitures					
Court Fines and Forfeitures	$302,600	$240,000	$250,000	$250,000	$250,000
Criminal Court Fees	3,324	2,500	2,500	2,500	2,500
Total Fines and Forfeitures	**$305,924**	**$242,500**	**$252,500**	**$252,500**	**$252,500**
Revenue from Use of Money and Property					
Interest on Investments	$308,785	$125,000	$332,814	$332,814	$332,814
Interest - City Capital	142,605	60,000	150,000	150,000	150,000
Interest - Health Insurance	2,172	15,000	2,000	2,000	2,000
Interest - Other Post Employment Benefits (OPEB)	28,753	5,000	15,000	15,000	15,000
Interest - Market Value Gain/Loss	35,529	0	0	0	0
Interest - State Non-Arbitrage Program (SNAP) Incom	191,913	70,000	175,000	175,000	175,000
General Government Property Rent	82,380	75,000	75,000	75,000	75,000
Criminal Justice Academy (CVCJA) Property Rent	36,250	36,250	36,250	36,250	36,250
Health Department Property Rent	100,000	100,000	100,000	100,000	100,000
Cultural and Recreation Property Rent	15,070	15,070	15,070	15,070	15,070
Property Rental Stadium	215,957	3,200	5,000	5,000	5,000
Total Revenue from Use of Money and Property	**$1,159,414**	**$504,520**	**$906,134**	**$906,134**	**$906,134**

Revenue Detail	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
NON-DEDICATED REVENUE (continued)					
Charges for Services					
Collection and Tax Lien Fees	$35,226	$25,000	$35,000	$35,000	$35,000
DMV Administration Fee	264,995	250,000	265,000	265,000	265,000
DMV Select Agency	39,694	35,000	35,000	35,000	35,000
Payroll Deduction Fees	5,500	5,000	5,000	5,000	5,000
Fees for Court Officers	7,244	7,244	7,244	7,244	7,244
Commonwealth Attorney Fees	7,459	7,000	7,000	7,000	7,000
Commonwealth Atty Fines and Fees - Non-Dedicated	41,762	65,575	41,454	41,454	41,454
Ambulance Service Fees	2,480,387	2,665,000	2,500,000	2,500,000	2,500,000
Delinquent Ambulance Bills > 120 days	229,115	115,000	150,000	150,000	150,000
Wards Crossing West	135,923	135,923	135,923	135,923	135,923
Miscellaneous Charges for Services	23,409	3,450	3,250	3,250	3,250
Total Charges for Services	**$3,270,714**	**$3,314,192**	**$3,184,871**	**$3,184,871**	**$3,184,871**
Revenue from the Commonwealth for State Non-Categorical Aid					
Rolling Stock Taxes	$90,544	$90,000	$90,000	$90,000	$90,000
Deeds of Conveyance	162,310	125,000	150,000	150,000	150,000
Recordation Taxes	204,314	150,000	150,000	150,000	150,000
Auto Rental Tax - DMV	325,766	280,000	336,400	336,400	336,400
Personal Property Tax Relief	5,543,584	5,543,584	5,543,584	5,543,584	5,543,584
Mobile Home Titling Taxes	4,298	1,000	1,000	1,000	1,000
Total State Non-Categorical Aid	**$6,330,816**	**$6,189,584**	**$6,270,984**	**$6,270,984**	**$6,270,984**
Miscellaneous Non-Dedicated					
Payment in Lieu of Tax - Westminster	$52,901	$52,900	$52,900	$52,900	$52,900
Payment in Lieu of Tax - LRHA	0	25,000	25,000	25,000	25,000
Region 2000 Services Authority (RSA) Payment	369,465	300,000	0	0	0
Sale of Real Property	307,000	0	0	0	0
Credit Card Rebate	112,953	100,000	110,000	110,000	110,000
Miscellaneous Revenue	135,275	57,000	157,247	157,247	157,247
Total Miscellaneous Non-Dedicated	**$977,594**	**$534,900**	**$345,147**	**$345,147**	**$345,147**
TOTAL NON-DEDICATED REVENUES	**$147,766,190**	**$145,606,449**	**$149,976,321**	**$149,976,321**	**$150,213,088**

Revenue Detail	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
DEDICATED REVENUE					
Charges for Services					
Document Reproduction Fee	$7,685	$8,000	$8,000	$8,000	$8,000
Legal Service Charges - Schools	40,000	40,000	40,000	40,000	40,000
Probation Supervision Fee	14,102	13,789	13,789	13,789	13,789
Police - Schools Resource Officer (SRO) Program	97,435	148,750	135,904	135,904	135,904
Police Report Sales	14,579	14,000	14,250	14,250	1,425
Off-Duty Police Fee	1,101,043	1,268,000	1,270,000	1,270,000	1,270,000
Range Use Fee	16,000	15,200	13,800	13,800	13,800
Sheriff's Fee Courtroom Services	65,110	80,000	70,000	70,000	70,000
Commonwealth Atty Fines and Fees - Dedicated	62,881	62,075	63,186	63,186	63,186
Community Development Stormwater Charges	495,590	495,590	511,913	511,913	511,913
Public Works Administrative Stormwater Charges	119,245	131,855	101,116	101,116	101,116
Public Works Engineering Stormwater Charges	10,533	17,927	9,801	9,801	9,801
Public Works Streets Stormwater Charges	147,974	162,596	147,974	147,974	147,974
Residential Disposal Fees	1,015,125	1,005,000	1,302,182	1,404,576	1,404,576
Trash Bag & Decal Violation	2,331	5,000	5,000	5,000	5,000
Landord Set Out Program					4,450
Building Maintenance - Other	10,142	10,142	10,142	10,142	10,142
Juvenile Service Providers	777,687	846,496	850,290	850,290	850,290
SS Horizon Contribution for Eligibility Worker	0	0	17,500	17,500	17,500
Library Fines and Fees	54,706	56,000	50,000	50,000	50,000
Lost/Damaged Library Property	5,987	5,000	5,000	5,000	5,000
Law Library Fees	34,734	30,000	30,000	30,000	30,000
Delinquent Library Charges	8,435	0	8,400	8,400	8,400
Point of Honor Admission	12,644	11,000	9,350	9,350	9,350
PIER Outside Contract Agreements	32,500	32,500	26,500	26,500	26,500
PIER Internal Contract Agreements	50,000	50,000	50,000	50,000	50,000
Vacant Building Registration Fee	12,518	18,000	35,000	35,000	35,000
Short Term Rental Registration Fee	0	0	35,600	13,000	13,000
Weed Ordinance Program	31,888	28,000	28,000	28,000	28,000
Total Charges for Services	**$4,240,874**	**$4,554,920**	**$4,862,697**	**$4,942,491**	**$4,934,116**
Recreation Revenue					
Swimming Pool Fees	$32,414	$25,000	$28,000	$28,000	$28,000
Recreation Services Fees	411,038	461,500	458,000	458,000	458,000
Total Recreation Revenue	**$443,452**	**$486,500**	**$486,000**	**$486,000**	**$486,000**

Revenue Detail	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
DEDICATED REVENUE (continued)					
Parking Revenue					
Downtown Parking Deck Lease	$76,276	$90,000	$90,000	$76,070	$76,070
Hourly Parking Fees	38,009	40,000	65,000	43,565	43,565
Permit Parking Fees - City Owned	201,805	210,000	240,000	200,000	200,000
Permit Parking Fees - Lease Agreement	110,617	100,000	90,000	90,000	90,000
Fines	100,981	125,000	125,000	120,000	120,000
Total Parking Revenue	**$527,688**	**$565,000**	**$610,000**	**$529,635**	**$529,635**
Miscellaneous Revenue					
Indirect Costs and Services - Water	$1,045,633	$1,123,362	$1,108,711	$1,108,711	$1,108,711
Indirect Costs and Services - Sewer	247,246	276,087	273,479	273,479	273,479
Indirect Costs and Services - WWTP	608,114	632,865	592,908	592,908	592,908
Indirect Costs and Services - Stormwater	235,717	182,783	281,295	281,295	281,295
Indirect Costs and Services - Airport	155,501	161,131	162,582	162,582	162,582
Indirect Costs and Services - Detention Home	259,063	233,048	246,102	246,102	246,102
Indirect Costs and Services - Community	4,968	0	0	0	0
Parks and Recreation Special Events Sponsorship	10,092	12,000	12,000	12,000	12,000
Property Rental Market	90,891	92,000	92,000	92,000	92,000
Property Rental Market - Penalty and Interest	722	560	650	650	650
Mobile Vendor License Fee	400	0	0	0	0
Friends of the Lynchburg Library	7,250	7,250	9,467	9,467	9,467
Visitor Center Merchandise	19,294	23,700	21,000	21,000	21,000
Reimbursement - Point of Honor/Carriage House	27,750	26,300	26,300	26,300	26,300
Digg's Trust (Lynchburg Museum System)	39,850	36,900	36,900	36,900	36,900
Other Miscellaneous Dedicated Revenue	17,906	16,200	15,750	15,750	15,750
Total Miscellaneous Revenue	**$2,770,397**	**$2,824,186**	**$2,879,144**	**$2,879,144**	**$2,879,144**
Revenue from the Commonwealth					
State Categorical Aid for State Shared Expenditures					
Commissioner of the Revenue	$179,450	$179,935	$182,106	$182,106	$190,338
State Treasurer	102,118	102,000	104,643	104,643	115,644
Registrar/Electoral Board	46,739	47,000	47,000	47,000	47,000
Clerk of Court (includes Technology Trust Fund)	577,061	562,000	541,991	562,000	577,961
Sheriff	1,151,150	1,130,080	1,097,272	1,097,272	1,121,764
Commonwealth Attorney	1,043,288	1,013,636	1,045,000	1,045,000	1,079,116
Total Categorical Aid-State Shared Expenditures	**$3,099,806**	**$3,034,651**	**$3,018,012**	**$3,038,021**	**$3,131,823**

Revenue Detail	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
DEDICATED REVENUE (continued)					
Intergovernmental: State Categorical Aid					
Juvenile Correction Block Grant	$247,716	$247,716	$247,716	$247,716	$247,716
Recovery - E-911 Wireless	301,120	371,373	372,000	372,000	372,000
Highway Maintenance	8,069,555	8,133,555	8,559,816	8,559,816	8,559,816
Local Law Enforcement Funding (House Bill 599)	3,025,152	3,137,083	3,137,083	3,137,083	3,137,083
Social Services Administration	1,716,392	2,310,216	2,380,547	2,461,758	2,461,758
Social Services Programs	4,569,806	5,644,405	5,128,759	5,128,759	5,128,759
Public Library	155,687	156,353	160,386	160,386	160,386
SNAP Program Reimbursements	12,742	15,000	15,000	15,000	15,000
SNAP Grant Programs	1,000	0	0	0	0
VDH-We Got the Beet Campaign	45,583	0	0	0	0
Health Department Funding	53,378	70,000	0	0	0
Total State Categorical Aid	**$18,198,131**	**$20,085,701**	**$20,001,307**	**$20,082,518**	**$20,082,518**
Intergovernmental: Federal Direct/Categorical Aid					
Build America Bond Interest Subsidy - City	$81,197	$81,328	$40,900	$40,900	$40,900
Build America Bond Interest Subsidy - Schools	192,659	192,969	97,000	97,000	97,000
Social Services Administration	4,649,713	3,709,562	4,002,889	4,002,889	4,002,889
USDA Funding - Group Home	0	15,000	15,000	15,000	15,000
Social Services Programs	3,633,298	3,051,946	3,576,904	3,576,904	3,576,904
Human Services Capital Lease	129,786	147,091	147,091	147,091	147,091
FINI Double-Dollars	10,535	0	0	0	0
Human Services Building and Grounds	51,415	55,000	55,000	55,000	55,000
Indirect Cost Reimbursement	539,749	450,000	515,000	515,000	515,000
Total Federal Direct/Categorical Aid	**$9,288,352**	**$7,702,896**	**$8,449,784**	**$8,449,784**	**$8,449,784**
Interfund Transfers					
City/Federal/State Aid	$2,397	$0	$0	$0	$0
City Capital	250,000	0	0	0	0
Total Interfund Transfers	**$252,397**	**$0**	**$0**	**$0**	**$0**
TOTAL DEDICATED REVENUES	**$38,821,097**	**$39,253,854**	**$40,306,944**	**$40,407,593**	**$40,493,020**
TOTAL GENERAL FUND REVENUES	**$186,587,287**	**$184,860,303**	**$190,283,265**	**$190,383,914**	**$190,706,108**

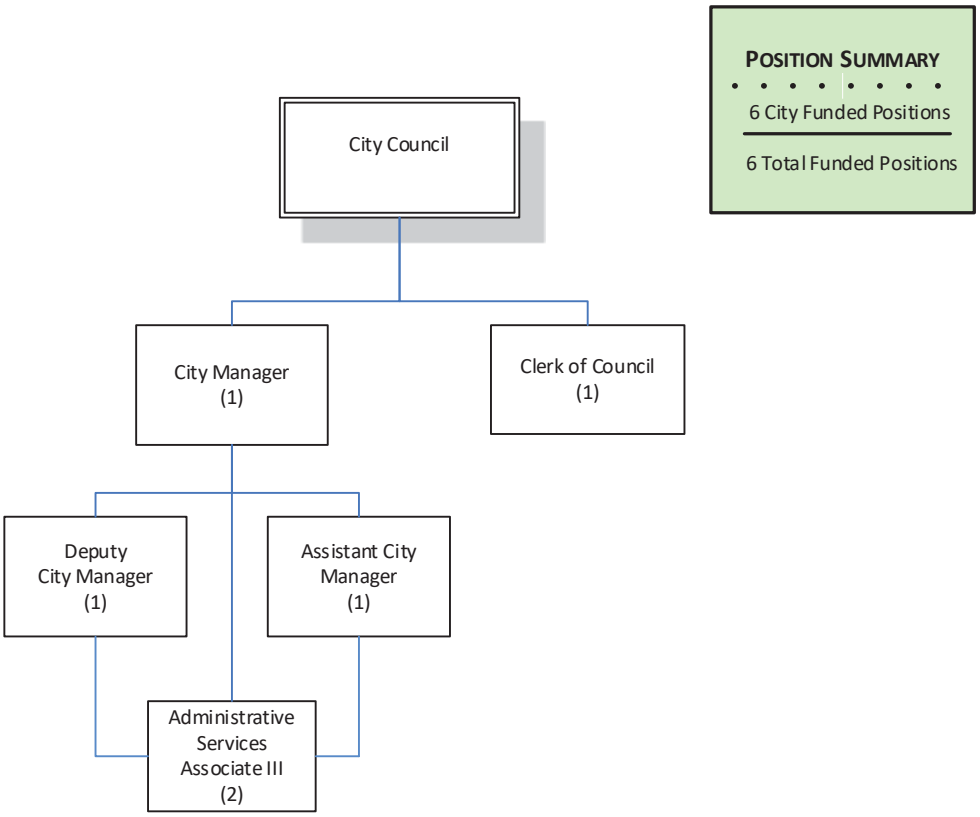
Expenditure Detail

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
DEPARTMENTAL EXPENDITURE DETAIL SUMMARY					
General Government					
Council/Manager Offices	$1,068,191	$1,046,832	$1,003,226	$1,010,926	$968,558
City Assessor	723,346	731,167	707,560	723,244	723,244
City Attorney	738,700	803,121	772,786	814,224	814,224
Self-Insurance	601,049	588,357	608,114	608,114	608,114
Commissioner of the Revenue	728,032	730,338	698,469	737,683	737,683
Office of Management and Budget	608,755	603,434	618,447	618,447	618,447
Accounting Division	944,172	961,587	840,911	918,651	918,651
Billings and Collections Division	1,202,126	1,288,204	1,255,856	1,255,856	1,255,856
Procurement Division	309,560	311,971	340,394	340,394	340,394
Human Resources	916,581	800,718	771,914	811,432	817,432
Occupational Health	213,724	130,000	175,000	175,000	175,000
Information Technology (IT) Administration Division	358,960	456,933	450,413	450,413	450,413
Application Services Division	1,286,894	1,325,785	1,336,183	1,336,183	1,336,183
Geographic Information System (GIS) Division	301,435	324,902	311,248	311,248	311,248
Network Services Division	1,693,888	1,713,476	1,574,604	1,651,021	1,651,021
Registrar	191,651	183,546	178,436	184,437	184,437
Electoral Board	115,747	103,061	100,597	99,597	99,597
State Treasurer	170,234	169,985	169,069	172,514	172,514
TOTAL GENERAL GOVERNMENT	**$12,173,045**	**$12,273,417**	**$11,913,227**	**$12,219,384**	**$12,183,016**
Judicial Administration					
Circuit Court Clerk (24th Judicial District)	$889,194	$877,504	$879,601	$899,610	$899,610
Circuit Court Judges (24th Judicial District)	138,473	159,917	154,417	154,417	154,417
Office of the Commonwealth's Attorney	1,645,600	1,608,104	1,629,342	1,629,342	1,629,342
Office of the Commonwealth's Attorney - Fines and Fees	62,881	62,075	63,186	63,186	63,186
General District Court	31,373	58,173	55,073	55,073	55,073
Juvenile and Domestic Relations (J&DR) District Court	12,747	15,024	14,273	14,273	14,273
Magistrate	3,162	3,977	3,782	3,782	3,782
Sheriff's Office	2,195,382	2,091,581	2,233,174	2,087,965	2,255,619
Court Service Unit (24th Judicial District)	1,169	1,550	1,472	1,472	1,472
TOTAL JUDICIAL ADMINISTRATION	**$4,979,981**	**$4,877,905**	**$5,034,320**	**$4,909,120**	**$5,076,774**
Public Safety					
Police Department	$16,556,943	$16,709,468	$16,331,631	$17,147,895	$17,147,895
Range Operations	17,823	15,000	13,800	13,800	13,800
Off-Duty	1,085,839	1,146,894	1,151,894	1,151,894	1,151,894
Animal Control Unit	276,370	331,998	340,900	337,222	337,222
Emergency Services	2,641,979	2,691,621	2,623,647	2,693,488	2,693,488
Fire Department	15,885,248	15,947,300	15,281,400	15,920,814	15,920,814
Technical Rescue Team/PIER Program	70,911	82,500	76,500	76,500	76,500
TOTAL PUBLIC SAFETY	**$36,535,113**	**$36,924,781**	**$35,819,772**	**$37,341,613**	**$37,341,613**
Public Works					
Public Works Administration	$961,318	$943,804	$940,979	$939,884	$939,884
Building Maintenance	3,847,860	3,809,449	3,806,769	3,795,831	3,795,831
Human Services Building	242,870	245,510	243,090	243,090	243,090
Parks and Grounds Maintenance	3,028,762	2,901,625	3,310,110	3,254,523	3,254,523
Engineering	3,867,611	3,874,391	3,969,894	3,997,263	3,997,263

Expenditure Detail

DEPARTMENTAL EXPENDITURE DETAIL SUMMARY	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
Public Works (continued)					
Street Maintenance	$2,459,379	$3,282,439	$3,478,691	$3,449,449	$3,449,449
Snow and Ice Removal	281,024	287,207	327,940	297,570	297,570
Refuse	2,922,619	3,032,291	2,929,419	3,076,694	3,086,694
Baseball Stadium Maintenance	122,253	112,023	117,823	117,823	117,823
TOTAL PUBLIC WORKS	**$17,733,696**	**$18,488,739**	**$19,124,715**	**$19,172,127**	**$19,182,127**
Health and Welfare					
Human Services - Juvenile Services	$4,168,764	$4,152,281	$4,000,128	$3,996,582	$3,996,582
Human Services - Social Services Administration	8,050,376	8,166,049	8,526,225	8,529,191	8,529,191
Human Services - Social Services Public Assistance	8,430,328	8,869,737	8,869,737	8,869,737	8,869,737
TOTAL HEALTH AND WELFARE	**$20,649,468**	**$21,188,067**	**$21,396,090**	**$21,395,510**	**$21,395,510**
Parks, Recreation, and Cultural					
Public Library	$1,443,070	$1,426,397	$1,390,769	$1,430,886	$1,430,886
Law Library	9,249	8,200	8,200	8,200	8,200
Parks and Recreation	3,665,996	3,798,285	3,697,471	3,826,359	3,826,359
TOTAL PARKS, RECREATION, AND CULTURAL	**$5,118,315**	**$5,232,882**	**$5,096,440**	**$5,265,445**	**$5,265,445**
Community Development					
Office of the Director of Community Development	$321,476	$312,567	$287,928	$287,928	$287,928
Inspections and Code Compliance Division	836,996	902,420	934,059	930,014	930,014
Planning Division	326,584	335,376	331,202	331,202	331,202
Zoning and Natural Resources Division	254,838	249,023	296,765	295,375	295,375
Office of Economic Development and Tourism	1,445,472	1,634,330	1,566,363	1,589,369	1,589,369
Museums	398,796	469,134	455,677	461,091	472,867
Parking Management	507,103	532,774	531,070	529,635	529,635
Communications and Marketing	555,326	491,651	469,319	478,976	478,976
Citizens First Customer Service Center	129,742	128,775	132,548	132,548	132,548
Local Government Channel	160,283	169,412	160,482	166,212	166,212
TOTAL COMMUNITY DEVELOPMENT	**$4,936,616**	**$5,225,462**	**$5,165,413**	**$5,202,350**	**$5,214,126**
OPERATING - DEPARTMENTAL	$102,126,234	$104,211,253	$103,549,977	$105,505,549	$105,658,611
OPERATING - NON-DEPARTMENTAL	$7,318,260	$8,095,374	$8,181,086	$11,313,134	$11,431,936
EXTERNAL SERVICE PROVIDERS	$7,572,289	$8,144,211	$7,966,038	$7,932,476	$7,933,271
TRANSFER TO OTHER FUNDS	$1,305,116	$751,313	$1,223,856	$1,149,754	$1,149,754
DEBT SERVICE - GENERAL FUND	$10,552,771	$8,647,095	$8,149,350	$8,149,350	$8,149,350
DEBT SERVICE - SCHOOLS	$9,750,727	$9,401,976	$9,509,123	$9,509,123	$9,509,123
SCHOOLS - OPERATING	$38,824,342	$42,028,498	$42,028,498	$42,028,498	$42,890,498
GREATER LYNCHBURG TRANSIT COMPANY	$1,451,062	$1,728,785	$1,728,785	$1,728,785	$1,728,785
RESERVES	$0	$4,230,813	$2,603,836	$1,206,800	$1,206,800
TRANSFER TO CAPITAL - GENERAL FUND	$3,363,498	$4,803,938	$0	$5,034,908	$4,984,908
TRANSFER TO CAPITAL - SCHOOLS	$955,000	$570,000	$0	$0	$0
TOTAL EXPENDITURES, RESERVES, AND TRANSFERS	**$183,219,299**	**$192,613,256**	**$184,940,549**	**$193,558,377**	**$194,643,036**

COUNCIL/MANAGER OFFICES



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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	7	7	7	7	6
TOTAL FTE	**7**	**7**	**7**	**7**	**6**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$706,298	$694,674	$694,674	$694,674	$659,280
Employee Benefits	217,556	209,576	219,019	219,019	202,045
Subtotal Personnel Services	***$923,854***	***$904,250***	***$913,693***	***$913,693***	***$861,325***
Operating					
Contractual Services	$38,525	$9,010	$9,010	$9,010	$19,010
Internal Service Charges	130	0	0	0	0
Other Charges	105,682	133,572	80,523	88,223	88,223
Subtotal Operating	***$144,337***	***$142,582***	***$89,533***	***$97,233***	***$107,233***
TOTAL CITY COST	**$1,068,191**	**$1,046,832**	**$1,003,226**	**$1,010,926**	**$968,558**

Council/Manager Offices Budget Description

The Department Submitted FY 2020 Council/Manager Offices budget of $1,003,226 represents a 4.2% decrease of $43,606 compared to the Adopted FY 2019 budget of $1,046,832.

Highlights of the Department Submitted FY 2020 budget include:

- $9,443 increase in Employee Benefits due to rising health insurance costs.
- $53,049 decrease in Other Charges reflecting the reduction in Training and Conferences for the City Manager and City Council Members, a reduction in Dues and Memberships and Food and Dietary Supplies.

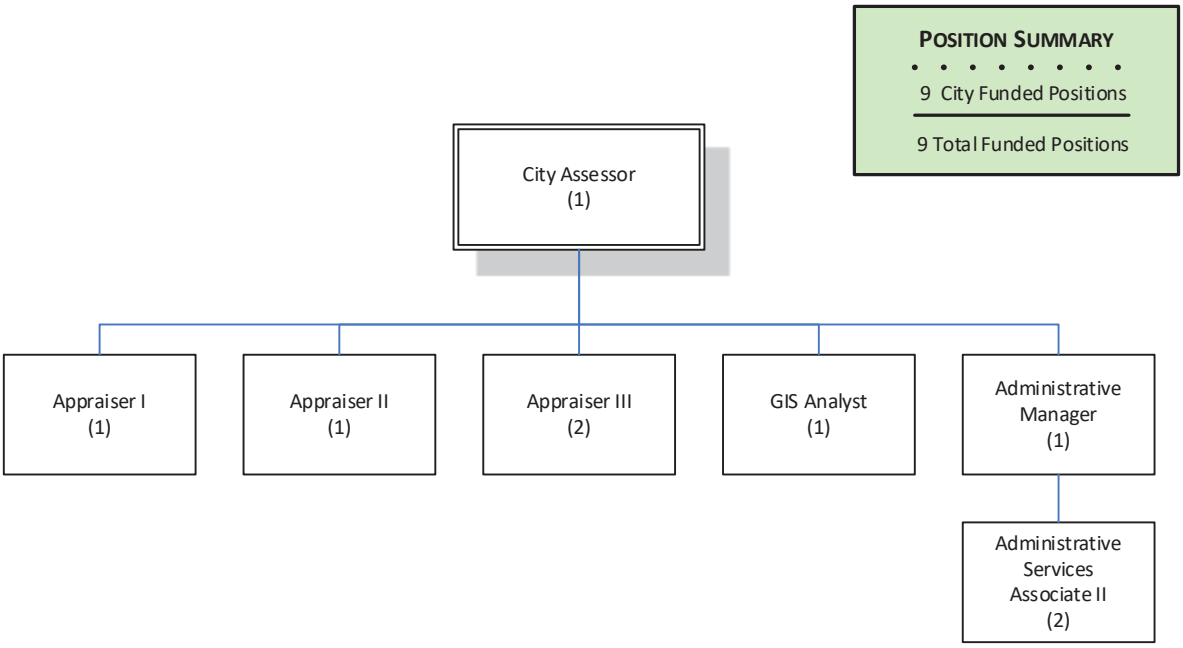
The Manager's Proposed budget includes the following changes from the Department submission:

- $7,700 increase in Other Charges to partially restore funding for Training and Conferences and Food and Dietary Supplies.

The Proposed FY 2020 Council/Manager Offices budget was adopted by City Council with the following changes:

- $52,368 decrease in Salaries and Employee Benefits reflecting elimination of the Deputy Clerk of Council position net of $20,000 for reorganization of duties.
- $10,000 increase in Contractual Services for Census 2020 marketing and outreach promotion.

CITY ASSESSOR



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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	9	9	9	9	9
TOTAL FTE	**9**	**9**	**9**	**9**	**9**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$476,560	$477,229	$473,997	$471,462	$471,462
Employee Benefits	192,551	185,358	195,865	195,151	195,151
Subtotal Personnel Services	***$669,111***	***$662,587***	***$669,862***	***$666,613***	***$666,613***
Operating					
Contractual Services	$31,380	$33,475	$500	$31,604	$31,604
Internal Service Charges	3,541	4,827	6,543	4,975	4,975
Other Charges	16,764	27,602	27,979	17,376	17,376
Rentals and Leases	2,550	2,676	2,676	2,676	2,676
Subtotal Operating	***$54,235***	***$68,580***	***$37,698***	***$56,631***	***$56,631***
TOTAL CITY COST	**$723,346**	**$731,167**	**$707,560**	**$723,244**	**$723,244**

City Assessor Budget Description

The Department Submitted FY 2020 City Assessor budget of $707,560 represents a 3.2% decrease of $23,607 compared to the Adopted FY 2019 budget of $731,167.

Highlights of the Department Submitted FY 2020 budget include:

- $7,275 increase in Salaries and Employee Benefits due to requesting a position reclassification, a progression plan promotion for an appraiser position, and the rising cost of health insurance, offset by savings from filling a vacant position at a lower salary.
- $32,975 decrease in Contractual Services reflecting the removal of vendor support for ProVal CAMA System Software, Map Tab and cost tables.
- $1,716 increase in Internal Service Charges reflecting Fleet Services operating estimates.

The Manager's Proposed budget includes the following changes from the Department submission:

- $3,249 decrease in Salaries and Employee Benefits to partially restore personnel changes.
- $31,104 increase in Contractual Services to restore funding for vendor support for ProVal CAMA System Software, Map Tab and cost tables.
- $1,568 decrease in Internal Service Charges reflecting Fleet Services reallocated operating estimates.
- $10,603 decrease in Other Charges reflecting a reduction in Training and Conferences and Postage based on historical costs.

The Proposed FY 2020 City Assessor budget was adopted by City Council without changes.

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 FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Assessment-to-Sale Value Ratio	92.7%	85%	88%	93%

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 95%. In FY 2019, this ratio is expected to drop since this isn't a reassessment year. The reassessment effective July 1, 2019 should improve substantially due to a reassessment year. These ratios are based on median assessment to sales ratio values.

EXCELLENT GOVERNMENT

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

Objective:
Review property to verify the data is accurate.

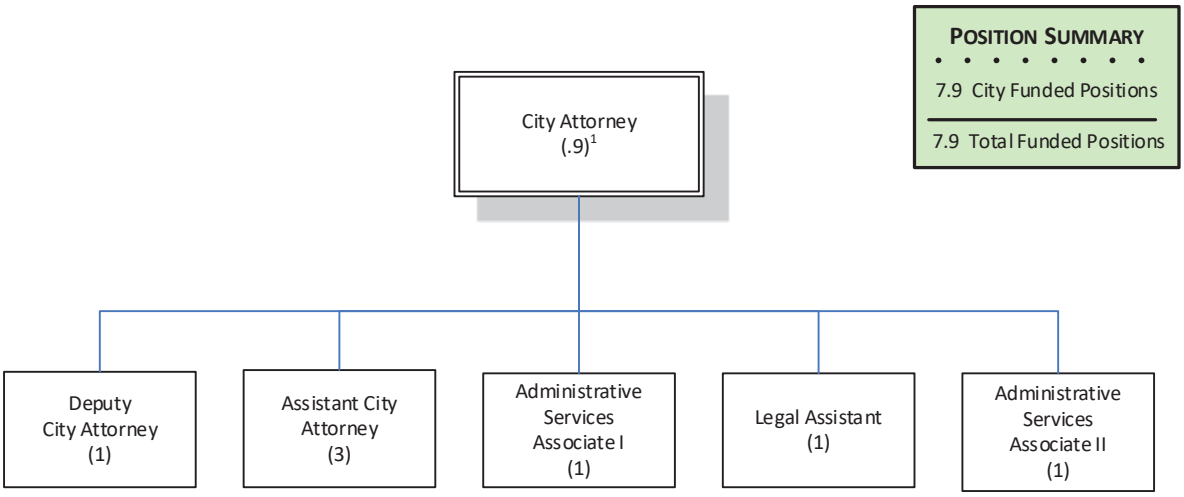
Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Property Reviews Completed	20%	20%	10%	20%

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. Reassessment years include City Wide reviews of data in addition to the five year cycle of review.

EXCELLENT GOVERNMENT

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	6.9	7.9	6.9	7.9	7.9
TOTAL FTE	**6.9**	**7.9**	**6.9**	**7.9**	**7.9**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$499,430	$551,416	$524,579	$551,416	$551,416
Employee Benefits	185,572	197,692	193,358	207,959	207,959
Subtotal Personnel Services	***$685,002***	***$749,108***	***$717,937***	***$759,375***	***$759,375***
Operating					
Contractual Services	$206	$3,000	$3,000	$3,000	$3,000
Other Charges	53,492	51,013	51,849	51,849	51,849
Subtotal Operating	***$53,698***	***$54,013***	***$54,849***	***$54,849***	***$54,849***
TOTAL EXPENDITURES	**$738,700**	**$803,121**	**$772,786**	**$814,224**	**$814,224**
DEDICATED REVENUES					
Legal Service Charges - Schools	$40,000	$40,000	$40,000	$40,000	$40,000
TOTAL DEDICATED REVENUES	**$40,000**	**$40,000**	**$40,000**	**$40,000**	**$40,000**
TOTAL CITY COST	**$698,700**	**$763,121**	**$732,786**	**$774,224**	**$774,224**

City Attorney Budget Description

The Department Submitted FY 2020 City Attorney budget of $772,786 represents a 3.8% decrease of $30,335 compared to the Adopted FY 2019 budget of $803,121.

Highlights of the Department Submitted FY 2020 budget include:

- $31,171 decrease in Salaries and Employee Benefits due to eliminating an Administrative Services Associate I position offset by the increase for rising health costs.

The Manager's Proposed budget includes the following change from the Department submission:

- $41,438 increase in Salaries and Employee Benefits to restore the Administrative Services Associate I position.

The Proposed FY 2020 City Attorney budget was adopted by City Council without changes.

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Other Charges	$601,049	$588,357	$608,114	$608,114	$608,114
Subtotal Operating	***$601,049***	***$588,357***	***$608,114***	***$608,114***	***$608,114***
TOTAL CITY COST	**$601,049**	**$588,357**	**$608,114**	**$608,114**	**$608,114**

Self-Insurance Budget Description

The Department Submitted FY 2020 Self-Insurance budget of $608,114 represents a 3.4% increase of $19,757 compared to the Adopted FY 2019 budget of $588,357.

Highlights of the Department Submitted FY 2020 budget include:

- $19,757 increase in Other Charges reflecting the additions in the cost of some insurance policies compared to the previous year.

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

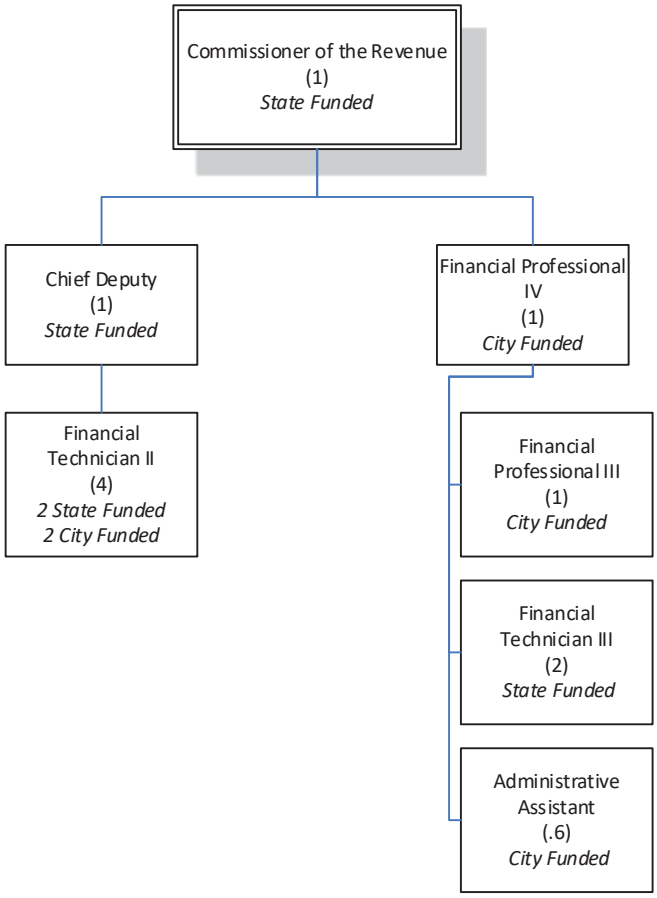
The Proposed FY 2020 Self-Insurance budget was adopted by City Council without changes.

COMMISSIONER OF THE REVENUE

POSITION SUMMARY

6.0 State Funded Positions
4.6 City Funded Positions

10.6 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 State Treasurer, the Office provides DMV Select Services including vehicle registrations and renewals, titling, driver transcripts, issuance of plates and placards, and collection of sales and use tax.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	4.0	4.0	3.0	4.0	4.0
City Funded Part-Time	0.6	0.6	0.6	0.6	0.6
State Funded Full-Time	6.0	6.0	6.0	6.0	6.0
TOTAL FTE	**10.6**	**10.6**	**9.6**	**10.6**	**10.6**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$477,480	$498,755	$467,121	$492,102	$492,102
Employee Benefits	208,533	200,907	198,859	213,092	213,092
Subtotal Personnel Services	***$686,013***	***$699,662***	***$665,980***	***$705,194***	***$705,194***
Operating					
Contractual Services	$10,395	$10,375	$10,395	$10,395	$10,395
Other Charges	28,919	17,407	19,394	19,394	19,394
Rentals and Leases	2,705	2,894	2,700	2,700	2,700
Subtotal Operating	***$42,019***	***$30,676***	***$32,489***	***$32,489***	***$32,489***
TOTAL EXPENDITURES	**$728,032**	**$730,338**	**$698,469**	**$737,683**	**$737,683**
DEDICATED REVENUES					
Commonwealth Aid for Shared Expenditures	$179,450	$179,935	$182,106	$182,106	$190,338
TOTAL DEDICATED REVENUES	**$179,450**	**$179,935**	**$182,106**	**$182,106**	**$190,338**
TOTAL CITY COST	**$548,582**	**$550,403**	**$516,363**	**$555,577**	**$547,345**

Commissioner of the Revenue Budget Description

The Department Submitted FY 2020 Commissioner of the Revenue budget of $698,469 represents a 4.4% decrease of $31,869 compared to the Adopted FY 2019 budget of $730,338.

Highlights of the Department Submitted FY 2020 budget include:

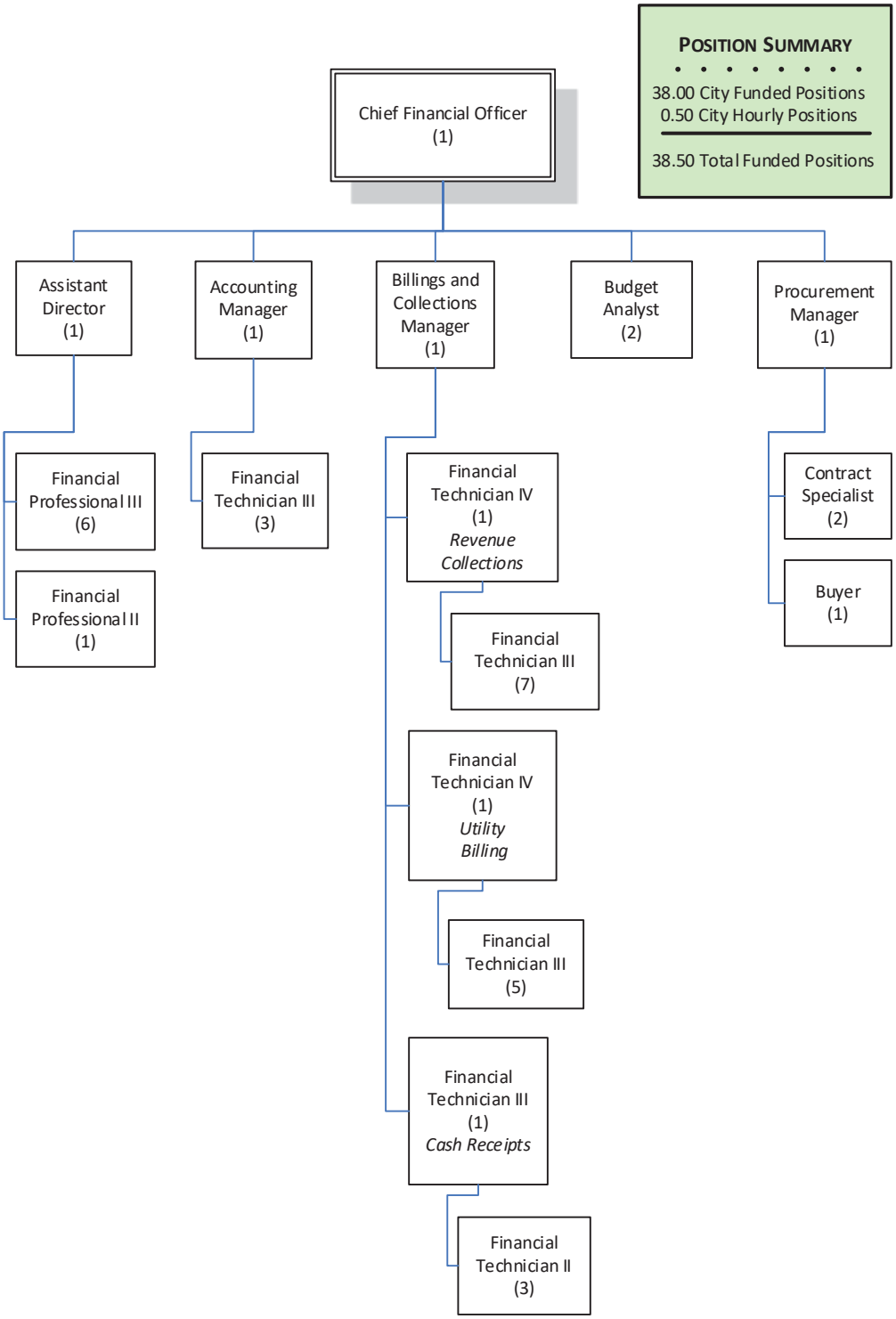
- $33,682 decrease in Salaries and Employee Benefits due to eliminating a Financial Technician II position, which would close the DMV Select, offset by the rising health insurance costs.
- $1,987 increase in Other Charges reflecting the additional cost of Forms and Stationary offset by a reduction in Mailing Services.

The Manager's Proposed budget includes the following change from the Department submission:

- $39,214 increase in Salaries and Employee Benefits to restore the Financial Technician II position.

The Proposed FY 2020 Commissioner of the Revenue budget was adopted by City Council without changes.

FINANCIAL SERVICES



Financial Services

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	39.0	39.0	37.0	38.0	38.0
City Funded Hourly	0.0	0.0	0.5	0.5	0.5
TOTAL FTE	**39.0**	**39.0**	**37.5**	**38.5**	**38.5**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,806,987	$1,847,350	$1,814,818	$1,868,929	$1,868,929
Employee Benefits	763,041	744,391	765,150	788,779	788,779
Subtotal Personnel Services	***$2,570,028***	***$2,591,741***	***$2,579,968***	***$2,657,708***	***$2,657,708***
Operating					
Contractual Services [1]	$170,674	$204,877	$198,302	$198,302	$198,302
Internal Service Charges	1,212	440	440	440	440
Other Charges	315,086	360,038	268,798	268,798	268,798
Rentals and Leases	7,613	8,100	8,100	8,100	8,100
Subtotal Operating	***$494,585***	***$573,455***	***$475,640***	***$475,640***	***$475,640***
TOTAL CITY COST	**$3,064,613**	**$3,165,196**	**$3,055,608**	**$3,133,348**	**$3,133,348**

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

Financial Services

The Department Submitted FY 2020 Financial Services budget of $3,055,608 represents a 3.5% decrease of $109,588 compared to the Adopted FY 2019 budget of $3,165,196.

Highlights of the Department Submitted FY 2020 budget include:

- $11,773 decrease in Salaries and Employee Benefits due to the elimination of a Financial Professional III position and reducing a full-time Financial Technician III position to hourly in the Accounting Division, offset by filling vacant positions at a higher rate and the rising health insurance costs.
- $6,575 decrease in Contractual Services due one-time savings in Banking Services offset by the increase in Auditing Services based on the contract in the Accounting Division. The increase in the Office of Management and Budget Division budget is attributable to the purchase of citizen engagement software and the bi-annual full actuarial study for Other Post-Employment Benefits (OPEB) being in even years.
- $91,240 decrease in Other Charges reflecting one-time savings in Mailing Services costs in the Billings and Collections Division.

The Manager's Proposed budget includes the following change from the Department submission:

- $77,740 increase in Salaries and Employee Benefits to restore the Financial Professional III position.

The Proposed FY 2020 Financial Services budget was adopted by City Council without changes.

Financial Services – Office of Management and Budget. 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.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	5	5	5	5	5
TOTAL FTE	**5**	**5**	**5**	**5**	**5**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$396,373	$395,157	$395,157	$395,157	$395,157
Employee Benefits	148,071	139,057	145,420	145,420	145,420
Subtotal Personnel Services	***$544,444***	***$534,214***	***$540,577***	***$540,577***	***$540,577***
Operating					
Contractual Services	$50,128	$52,725	$62,550	$62,550	$62,550
Internal Service Charges	574	0	0	0	0
Other Charges	13,609	16,495	15,320	15,320	15,320
Subtotal Operating	***$64,311***	***$69,220***	***$77,870***	***$77,870***	***$77,870***
TOTAL CITY COST	**$608,755**	**$603,434**	**$618,447**	**$618,447**	**$618,447**

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, performs internal audits of payroll and credit cards, administers the debt portfolio, and compiles all the information necessary to complete the annual independent audit.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	11.0	11.0	9.0	10.0	10.0
City Funded Hourly	0.0	0.0	0.5	0.5	0.5
TOTAL FTE	**11.0**	**11.0**	**9.5**	**10.5**	**10.5**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$561,555	$568,556	$490,669	$544,780	$544,780
Employee Benefits	229,326	223,129	195,805	219,434	219,434
Subtotal Personnel Services	***$790,881***	***$791,685***	***$686,474***	***$764,214***	***$764,214***
Operating					
Contractual Services	$132,731	$143,957	$128,307	$128,307	$128,307
Other Charges	20,560	25,945	26,130	26,130	26,130
Subtotal Operating	***$153,291***	***$169,902***	***$154,437***	***$154,437***	***$154,437***
TOTAL CITY COST	**$944,172**	**$961,587**	**$840,911**	**$918,651**	**$918,651**

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	19	19	19	19	19
TOTAL FTE	**19**	**19**	**19**	**19**	**19**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$644,772	$676,765	$703,639	$703,639	$703,639
Employee Benefits	301,864	300,765	332,543	332,543	332,543
Subtotal Personnel Services	***$946,636***	***$977,530***	***$1,036,182***	***$1,036,182***	***$1,036,182***
Operating					
Contractual Services [1]	($12,185)	$8,195	$7,445	$7,445	$7,445
Internal Service Charges	419	440	440	440	440
Other Charges	264,222	298,739	208,489	208,489	208,489
Rentals and Leases	3,034	3,300	3,300	3,300	3,300
Subtotal Operating	***$255,490***	***$310,674***	***$219,674***	***$219,674***	***$219,674***
TOTAL CITY COST	**$1,202,126**	**$1,288,204**	**$1,255,856**	**$1,255,856**	**$1,255,856**

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

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; 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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	4	4	4	4	4
TOTAL FTE	**4**	**4**	**4**	**4**	**4**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$204,287	$206,872	$225,353	$225,353	$225,353
Employee Benefits	83,780	81,440	91,382	91,382	91,382
Subtotal Personnel Services	***$288,067***	***$288,312***	***$316,735***	***$316,735***	***$316,735***
Operating					
Internal Service Charges	$219	$0	$0	$0	$0
Other Charges	16,695	18,859	18,859	18,859	$18,859
Rentals and Leases	4,579	4,800	4,800	4,800	4,800
Subtotal Operating	***$21,493***	***$23,659***	***$23,659***	***$23,659***	***$23,659***
TOTAL CITY COST	**$309,560**	**$311,971**	**$340,394**	**$340,394**	**$340,394**

Financial Services Performance Measures

EXCELLENT GOVERNMENT

Goal 1:
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 FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Bond rating	Fitch: AA+ Moody's: Aa[2] S & P: AA+	Fitch: AA+ Moody's: Aa2 S & P: AA+	Fitch: AA+ Moody's: Aa2 S & P: AA+	Fitch: AA+ Moody's: Aa2 S & P: AA+
Financial and Budget presentation awards	FY 2017 CAFR and FY 2018 Budget Presentation awards from GFOA	FY 2018 CAFR and FY 2019 Budget Presentation awards from GFOA	FY 2018 CAFR and FY 2019 Budget Presentation awards from GFOA	FY 2019 CAFR and FY 2020 Budget Presentation awards from GFOA
Audit findings	1	0	0	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 collection of taxes fair and equitable for all citizens.

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Collection Rates:				
Real Estate Taxes	99.2%	99%	N/A	99%
Personal Property Taxes	99%	99%	N/A	99%

Analysis of the Data:
Staff continues to use methods authorized by State Code for the collection of taxes. Taxes are designed for localities to have funds to provide services to every citizen, therefore, it is imperative every citizens pays the taxes owed.

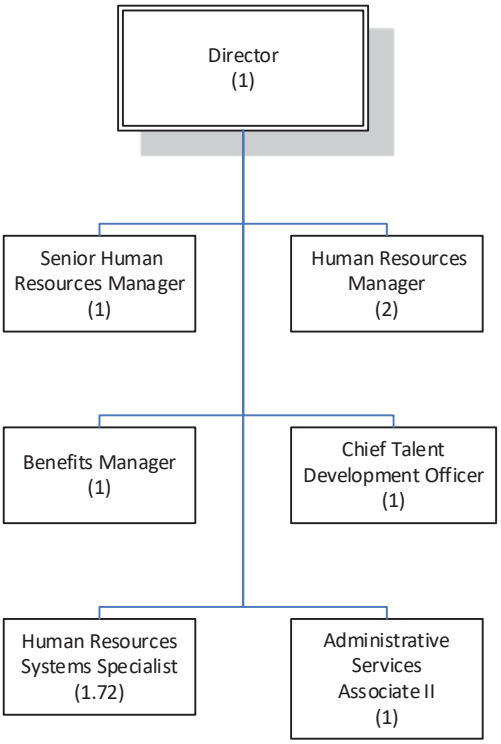
Benchmark Localities:
City of Roanoke, Roanoke County, and City of Charlottesville

HUMAN RESOURCES

POSITION SUMMARY

8.72 City Funded Positions

8.72 Total Funded Positions



Human Resources and Occupational Health

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	9.00	9.00	8.00	8.00	8.00
City Funded Part-Time	0.55	0.00	0.55	0.72	0.72
TOTAL FTE	**9.55**	**9.00**	**8.55**	**8.72**	**8.72**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$502,131	$520,172	$501,330	$510,125	$510,125
Employee Benefits	206,959	200,496	191,350	192,023	192,023
Subtotal Personnel Services	***$709,090***	***$720,668***	***$692,680***	***$702,148***	***$702,148***
Operating					
Contractual Services	$377,077	$196,000	$248,000	$273,000	$279,000
Internal Service Charges	232	0	0	0	0
Other Charges	38,661	14,050	4,400	9,450	9,450
Rentals and Leases	5,245	0	1,834	1,834	1,834
Subtotal Operating	***$421,215***	***$210,050***	***$254,234***	***$284,284***	***$290,284***
TOTAL CITY COST	**$1,130,305**	**$930,718**	**$946,914**	**$986,432**	**$992,432**

Human Resources and Occupational Health Budget Description

The Department Submitted FY 2020 Human Resources and Occupational Health budget of $946,914 represents a 1.7% increase of $16,196 compared to the Adopted FY 2019 budget of $930,718.

Highlights of the Department Submitted FY 2020 budget include:

- $27,988 decrease in Salaries and Employee Benefits due to reducing a full-time position to part-time in Human Resources offset with the rising health insurance costs.
- $52,000 increase in Contractual Services reflecting additional IT Systems Consulting offset by the elimination of on-site Training Services in Human Resources for City-wide training. Occupational Health increase is attributed to additional costs based on the contract for services.
- $9,650 decrease in Other Charges reflecting eliminating Training and Conferences funding in Human Resources and other costs based on historical spending.
- $1,834 increase in Rentals and Leases reflecting the cost of the copier in Human Resources.

The Manager's Proposed budget includes the following change from the Department submission:

- $9,468 increase in Salaries and Employee Benefits to add hours to the part-time position.
- $25,000 increase in Contractual Services to fully fund on-site training.
- $5,050 increase in Other Charges to restore Training and Conferences funding in Human Resources.

The Proposed FY 2020 Human Resources and Occupational Health budget was adopted by City Council with the following change:

- $6,000 increase in Contractual Services for Korn Ferry Job Evaluation Manager (JEM) Services software to keep the job classification system current.

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	9.00	9.00	8.00	8.00	8.00
City Funded Part-Time	0.55	0.00	0.55	0.72	0.72
TOTAL FTE	**9.55**	**9.00**	**8.55**	**8.72**	**8.72**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$502,131	$520,172	$501,330	$510,125	$510,125
Employee Benefits	202,129	200,496	191,350	192,023	192,023
Subtotal Personnel Services	***$704,260***	***$720,668***	***$692,680***	***$702,148***	***$702,148***
Operating					
Contractual Services	$183,198	$66,000	$73,000	$98,000	$104,000
Internal Service Charges	232	0	0	0	0
Other Charges	23,646	14,050	4,400	9,450	9,450
Rentals and Leases	5,245	0	1,834	1,834	1,834
Subtotal Operating	***$212,321***	***$80,050***	***$79,234***	***$109,284***	***$115,284***
TOTAL CITY COST	**$916,581**	**$800,718**	**$771,914**	**$811,432**	**$817,432**

Human Resources Performance Measures

Goal 1:
Support effective recruitment processes.

Objective:
In a timely manner, following the posting close date, deliver to hiring officials a list of certified (qualified) applicants for positions within 5 days.

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Average number of work days to screen and deliver a certified list	5 days	5 days	5 days	5 days

Analysis of the Data:
HR supports a quick and effective recruitment process by evaluating applicants and referring those 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 be reasonable and should remain steady. Staff revamped the orientation process of new employees as well as the scheduling of relevant classes in order to increase efficiency in the onboarding process.

EXCELLENT GOVERNMENT

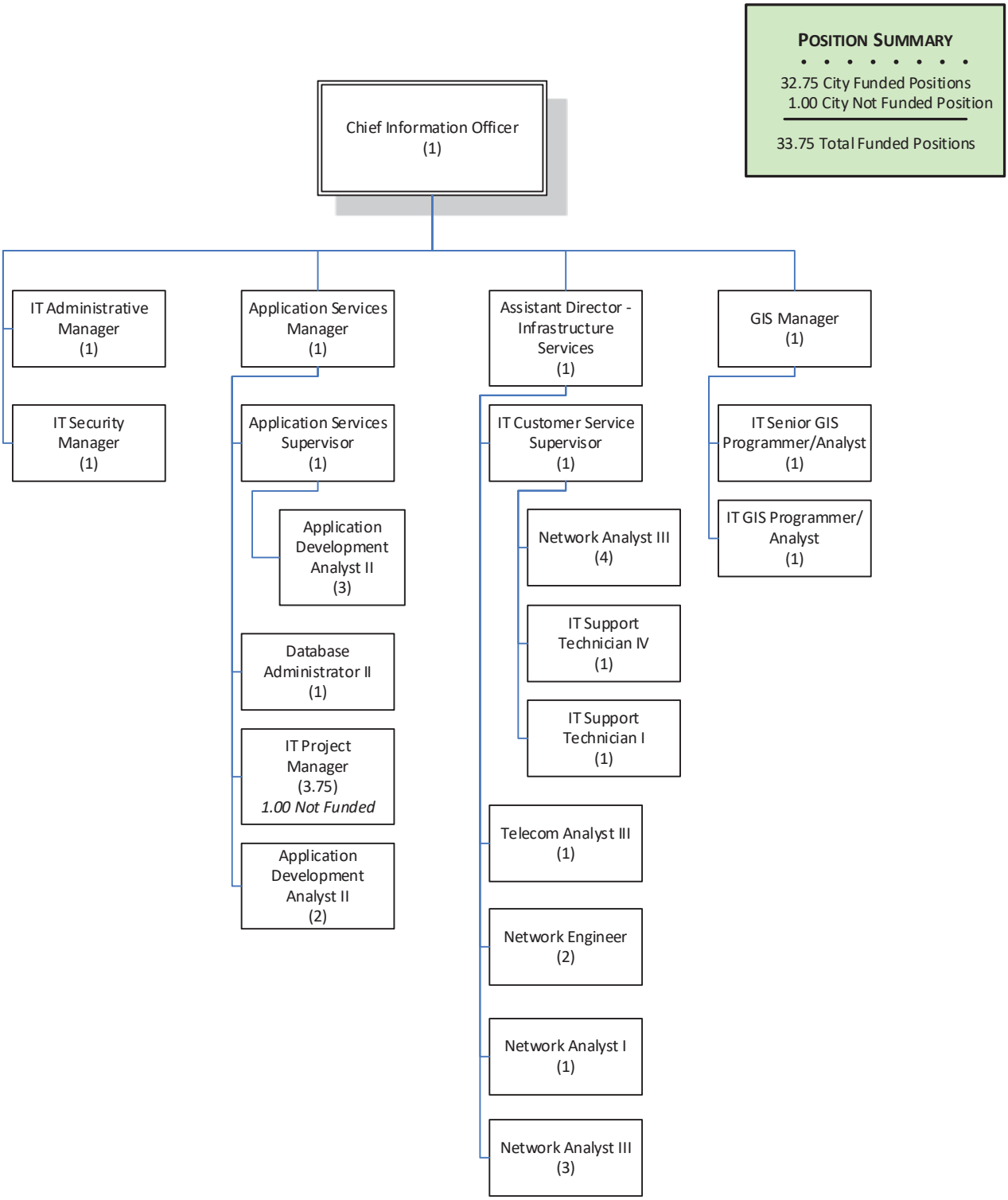
Human Resources – Occupational Health. Occupational Health provides near-site medical services to employees and post-offer applicants. Services include the initial assessment and treatment of work related injuries and illnesses, pre-employment and periodic public safety physical exams, pre-employment 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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Employee Benefits	$4,830	$0	$0	$0	$0
Subtotal Personnel Services	***$4,830***	***$0***	***$0***	***$0***	***$0***
Operating					
Contractual Services	$193,879	$130,000	$175,000	$175,000	$175,000
Other Charges	15,015	0	0	0	0
Subtotal Operating	***$208,894***	***$130,000***	***$175,000***	***$175,000***	***$175,000***
TOTAL CITY COST	**$213,724**	**$130,000**	**$175,000**	**$175,000**	**$175,000**

Human Resources Performance Measures

Goal 1: Deliver efficient job-related medical services to the workforce.	EXCELLENT GOVERNMENT
Objective: Employees receive quality Occupational health Services in an efficient, cost-effective manner.	
Analysis of the Data: In latter FY 2017, the City's Occupational Nurse resigned and the staff evaluated the City's Occupational Health service needs. They decided to contract out the Occupational Health services rather than filling the vacant Occupational Health Nurse position. While an RFP was completed, the City temporarily contracted those services to Physician's Treatment Center. At the conclusion of the RFP process, the Occupational Health contract was awarded to HealthWorks, effective October 2017. This new arrangement provides enhanced services at a state of the art facility. Regular meetings are held between City and HealthWorks personnel to focus on optimal care at a competitive cost.	

INFORMATION TECHNOLOGY



Information Technology (IT)

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	32.00	33.00	31.00	32.00	32.00
City Funded Part-Time	0.00	0.00	0.75	0.75	0.75
City Full-Time Not Funded	0.00	0.00	2.00	1.00	1.00
TOTAL FTE	**32.00**	**33.00**	**33.75**	**33.75**	**33.75**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$2,420,523	$2,506,876	$2,391,289	$2,446,148	$2,446,148
Employee Benefits	874,407	892,975	882,631	905,331	905,331
Subtotal Personnel Services	***$3,294,930***	***$3,399,851***	***$3,273,920***	***$3,351,479***	***$3,351,479***
Operating					
Contractual Services	$129,955	$155,331	$145,599	$145,599	$145,599
Internal Service Charges	2,655	3,359	4,894	3,752	3,752
Other Charges	211,893	260,647	246,035	246,035	246,035
Rentals and Leases	1,744	1,908	2,000	2,000	2,000
Subtotal Operating	***$346,247***	***$421,245***	***$398,528***	***$397,386***	***$397,386***
TOTAL CITY COST	**$3,641,177**	**$3,821,096**	**$3,672,448**	**$3,748,865**	**$3,748,865**

Information Technology Budget Description

The Department Submitted FY 2020 Information Technology budget of $3,672,448 represents a 3.9% decrease of $148,648 compared to the Adopted FY 2019 budget of $3,821,096.

Highlights of the Department Submitted FY 2020 budget include:

- $125,931 decrease in Salaries and Employee Benefits reflecting the reduction of a full-time Project Manager to part-time offset by progression pay in the Application Services Division, the elimination of a Network Analyst III position, reduced salaries in filling vacant positions offset by progression pay in the Network Services Division and reduced salaries in filling vacant positions in the Administration Division offset by rising health insurance costs.
- $9,732 decrease in Contractual Services reflecting additional Software Maintenance Services costs based on contractual agreements in the Application Services Division offset by savings in the GIS Division due to an off year of for the State of Virginia Geographic Information Network flying over the City to capture updated geographic data. In the Administration Division, an increase in IT Consulting is offset by a reduction in Janitorial Services based on historical costs.
- $1,535 increase in Internal Service Charges reflecting Fleet Services operating costs.
- $14,612 decrease in Other Charges reflecting reductions in Training and Conferences in the Application Services and Administration Divisions and a decrease in Telephone Services reflecting savings from cost control efforts and service changes.

The Manager's Proposed budget includes the following change from the Department submission:

- $77,559 increase in Salaries and Employee Benefits to restore the Network Analyst III position at the minimum of the pay grade in the Network Services Division.
- $1,142 decrease in Internal Service Charges reflecting Fleet Services reallocated operating estimates.

The Proposed FY 2020 Information Technology budget was adopted by City Council without changes.

Information Technology – Administration Division. Provides administrative support for the department, oversight for the cable TV and telecommunications franchises, and information technology security support for all City departments.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	2	3	3	3	3
TOTAL FTE	**2**	**3**	**3**	**3**	**3**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$253,325	$311,685	$301,393	$301,393	$301,393
Employee Benefits	79,373	103,878	105,045	105,045	105,045
Subtotal Personnel Services	***$332,698***	***$415,563***	***$406,438***	***$406,438***	***$406,438***
Operating					
Contractual Services	$19,659	$25,350	$29,500	$29,500	$29,500
Other Charges	4,859	14,112	12,475	12,475	12,475
Rentals and Leases	1,744	1,908	2,000	2,000	2,000
Subtotal Operating	***$26,262***	***$41,370***	***$43,975***	***$43,975***	***$43,975***
TOTAL CITY COST	**$358,960**	**$456,933**	**$450,413**	**$450,413**	**$450,413**

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	12.00	12.00	11.00	11.00	11.00
City Funded Part-Time	0.00	0.00	0.75	0.75	0.75
City Full-Time Not Funded	0.00	0.00	1.00	1.00	1.00
TOTAL FTE	**12.00**	**12.00**	**12.75**	**12.75**	**12.75**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$888,997	$902,891	$908,198	$908,198	$908,198
Employee Benefits	317,328	321,910	325,626	325,626	325,626
Subtotal Personnel Services	***$1,206,325***	***$1,224,801***	***$1,233,824***	***$1,233,824***	***$1,233,824***
Operating					
Contractual Services	$70,108	$69,884	$74,409	$74,409	$74,409
Other Charges	10,461	31,100	27,950	27,950	27,950
Subtotal Operating	***$80,569***	***$100,984***	***$102,359***	***$102,359***	***$102,359***
TOTAL CITY COST	**$1,286,894**	**$1,325,785**	**$1,336,183**	**$1,336,183**	**$1,336,183**

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	3	3	3	3	3
TOTAL FTE	**3**	**3**	**3**	**3**	**3**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$181,258	$185,300	$185,300	$185,300	$185,300
Employee Benefits	71,005	69,345	73,148	73,148	73,148
Subtotal Personnel Services	***$252,263***	***$254,645***	***$258,448***	***$258,448***	***$258,448***
Operating					
Contractual Services	$40,188	$60,097	$41,690	$41,690	$41,690
Other Charges	8,984	10,160	11,110	11,110	11,110
Subtotal Operating	***$49,172***	***$70,257***	***$52,800***	***$52,800***	***$52,800***
TOTAL CITY COST	**$301,435**	**$324,902**	**$311,248**	**$311,248**	**$311,248**

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. In addition to Help Desk services, 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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	15	15	14	15	15
City Full-Time Not Funded	0	0	1	0	0
TOTAL FTE	**15**	**15**	**15**	**15**	**15**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,096,943	$1,107,000	$996,398	$1,051,257	$1,051,257
Employee Benefits	406,701	397,842	378,812	401,512	401,512
Subtotal Personnel Services	***$1,503,644***	***$1,504,842***	***$1,375,210***	***$1,452,769***	***$1,452,769***
Operating					
Internal Service Charges	$2,655	$3,359	$4,894	$3,752	$3,752
Other Charges	187,589	205,275	194,500	194,500	194,500
Subtotal Operating	***$190,244***	***$208,634***	***$199,394***	***$198,252***	***$198,252***
TOTAL CITY COST	**$1,693,888**	**$1,713,476**	**$1,574,604**	**$1,651,021**	**$1,651,021**

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 customer satisfaction surveys for work performed related to resolving Service Requests and Incidents.

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Annual survey rating: 4 = Excellent 3 = Good 2 = Fair 1 = Poor	3.97	3.95	3.94	3.95

Analysis of the Data:
The objective for this measure is to be near "Excellent" in the delivery of IT services using a four point scale with 4 = Excellent. The results for FY 2018 exceeded the target rating of 3.50, continuing the trend of exceeding the target.

EXCELLENT GOVERNMENT

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 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Network availability of Priority 1 devices	99.93%	99.94%	99.98%	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. Year-to-date performance is close to target and improved from FY2018. Efforts to improve power backup to key network devices appear to be having a positive impact.

EXCELLENT GOVERNMENT

Goal 3:
Service Requests and Incidents completed on time.

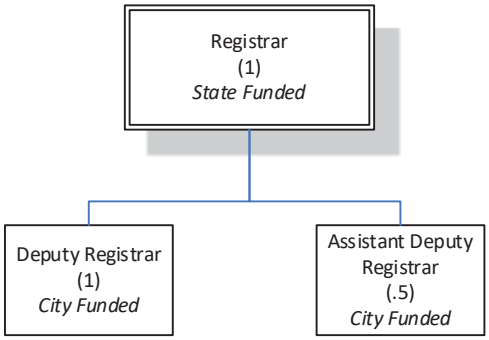
Objective:
To meet the due date of Service Requests and resolution time frames for Incidents at least 90% of the time.

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Percentage of Incidents and Service Requests completed on time	96.0%	93.0%	96.0%	95.0%

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 YTD has been excellent; however, it is expected results may decline slightly in the second half of the year due to staff vacancies.

EXCELLENT GOVERNMENT

REGISTRAR AND ELECTORAL BOARD



POSITION SUMMARY

1.0 State Funded Position
1.5 City Funded Positions

2.5 Total Funded Positions

Registrar. A State-mandated activity. Appointed by the Electoral Board, the Registrar maintains the active voter list, arranges facilities for voter registration and voting, and conducts elections. There are two scheduled elections during FY 2020, the November 2019 General Election and the May 2020 Ward City Council Elections. FY 2020 has the possibility of two primary elections which, if required, would be held March 2020 and June 2020. The FY 2020 budget submission does not include funding for primary elections; a supplemental budget will be submitted should the primaries be required.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	1.0	1.0	1.0	1.0	1.0
City Funded Part-Time	0.5	0.5	0.5	0.5	0.5
State Funded Full-Time	1.0	1.0	1.0	1.0	1.0
TOTAL FTE	**2.5**	**2.5**	**2.5**	**2.5**	**2.5**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$125,326	$117,830	$115,750	$115,750	$115,750
Employee Benefits	42,997	41,967	44,684	44,684	44,684
Subtotal Personnel Services	***$168,323***	***$159,797***	***$160,434***	***$160,434***	***$160,434***
Operating					
Contractual Services	$4,868	$4,106	$3,370	$3,370	$3,370
Internal Service Charges	112	0	200	425	425
Other Charges	16,166	17,543	12,332	18,108	18,108
Rentals and Leases	2,182	2,100	2,100	2,100	2,100
Subtotal Operating	***$23,328***	***$23,749***	***$18,002***	***$24,003***	***$24,003***
TOTAL EXPENDITURES	**$191,651**	**$183,546**	**$178,436**	**$184,437**	**$184,437**
DEDICATED REVENUES					
Revenues from the Commonwealth	$37,974	$38,186	$38,186	$38,186	$38,186
TOTAL DEDICATED REVENUES	**$37,974**	**$38,186**	**$38,186**	**$38,186**	**$38,186**
TOTAL CITY COST	**$153,677**	**$145,360**	**$140,250**	**$146,251**	**$146,251**

Registrar Budget Description

The Department Submitted FY 2020 Registrar budget of $178,436 represents a 2.8% decrease of $5,110 compared to the Adopted FY 2019 budget of $183,546.

Highlights of the Department Submitted FY 2020 budget include:

- $637 increase in Salaries and Employee Benefits reflecting savings from filling a vacant position offset by rising health insurance costs.
- $5,211 decrease in Other Charges line items in order to meet the budget submission requirements.

The Manager's Proposed budget includes the following change from the Department submission:

- $5,776 increase in Other Charges to partially restore budget cuts to related line items and increase Training and Conferences for mandatory training.

The Proposed FY 2020 Registrar budget was adopted by City Council without changes.

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Contractual Services	$72,696	$65,225	$66,525	$66,525	$66,525
Other Charges	43,051	37,836	34,072	33,072	33,072
Subtotal Operating	***$115,747***	***$103,061***	***$100,597***	***$99,597***	***$99,597***
TOTAL EXPENDITURES	**$115,747**	**$103,061**	**$100,597**	**$99,597**	**$99,597**
DEDICATED REVENUES					
Revenues from the Commonwealth	$8,765	$8,814	$8,814	$8,814	$8,814
TOTAL DEDICATED REVENUES	**$8,765**	**$8,814**	**$8,814**	**$8,814**	**$8,814**
TOTAL CITY COST	**$106,982**	**$94,247**	**$91,783**	**$90,783**	**$90,783**

Electoral Board Budget Description

The Department Submitted FY 2020 Electoral Board budget of $100,597 represents a 2.4% decrease of $2,464 compared to the Adopted FY 2019 budget of $103,061.

Highlights of the Department Submitted FY 2020 budget include:

- $1,300 increase in Contractual Services reflecting an increase in the number of election officials needed in FY 2020 due to an additional election compared to FY 2019.
- $3,764 decrease in Other Charges line items in order to meet the budget submission requirements.

The Manager's Proposed budget includes the following change from the Department submission:

- $1,000 decrease in Other Charges to partially offset additional training for the Registrar.

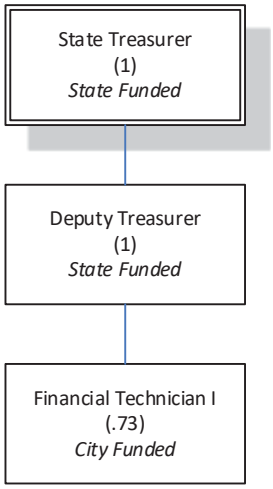
The Proposed FY 2020 Electoral Board budget was adopted by City Council without changes.

STATE TREASURER

POSITION SUMMARY

2.00 State Funded Positions
0.73 City Funded Positions
0.02 City Hourly Positions

2.75 Total Funded Positions



State Treasurer. A Constitutional Office, housed by the City, elected by City Residents, the State Treasurer collects State Revenue generated by State Income Tax and various fines and fees. The State Treasurer pays jurors and issues State cigarette stamps. In partnership with the Commissioner of Revenue, the Office collects fees associated with DMV Select services.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Part-Time	0.73	0.73	0.60	0.73	0.73
City Funded Hourly	0.00	0.02	0.00	0.02	0.02
State Funded Full-Time	2.00	2.00	2.00	2.00	2.00
TOTAL FTE	**2.73**	**2.75**	**2.60**	**2.75**	**2.75**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$119,287	$122,075	$118,874	$122,075	$122,075
Employee Benefits	44,540	42,823	45,108	45,352	45,352
Subtotal Personnel Services	***$163,827***	***$164,898***	***$163,982***	***$167,427***	***$167,427***
Operating					
Internal Service Charges	$242	$650	$650	$650	$650
Other Charges	6,165	4,437	4,437	4,437	4,437
Subtotal Operating	***$6,407***	***$5,087***	***$5,087***	***$5,087***	***$5,087***
TOTAL EXPENDITURES	**$170,234**	**$169,985**	**$169,069**	**$172,514**	**$172,514**
DEDICATED REVENUES					
Commonwealth Aid for Shared Expenditures	$102,118	$102,000	$104,643	$104,643	$115,644
TOTAL DEDICATED REVENUES	**$102,118**	**$102,000**	**$104,643**	**$104,643**	**$115,644**
TOTAL CITY COST	**$68,116**	**$67,985**	**$64,426**	**$67,871**	**$56,870**

State Treasurer Budget Description

The Department Submitted FY 2020 State Treasurer budget of $169,069 represents a 0.5% decrease of $916 compared to the Adopted FY 2019 budget of $169,985.

Highlights of the Department Submitted FY 2020 budget include:

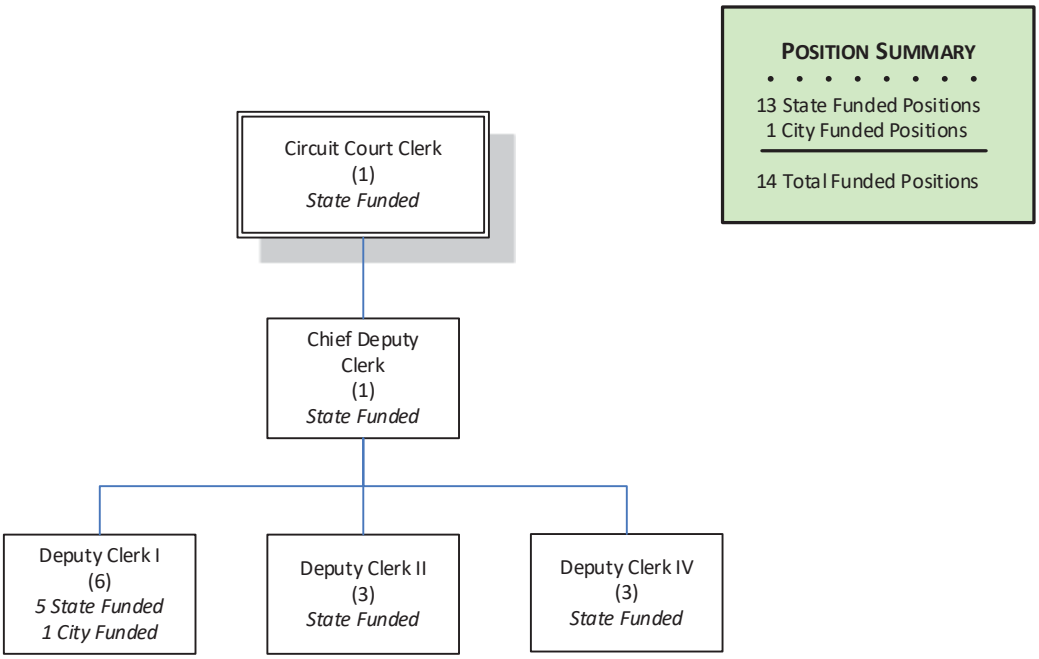
- $916 decrease in Salaries and Employee Benefits reflecting the reduction in hours for the Administrative Services Associate I, which would close the DMV Select, offset by the rising health insurance costs.

The Manager's Proposed budget includes the following change from the Department submission:

- $3,445 increase in Salaries and Employee Benefits to restore hours for the Administrative Services Associate I.

The Proposed FY 2020 State Treasurer budget was adopted by City Council without changes.

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. The Clerk also oversees the flow of criminal and civil cases heard in the Circuit Court and the collection of fines and costs as well as collection of restitution as ordered by the court.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	1	1	1	1	1
State Funded Full-Time	13	13	13	13	13
TOTAL FTE	**14**	**14**	**14**	**14**	**14**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$572,879	$574,050	$576,014	$576,014	$576,014
Employee Benefits	254,727	242,004	260,646	260,646	260,646
Subtotal Personnel Services	***$827,606***	***$816,054***	***$836,660***	***$836,660***	***$836,660***
Operating					
Contractual Services	$34,811	$29,200	$9,591	$29,600	$29,600
Other Charges	20,097	24,250	25,350	25,350	25,350
Rentals and Leases	6,680	8,000	8,000	8,000	8,000
Subtotal Operating	***$61,588***	***$61,450***	***$42,941***	***$62,950***	***$62,950***
TOTAL EXPENDITURES	**$889,194**	**$877,504**	**$879,601**	**$899,610**	**$899,610**
DEDICATED REVENUES					
Commonwealth Aid for Shared Expenditures	$577,061	$562,000	$541,991	$562,000	$577,961
Document Reproduction Fee	7,685	8,000	8,000	8,000	8,000
TOTAL DEDICATED REVENUES	**$584,746**	**$570,000**	**$549,991**	**$570,000**	**$585,961**
TOTAL CITY COST	**$304,448**	**$307,504**	**$329,610**	**$329,610**	**$313,649**

Circuit Court Clerk (24th Judicial District) Budget Description

The Department Submitted FY 2020 Circuit Court Clerk budget of $879,601 represents a 0.2% increase of $2,097 compared to the Adopted FY 2019 budget of $877,504.

Highlights of the Department Submitted FY 2020 budget include:

- $20,606 increase in Salaries and Employee Benefits reflecting rising health insurance costs.
- $19,609 decrease in Contractual Services for Technology Trust Fund Fees. These fees are 100% reimbursable by the State and will require City Council action to appropriate. This is offset by a small fee to destroy unused election ballots.
- $1,100 increase in Other Charges for Postage used for collection and disbursement of restitution.

The Manager's Proposed budget includes the following changes from the Department submission:

- $20,009 increase in Contractual Services to restore Technology Trust Fund Fees that are 100% reimbursable by the State so this item will not have to come to City Council during the fiscal year.

The Proposed FY 2020 Circuit Court Clerk budget was adopted by City Council without changes.

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	2	2	2	2	2
TOTAL FTE	**2**	**2**	**2**	**2**	**2**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$81,742	$80,910	$84,494	$84,494	$84,494
Employee Benefits	28,109	29,788	32,265	32,265	32,265
Subtotal Personnel Services	***$109,851***	***$110,698***	***$116,759***	***$116,759***	***$116,759***
Operating					
Contractual Services	$11,234	$23,500	$15,500	$15,500	$15,500
Other Charges	13,965	21,834	18,273	18,273	18,273
Rentals and Leases	3,423	3,885	3,885	3,885	3,885
Subtotal Operating	***$28,622***	***$49,219***	***$37,658***	***$37,658***	***$37,658***
TOTAL CITY COST	**$138,473**	**$159,917**	**$154,417**	**$154,417**	**$154,417**

Circuit Court Judges (24th Judicial District) Budget Description

The Department Submitted FY 2020 Circuit Court Judges budget of $154,417 represents a 3.4% decrease of $5,500 compared to the Adopted FY 2019 budget of $159,917.

Highlights of the Department Submitted FY 2020 budget include:

- $6,061 increase in Salaries and Employee Benefits reflecting a reclassification and the rising health insurance costs.
- $8,000 decrease in Contractual Services reflecting a reduction in Legal Services and Jury Fees based on historical costs.
- $3,561 decrease in Other Charges to better align with historical spending.

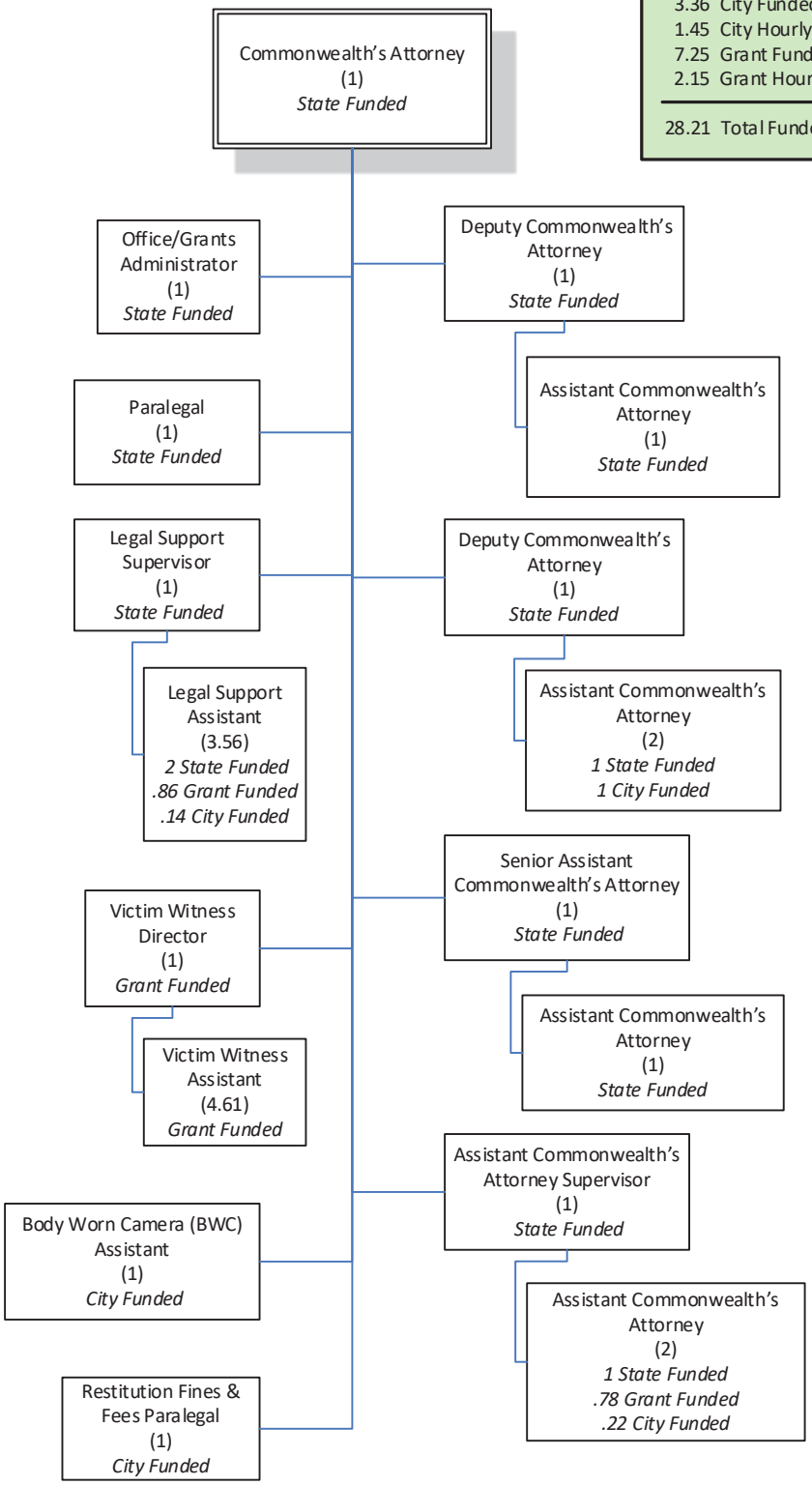
All major items submitted were proposed by the City Manager for funding.

The Proposed FY 2020 Circuit Court Judges budget was adopted by City Council without changes.

COMMONWEALTH'S ATTORNEY

POSITION SUMMARY

14.00	State Funded Positions
3.36	City Funded Positions
1.45	City Hourly Positions
7.25	Grant Funded Positions
2.15	Grant Hourly Positions
28.21	Total Funded Positions



Office of the Commonwealth's Attorney and Fines and Fees

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	3.30	3.30	3.36	3.36	3.36
City Funded Part-Time	0.00	0.75	0.00	0.00	0.00
City Funded Hourly	1.52	0.77	1.45	1.45	1.45
State Funded Full-Time	14.00	14.00	14.00	14.00	14.00
Grant Funded Full-Time	4.79	5.70	5.64	5.64	5.64
Grant Funded Part-Time	2.40	0.80	1.61	1.61	1.61
Grant Funded Hourly	1.62	2.42	2.15	2.15	2.15
TOTAL FTE	**27.63**	**27.74**	**28.21**	**28.21**	**28.21**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,213,978	$1,210,464	$1,214,614	$1,214,614	$1,214,614
Employee Benefits	445,898	427,044	445,975	445,975	445,975
Subtotal Personnel Services	***$1,659,876***	***$1,637,508***	***$1,660,589***	***$1,660,589***	***$1,660,589***
Operating					
Contractual Services	$4,262	$4,610	$4,975	$4,975	$4,975
Other Charges	39,847	23,323	22,216	22,216	22,216
Rentals and Leases	4,496	4,738	4,748	4,748	4,748
Subtotal Operating	***$48,605***	***$32,671***	***$31,939***	***$31,939***	***$31,939***
Total General Fund Expenditures	**$1,708,481**	**$1,670,179**	**$1,692,528**	**$1,692,528**	**$1,692,528**
Total Grant Expenditures [1]	$618,273	$505,568	$576,750	$576,750	$576,750
TOTAL DEPARTMENT EXPENDITURES	**$2,326,754**	**$2,175,747**	**$2,269,278**	**$2,269,278**	**$2,269,278**
DEDICATED REVENUES					
Commonwealth Aid for Shared Expenditures	$1,043,288	$1,013,636	$1,045,000	$1,045,000	$1,079,116
Federal Grants	462,947	345,426	418,335	418,335	418,335
State Grants	131,620	136,436	138,265	138,265	138,265
In-Kind Grant Match	23,706	23,706	20,150	20,150	20,150
Fines and Fees - Dedicated	62,881	62,075	63,186	63,186	63,186
TOTAL DEDICATED REVENUES	**$1,724,442**	**$1,581,279**	**$1,684,936**	**$1,684,936**	**$1,719,052**
TOTAL CITY COST	**$602,312**	**$594,468**	**$584,342**	**$584,342**	**$550,226**

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

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

The Department Submitted FY 2020 Office of the Commonwealth's Attorney budget of $1,692,528 represents a 1.3% increase of $22,349 compared to the Adopted FY 2019 budget of $1,670,179.

Highlights of the Department Submitted FY 2020 budget include:

- $23,081 increase in Salaries and Employee Benefits reflecting moving hours from a grant funded position to a City funded position and the rising health insurance costs.
- $1,107 decrease in Other Charges reflecting aligning line items with historical costs.

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

The Proposed FY 2020 Office of the Commonwealth's Attorney budget was adopted by City Council without changes.

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	2.30	2.30	2.36	2.36	2.36
City Funded Part-Time	0.00	0.75	0.00	0.00	0.00
City Funded Hourly	1.52	0.77	1.45	1.45	1.45
State Funded Full-Time	14.00	14.00	14.00	14.00	14.00
Grant Funded Full-Time	4.79	5.70	5.64	5.64	5.64
Grant Funded Part-Time	2.40	0.80	1.61	1.61	1.61
Grant Funded Hourly	1.62	2.42	2.15	2.15	2.15
TOTAL FTE	**26.63**	**26.74**	**27.21**	**27.21**	**27.21**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,174,887	$1,171,469	$1,175,619	$1,175,619	$1,175,619
Employee Benefits	428,271	410,331	428,001	428,001	428,001
Subtotal Personnel Services	***$1,603,158***	***$1,581,800***	***$1,603,620***	***$1,603,620***	***$1,603,620***
Operating					
Contractual Services	$1,949	$2,155	$1,915	$1,915	$1,915
Other Charges	37,369	20,849	20,507	20,507	20,507
Rentals and Leases	3,124	3,300	3,300	3,300	3,300
Subtotal Operating	***$42,442***	***$26,304***	***$25,722***	***$25,722***	***$25,722***
Total General Fund Expenditures	**$1,645,600**	**$1,608,104**	**$1,629,342**	**$1,629,342**	**$1,629,342**
Total Grant Expenditures [1]	$618,273	$505,568	$576,750	$576,750	$576,750
TOTAL DEPARTMENT EXPENDITURES	**$2,263,873**	**$2,113,672**	**$2,206,092**	**$2,206,092**	**$2,206,092**
DEDICATED REVENUES					
Commonwealth Aid for Shared Expenditures	$1,043,288	$1,013,636	$1,045,000	$1,045,000	$1,079,116
Federal Grants	462,947	345,426	418,335	418,335	418,335
State Grants	131,620	136,436	138,265	138,265	138,265
In-Kind Grant Match	23,706	23,706	20,150	20,150	20,150
TOTAL DEDICATED REVENUES	**$1,661,561**	**$1,519,204**	**$1,621,750**	**$1,621,750**	**$1,655,866**
TOTAL CITY COST	**$602,312**	**$594,468**	**$584,342**	**$584,342**	**$550,226**

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

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	1	1	1	1	1
TOTAL FTE	**1**	**1**	**1**	**1**	**1**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$39,091	$38,995	$38,995	$38,995	$38,995
Employee Benefits	17,627	16,713	17,974	17,974	17,974
Subtotal Personnel Services	***$56,718***	***$55,708***	***$56,969***	***$56,969***	***$56,969***
Operating					
Contractual Services	$2,313	$2,455	$3,060	$3,060	$3,060
Other Charges	2,478	2,474	1,709	1,709	1,709
Rentals and Leases	1,372	1,438	1,448	1,448	1,448
Subtotal Operating	***$6,163***	***$6,367***	***$6,217***	***$6,217***	***$6,217***
TOTAL DEPARTMENT EXPENDITURES	**$62,881**	**$62,075**	**$63,186**	**$63,186**	**$63,186**
DEDICATED REVENUES					
Fines and Fees - Dedicated	$62,881	$62,075	$63,186	$63,186	$63,186
TOTAL DEDICATED REVENUES	**$62,881**	**$62,075**	**$63,186**	**$63,186**	**$63,186**
TOTAL CITY COST	**$0**	**$0**	**$0**	**$0**	**$0**

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Contractual Services	$21,516	$47,000	$40,000	$40,000	$40,000
Other Charges	5,596	6,073	8,973	8,973	8,973
Rentals and Leases	4,261	5,100	6,100	6,100	6,100
Subtotal Operating	***$31,373***	***$58,173***	***$55,073***	***$55,073***	***$55,073***
TOTAL CITY COST	**$31,373**	**$58,173**	**$55,073**	**$55,073**	**$55,073**

General District Court Budget Description

The Department Submitted FY 2020 General District Court budget of $55,073 represents a 5.3% decrease of $3,100 compared to the Adopted FY 2019 budget of $58,173.

Highlights of the Department Submitted FY 2020 budget include:

- $7,000 decrease in Contractual Services based on historical costs of Legal Fees.
- $2,900 increase in Other Charges reflecting a purchase of a video docket display in Minor Equipment and other small line item increases.
- $1,000 increase in Rentals and Leases for the copier lease.

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

The Proposed FY 2020 General District Court budget was adopted by City Council without changes.

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Contractual Services	$900	$2,715	$2,364	$2,364	$2,364
Other Charges	5,991	6,619	6,219	6,219	6,219
Rentals and Leases	5,856	5,690	5,690	5,690	5,690
Subtotal Operating	***$12,747***	***$15,024***	***$14,273***	***$14,273***	***$14,273***
TOTAL CITY COST	**$12,747**	**$15,024**	**$14,273**	**$14,273**	**$14,273**

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

The Department Submitted FY 2020 Juvenile and Domestic Relations (J&DR) District Court budget of $14,273 represents a 5.0% decrease of $751 compared to the Adopted FY 2019 budget of $15,024.

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

The Proposed FY 2020 Juvenile and Domestic Relations (J&DR) District Court budget was adopted by City Council without changes.

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Contractual Services	$78	$0	$0	$0	$0
Other Charges	2,187	3,137	3,032	3,032	3,032
Rentals and Leases	897	840	750	750	750
Subtotal Operating	***$3,162***	***$3,977***	***$3,782***	***$3,782***	***$3,782***
TOTAL CITY COST	**$3,162**	**$3,977**	**$3,782**	**$3,782**	**$3,782**

Magistrate Budget Description

The Department Submitted FY 2020 Magistrate budget of $3,782 represents a 4.9% decrease of $195 compared to the Adopted FY 2019 budget of $3,977.

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

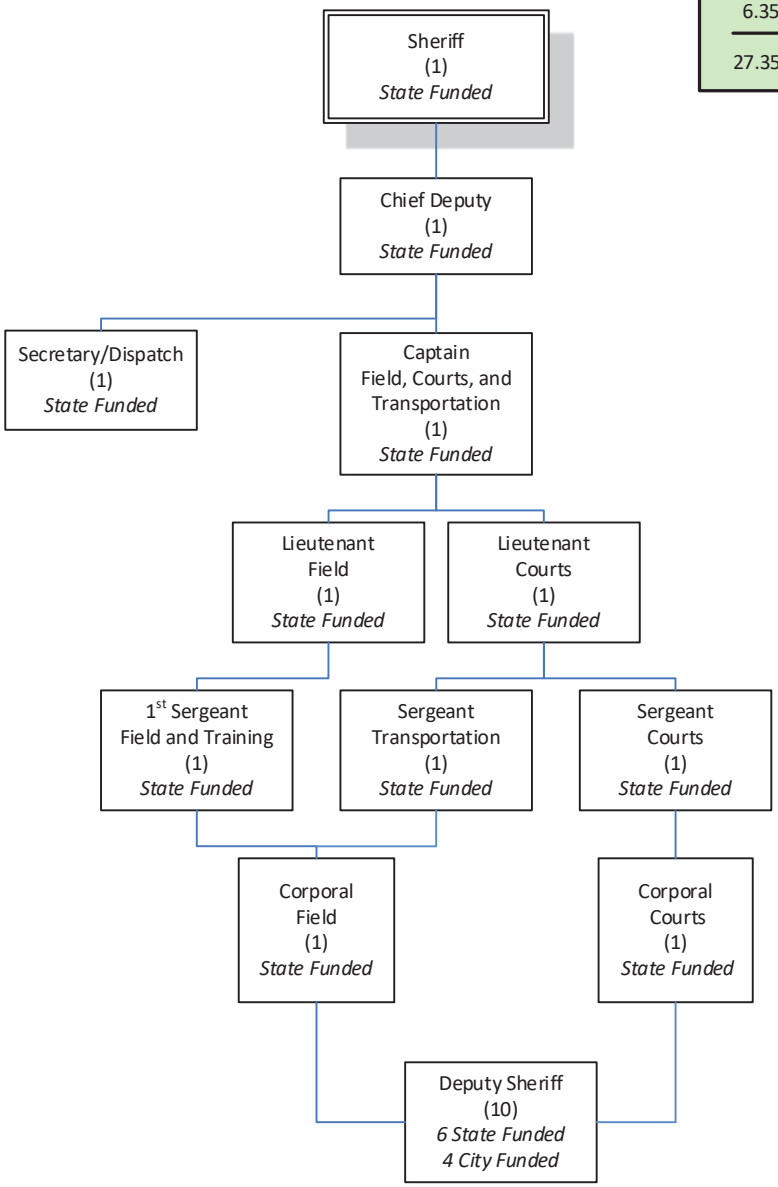
The Proposed FY 2020 Magistrate budget was adopted by City Council without changes.

SHERIFF

POSITION SUMMARY

17.00 State Funded Positions
4.00 City Funded Positions
6.35 City Hourly Positions

27.35 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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	2.00	2.00	4.00	2.00	4.00
City Funded Hourly	6.35	6.35	6.71	6.35	6.35
State Funded Full-Time	19.00	18.00	17.00	17.00	17.00
TOTAL FTE	**27.35**	**26.35**	**27.71**	**25.35**	**27.35**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,497,555	$1,429,809	$1,493,846	$1,398,846	$1,526,359
Employee Benefits	477,220	461,206	508,446	470,792	510,933
Subtotal Personnel Services	***$1,974,775***	***$1,891,015***	***$2,002,292***	***$1,869,638***	***$2,037,292***
Operating					
Contractual Services	$40,641	$28,577	$42,577	$42,577	$42,577
Internal Service Charges	62,870	69,989	82,759	74,354	74,354
Other Charges	87,096	72,000	75,546	71,396	71,396
Rentals and Leases	30,000	30,000	30,000	30,000	30,000
Subtotal Operating	***$220,607***	***$200,566***	***$230,882***	***$218,327***	***$218,327***
TOTAL EXPENDITURES	**$2,195,382**	**$2,091,581**	**$2,233,174**	**$2,087,965**	**$2,255,619**
DEDICATED REVENUES					
Commonwealth Aid for Shared Expenditures	$1,151,150	$1,130,080	$1,097,272	$1,097,272	$1,121,764
Sheriff's Fee Courtroom Services	65,110	80,000	70,000	70,000	70,000
TOTAL DEDICATED REVENUES	**$1,216,260**	**$1,210,080**	**$1,167,272**	**$1,167,272**	**$1,191,764**
TOTAL CITY COST	**$979,122**	**$881,501**	**$1,065,902**	**$920,693**	**$1,063,855**

Sheriff's Office Budget Description

The Department Submitted FY 2020 Sheriff's Office budget of $2,233,174 represents a 6.8% increase of $141,593 as compared to the Adopted FY 2019 budget of $2,091,581.

Highlights of the Department Submitted FY 2020 budget include:

- $111,277 increase in Salaries and Employee Benefits reflecting a request for two new City funded Deputy positions, additional Hourly funding and the rising health insurance costs.
- $14,000 increase in Contractual Services to outfit two replacement vehicles with emergency equipment for field service.
- $12,770 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $3,546 increase in Other Charges for body armor replacement.

The Manager's Proposed budget includes the following changes from the Department submission:

- $132,654 decrease in Salaries and Employee Benefits to eliminate the two requested new City funded Deputy positions and additional hourly funds including benefits.
- $8,405 decrease in Internal Service Charges reflecting Fleet Services reallocated operating estimates.
- $4,150 decrease in Other Charges for body armor replacement and reduce Dues and Memberships to historical spending level.

The Proposed FY 2020 Sheriff's Office budget was adopted by City Council with the following changes:

- $167,654 increase in Salaries and Employee Benefits reflecting the addition of two full-time City funded Deputy positions, additional Hourly funding, and overtime for Temporary Detention Orders (TDO) and Emergency Custody Orders (ECO) due to increased volume and to provide relief to Police Officers.

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.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Other Charges	$1,169	$1,550	$1,472	$1,472	$1,472
Subtotal Operating	***$1,169***	***$1,550***	***$1,472***	***$1,472***	***$1,472***
TOTAL CITY COST	**$1,169**	**$1,550**	**$1,472**	**$1,472**	**$1,472**

Court Service Unit (24th Judicial District) Budget Description

The Department Submitted FY 2020 Court Service Unit budget of $1,472 a 5.0% decrease of $78 as compared to the Adopted FY 2019 budget of $1,550.

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

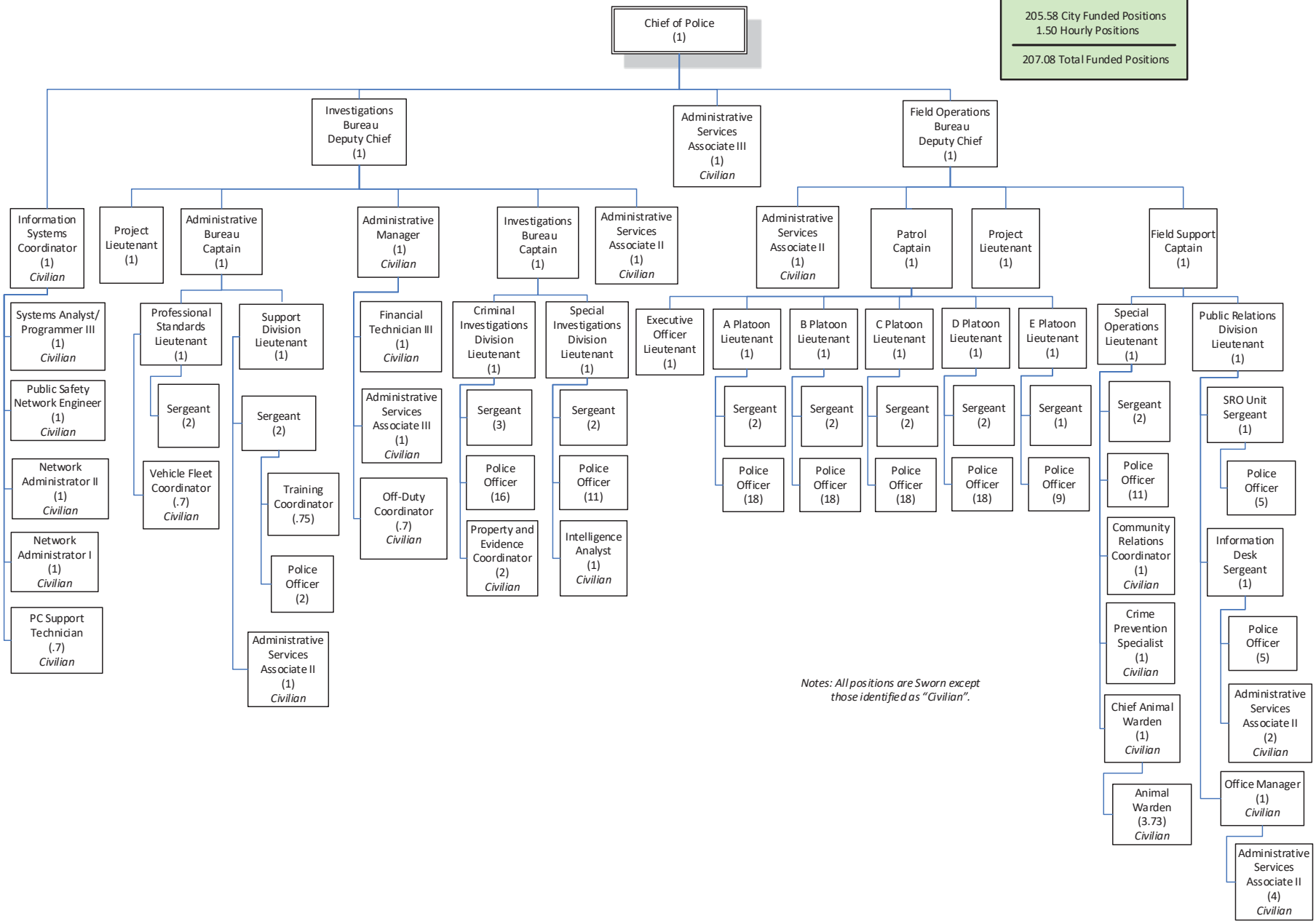
The Proposed FY 2020 Court Service Unit budget was adopted by City Council without changes.

POLICE

POSITION SUMMARY

205.58 City Funded Positions
1.50 Hourly Positions

207.08 Total Funded Positions



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

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

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Sworn Full-Time	171.00	174.00	160.00	174.00	174.00
City Funded Civilian Full-Time	28.00	28.00	28.00	28.00	28.00
City Funded Part-Time	4.03	3.58	3.58	3.58	3.58
City Funded Hourly	1.00	1.50	1.50	1.50	1.50
Grant Funded Sworn Full-Time	3.00	0.00	0.00	0.00	0.00
TOTAL FTE	**207.03**	**207.08**	**193.08**	**207.08**	**207.08**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$11,313,905	$11,336,679	$10,812,690	$11,353,454	$11,353,454
Employee Benefits	4,019,897	3,988,031	3,980,584	4,230,792	4,230,792
Subtotal Personnel Services	***$15,333,802***	***$15,324,710***	***$14,793,274***	***$15,584,246***	***$15,584,246***
Operating					
Contractual Services	$949,155	$989,670	$1,211,206	$1,174,811	$1,174,811
Internal Service Charges	482,165	569,543	641,189	585,431	585,431
Other Charges	1,061,223	1,129,093	1,060,822	1,174,589	1,174,589
Rentals and Leases	62,228	66,434	66,434	66,434	66,434
Capital Outlay	48,402	123,910	65,300	65,300	65,300
Subtotal Operating	***$2,603,173***	***$2,878,650***	***$3,044,951***	***$3,066,565***	***$3,066,565***
Total General Fund Expenditures	**$17,936,975**	**$18,203,360**	**$17,838,225**	**$18,650,811**	**$18,650,811**
Total Grant Expenditures [1]	$162,378	$0	$0	$0	$0
TOTAL EXPENDITURES	**$18,099,353**	**$18,203,360**	**$17,838,225**	**$18,650,811**	**$18,650,811**
DEDICATED REVENUES					
Police - Schools Resource Officer (SRO) Program	$97,435	$148,750	$135,904	$135,904	$135,904
Local Law Enforcement Funding (House Bill 599)	3,025,152	3,137,083	3,137,083	3,137,083	3,137,083
Off-Duty Police Fee	1,101,043	1,268,000	1,270,000	1,270,000	1,270,000
Public Safety Building Reserve	0	0	(118,106)	0	0
Police Report Sales	14,579	14,000	14,250	14,250	1,425
Range Use Fee	16,000	15,200	13,800	13,800	13,800
State Grants	86,956	0	0	0	0
Localities/Other Reimbursements	50,000	0	0	0	0
TOTAL DEDICATED REVENUES	**$4,392,988**	**$4,582,833**	**$4,452,931**	**$4,571,037**	**$4,558,212**
TOTAL CITY COST	**$13,706,365**	**$13,620,527**	**$13,385,294**	**$14,079,774**	**$14,092,599**

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

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

The Department Submitted FY 2020 Police Department budget of $17,838,225 represents a 2.0% decrease of $365,135 compared to the Adopted FY 2019 budget of $18,203.360.

Highlights of the Department Submitted FY 2020 budget include:

- $531,436 decrease in Salaries and Employee Benefits reflecting the elimination of the Community Action Team (CAT) unit, the Traffic Safety Unit (TSU), one training officer, and one digital forensics detective. These senior officers would be reallocated to Field Operations and reduce the Police Department by 14 entry level officers. This reduction is offset by the rising health insurance costs.
- $221,536 increase in Contractual Services reflecting additional software maintenance fees and additional safety equipment and services in the Police Division and additional costs for Police Off-Duty Employment paid to officers working for the Crisis Intervention Team in the Off Duty Division.
- $71,646 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $68,271 decrease in Other Charges reflecting the reduction in force and the related supplies offset by the rising cost of uniforms, additional ammunition and the cost of events.
- $58,610 decrease in Capital Outlay reflecting the replacement of the forensics computer, an additional in-car camera server for storage offset by the removal of one-time project equipment costs for Axon Fleet.

The Manager's Proposed budget includes the following change from the Department submission:

- $790,972 increase in Salaries and Employee Benefits to restore the CAT unit, the TSU, one training officer, and one digital forensics detective in the Police Division.
- $55,758 decrease in Internal Service Charges reflecting the Fleet Services reallocated operating estimates.
- $113,767 increase in Other Charges due to restoring the positions in the Police Department offset by reductions in Awards and Recognition, Advertising, Meals/Lodging/Training and payroll software being requested from FY 2019 savings.

The Proposed FY 2020 Police Department budget was adopted by City Council without changes.

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 in an effort to educate community partners and solve neighborhood problems, foster positive relationships within the community, and promote neighborhood self-sufficiency. The Department includes the Field Operations Bureau, Administration Bureau, and Investigations Bureau. 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, the Citizen's Police Academy, and crime prevention through environmental design.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Sworn Full-Time	171.00	174.00	160.00	174.00	174.00
City Funded Civilian Full-Time	24.00	24.00	24.00	24.00	24.00
City Funded Part-Time	2.60	2.15	2.15	2.15	2.15
City Funded Hourly	0.00	0.50	0.50	0.50	0.50
Grant Funded Sworn Full-Time	3.00	0.00	0.00	0.00	0.00
TOTAL FTE	**200.60**	**200.65**	**186.65**	**200.65**	**200.65**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$10,344,731	$10,283,676	$9,757,719	$10,298,483	$10,298,483
Employee Benefits	3,900,331	3,854,684	3,841,989	4,092,197	4,092,197
Subtotal Personnel Services	***$14,245,063***	***$14,138,360***	***$13,599,708***	***$14,390,680***	***$14,390,680***
Operating					
Contractual Services	$703,756	$743,170	$959,706	$923,311	$923,311
Internal Service Charges	465,762	546,911	616,236	564,156	564,156
Other Charges	1,036,733	1,095,683	1,029,247	1,143,014	1,143,014
Rentals and Leases	57,228	61,434	61,434	61,434	61,434
Capital Outlay	48,402	123,910	65,300	65,300	65,300
Subtotal Operating	***$2,311,881***	***$2,571,108***	***$2,731,923***	***$2,757,215***	***$2,757,215***
Total General Fund Expenditures	**$16,556,943**	**$16,709,468**	**$16,331,631**	**$17,147,895**	**$17,147,895**
Total Grant Expenditures [1]	$162,378	$0	$0	$0	$0
TOTAL EXPENDITURES	**$16,719,321**	**$16,709,468**	**$16,331,631**	**$17,147,895**	**$17,147,895**
DEDICATED REVENUES					
Police - Schools Resource Officer (SRO) Program	$97,435	$148,750	$135,904	$135,904	$135,904
Local Law Enforcement Funding (House Bill 599)	3,025,152	3,137,083	3,137,083	3,137,083	3,137,083
Police Report Sales	14,579	14,000	14,250	14,250	1,425
State Grants	86,956	0	0	0	0
Localities/Other Reimbursements	50,000	0	0	0	0
TOTAL DEDICATED REVENUES	**$3,274,122**	**$3,299,833**	**$3,287,237**	**$3,287,237**	**$3,274,412**
TOTAL CITY COST	**$13,445,199**	**$13,409,635**	**$13,044,394**	**$13,860,658**	**$13,873,483**

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

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$612	$0	$0	$0	$0
Employee Benefits	46	0	0	0	0
Subtotal Personnel Services	***$659***	***$0***	***$0***	***$0***	***$0***
Operating					
Contractual Services	$6,235	$2,000	$2,000	$2,000	$2,000
Other Charges	5,930	8,000	6,800	6,800	6,800
Rentals and Leases	5,000	5,000	5,000	5,000	5,000
Subtotal Operating	***$17,165***	***$15,000***	***$13,800***	***$13,800***	***$13,800***
TOTAL EXPENDITURES	**$17,823**	**$15,000**	**$13,800**	**$13,800**	**$13,800**
DEDICATED REVENUES					
Range Use Fee	$16,000	$15,200	$13,800	$13,800	$13,800
Assigned Fund Balance Reserve	1,823	(200)	0	0	0
TOTAL DEDICATED REVENUES	**$17,823**	**$15,000**	**$13,800**	**$13,800**	**$13,800**
TOTAL CITY COST	**$0**	**$0**	**$0**	**$0**	**$0**

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Part-Time	0.7	0.7	0.7	0.7	0.7
TOTAL FTE	**0.7**	**0.7**	**0.7**	**0.7**	**0.7**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$796,764	$846,534	$846,534	$846,534	$846,534
Employee Benefits	58,082	64,760	64,760	64,760	64,760
Subtotal Personnel Services	***$854,847***	***$911,294***	***$911,294***	***$911,294***	***$911,294***
Operating					
Contractual Services	$230,141	$233,500	$238,500	$238,500	$238,500
Other Charges	851	2,100	2,100	2,100	2,100
Subtotal Operating	***$230,992***	***$235,600***	***$240,600***	***$240,600***	***$240,600***
TOTAL EXPENDITURES	**$1,085,839**	**$1,146,894**	**$1,151,894**	**$1,151,894**	**$1,151,894**
DEDICATED REVENUES					
Off-Duty Police Fee	$1,101,043	$1,268,000	$1,270,000	$1,270,000	$1,270,000
Public Safety Building Reserve	0	0	(118,106)	0	0
TOTAL DEDICATED REVENUES	**$1,101,043**	**$1,268,000**	**$1,151,894**	**$1,270,000**	**$1,270,000**
TOTAL CITY COST [1]	**($15,204)**	**($121,106)**	**$0**	**($118,106)**	**($118,106)**

[1] Due to timing differences in payroll, billing, and payment, actual expenditures and revenues do not align in Actual FY 2018.

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Civilian Full-Time	4.00	4.00	4.00	4.00	4.00
City Funded Part-Time	0.73	0.73	0.73	0.73	0.73
City Funded Hourly	1.00	1.00	1.00	1.00	1.00
TOTAL FTE	**5.73**	**5.73**	**5.73**	**5.73**	**5.73**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$171,797	$206,469	$208,437	$208,437	$208,437
Employee Benefits	61,437	68,587	73,835	$73,835	73,835
Subtotal Personnel Services	***$233,234***	***$275,056***	***$282,272***	***$282,272***	***$282,272***
Operating					
Contractual Services	$9,022	$11,000	$11,000	$11,000	$11,000
Internal Service Charges	16,403	22,632	24,953	21,275	21,275
Other Charges	17,710	23,310	22,675	22,675	22,675
Subtotal Operating	***$43,135***	***$56,942***	***$58,628***	***$54,950***	***$54,950***
TOTAL CITY COST	**$276,370**	**$331,998**	**$340,900**	**$337,222**	**$337,222**

Police Department Performance Measures

Goal 1:
To promote community safety through a reduction in the city's violent and property crime rate.

Objective:
To safeguard the lives and property of the people we serve, to reduce the incidence and fear of crime, and to enhance public safety while working with the diverse communities to improve their quality of life.

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Crime Rates				
Violent Crime	346 / 100,000	311 / 100,000	156 / 100,000	294 / 100,000
Property Crime	2249 / 100,000	2246 / 100,000	1011 / 100,000	2238 / 100,000

Analysis of the Data:
Rates of Violent Crime and Property crime are a way to compare Lynchburg year over year to itself, as well as to other localities. Lynchburg has a lower violent crime rate than the national average (382.9 per 100,000), as well as a lower property crime rate than the national average (2362.2 per 100,000). The rate from July-Dec 2019 is based on the number of incidents per 100,000 residents, and is not considered a full year of data.

SAFE COMMUNITY

Goal 2:
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. Targeted enforcement activities will focus on Driving Under the Influence (DUI), Occupant Safety and Speeding violations .

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Crashes w/Fatalities	5	4	4	5
Traffic Crashes	1408	1394	754	1414
DUI Crashes	71	75	39	75

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. The Department has projected traffic crash levels in FY 2020 using a 4-year historical review.

SAFE COMMUNITY

Goal 3:
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 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Crime clearance rates				
Violent	70%	73%	69%	77%
Property	33%	36%	33%	34%

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 45.6% for violent crime cases and 17.6% for property crime cases. State rates are not published. The Department has projected clearance rates for FY 2019 and FY 2020 using a 4-year historical review.

SAFE COMMUNITY

Benchmark Localities:
State and National Averages

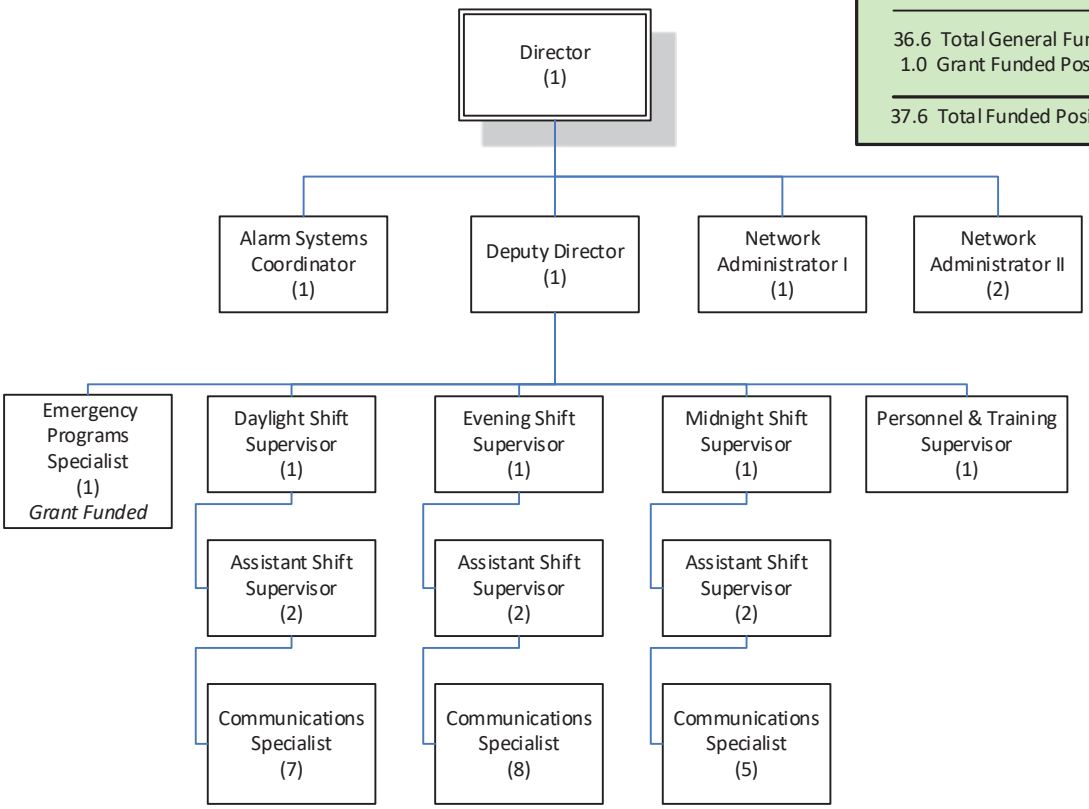
EMERGENCY SERVICES

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	36.0	36.0	35.0	36.0	36.0
City Funded Hourly	0.6	0.6	0.6	0.6	0.6
Grant Funded Full-Time	1.0	1.0	1.0	1.0	1.0
TOTAL FTE	**37.6**	**37.6**	**36.6**	**37.6**	**37.6**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,520,251	$1,566,950	$1,456,331	$1,489,174	$1,489,174
Employee Benefits	637,150	641,839	647,700	664,161	664,161
Subtotal Personnel Services	***$2,157,401***	***$2,208,789***	***$2,104,031***	***$2,153,335***	***$2,153,335***
Operating					
Contractual Services	$172,456	$228,396	$221,610	$235,945	$235,945
Internal Service Charges	8,626	3,968	5,838	5,040	5,040
Other Charges	300,880	247,768	289,468	296,468	296,468
Rentals and Leases	2,616	2,700	2,700	2,700	2,700
Subtotal Operating	***$484,578***	***$482,832***	***$519,616***	***$540,153***	***$540,153***
Total General Fund Expenditures	**$2,641,979**	**$2,691,621**	**$2,623,647**	**$2,693,488**	**$2,693,488**
Total Grant Expenditures [1]	$40,669	$53,676	$54,936	$54,936	$54,936
TOTAL EXPENDITURES	**$2,682,648**	**$2,745,297**	**$2,678,583**	**$2,748,424**	**$2,748,424**
DEDICATED REVENUES					
Recovery E-911 Wireless	$301,120	$371,373	$372,000	$372,000	$372,000
Federal Grants	17,246	23,423	23,423	23,423	23,423
In-Kind Grant Match	5,988	0	0	0	0
TOTAL DEDICATED REVENUES	**$324,354**	**$394,796**	**$395,423**	**$395,423**	**$395,423**
TOTAL CITY COST	**$2,317,625**	**$2,296,825**	**$2,228,224**	**$2,298,065**	**$2,298,065**

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

Emergency Services Budget Description

The Department Submitted FY 2020 Emergency Services budget of $2,623,647 represents a 2.5% decrease of $67,974 compared to the Adopted FY 2019 budget of $2,691,621.

Highlights of the Department Submitted FY 2020 budget include:

- $104,758 decrease in Salaries and Employee Benefits reflecting the elimination of one Communications Specialist position for Emergency Medical Dispatch and a reduction in Overtime offset by rising health insurance costs.
- $6,786 decrease in Contractual Services reflecting a reduction in Software Maintenance and Professional Medical Services due to the elimination of the Emergency Medical Dispatch (EMD) program and a reduction in Janitorial Services and floor mats being budgeted in Public Works.
- $1,870 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $41,700 increase in Other Charges reflecting the addition of VESTA Telephone System Maintenance offset by training related to the Emergency Medical Dispatch program being eliminated.

The Manager's Proposed budget includes the following change from the Department submission:

- $49,304 increase in Salaries and Employee Benefits due to restoring one Communications Specialist position.
- $14,335 increase in Contractual Services reflecting the restoration of Software Maintenance and Professional Medical Services related to the Emergency Medical Dispatch (EMD) program.
- $7,000 increase in Other Charges to restore training related to the Emergency Medical Dispatch program.

The Proposed FY 2020 Emergency Services budget was adopted by City Council without changes.

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 FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Grade of Service - percentage of calls that may encounter a busy signal- **wireline**	0.33%	1.00%	0.17%	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 FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Grade of Service - percentage of calls that may encounter a busy signal- **wireless**	0.25%	1.00%	0.27%	1.00%

Analysis of the Data:
This measure is identical to Objective 1, but measures incoming calls for service from **wireless** service.

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

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Percentage answered within ten (10) seconds from 11 a.m. to 7 p.m.	93.11%	95.00%	91.67%	95.00%

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 FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Average emergency call assessment time	56.29 seconds	60.00 seconds	51.90 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 National Fire Protection Association (NFPA) 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.

SAFE COMMUNITY

Emergency Services Performance Measures (continued)

Objective 5:
Maintain a score of at least 85% on the Local Capability Assessment for Readiness (LCAR) that is submitted to the Virginia Department of Emergency Management (VDEM) each year.

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
LCAR	85.71%	86.00%	85.71%	87.00%

Analysis of the Data:
Code of Virginia § 44-146.19.F. states "All political subdivisions shall provide an annually updated emergency management assessment to the State Coordinator of Emergency Management on or before July 1 of each year." This allows localities to assess their preparedness levels each year to handle potential natural and man-made disasters. It is important to continue making forward progress in the emergency management area so that we are better prepared to help our citizens before, during and after a disaster.

Benchmark Standards:
National Emergency Number Association Standard, Virginia Department of Emergency Management

SAFE COMMUNITY

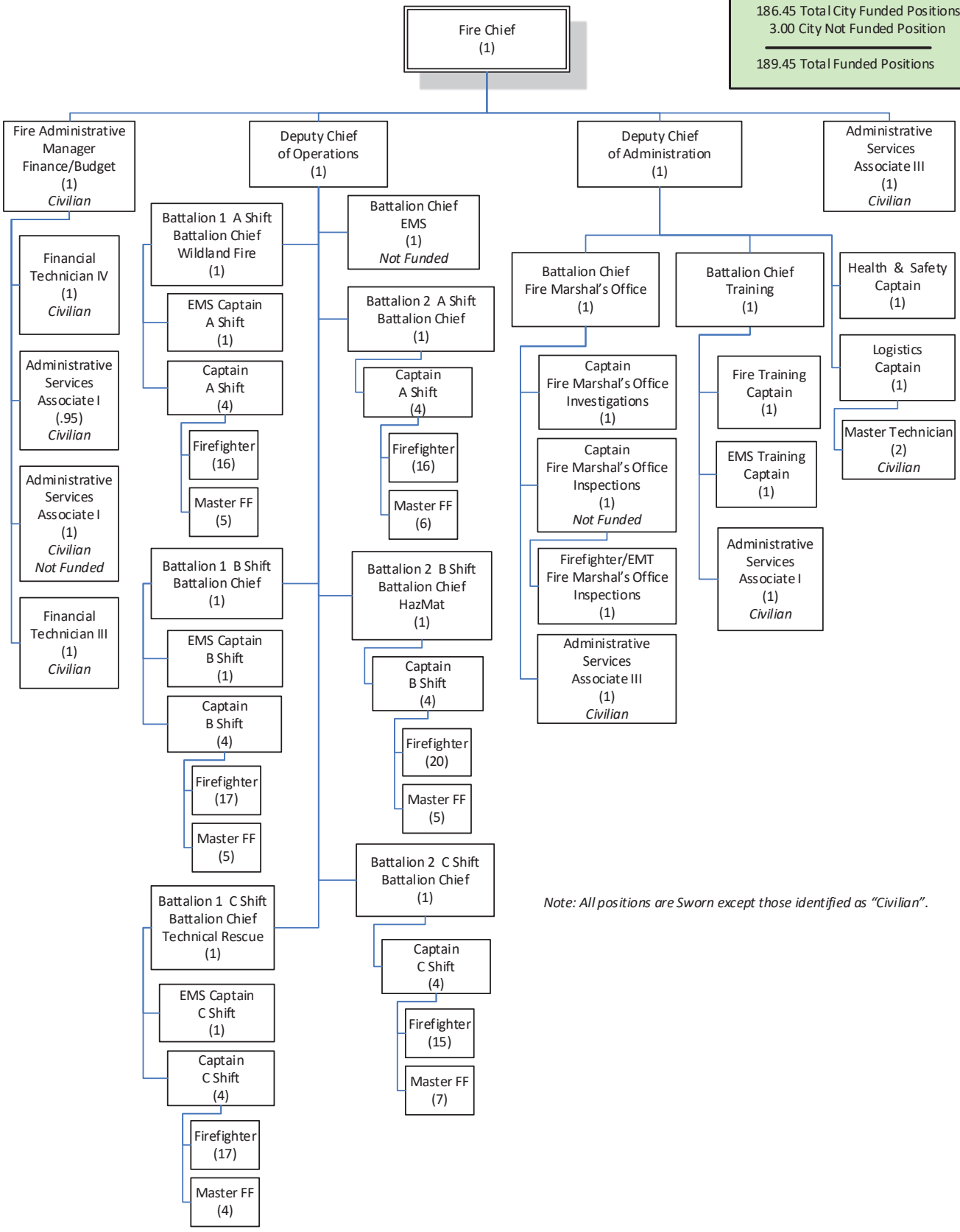
Fire Department

Position Summary

185.95 City Funded Positions
0.50 Hourly Positions

186.45 Total City Funded Positions
3.00 City Not Funded Position

189.45 Total Funded Positions



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

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

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Sworn Full-Time	179.00	179.00	167.00	177.00	177.00
City Funded Civilian Full-Time	8.00	8.00	8.00	8.00	8.00
City Funded Part-Time	0.95	0.95	0.95	0.95	0.95
City Funded Hourly	0.50	0.50	0.50	0.50	0.50
City Sworn Full-Time Not Funded	0.00	0.00	12.00	2.00	2.00
City Civilian Full-Time Not Funded	1.00	1.00	1.00	1.00	1.00
TOTAL FTE	**189.45**	**189.45**	**189.45**	**189.45**	**189.45**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$10,450,064	$10,691,410	$10,059,435	$10,538,164	$10,538,164
Employee Benefits	3,865,086	3,859,113	3,803,095	4,019,896	4,019,896
Subtotal Personnel Services	***$14,315,150***	***$14,550,523***	***$13,862,530***	***$14,558,060***	***$14,558,060***
Operating					
Contractual Services	$500,069	$446,961	$461,591	$451,279	$451,279
Internal Service Charges	117,757	149,865	165,026	133,922	133,922
Other Charges	966,029	833,451	820,503	805,803	805,803
Rentals and Leases	23,430	24,000	23,250	23,250	23,250
Capital Outlay	33,724	25,000	25,000	25,000	25,000
Subtotal Operating	***$1,641,009***	***$1,479,277***	***$1,495,370***	***$1,439,254***	***$1,439,254***
Total General Fund Expenditures	**$15,956,159**	**$16,029,800**	**$15,357,900**	**$15,997,314**	**$15,997,314**
Total Grant Expenditures [1]	$353,973	$312,000	$321,000	$321,000	$321,000
TOTAL DEPARTMENT EXPENDITURES	**$16,310,132**	**$16,341,800**	**$15,678,900**	**$16,318,314**	**$16,318,314**
DEDICATED REVENUES					
State Grants	$308,917	$312,000	$321,000	$321,000	$321,000
PIER Outside Contract Agreements	32,500	32,500	26,500	26,500	26,500
PIER Internal Contract Agreements	50,000	50,000	50,000	50,000	50,000
Assigned Fund Balance Reserve	(11,589)	0	0	0	0
TOTAL DEDICATED REVENUES	**$379,828**	**$394,500**	**$397,500**	**$397,500**	**$397,500**
TOTAL CITY COST	**$15,930,304**	**$15,947,300**	**$15,281,400**	**$15,920,814**	**$15,920,814**

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

Fire Department including Technical Rescue Team/Partners in Emergency Response (PIER) Program Budget Description

The Department Submitted FY 2020 Fire Department budget of $15,357,900 represents a 4.2% decrease of $671,900 compared to the Adopted FY 2019 budget of $16,029,800.

Highlights of the Department Submitted FY 2020 budget include:

- $687,993 decrease in Salaries and Employee Benefits reflecting the closure of a station and not funding the EMS Battalion Chief and a Captain position due to reorganization offset by the rising health insurance costs.
- $14,630 increase in Contractual Services to better align with historical spending.
- $15,161 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $12,948 decrease in Other Charges to better align with historical spending.

The Manager's Proposed budget includes the following change from the Department submission:

- $695,530 increase in Salaries and Employee Benefits to restore a station.
- $10,312 decrease in Contractual Services reflecting ambulance billing service fees aligned with the projected revenue.
- $31,104 decrease in Internal Service Charges reflecting Fleet Services reallocated operating estimates.
- $14,700 decrease in Other Charges to better align with historical spending.

The Proposed FY 2020 Fire Department budget was adopted by City Council without changes.

Fire 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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Sworn Full-Time	179.00	179.00	167.00	177.00	177.00
City Funded Civilian Full-Time	8.00	8.00	8.00	8.00	8.00
City Funded Part-Time	0.95	0.95	0.95	0.95	0.95
City Funded Hourly	0.50	0.50	0.50	0.50	0.50
City Sworn Full-Time Not Funded	0.00	0.00	12.00	2.00	2.00
City Civilian Full-Time Not Funded	1.00	1.00	1.00	1.00	1.00
TOTAL FTE	**189.45**	**189.45**	**189.45**	**189.45**	**189.45**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$10,417,868	$10,651,856	$10,012,879	$10,491,608	$10,491,608
Employee Benefits	3,862,703	3,856,087	3,799,534	4,016,335	4,016,335
Subtotal Personnel Services	***$14,280,571***	***$14,507,943***	***$13,812,413***	***$14,507,943***	***$14,507,943***
Operating					
Contractual Services	$496,897	$446,961	$461,591	$451,279	$451,279
Internal Service Charges	117,757	149,865	165,026	133,922	133,922
Other Charges	938,935	793,531	794,120	779,420	779,420
Rentals and Leases	23,430	24,000	23,250	23,250	23,250
Capital Outlay	27,658	25,000	25,000	25,000	25,000
Subtotal Operating	***$1,604,677***	***$1,439,357***	***$1,468,987***	***$1,412,871***	***$1,412,871***
Total General Fund Expenditures	**$15,885,248**	**$15,947,300**	**$15,281,400**	**$15,920,814**	**$15,920,814**
Total Grant Expenditures [1]	$353,973	$312,000	$321,000	$321,000	$321,000
TOTAL EXPENDITURES	**$16,239,221**	**$16,259,300**	**$15,602,400**	**$16,241,814**	**$16,241,814**
DEDICATED REVENUES					
State Grants	$308,917	$312,000	$321,000	$321,000	$321,000
TOTAL DEDICATED REVENUES	**$308,917**	**$312,000**	**$321,000**	**$321,000**	**$321,000**
TOTAL CITY COST	**$15,930,304**	**$15,947,300**	**$15,281,400**	**$15,920,814**	**$15,920,814**

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

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

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$32,196	$39,554	$46,556	$46,556	$46,556
Employee Benefits	2,383	3,026	3,561	3,561	3,561
Subtotal Personnel Services	***$34,579***	***$42,580***	***$50,117***	***$50,117***	***$50,117***
Operating					
Contractual Services	$3,172	$0	$0	$0	$0
Other Charges	27,094	39,920	26,383	26,383	26,383
Capital Outlay	6,066	0	0	0	0
Subtotal Operating	***$36,332***	***$39,920***	***$26,383***	***$26,383***	***$26,383***
TOTAL EXPENDITURES	**$70,911**	**$82,500**	**$76,500**	**$76,500**	**$76,500**
DEDICATED REVENUES					
PIER Outside Contract Agreements	$32,500	$32,500	$26,500	$26,500	$26,500
PIER Internal Contract Agreements	50,000	50,000	50,000	50,000	50,000
Assigned Fund Balance Reserve	(11,589)	0	0	0	0
TOTAL DEDICATED REVENUES	**$70,911**	**$82,500**	**$76,500**	**$76,500**	**$76,500**
TOTAL CITY COST	**$0**	**$0**	**$0**	**$0**	**$0**

Fire 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 FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Meet or exceed the AHA national average of 28% of patients with an out-of-hospital cardiac arrest that survive to be admitted to the hospital.	53%	55%	41%	55%

Analysis of the Data:
The AHA reports 28% 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 2020 is not increased compared to FY 2019, 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. The Fire Department is currently involved in a critical analysis of out-of-hospital cardiac arrests in conjunction with the local healthcare system which may result in process changes or enhancements in the coming year.

The Lynchburg Fire Department implemented a mobile application called Pulsepoint which alerts citizen responders of the need for CPR in December 2017. The goal of this program is to decrease the amount of time it takes for a patient in cardiac arrest to receive CPR. The Department continues its awareness campaign with the public to educate them about the potential to increase survival from out of hospital cardiac arrests as a result of this application. LFD is planning a mass CPR training event to increase the number of CPR trained citizens in Lynchburg.

SAFE COMMUNITY

Fire 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 2018*	*Projected FY 2019*	*July - Dec FY 2019*	*Projected FY 2020*
Average response time to an emergency incident	6 min 38 secs	6 min 39 secs	6 min 41 secs	6 min 42 secs

Analysis of the Data:
In an effort to provide efficient and timely service delivery, the Department continues to refine its 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 anticipates continued increases in the volume of emergency medical calls for service that will 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 evaluated through an internal review of fire-related nature codes. Response times have remained steady over the last several years and are projected to remain in the current range, barring any major changes to traffic patterns, call volume, etc. Additionally over the past year the department has seen the impact of road construction and technology changes that have led to increased response times. We continue to meet with our partners to ensure the best possible outcome.

SAFE COMMUNITY

Goal 3:
Maintain or reduce average structure fire loss (in dollars) per incident.

Objective:
Limit average structure fire loss 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 2018*	*Projected FY 2019*	*July - Dec FY 2019*	*Projected FY 2020*
Average structure fire loss per incident per fiscal year	$6,470	$8,250	$15,000	$10,500

Analysis of the Data:
Although there is a noted decrease in structure fire loss for actual FY 2018, we do not believe that this trend will continue. We continue to trend slightly upward in reported losses as we have become more effective at reporting data. The significant increase in July - December is a result of two signifcant fires in the city, one at a industry and one in a very large home. Losses will continue to rise as the cost of repair and replacement also continues an upward trend. The department continues to utilize uniformed department members in an off-duty capacity to conduct fire inspections assisting in the Fire Marshal's Office with code enforcement. We remain engaged with the public from an educational/preventive stand point educating our citizens about fire safety in their home and business. The department also maintains a great working relationship with Community Planning and Development along with area developers to ensure new construction meets standards and code. Our continued hope is to minimize the loss through continued robust staff work throughout the community.

SAFE COMMUNITY

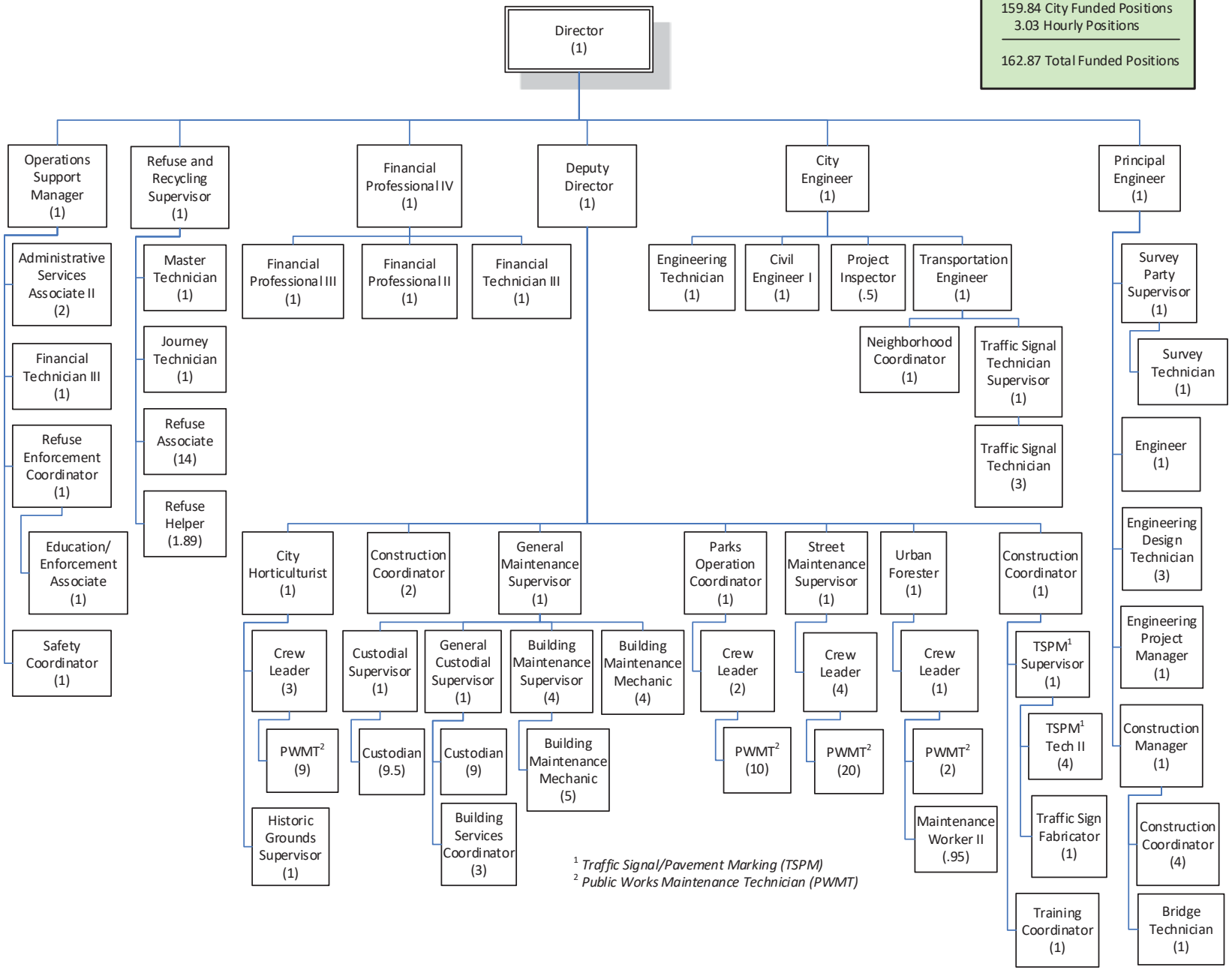
Benchmark Localities:
Charlottesville, Danville, Roanoke, Staunton, Hampton, and Petersburg, VA

Public Works

Position Summary

159.84 City Funded Positions
3.03 Hourly Positions

162.87 Total Funded Positions



[1] *Traffic Signal/Pavement Marking (TSPM)*
[2] *Public Works Maintenance Technician (PWMT)*

Public Works

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	154.00	154.00	154.00	154.00	154.00
City Funded Part-Time	4.84	4.84	4.84	5.84	5.84
City Funded Hourly	4.38	4.38	3.03	3.03	3.03
TOTAL FTE	**163.22**	**163.22**	**161.87**	**162.87**	**162.87**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$6,335,253	$6,605,048	$6,590,439	$6,621,640	$6,621,640
Employee Benefits	2,659,409	2,648,587	2,852,562	2,862,101	2,862,101
Subtotal Personnel Services	***$8,994,662***	***$9,253,635***	***$9,443,001***	***$9,483,741***	***$9,483,741***
Operating					
Contractual Services	$2,559,607	$3,189,160	$3,345,142	$3,545,142	$3,545,142
Internal Service Charges	1,060,156	1,122,853	1,341,677	1,183,349	1,183,349
Other Charges	4,124,565	4,005,791	4,069,595	4,069,595	4,069,595
Rentals and Leases	91,592	65,160	65,160	65,160	65,160
Capital Outlay	99,084	0	0	0	10,000
Payment to Region 2000 Services Authority	804,030	852,140	860,140	825,140	825,140
Subtotal Operating	***$8,739,034***	***$9,235,104***	***$9,681,714***	***$9,688,386***	***$9,698,386***
TOTAL DEPARTMENT EXPENDITURES	**$17,733,696**	**$18,488,739**	**$19,124,715**	**$19,172,127**	**$19,182,127**
DEDICATED REVENUES					
State Categorical Aid - Highway Maintenance	$8,069,555	$8,133,555	$8,559,816	$8,559,816	$8,559,816
State Categorical Aid - Human Services Building	51,415	55,000	55,000	55,000	55,000
Public Works Stormwater Charges	277,752	312,378	258,891	258,891	258,891
Residential Disposal Fees	1,015,125	1,005,000	1,302,182	1,404,576	1,404,576
Trash Bag and Decal Violation	2,331	5,000	5,000	5,000	5,000
Trash Cart Sales	2,331	5,000	5,000	5,000	5,000
Landlord Set Out Program	0	0	0	0	4,450
TOTAL DEDICATED REVENUES	**$9,418,509**	**$9,515,933**	**$10,185,889**	**$10,288,283**	**$10,292,733**
TOTAL CITY COST	**$8,315,187**	**$8,972,806**	**$8,938,826**	**$8,883,844**	**$8,889,394**

Public Works Budget Description

The Department Submitted FY 2020 Public Works budget of $19,124,715 represents a 3.4% increase of $635,976 compared to the Adopted FY 2019 budget of $18,488,739.

Highlights of the Department Submitted FY 2020 budget include:

- $189,366 increase in Salaries and Employee Benefits due to eliminating a part-time position in the Streets Division and a part-time enforcement coordinator position in the Refuse division offset by rising health insurance costs.
- $155,982 increase in Contractual Services reflecting additional temporary personnel services in the Streets and Parks and Grounds Divisions to provide more landscape, sidewalk, and right-of-way maintenance offset by the elimination of seven drop-off recycling sites.
- $218,824 increase in Internal Service Charges reflecting Fleet Services operating estimates throughout the Public Works Department.
- $63,804 increase in Other Charges due to adjusting budgets for utilities, including street light electricity in the Engineering Division, water and sewer in the Parks and Grounds Division, and electricity in the Building Maintenance Division, as well as leachate treatment charges in Refuse, to be reflective of current costs.
- $8,000 increase in the Payment to Region 2000 Services Authority to compensate for additional tipping fees for trash disposal resulting from the elimination of drop-off recycling offset by the City ending its funding support of a portion of the Central Virginia Services Authority recycling coordinator position.

The Manager's Proposed budget includes the following change from the Department submission:

- $40,740 increase in Salaries and Employee Benefits for a part-time position in the Engineering Division.
- $200,000 increase in Contractual Services to restore funding for the seven drop-off recycling sites.
- $158,328 decrease in Internal Service Charges reflecting Fleet Services reallocated operating estimates throughout the Public Works Department.
- $35,000 decrease in the Payment to Region 2000 Services Authority to eliminate additional tipping fees for trash disposal due to restoring drop-off recycling.

The Proposed FY 2020 Public Works budget was adopted by City Council with the following change:

- $10,000 increase in Capital Outlay to purchase roll-off containers for use with the new Landlord Set Out Program.

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

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	10	10	10	10	10
TOTAL FTE	**10**	**10**	**10**	**10**	**10**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$612,915	$604,301	$604,301	$604,301	$604,301
Employee Benefits	236,565	227,431	240,102	240,102	240,102
Subtotal Personnel Services	***$849,480***	***$831,732***	***$844,403***	***$844,403***	***$844,403***
Operating					
Contractual Services	$23,896	$19,100	$3,500	$3,500	$3,500
Internal Service Charges	5,065	7,260	7,364	6,269	6,269
Other Charges	18,217	21,052	21,052	21,052	21,052
Rentals and Leases	64,660	64,660	64,660	64,660	64,660
Subtotal Operating	***$111,838***	***$112,072***	***$96,576***	***$95,481***	***$95,481***
TOTAL EXPENDITURES	**$961,318**	**$943,804**	**$940,979**	**$939,884**	**$939,884**
DEDICATED REVENUES					
Public Works Stormwater Charges	$119,245	$131,855	$101,116	$101,116	$101,116
TOTAL DEDICATED REVENUES	**$119,245**	**$131,855**	**$101,116**	**$101,116**	**$101,116**
TOTAL CITY COST	**$842,073**	**$811,949**	**$839,863**	**$838,768**	**$838,768**

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, and 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 City 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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	40.00	40.00	38.00	38.00	38.00
City Funded Part-Time	1.50	1.50	1.50	1.50	1.50
City Funded Hourly	0.83	0.83	0.83	0.83	0.83
TOTAL FTE	**42.33**	**42.33**	**40.33**	**40.33**	**40.33**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,429,449	$1,514,243	$1,475,684	$1,475,684	$1,475,684
Employee Benefits	631,680	627,209	652,629	652,629	652,629
Subtotal Personnel Services	***$2,061,129***	***$2,141,452***	***$2,128,313***	***$2,128,313***	***$2,128,313***
Operating					
Contractual Services	$551,475	$428,253	$442,084	$442,084	$442,084
Internal Service Charges	59,407	63,800	78,057	67,119	67,119
Other Charges	1,174,083	1,175,944	1,158,315	1,158,315	1,158,315
Rentals and Leases	1,766	0	0	0	0
Subtotal Operating	***$1,786,731***	***$1,667,997***	***$1,678,456***	***$1,667,518***	***$1,667,518***
TOTAL CITY COST	**$3,847,860**	**$3,809,449**	**$3,806,769**	**$3,795,831**	**$3,795,831**

Public Works – Human Services Building. This division budget tracks maintenance and utility expenditures for the Human Services Building at 99 9th Street for State reimbursement.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Contractual Services	$61,035	$63,260	$65,340	$65,340	$65,340
Other Charges	181,835	182,250	177,750	177,750	177,750
Subtotal Operating	***$242,870***	***$245,510***	***$243,090***	***$243,090***	***$243,090***
TOTAL EXPENDITURES	**$242,870**	**$245,510**	**$243,090**	**$243,090**	**$243,090**
DEDICATED REVENUES					
State Categorical Aid - Human Services Building	$51,415	$55,000	$55,000	$55,000	$55,000
TOTAL DEDICATED REVENUES	**$51,415**	**$55,000**	**$55,000**	**$55,000**	**$55,000**
TOTAL CITY COST	**$191,455**	**$190,510**	**$188,090**	**$188,090**	**$188,090**

Public Works – Parks and Grounds Maintenance. Provides grounds maintenance for all City-owned 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. Street trees and trees located on other public property are maintained through a forestry service contract. 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 City sponsored events and maintain bikeways and hiking trails.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	31.00	31.00	31.00	31.00	31.00
City Funded Part-Time	0.95	0.95	0.95	0.95	0.95
TOTAL FTE	**31.95**	**31.95**	**31.95**	**31.95**	**31.95**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,153,617	$1,096,041	$1,096,893	$1,096,893	$1,096,893
Employee Benefits	501,135	481,214	521,651	521,651	521,651
Subtotal Personnel Services	***$1,654,752***	***$1,577,255***	***$1,618,544***	***$1,618,544***	***$1,618,544***
Operating					
Contractual Services	$520,163	$516,136	$800,341	$800,341	$800,341
Internal Service Charges	300,307	332,809	392,200	336,613	336,613
Other Charges	546,397	474,925	498,525	498,525	498,525
Rentals and Leases	7,143	500	500	500	500
Subtotal Operating	***$1,374,010***	***$1,324,370***	***$1,691,566***	***$1,635,979***	***$1,635,979***
TOTAL EXPENDITURES	**$3,028,762**	**$2,901,625**	**$3,310,110**	**$3,254,523**	**$3,254,523**
DEDICATED REVENUES					
State Categorical Aid - Highway Maintenance	$1,275,445	$1,044,558	$1,327,663	$1,327,663	$1,327,663
TOTAL DEDICATED REVENUES	**$1,275,445**	**$1,044,558**	**$1,327,663**	**$1,327,663**	**$1,327,663**
TOTAL CITY COST	**$1,753,317**	**$1,857,067**	**$1,982,447**	**$1,926,860**	**$1,926,860**

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 including capital project planning for buildings, streets, water and sewer facilities, and 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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	30.0	30.0	30.0	30.0	30.0
City Funded Part-Time	0.5	0.5	0.5	1.5	1.5
City Funded Hourly	2.2	2.2	2.2	2.2	2.2
TOTAL FTE	**32.7**	**32.7**	**32.7**	**33.7**	**33.7**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,564,249	$1,698,516	$1,701,053	$1,732,254	$1,732,254
Employee Benefits	611,342	627,945	666,941	676,480	676,480
Subtotal Personnel Services	***$2,175,591***	***$2,326,461***	***$2,367,994***	***$2,408,734***	***$2,408,734***
Operating					
Contractual Services	$113,047	$57,260	$52,760	$52,760	$52,760
Internal Service Charges	62,102	65,853	81,491	68,120	68,120
Other Charges	1,501,066	1,424,817	1,467,649	1,467,649	1,467,649
Rentals and Leases	312	0	0	0	0
Capital Outlay	15,493	0	0	0	0
Subtotal Operating	***$1,692,020***	***$1,547,930***	***$1,601,900***	***$1,588,529***	***$1,588,529***
TOTAL EXPENDITURES	**$3,867,611**	**$3,874,391**	**$3,969,894**	**$3,997,263**	**$3,997,263**
DEDICATED REVENUES					
State Categorical Aid - Highway Maintenance	$3,816,184	$3,577,964	$3,472,576	$3,532,188	$3,532,188
Public Works Stormwater Charges	10,533	17,927	9,801	9,801	9,801
TOTAL DEDICATED REVENUES	**$3,826,717**	**$3,595,891**	**$3,482,377**	**$3,541,989**	**$3,541,989**
TOTAL CITY COST	**$40,894**	**$278,500**	**$487,517**	**$455,274**	**$455,274**

Public Works – Street Maintenance. The Street Maintenance program encompasses the administration and maintenance of approximately 801 lane miles of roadway, 340 miles of shoulders and 181 miles of sidewalks. The maintenance is performed 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. 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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	26.0	26.0	27.0	27.0	27.0
City Funded Hourly	0.6	0.6	0.0	0.0	0.0
TOTAL FTE	**26.6**	**26.6**	**27.0**	**27.0**	**27.0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$853,833	$895,006	$912,044	$912,044	$912,044
Employee Benefits	394,636	393,256	442,529	442,529	442,529
Subtotal Personnel Services	***$1,248,469***	***$1,288,262***	***$1,354,573***	***$1,354,573***	***$1,354,573***
Operating					
Contractual Services	$607,938	$1,359,142	$1,429,484	$1,429,484	$1,429,484
Internal Service Charges	410,190	383,620	462,203	432,961	432,961
Other Charges	192,514	251,415	232,431	232,431	232,431
Rentals and Leases	268	0	0	0	0
Subtotal Operating	***$1,210,910***	***$1,994,177***	***$2,124,118***	***$2,094,876***	***$2,094,876***
TOTAL EXPENDITURES	**$2,459,379**	**$3,282,439**	**$3,478,691**	**$3,449,449**	**$3,449,449**
DEDICATED REVENUES					
State Categorical Aid - Highway Maintenance	$2,311,405	$3,119,843	$3,330,717	$3,301,475	$3,301,475
Public Works Stormwater Charges	147,974	162,596	147,974	147,974	147,974
TOTAL DEDICATED REVENUES	**$2,459,379**	**$3,282,439**	**$3,478,691**	**$3,449,449**	**$3,449,449**
TOTAL CITY COST	**$0**	**$0**	**$0**	**$0**	**$0**

Public Works – Snow and Ice Removal. The snow and ice removal program involves nearly all Public Works personnel and equipment to clear over 801 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 used 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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$78,748	$85,000	$85,000	$85,000	$85,000
Employee Benefits	5,840	6,503	6,503	6,503	6,503
Subtotal Personnel Services	***$84,588***	***$91,503***	***$91,503***	***$91,503***	***$91,503***
Operating					
Contractual Services	$2,788	$1,600	$1,600	$1,600	$1,600
Internal Service Charges	84,100	121,478	162,211	131,841	131,841
Other Charges	25,957	72,626	72,626	72,626	72,626
Capital Outlay	83,591	0	0	0	0
Subtotal Operating	***$196,436***	***$195,704***	***$236,437***	***$206,067***	***$206,067***
TOTAL EXPENDITURES	**$281,024**	**$287,207**	**$327,940**	**$297,570**	**$297,570**
DEDICATED REVENUES					
State Categorical Aid - Highway Maintenance	$281,024	$287,207	$327,940	$297,570	$297,570
TOTAL DEDICATED REVENUES	**$281,024**	**$287,207**	**$327,940**	**$297,570**	**$297,570**
TOTAL CITY COST	**$0**	**$0**	**$0**	**$0**	**$0**

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. The division oversees seven neighborhood drop-off recycling facilities, collecting plastics, newspaper, aluminum and steel cans, mixed paper, and cardboard. Staff promotes litter prevention activities through citizen and business support, working 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 regional landfill in Campbell County.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	17.00	17.00	18.00	18.00	18.00
City Funded Part-Time	1.89	1.89	1.89	1.89	1.89
City Funded Hourly	0.75	0.75	0.00	0.00	0.00
TOTAL FTE	**19.64**	**19.64**	**19.89**	**19.89**	**19.89**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$642,442	$711,941	$715,464	$715,464	$715,464
Employee Benefits	278,211	285,029	322,207	322,207	322,207
Subtotal Personnel Services	***$920,653***	***$996,970***	***$1,037,671***	***$1,037,671***	***$1,037,671***
Operating					
Contractual Services	$655,617	$714,586	$520,210	$720,210	$720,210
Internal Service Charges	138,985	148,033	158,151	140,426	140,426
Other Charges	385,891	320,562	353,247	353,247	353,247
Rentals and Leases	17,443	0	0	0	0
Capital Outlay	0	0	0	0	10,000
Payment to Region 2000 Services Authority	804,030	852,140	860,140	825,140	825,140
Subtotal Operating	***$2,001,966***	***$2,035,321***	***$1,891,748***	***$2,039,023***	***$2,049,023***
TOTAL EXPENDITURES	**$2,922,619**	**$3,032,291**	**$2,929,419**	**$3,076,694**	**$3,086,694**
DEDICATED REVENUES					
State Categorical Aid - Highway Maintenance	$385,497	$103,983	$100,920	$100,920	$100,920
Residential Disposal Fees	1,015,125	1,005,000	1,302,182	1,404,576	1,404,576
Trash Bag and Decal Violation	2,331	5,000	5,000	5,000	5,000
Trash Cart Sales	4,210	3,000	3,000	3,000	3,000
Landlord Set Out Program	0	0	0	0	4,450
TOTAL DEDICATED REVENUES	**$1,407,163**	**$1,116,983**	**$1,411,102**	**$1,513,496**	**$1,517,946**
TOTAL CITY COST	**$1,515,456**	**$1,915,308**	**$1,518,317**	**$1,563,198**	**$1,568,748**

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

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Contractual Services	$23,648	$29,823	$29,823	$29,823	$29,823
Other Charges	98,605	82,200	88,000	88,000	88,000
Subtotal Operating	***$122,253***	***$112,023***	***$117,823***	***$117,823***	***$117,823***
TOTAL CITY COST	**$122,253**	**$112,023**	**$117,823**	**$117,823**	**$117,823**

Public Works Performance Measures

Goal 1:
Provide solid waste collection as economically as possible.

Objective:
Collect solid waste in a cost effective and efficient manner.

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Operating and maintenance (O&M) expenditures per ton of refuse collected, excluding landfill disposal fees	$113.28	$106.42	$98.54	$119.44

Analysis of the Data:
Due to the April 2018 tornado and the August 2018 flood events, collected tons for FY 2018 and FY 2019 are higher than normal. The greater tonnage amount results in a lower operating cost per ton for the two fiscal years. In FY 2020, assuming normal collections, the cost per ton will increase. While the July-December 2019 actual is lower than the annual projection, this is a reflection of the timing of division expenses and payments; a greater portion of the division budget is expended in the second half of the year causing the cost per ton to increase overall.

NATURAL & BUILT ENVIRONMENT

Goal 2:
Improve the quality of City streets.

Objective:
Increase the percentage of streets rated Fair to Excellent according to the Pavement Condition Index (PCI).

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Percentage of streets within Lynchburg rated Fair to Excellent	66.6%	68.2%	67.5%	69.9%

Analysis of the Data:
In April 2018, the VDOT pavement assessment contractor (hired by Public Works) performed a pavement condition assessment of all City streets. This data reflected 66.6% of City maintained streets were assessed at Fair to Excellent condition. As of December 2018, the paving completed to date increased the percentage to approximately 67.5%. By July 2019, the percentage of streets assessed at Fair to Excellent condition is expected to be 68.2%.

This data is a reflection of the cycle of maintenance - while streets that do not meet the Fair to Excellent condition guideline are addressed to raise the rating, other streets are aging and falling into this category. Public Works continues to adjust how it uses highway maintenance funding in order to increase this percentage over time, including investigation into alternative pavement preservation techniques.

NATURAL & BUILT ENVIRONMENT

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.

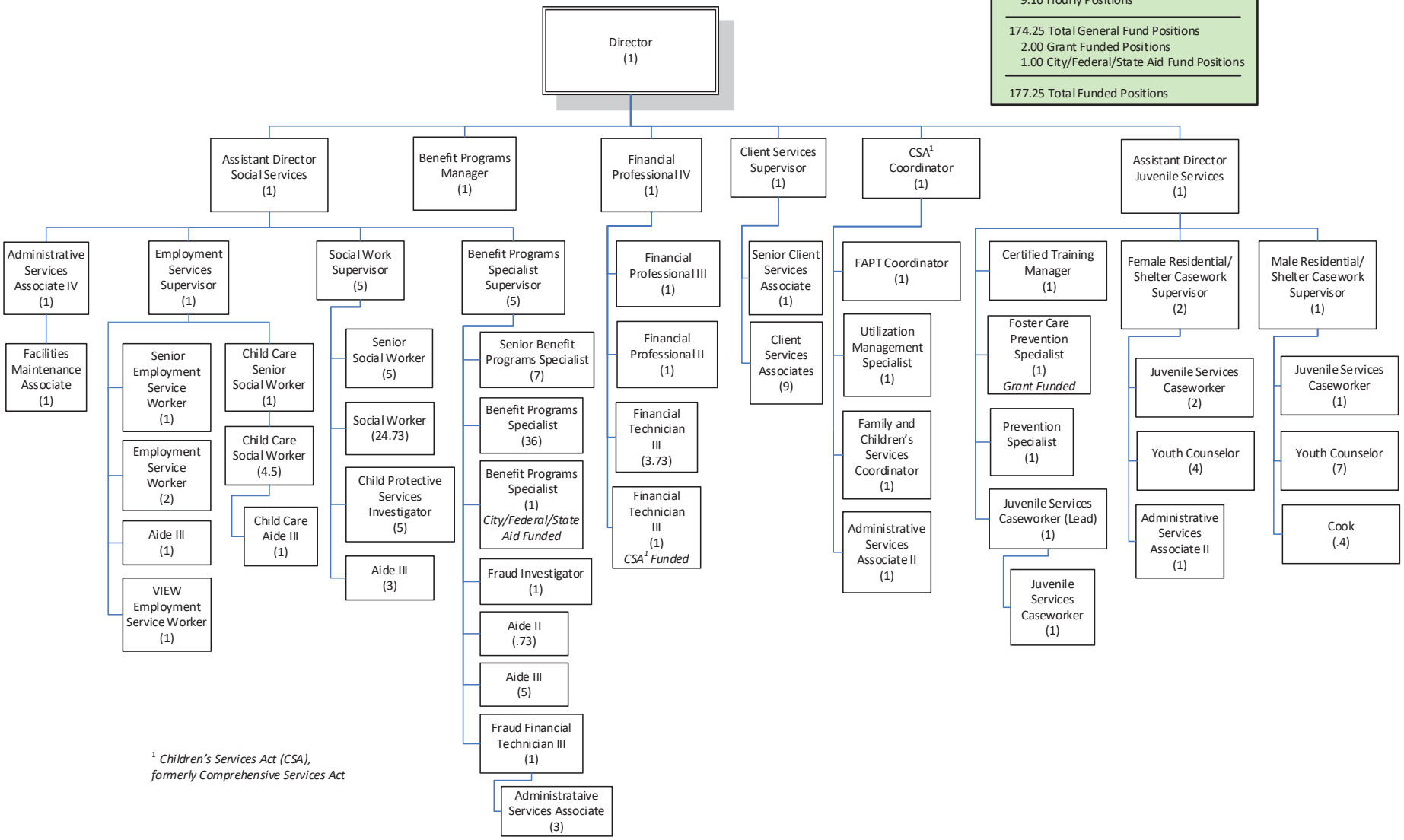
Human Services

Position Summary

165.09 City Funded Positions
9.16 Hourly Positions

174.25 Total General Fund Positions
2.00 Grant Funded Positions
1.00 City/Federal/State Aid Fund Positions

177.25 Total Funded Positions



[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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	25.00	25.00	24.00	24.00	24.00
City Funded Part-Time	0.40	0.40	0.40	0.40	0.40
City Funded Hourly	5.78	5.78	5.78	5.78	5.78
Grant Funded Full-Time	2.00	1.00	1.00	1.00	1.00
TOTAL FTE	**33.18**	**32.18**	**31.18**	**31.18**	**31.18**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,113,264	$1,149,888	$1,113,134	$1,113,134	$1,113,134
Employee Benefits	428,650	440,745	456,325	456,325	456,325
Subtotal Personnel Services	***$1,541,914***	***$1,590,633***	***$1,569,459***	***$1,569,459***	***$1,569,459***
Operating					
Contractual Services	$2,502,645	$2,408,108	$2,271,291	$2,271,291	$2,271,291
Internal Service Charges	18,976	20,285	26,123	22,577	22,577
Other Charges	94,602	120,255	120,255	120,255	120,255
Rentals and Leases	10,627	13,000	13,000	13,000	13,000
Subtotal Operating	***$2,626,850***	***$2,561,648***	***$2,430,669***	***$2,427,123***	***$2,427,123***
Total General Fund Expenditures	**$4,168,764**	**$4,152,281**	**$4,000,128**	**$3,996,582**	**$3,996,582**
Total Grant Expenditures [1]	$19,990	$0	$0	$0	$0
TOTAL EXPENDITURES	**$4,188,754**	**$4,152,281**	**$4,000,128**	**$3,996,582**	**$3,996,582**
DEDICATED REVENUES					
State Categorical Aid - Juv. Correction Block Grant	$247,716	$247,716	$247,716	$247,716	$247,716
Juvenile Service Providers	777,687	846,496	850,290	850,290	850,290
Federal Direct/Categorical Aid - USDA Funding Group Home	0	15,000	15,000	15,000	15,000
Federal Grants	19,990	0	0	0	0
TOTAL DEDICATED REVENUES	**$1,045,393**	**$1,109,212**	**$1,113,006**	**$1,113,006**	**$1,113,006**
TOTAL CITY COST	**$3,143,361**	**$3,043,069**	**$2,887,122**	**$2,883,576**	**$2,883,576**

[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 2020 Human Services – Juvenile Services budget of $4,000,128 represents a 3.7% decrease of $152,153 from the Adopted FY 2019 budget of $4,152,281.

Highlights of the Department Submitted FY 2020 budget include:

- $21,174 decrease in Salaries and Employee Benefits due to transferring a full-time Prevention Specialist position to the Juvenile Detention Center as a Juvenile Caseworker offset by the rising health insurance costs.
- $136,817 decrease in Contractual Services reflecting a reduction in the Children's Services Act payment.
- $5,838 increase in Internal Service Charges reflecting Fleet Services operating estimates.

The Manager's Proposed budget includes the following change from the Department submission:

- $3,546 decrease in Internal Service Charges reflecting Fleet Services reallocated operating estimates.

The Proposed FY 2020 Human Services – Juvenile Services budget was adopted by City Council without changes.

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 2018***	***Projected FY 2019***	***July-Dec FY 2019***	***Projected FY 2020***
Percent of participants successfully completing the program (average of all programs)	97%	97%	95%	95%

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 2017 and FY 2018. 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.

VIBRANT COMMUNITY

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 2018***	***Projected FY 2019***	***July-Dec FY 2019***	***Projected FY 2020***
Percent of program participants present at all scheduled court hearings	95%	98%	95%	95%

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%.

VIBRANT COMMUNITY

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

Human Services – Social Services including Public Assistance

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	134.00	135.00	138.00	138.00	138.00
City Funded Part-Time	2.69	2.69	2.69	2.69	2.69
City Funded Hourly	3.38	3.38	3.38	3.38	3.38
Grant Funded Full-Time	2.00	2.00	2.00	2.00	2.00
TOTAL FTE	**142.07**	**143.07**	**146.07**	**146.07**	**146.07**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$5,361,547	$5,503,475	$5,621,303	$5,621,303	$5,621,303
Employee Benefits	2,335,838	2,302,808	2,536,006	2,536,006	2,536,006
Subtotal Personnel Services	***$7,697,385***	***$7,806,283***	***$8,157,309***	***$8,157,309***	***$8,157,309***
Operating					
Contractual Services	$80,088	$58,784	$76,090	$76,090	$76,090
Internal Service Charges	35,106	37,972	47,122	40,088	40,088
Other Charges	150,597	175,416	158,063	168,063	168,063
Rentals and Leases	92,955	94,002	94,002	94,002	94,002
Public Assistance	8,424,573	8,863,329	8,863,376	8,863,376	8,863,376
Subtotal Operating	***$8,783,319***	***$9,229,503***	***$9,238,653***	***$9,241,619***	***$9,241,619***
Total General Fund Expenditures	**$16,480,704**	**$17,035,786**	**$17,395,962**	**$17,398,928**	**$17,398,928**
Total Grant Expenditures [1]	$181,982	$196,206	$197,468	$197,468	$197,468
TOTAL EXPENDITURES	**$16,662,686**	**$17,231,992**	**$17,593,430**	**$17,596,396**	**$17,596,396**
DEDICATED REVENUES					
Federal Categorical Aid - Social Services Admin.	$4,649,713	$3,709,562	$4,002,889	$4,002,889	$4,002,889
Federal Categorical Aid - Social Services Programs	3,633,298	3,051,946	3,576,904	3,576,904	3,576,904
Federal Categorical Aid - Indirect Cost Reimbursement	539,749	450,000	515,000	515,000	515,000
State Categorical Aid - Social Services Admin.	1,716,392	2,310,216	2,380,547	2,461,758	2,461,758
State Categorical Aid - Social Services Programs	4,569,806	5,644,405	5,128,759	5,128,759	5,128,759
Horizon Contribution for Eligibility Worker	0	0	17,500	17,500	17,500
Federal Grants	89,393	101,872	101,872	101,872	101,872
State Grants	17,924	19,312	19,312	19,312	19,312
Localities/Other Reimbursements	57,239	57,594	58,856	58,856	58,856
TOTAL DEDICATED REVENUES	**$15,273,514**	**$15,344,907**	**$15,801,639**	**$15,882,850**	**$15,882,850**
TOTAL CITY COST	**$1,389,172**	**$1,887,085**	**$1,791,791**	**$1,713,546**	**$1,713,546**

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

Human Services – Social Services including Public Assistance Budget Description

The Department Submitted FY 2020 Human Services – Social Services budget of $17,395,962 represents a 2.1% increase of $360,176 from the Adopted FY 2019 budget of $17,035,786.

Highlights of the Department Submitted FY 2020 budget include:

- $351,026 increase in Salaries and Employee Benefits reflecting the addition of three full-time positions to assist with Medicaid expansion and the rising health insurance costs.
- $17,306 increase in Contractual Services to better align with historical spending.
- $9,150 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $17,353 decrease in Other Charges to better align with historical spending in addition to eliminating local funding for Permanent Supportive Housing for the Continuum of Care.

The Manager's Proposed budget includes the following change from the Department submission:

- $7,034 decrease in Internal Service Charges reflecting Fleet Services reallocated operating estimates.
- $10,000 increase in Other Charges to restore local funding for Permanent Supportive Housing for the Continuum of Care.

The Proposed FY 2020 Human Services – Social Services budget was adopted by City Council without changes.

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	134.00	135.00	138.00	138.00	138.00
City Funded Part-Time	2.69	2.69	2.69	2.69	2.69
City Funded Temporary	3.38	3.38	3.38	3.38	3.38
Grant Funded Full-Time	2.00	2.00	2.00	2.00	2.00
TOTAL FTE	**142.07**	**143.07**	**146.07**	**146.07**	**146.07**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$5,361,547	$5,503,475	$5,621,303	$5,621,303	$5,621,303
Employee Benefits	2,330,083	2,296,447	2,529,645	2,529,645	2,529,645
Subtotal Personnel Services	***$7,691,630***	***$7,799,922***	***$8,150,948***	***$8,150,948***	***$8,150,948***
Operating					
Contractual Services	$80,088	$58,784	$76,090	$76,090	$76,090
Internal Service Charges	35,106	37,972	47,122	40,088	40,088
Other Charges	150,597	175,369	158,063	168,063	168,063
Rentals and Leases	92,955	94,002	94,002	94,002	94,002
Subtotal Operating	***$358,746***	***$366,127***	***$375,277***	***$378,243***	***$378,243***
Total General Fund Expenditures	**$8,050,376**	**$8,166,049**	**$8,526,225**	**$8,529,191**	**$8,529,191**
Total Grant Expenditures [1]	$181,982	$196,206	$197,468	$197,468	$197,468
TOTAL EXPENDITURES	**$8,232,358**	**$8,362,255**	**$8,723,693**	**$8,726,659**	**$8,726,659**
DEDICATED REVENUES					
Federal Categorical Aid - Social Services Admin.	$4,649,713	$3,709,562	4,002,889	$4,002,889	$4,002,889
Federal Categorical Aid - Indirect Cost Reimbursement	539,749	450,000	515,000	515,000	515,000
State Categorical Aid - Social Services Admin.	1,716,392	2,310,216	2,380,547	2,461,758	2,461,758
Horizon Contribution for Eligibility Worker	0	0	17,500	17,500	17,500
Federal Grants	89,393	101,872	101,872	101,872	101,872
State Grants	17,924	19,312	19,312	19,312	19,312
Localities/Other Reimbursements/Grants	57,239	57,594	58,856	58,856	58,856
TOTAL DEDICATED REVENUES	**$7,070,410**	**$6,648,556**	**$7,095,976**	**$7,177,187**	**$7,177,187**
TOTAL CITY COST	**$1,161,948**	**$1,713,699**	**$1,627,717**	**$1,549,472**	**$1,549,472**

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

Human Services – Social Services Public Assistance. Includes payments made directly to clients or to vendors on clients' behalf. These payments are primarily for Title IV-E and Adoption Subsidy 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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Employee Benefits	$5,755	$6,361	$6,361	$6,361	$6,361
Subtotal Personnel Services	***$5,755***	***$6,361***	***$6,361***	***$6,361***	***$6,361***
Operating					
Other Charges	$0	$47	$0	$0	$0
Public Assistance	8,424,573	8,863,329	8,863,376	8,863,376	8,863,376
Subtotal Operating	***$8,424,573***	***$8,863,376***	***$8,863,376***	***$8,863,376***	***$8,863,376***
TOTAL EXPENDITURES	**$8,430,328**	**$8,869,737**	**$8,869,737**	**$8,869,737**	**$8,869,737**
DEDICATED REVENUES					
Federal Categorical Aid - Social Services Programs	$3,633,298	$3,051,946	$3,576,904	$3,576,904	$3,576,904
State Categorical Aid - Social Services Programs	4,569,806	5,644,405	5,128,759	5,128,759	5,128,759
TOTAL DEDICATED REVENUES	**$8,203,104**	**$8,696,351**	**$8,705,663**	**$8,705,663**	**$8,705,663**
TOTAL CITY COST	**$227,224**	**$173,386**	**$164,074**	**$164,074**	**$164,074**

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 FY 2018***	***Projected FY 2019***	***July-Dec FY 2019***	***Projected FY 2020***
Percentage of cases meeting State and federal programmatic timeliness policy	100% (SNAP); 93%(TANF); 99%(Medicaid)	97% (Average for all three programs)	99% (SNAP); 94% (Medicaid); TANF (100%)	98.0%

Analysis of the Data:
While we continue to work very hard to reach and exceed the target of 97.0% of applications processed in a timely manner, there are several factors that continue to impacte those efforts, mainly full implementation of the new state data base system, the Virginia Case Management System (VaCMS). Getting staff trained on the system and working with the State to work through the problems with the system, as well asa teh large volume of Medicaid applications impact the timliness of completing applications.

VIBRANT COMMUNITY

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 FY 2018***	***Projected FY 2019***	***July-Dec FY 2019***	***Projected FY 2020***
Repeat maltreatment	0.0%	0.5%	0.0%	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 0.5%. 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 and children are safe. Our goal is to continue to work towards meeting and/or exceed the national standard.

VIBRANT COMMUNITY

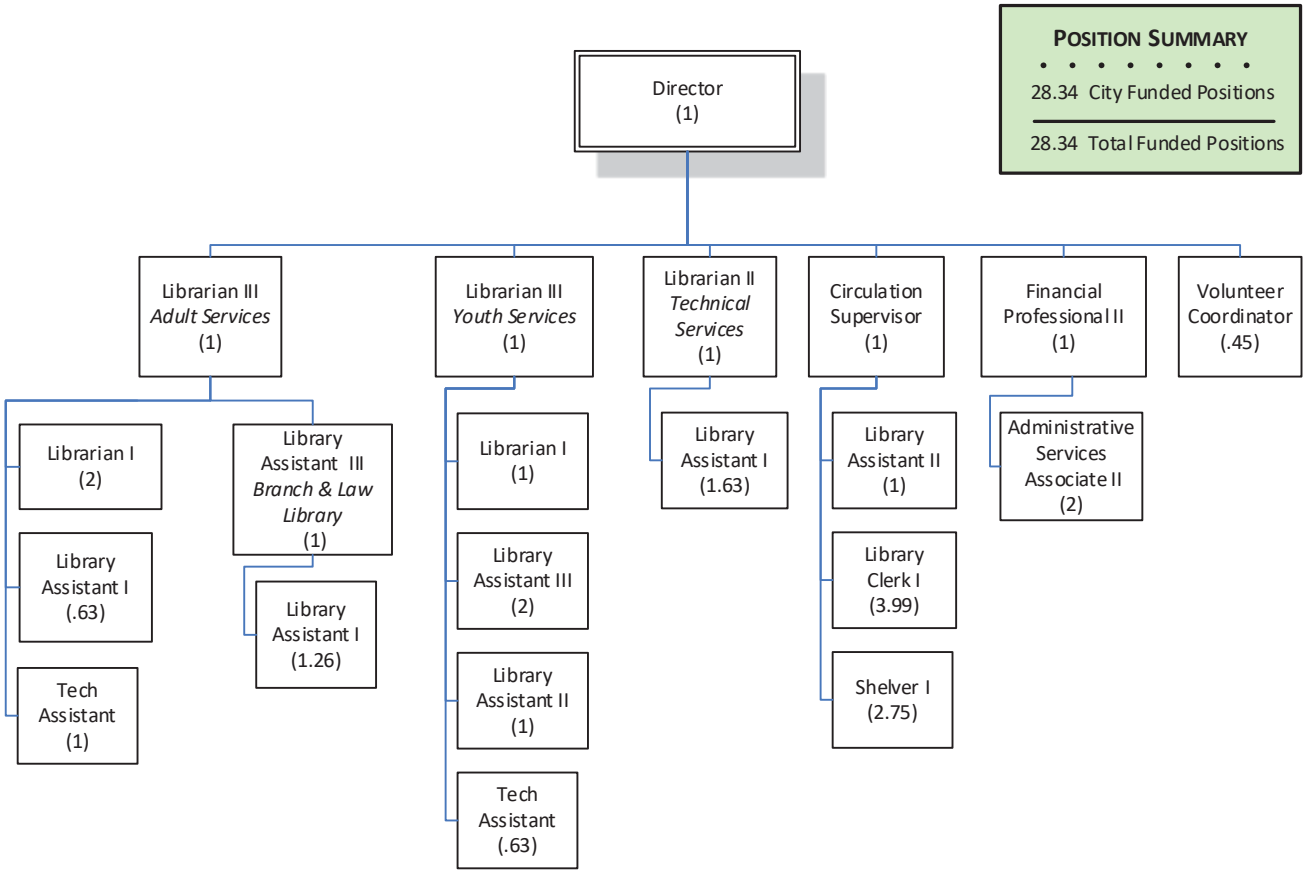
Benchmark Localities:
Petersburg, Charlottesville, Danville, Roanoke City, Chesterfield, and Hanover, VA

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	19.00	19.00	19.00	19.00	19.00
City Funded Part-Time	9.27	9.27	7.20	9.27	9.27
TOTAL FTE	**28.27**	**28.27**	**26.20**	**28.27**	**28.27**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$854,792	$851,562	$806,597	$806,597	$806,597
Employee Benefits	332,531	315,389	334,742	334,742	334,742
Subtotal Personnel Services	***$1,187,323***	***$1,166,951***	***$1,141,339***	***$1,141,339***	***$1,141,339***
Operating					
Contractual Services	$33,881	$40,188	$39,823	$39,823	$39,823
Internal Service Charges	1,268	937	0	0	0
Other Charges	200,915	197,056	188,601	188,601	188,601
Rentals and Leases	28,932	29,465	29,206	29,206	29,206
Subtotal Operating	***$264,996***	***$267,646***	***$257,630***	***$257,630***	***$257,630***
TOTAL DEPARTMENT EXPENDITURES	**$1,452,319**	**$1,434,597**	**$1,398,969**	**$1,398,969**	**$1,398,969**
DEDICATED REVENUES					
Library Fines and Fees	$54,763	$56,000	$50,000	$50,000	$50,000
Lost/Damaged Library Property	5,987	5,000	5,000	5,000	5,000
State Categorical Aid	155,687	156,353	160,386	160,386	160,386
Friends of the Lynchburg Library	7,250	7,250	9,467	9,467	9,467
Delinquent Library Charges	8,392	0	8,400	8,400	8,400
Law Library Fees	34,734	30,000	30,000	30,000	30,000
Assigned Fund Balance Reserve	(10,485)	(6,800)	(6,800)	(6,800)	(6,800)
TOTAL DEDICATED REVENUES	**$256,328**	**$247,803**	**$256,453**	**$256,453**	**$256,453**
TOTAL CITY COST	**$1,195,991**	**$1,186,794**	**$1,142,516**	**$1,142,516**	**$1,142,516**

Public Library including the Law Library Budget Description

The Department Submitted FY 2020 Public Library budget of $1,398,969 represents a 2.5% decrease of $35,628 compared to the Adopted FY 2019 budget of $1,434,597.

Highlights of the Department Submitted FY 2020 budget include:

- $25,612 decrease in Salaries and Employee Benefits reflecting a reduction in part-time hours which will result in shorter hours on Saturday and closing the Downtown Branch one day a week offset by rising health insurance costs.
- $8,455 decrease in Other Charges to better align with historical spending.

The Manager's Proposed budget includes the following changes from the Department submission:

- $40,117 increase in Salaries and Employee Benefits to restore part-time hours to keep the current Main Library Saturday hours and the Downtown Branch hours.

The Proposed FY 2020 Public Library budget was adopted by City Council without changes.

Public Library. Provides a full range of services to meet the informational, educational, and recreational needs of the community. In FY 2018, there were 20,967 registered borrowers. The library's collections include 94,827 print books, 410,131 e-books, 148 magazine subscriptions, 6,910 videos, and several electronic databases which are available on the library's web page. In FY 2018, circulation consisted of 326,658 physical materials and 30,595 electronic materials, with 138,077 searches made on the library's online catalog. Some 57,670 patrons benefited from the library's network computers. Free public WiFi also allowed them to use their own personal devices. The Youth Services staff provided programs to 10,769 children and young adults. Library services and programs are regularly updated to promote the City's Bridges to Progress (formerly Poverty to Progress) initiative. Between July 1, 2017 and June 30, 2018, a total of 125 volunteers donated 2,320.5 hours of services to the library. According to the Independent Sector, the value of volunteer time per hour in Virginia for 2017 was $26.75 for a total value of $62,073.38 for FY 2018.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	19.00	19.00	19.00	19.00	19.00
City Funded Part-Time	9.27	9.27	7.20	9.27	9.27
TOTAL FTE	**28.27**	**28.27**	**26.20**	**28.27**	**28.27**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$854,792	$851,562	$806,597	$806,597	$806,597
Employee Benefits	332,531	315,389	334,742	334,742	334,742
Subtotal Personnel Services	***$1,187,323***	***$1,166,951***	***$1,141,339***	***$1,141,339***	***$1,141,339***
Operating					
Contractual Services	$33,881	$40,188	$39,823	$39,823	$39,823
Internal Service Charges	1,268	937	0	0	0
Other Charges	191,666	188,856	180,401	180,401	180,401
Rentals and Leases	28,932	29,465	29,206	29,206	29,206
Subtotal Operating	***$255,747***	***$259,446***	***$249,430***	***$249,430***	***$249,430***
TOTAL EXPENDITURES	**$1,443,070**	**$1,426,397**	**$1,390,769**	**$1,390,769**	**$1,390,769**
DEDICATED REVENUES					
Library Fines and Fees	$54,763	$56,000	$50,000	$50,000	$50,000
Lost/Damaged Library Property	5,987	5,000	5,000	5,000	5,000
State Categorical Aid	155,687	156,353	160,386	160,386	160,386
Friends of the Lynchburg Library	7,250	7,250	9,467	9,467	9,467
Delinquent Library Charges	8,392	0	8,400	8,400	8,400
Law Library Fees	15,000	15,000	15,000	15,000	15,000
TOTAL DEDICATED REVENUES	**$247,079**	**$239,603**	**$248,253**	**$248,253**	**$248,253**
TOTAL CITY COST	**$1,195,991**	**$1,186,794**	**$1,142,516**	**$1,142,516**	**$1,142,516**

Law Library. The Public Law Library is a service provided by the Lynchburg Public Library, with funding from a fee assessed as part of the costs of each civil action filed in the circuit court and the general district court of the city. The Law Library is located within the Downtown Branch Library and managed by that staff. The collection of legal reference materials and online subscriptions are used by attorneys, students and citizens.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
BUDGET SUMMARY					
EXPENDITURES					
Operating					
Other Charges	$9,249	$8,200	$8,200	$8,200	$8,200
Subtotal Operating	***$9,249***	***$8,200***	***$8,200***	***$8,200***	***$8,200***
TOTAL EXPENDITURES	**$9,249**	**$8,200**	**$8,200**	**$8,200**	**$8,200**
DEDICATED REVENUES					
Law Library Fees	$19,734	$15,000	$15,000	$15,000	$15,000
Assigned Fund Balance Reserve	(10,485)	(6,800)	(6,800)	(6,800)	(6,800)
TOTAL DEDICATED REVENUES	**$9,249**	**$8,200**	**$8,200**	**$8,200**	**$8,200**
TOTAL CITY COST	**$0**	**$0**	**$0**	**$0**	**$0**

Public Library Performance Measures

Goal 1:
Increase early childhood literacy through library services and programs.

Objective:
Improve reading readiness in the Community through the following: Emphasize the five key early literacy practices of talking, singing, reading, writing, and playing in all youth programs. This assists parents and caregivers to engage with children to promote reading readiness.

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Project Outcome Survey Results (5 point scale)	4.2	4.4	4.5	4.5

Analysis of the Data:
95% learned something that they can share with their children;
76% felt more confident helping their children learn;
81% intended to spend more time reacting with their children;
72% were more aware of applicable resources and services provided by the library.

VIBRANT COMMUNITY

Goal 2:
Increase digital literacy for all ages through classes, programs and tutorials.

Objective:
Create and implement programs that are designed to aid citizens as they access technology; build technology related skills and confidence; and make beneficial use of digital resources.

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Project Outcome Survey Results (5 point scale)	4.3	4.4	4.6	4.5

Analysis of the Data:
91% felt more knowledgable about using digital resources;
92% felt more confident when using digital resources;
94% intended to apply what they just learned;
91% were more aware of applicable resources and services provided by the library.

VIBRANT COMMUNITY

Goal 3:
Provide an inclusive learning environment where community members can develop skills and knowledge of a broad range of subjects at any age or stage of life.

Objective:
Present programs designed to impart new knowledge and skills for employment; improve academic performance; and engage citizens in a variety of leisure learning activities.

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Project Outcome Survey Results (5 point scale)	4.4	4.4	4.3	4.5

Analysis of the Data:
89% learned something that was helpful;
94% felt more confident about what they learned;
94% intended to apply what they learned;
94% were more aware of applicable resources and services provided by the library.

VIBRANT COMMUNITY

Benchmark Localities:
Public Libraries throughout the Country who participate in Project Outcome. Project Outcome is continually making improvements to the survey tool. We will use more surveys throughout the year to plan and better target our user community.

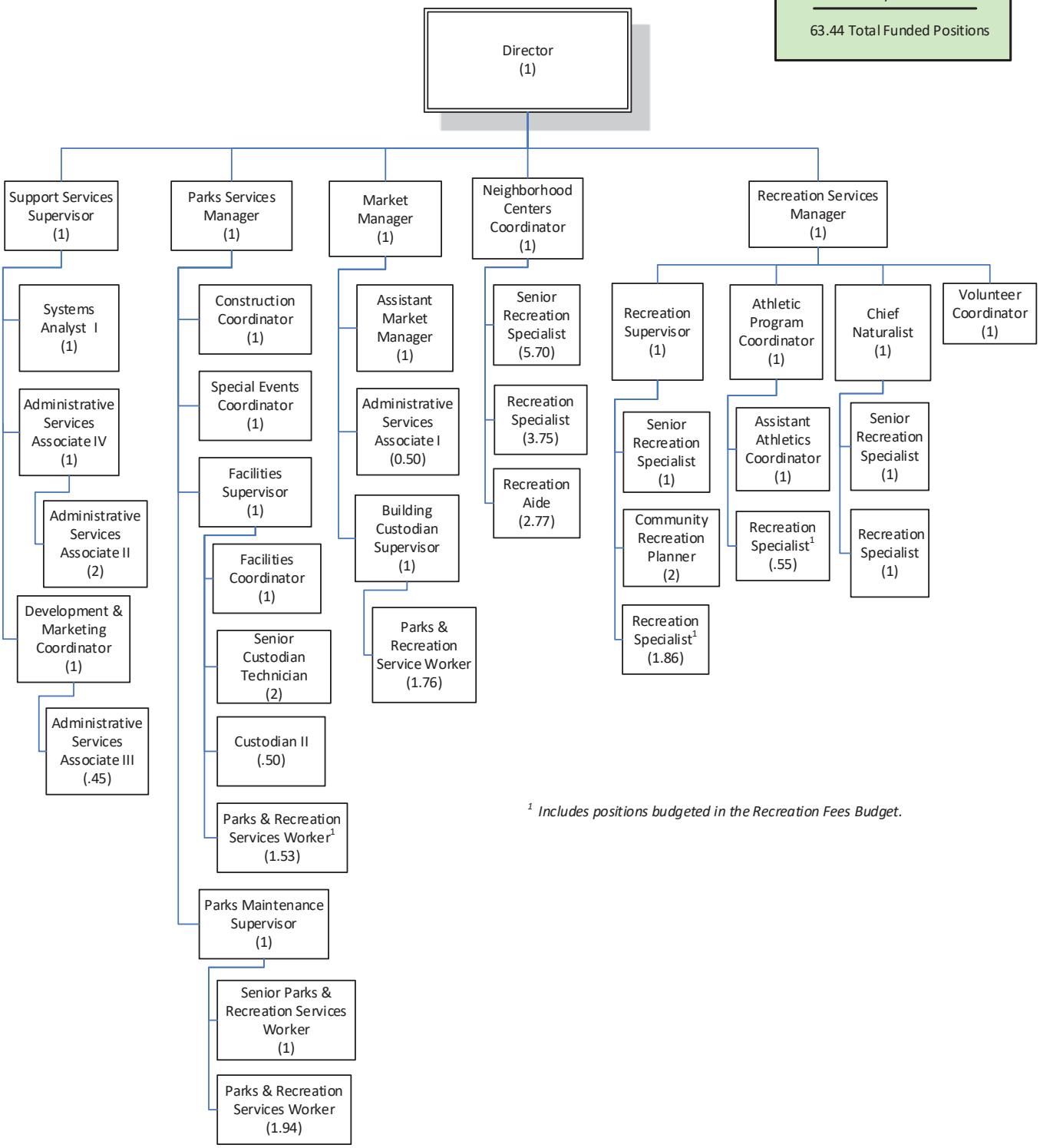
PARKS AND RECREATION

(includes Recreation Services and Community Market)

POSITION SUMMARY

52.31 City Funded Positions
11.13 Hourly Positions

63.44 Total Funded Positions



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

Parks and Recreation, Recreation Services, and Community Market

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	35.51	37.00	36.00	37.00	37.00
City Funded Part-Time	12.01	14.01	14.43	15.31	15.31
City Funded Hourly	8.81	11.10	10.77	11.13	11.13
TOTAL FTE	**56.33**	**62.11**	**61.20**	**63.44**	**63.44**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$2,134,323	$2,301,034	$2,179,222	$2,278,228	$2,278,228
Employee Benefits	746,190	744,859	763,058	786,117	786,117
Subtotal Personnel Services	***$2,880,513***	***$3,045,893***	***$2,942,280***	***$3,064,345***	***$3,064,345***
Operating					
Contractual Services	$206,902	$192,150	$190,400	$192,150	$192,150
Internal Service Charges	45,833	45,001	58,860	49,623	49,623
Other Charges	491,798	484,891	475,581	489,891	489,891
Rentals and Leases	38,887	30,350	30,350	30,350	30,350
Capital Outlay	2,063	0	0	0	0
Subtotal Operating	***$785,483***	***$752,392***	***$755,191***	***$762,014***	***$762,014***
TOTAL DEPARTMENT EXPENDITURES	**$3,665,996**	**$3,798,285**	**$3,697,471**	**$3,826,359**	**$3,826,359**
DEDICATED REVENUES					
Swimming Pool Fees	$32,414	$25,000	$28,000	$28,000	$28,000
Recreation Services Fees	411,038	461,500	458,000	458,000	458,000
Mobile Vending Permit Fees	400	0	0	0	0
SNAP Program Reimbursements	12,742	15,000	15,000	15,000	15,000
SNAP Grant Programs	1,000	0	0	0	0
FINI Double-Dollars	10,535	0	0	0	0
Assigned Fund Balance Reserve	43,146	41,104	42,760	42,760	42,760
Hillcats - Donation Youth Athletic Programs	10,000	10,000	10,000	10,000	10,000
Virginia Dept of Health - We Got the Beet Campaign	45,583	0	0	0	0
Special Events Sponsorship	10,092	12,000	12,000	12,000	12,000
Property Rental Market	90,891	92,000	92,000	92,000	92,000
Property Rental Market - Penalty and Interest	722	560	650	650	650
TOTAL DEDICATED REVENUES	**$668,563**	**$657,164**	**$658,410**	**$658,410**	**$658,410**
TOTAL CITY COST	**$2,997,433**	**$3,141,121**	**$3,039,061**	**$3,167,949**	**$3,167,949**

Parks and Recreation, Recreation Services, and Community Market Budget Description

The Department Submitted FY 2020 Parks and Recreation budget of $3,697,471 represents a 2.7% decrease of $100,814 compared to the Adopted FY 2019 budget of $3,798,285.

Highlights of the Department Submitted FY 2020 budget include:

- $103,613 decrease in Salaries and Employee Benefits due to closing one center and eliminating one full-time and one part-time employee, reduction in part-time hours at the Community Market, which results in closing the Market on Tuesdays, a reduction in staff hours at Miller Park Pool resulting in closing the Pool one day a week, and eliminating Overtime related to City-Sponsored Events offset by rising health insurance costs.
- $1,750 decrease in Contractual Services for Safety Related Services due to eliminating City-Sponsored Events funding.
- $13,859 increase in Internal Services Charges reflecting Fleet Services operating estimates.
- $9,310 decrease in Other Charges due to reduced funding for public internet services at six neighborhood and recreation facilities and eliminating the overhead payment for City-Sponsored Events.

The Manager's Proposed budget includes the following change from the Department submission:

- $122,065 increase in Salaries and Employee Benefits to partially restore Overtime for City-Sponsored events, restore funding for staff at one center, Community Market staff hours, and Miller Park Pool hours.
- $1,750 increase in Contractual Services to partially restore City-Sponsored events.
- $9,237 decrease in Internal Services Charges reflecting Fleet Services reallocated operating estimates.
- $14,310 increase in Other Charges to restore funding for public internet services at six neighborhood and recreation facilities, partially restore City-Sponsored Events and activity supplies for Neighborhood Centers.

The Proposed FY 2020 Parks and Recreation budget was adopted by City Council without changes.

Parks and Recreation. Develops, administers and manages parks, trails, recreation programs, and the Community Market. The Department is organized into five areas – Recreation Services, Park Services, Neighborhood Centers, Lynchburg Community Market and Support Services. Recreation Services provides an array of organized programs including community recreation classes, youth and adult athletics, senior adult activities, naturalist programs, aquatics, volunteer opportunities and internal events. The Neighborhood Centers provide programs for youth and families in a neighborhood center setting that includes afterschool care, preschool programs and senior programming. Recreation Services, Neighborhood Centers and Park Services work 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, Fort Early, 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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	32.51	34.00	33.00	34.00	34.00
City Funded Part-Time	6.49	8.39	8.99	9.69	9.69
City Funded Hourly	5.66	5.95	5.62	5.98	5.98
TOTAL FTE	**44.66**	**48.34**	**47.61**	**49.67**	**49.67**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,776,678	$1,909,100	$1,797,922	$1,892,766	$1,892,766
Employee Benefits	661,587	660,750	674,362	697,103	697,103
Subtotal Personnel Services	***$2,438,265***	***$2,569,850***	***$2,472,284***	***$2,589,869***	***$2,589,869***
Operating					
Contractual Services	$74,533	$72,210	$70,460	$72,210	$72,210
Internal Service Charges	43,710	42,403	55,526	46,690	46,690
Other Charges	142,239	144,895	135,585	149,895	149,895
Rentals and Leases	30,175	28,250	28,250	28,250	28,250
Subtotal Operating	***$290,657***	***$287,758***	***$289,821***	***$297,045***	***$297,045***
TOTAL EXPENDITURES	**$2,728,922**	**$2,857,608**	**$2,762,105**	**$2,886,914**	**$2,886,914**
DEDICATED REVENUES					
Swimming Pool Fees	$32,414	$25,000	$28,000	$28,000	28,000
TOTAL DEDICATED REVENUES	**$32,414**	**$25,000**	**$28,000**	**$28,000**	**$28,000**
TOTAL CITY COST	**$2,696,508**	**$2,832,608**	**$2,734,105**	**$2,858,914**	**$2,858,914**

Parks and Recreation – Recreation Services. 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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Part-Time	3.16	3.36	3.36	3.36	3.36
City Funded Hourly	2.60	5.15	5.15	5.15	5.15
TOTAL FTE	**5.76**	**8.51**	**8.51**	**8.51**	**8.51**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$170,177	$212,651	$210,939	$210,939	$210,939
Employee Benefits	12,958	16,267	16,135	16,135	16,135
Subtotal Personnel Services	***$183,135***	***$228,918***	***$227,074***	***$227,074***	***$227,074***
Operating					
Contractual Services	$89,245	$94,140	$94,140	$94,140	$94,140
Other Charges	218,137	216,546	216,546	216,546	216,546
Rentals and Leases	6,373	0	0	0	0
Capital Outlay	2,063	0	0	0	0
Subtotal Operating	***$315,818***	***$310,686***	***$310,686***	***$310,686***	***$310,686***
TOTAL EXPENDITURES	**$498,953**	**$539,604**	**$537,760**	**$537,760**	**$537,760**
DEDICATED REVENUES					
Recreation Services Fees	$411,038	$461,500	$458,000	$458,000	$458,000
Moblie Vending Permit Fees	400	0	0	0	
SNAP Program Reimbursements	12,742	15,000	15,000	15,000	15,000
SNAP Grant Programs	1,000	0	0	0	0
FINI Double-Dollars	10,535	0	0	0	0
Assigned Fund Balance Reserve	43,146	41,104	42,760	42,760	42,760
Special Events Sponsorship	10,092	12,000	12,000	12,000	12,000
Hillcats - Donation Youth Athletic Programs	10,000	10,000	10,000	10,000	10,000
TOTAL DEDICATED REVENUES	**$498,953**	**$539,604**	**$537,760**	**$537,760**	**$537,760**
TOTAL CITY COST	**$0**	**$0**	**$0**	**$0**	**$0**

Community Market. The Community Market is a focal point of downtown activity. 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 Community Market staff also provides support services to third-party organizations interested in hosting special events and activities in the downtown area. Included with the Community Market is the City Armory, a 23,000 square-foot gymnasium-style facility, 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 budget supports the staff and services required for continued operation of both facilities including custodial services, minor facility maintenance, and administrative services.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	3.00	3.00	3.00	3.00	3.00
City Funded Part-Time	2.36	2.26	2.08	2.26	2.26
City Funded Hourly	0.55	0.00	0.00	0.00	0.00
TOTAL FTE	**5.91**	**5.26**	**5.08**	**5.26**	**5.26**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$187,468	$179,283	$170,361	$174,523	$174,523
Employee Benefits	71,645	67,842	72,561	72,879	72,879
Subtotal Personnel Services	***$259,113***	***$247,125***	***$242,922***	***$247,402***	***$247,402***
Operating					
Contractual Services	$43,124	$25,800	$25,800	$25,800	$25,800
Internal Service Charges	2,123	2,598	3,334	2,933	2,933
Other Charges	131,422	123,450	123,450	123,450	123,450
Rentals and Leases	2,339	2,100	2,100	2,100	2,100
Subtotal Operating	***$179,008***	***$153,948***	***$154,684***	***$154,283***	***$154,283***
TOTAL EXPENDITURES	**$438,121**	**$401,073**	**$397,606**	**$401,685**	**$401,685**
DEDICATED REVENUES					
Property Rental Market	$90,891	$92,000	$92,000	$92,000	$92,000
Property Rental Market - Penalty and Interest	722	560	650	650	650
Virginia Dept of Health - We Got the Beet Campaign	45,583	0	0	0	0
TOTAL DEDICATED REVENUES	**$137,196**	**$92,560**	**$92,650**	**$92,650**	**$92,650**
TOTAL CITY COST	**$300,925**	**$308,513**	**$304,956**	**$309,035**	**$309,035**

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 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Parks and recreation FTEs per 1,000 population	0.71	0.69	0.71	0.67

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 2018 figure includes 0.57 FTE from Parks & Recreation and 0.14 FTE from Public Works. Both departments' figures dropped from FY 2017 to FY 2018. This was due to a combination of both departments actually reporting fewer hours worked (which is likely due to employee turnover and fewer planned events that required overtime hours) and the population going up slightly while human resources remained budgeted at the same level.

VIBRANT COMMUNITY

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 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Fee funded expenses as a percentage of total department expenses	14%	14%	15%	16%

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. Despite an increase in spending on fee-based activities and events, this number has held steady at 14% for the past several years. Since offering quality programs over quantity of programs with a focus on implementation rates has become a focus, we believe that the fee-funded expenses will increase.

EXCELLENT COVERNMENT

Goal 3:
Serve all segments of Lynchburg with recreation and parks services

Objective:
Increase participation rates in Parks & Recreation activities, use of parks and attendance at external special events.

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Estimated number of people served	118,464	115,000	65,000	111,000

Analysis of the Data:
In 2018, there were an estimated 51,139 participants in the Recreation Division programs, activities and events. The Neighborhood Centers Division served 22,325 attendees, while External Special Events hosted approximately 45,000 event goers. External special events include such events as the Lynchburg 4/10-Miler, Get!Downtown. the Lynchburg Christmas Parade, and the Academy Summer Music Series. This number does not include park and trail users, rentals or visitors to the Lynchburg Community Market.

VIBRANT COMMUNITY

Parks and Recreation Performance Measures (continued)

Goal 4:
Accomplish the Lynchburg Parks and Recreation Department mission.

Objective:
Increase spending per capita on Parks and Recreation operations (includes user-fees-funded activities).

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Parks and Recreation budget, per capita*	$54.80	$52.77	$50.82	$48.95

Analysis of the Data:
Per capita spending on parks and recreation has a direct effect on the amenities and services that can be provided to citizens. The more funding provided to the parks and recreation department in the operating budget, the more resources that can be applied effectively to improve community health and wellness, maintain parks and trails and improve general quality of life.

VIBRANT COMMUNITY

Goal 5:
Identify grant and alternative funding sources for Parks and Recreation's capital improvement program and operating

Objective:
Maintain current level of alternative funding sources for Parks & Recreation projects and operations.

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Revenues derived from sources other than the General Fund	37%	20%	20%	20%

Analysis of the Data:
With many competing demands for City funds, the Parks and Recreation Department is attempting to secure external funding (outside the General Fund) to bolster the operating budget and achieve the department mission. For FY 2018, the department received 63% of its funding from the general fund and 37% from other sources, including grants, sponsorships and donations. Comparatively, the national average, per the National Recreation and Parks Association, shows 59% of funds were received from general funds and 41% from alternative sources.

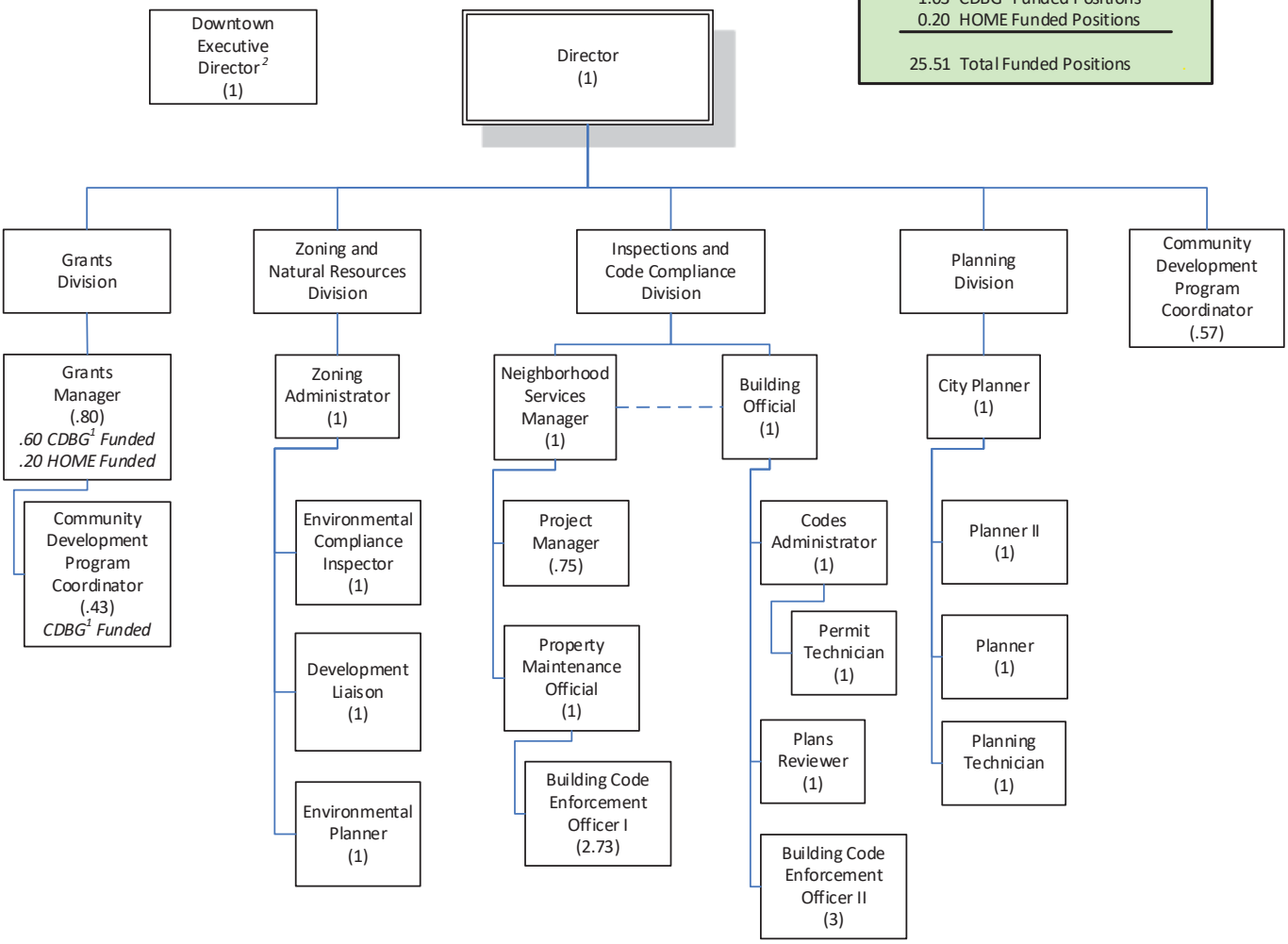
EXCELLENT GOVERNMENT

Benchmark Localities: Harrisonburg, Suffolk, Roanoke, National Median

Community Development

Position Summary

23.05	City Funded Positions
1.23	Hourly Positions
24.28	Total City Funded Positions
1.03	CDBG[1] Funded Positions
0.20	HOME Funded Positions
25.51	Total Funded Positions



[1] Community Development Block Grant (CDBG)
[2] Downtown Executive Director reports directly to Downtown Lynchburg Association; the City funds this position.

Community Development

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	21.98	21.50	21.57	21.57	21.57
City Funded Part-Time	1.48	1.48	1.48	1.48	1.48
City Funded Hourly	0.30	0.78	1.23	1.23	1.23
Grant Funded Full-Time	0.50	0.50	0.43	0.43	0.43
Grant Funded Part-Time	0.80	0.80	0.80	0.80	0.80
TOTAL FTE	**25.06**	**25.06**	**25.51**	**25.51**	**25.51**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$1,179,608	$1,235,493	$1,237,522	$1,237,522	$1,237,522
Employee Benefits	457,157	445,478	469,314	469,314	469,314
Subtotal Personnel Services	***$1,636,765***	***$1,680,971***	***$1,706,836***	***$1,706,836***	***$1,706,836***
Operating					
Contractual Services	$10,949	$30,350	$43,350	$43,350	$43,350
Internal Service Charges	27,119	27,263	37,966	32,531	32,531
Other Charges	58,362	51,239	51,239	51,239	51,239
Rentals and Leases	6,699	9,563	10,563	10,563	10,563
Subtotal Operating	***$103,129***	***$118,415***	***$143,118***	***$137,683***	***$137,683***
Total General Fund Expenditures	**$1,739,894**	**$1,799,386**	**$1,849,954**	**$1,844,519**	**$1,844,519**
Total Grant Expenditures [1]	$1,058,463	$1,104,690	$1,174,785	$1,174,785	$1,174,785
TOTAL DEPARTMENT EXPENDITURES	**$2,798,357**	**$2,904,076**	**$3,024,739**	**$3,019,304**	**$3,019,304**
DEDICATED REVENUES					
Community Development Block Grant (CDBG)	$764,855	$665,798	$736,013	$736,013	$736,013
Restricted Fund Balance - CDBG	103,975	102,301	0	0	0
HOME	202,753	336,591	438,772	438,772	438,772
Restricted Fund Balance - HOME	(13,120)	0	0	0	0
Community Development Stormwater Charges	495,590	495,590	511,913	511,913	511,913
Rental Inspection Program Fee	11,700	15,000	22,000	22,000	22,000
Short Term Rental Registration Fee	0	0	35,600	13,000	$13,000
Vacant Building Registration Fee	12,518	18,000	35,000	35,000	35,000
Weed Ordinance Program	31,888	28,000	28,000	28,000	28,000
TOTAL DEDICATED REVENUES	**$1,610,159**	**$1,661,280**	**$1,807,298**	**$1,784,698**	**$1,784,698**
TOTAL CITY COST	**$1,188,198**	**$1,242,796**	**$1,217,441**	**$1,234,606**	**$1,234,606**

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

Community Development Budget Description

The Department Submitted FY 2020 Community Development budget of $1,849,954 represents a 2.8% increase of $50,568 compared to the Adopted FY 2019 budget of $1,799,386.

Highlights of the Department Submitted FY 2020 budget include:

- $25,865 increase in Salaries and Employee Benefits due to staff reorganization and progression achievements for certification/cross training and the rising health insurance costs.
- $13,000 increase in Contractual Services in the Zoning and Natural Resources Division reflecting the estimated costs of hiring a monitoring service to implement the Short Term Rental Registration program.
- $10,703 increase in Internal Service Charges reflecting Fleet Services operating estimates for the Inspections and Zoning and Natural Resource Divisions.
- $1,000 increase in Rentals and Leases in the Director Division reflecting additional copier usage by City Hall departments.

The Manager's Proposed budget includes the following change from the Department submission:

- $5,435 decrease in Internal Service Charges reflecting Fleet Services reallocated operating estimates for the Inspections and Zoning and Natural Resource Divisions.

The Proposed FY 2020 Community Development budget was adopted by City Council without changes.

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. Assists neighborhoods and civic groups in planning and implementing projects for the benefit of the community. Additionally, costs associated with the Downtown Lynchburg Association Executive Director position are supported by this Division.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	3.00	3.00	2.57	2.57	2.57
Grant Funded Full-Time	0.50	0.50	0.43	0.43	0.43
Grant Funded Part-Time	0.80	0.80	0.80	0.80	0.80
TOTAL FTE	**4.30**	**4.30**	**3.80**	**3.80**	**3.80**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$214,246	$220,437	$200,362	$200,362	$200,362
Employee Benefits	78,276	76,867	71,303	71,303	71,303
Subtotal Personnel Services	***$292,522***	***$297,304***	***$271,665***	***$271,665***	***$271,665***
Operating					
Contractual Services	$275	$300	$300	$300	$300
Other Charges	21,980	8,400	8,400	8,400	8,400
Rentals and Leases	6,699	6,563	7,563	7,563	7,563
Subtotal Operating	***$28,954***	***$15,263***	***$16,263***	***$16,263***	***$16,263***
Total General Fund Expenditures	**$321,476**	**$312,567**	**$287,928**	**$287,928**	**$287,928**
Total Grant Expenditures [1]	$1,058,463	$1,104,690	$1,174,785	$1,174,785	$1,174,785
TOTAL EXPENDITURES	**$1,379,939**	**$1,417,257**	**$1,462,713**	**$1,462,713**	**$1,462,713**
DEDICATED REVENUES					
Community Development Block Grant (CDBG)	$764,855	$665,798	$736,013	$736,013	$736,013
Restricted Fund Balance - CDBG	103,975	102,301	0	0	0
HOME	202,753	336,591	438,772	438,772	438,772
Restricted Fund Balance - HOME	(13,120)	0	0	0	0
Community Development Stormwater Charges	11,298	11,298	11,298	11,298	11,298
TOTAL DEDICATED REVENUES	**$1,069,761**	**$1,115,988**	**$1,186,083**	**$1,186,083**	**$1,186,083**
TOTAL CITY COST	**$310,178**	**$301,269**	**$276,630**	**$276,630**	**$276,630**

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

Community Development – Inspections and Code Compliance Division. Reviews building and site plans for compliance with the Uniform Statewide Building Code; issues permits for new construction, alterations, additions, renovations, and demolitions within the City; and enforces the Property Maintenance Code, the Rental Inspection Program, the Vacant Building Registration Program and provisions of the Nuisance ordinance.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	11.48	11.00	11.00	11.00	11.00
City Funded Part-Time	1.48	1.48	1.48	1.48	1.48
City Funded Hourly	0.30	0.78	0.73	0.73	0.73
TOTAL FTE	**13.26**	**13.26**	**13.21**	**13.21**	**13.21**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$571,879	$620,888	$632,755	$632,755	$632,755
Employee Benefits	224,892	215,049	228,359	228,359	228,359
Subtotal Personnel Services	***$796,771***	***$835,937***	***$861,114***	***$861,114***	***$861,114***
Operating					
Contractual Services	$248	$16,000	$16,000	$16,000	$16,000
Internal Service Charges	22,511	23,083	29,545	25,500	25,500
Other Charges	17,466	24,400	24,400	24,400	24,400
Rentals and Leases	0	3,000	3,000	3,000	3,000
Subtotal Operating	***$40,225***	***$66,483***	***$72,945***	***$68,900***	***$68,900***
TOTAL EXPENDITURES	**$836,996**	**$902,420**	**$934,059**	**$930,014**	**$930,014**
DEDICATED REVENUES					
Community Development Stormwater Charges	$138,880	$138,880	$138,880	$138,880	$138,880
Rental Housing Inspection Program Fees	11,700	15,000	22,000	22,000	22,000
Vacant Building Registration Fee	12,518	18,000	35,000	35,000	35,000
Weed Ordinance Program	31,888	28,000	28,000	28,000	28,000
TOTAL DEDICATED REVENUES	**$194,986**	**$199,880**	**$223,880**	**$223,880**	**$223,880**
TOTAL CITY COST	**$642,010**	**$702,540**	**$710,179**	**$706,134**	**$706,134**

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 and Historic Preservation Commission. Serves as staff liaison to City Council concerning land use matters. Responsible for updating the Comprehensive Plan, Zoning Ordinance and Historic District Design Guidelines. Coordinates Neighborhood Plan implementation and provides technical assistance to citizens/developers concerning land use issues.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	4.0	4.0	4.0	4.0	4.0
City Funded Hourly	0.0	0.0	0.5	0.5	0.5
TOTAL FTE	**4.0**	**4.0**	**4.5**	**4.5**	**4.5**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$220,015	$225,109	$217,739	$217,739	$217,739
Employee Benefits	82,774	85,928	89,124	89,124	89,124
Subtotal Personnel Services	***$302,789***	***$311,037***	***$306,863***	***$306,863***	***$306,863***
Operating					
Contractual Services	$9,754	$13,250	$13,250	$13,250	$13,250
Other Charges	14,041	11,089	11,089	11,089	11,089
Subtotal Operating	***$23,795***	***$24,339***	***$24,339***	***$24,339***	***$24,339***
TOTAL EXPENDITURES	**$326,584**	**$335,376**	**$331,202**	**$331,202**	**$331,202**
DEDICATED REVENUES					
Community Development Stormwater Charges	$101,662	$101,662	$101,662	$101,662	$101,662
TOTAL DEDICATED REVENUES	**$101,662**	**$101,662**	**$101,662**	**$101,662**	**$101,662**
TOTAL CITY COST	**$224,922**	**$233,714**	**$229,540**	**$229,540**	**$229,540**

Community Development – Zoning and Natural Resources Division. Conducts development reviews, investigates complaints and ensures compliance with the Zoning, Erosion and Sediment Control and Stormwater Management ordinances.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	3.5	3.5	4.0	4.0	4.0
TOTAL FTE	**3.5**	**3.5**	**4.0**	**4.0**	**4.0**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$173,468	$169,059	$186,666	$186,666	$186,666
Employee Benefits	71,215	67,634	80,528	80,528	80,528
Subtotal Personnel Services	***$244,683***	***$236,693***	***$267,194***	***$267,194***	***$267,194***
Operating					
Contractual Services	$672	$800	$13,800	$13,800	$13,800
Internal Service Charges	4,608	4,180	8,421	7,031	7,031
Other Charges	4,875	7,350	7,350	7,350	7,350
Subtotal Operating	***$10,155***	***$12,330***	***$29,571***	***$28,181***	***$28,181***
TOTAL EXPENDITURES	**$254,838**	**$249,023**	**$296,765**	**$295,375**	**$295,375**
DEDICATED REVENUES					
Community Development Stormwater Charges	$243,750	$243,750	$260,073	$260,073	$260,073
Short Term Rental Registration Fees	0	0	35,600	13,000	$13,000
TOTAL DEDICATED REVENUES	**$243,750**	**$243,750**	**$295,673**	**$273,073**	**$273,073**
TOTAL CITY COST	**$11,088**	**$5,273**	**$1,092**	**$22,302**	**$22,302**

Community Development Performance Measures

Goal 1:
Facilitate development by reviewing and processing site plans, subdivision plats, and public hearing items in a timely manner 100% of the time.

Objective:
Identify ways to improve the quality and timeliness of reviews while ensuring compliance with City Code and fulfilling the Goals and Objectives of the Comprehensive Plan.

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Percentage of site plan, subdivision, public infrastructure, requests for information and public hearing projects reviewed and processed within the designated time period	94%	98%	100%	98%
Number of site plan, subdivision, public infrastructure, requests for information and public hearing projects reviewed and processed within the designated time period	375	417	139	425

Analysis of the Data:
The number of plans, plats, certificate of appropriatness, and public hearing items can be directly correlated to overall economic conditions. The timeliness of the project 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 2019 can be attributed to staff turnover and the demands of the Downtown Master Plan. Several significant planning projects are once again on the horizon for FY 2020 such as the Tyreeanna Master Plan and other neighborhood studies that may preclude meeting our 100% performance goal.

The number of plans, plats, and public hearing items can be directly correlated to overall economic conditions. Based on current development inquiries, the number of FY 2020 project reviews will remain consistent with or dip slightly below current year numbers. Projections submitted by the Inspections Division indicates that building permits are expected to trend in similar fashion. It is important to note that a significant portion of review numbers include Historic Preservation Commission, Certificate of Appropriatness Reviews. A fee is currently not charged for these reviews.

Benchmark Localities:
Charlottesville, Spotsylvania, Albemarle, and City of Roanoke, VA

NATURAL & BUILT ENVIRONMENT

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 2017*	*Projected FY 2018*	*July - Dec FY 2018*	*Projected FY 2019*
Development Inspections:				
Erosion and Sediment Control	4,378	4,700	1,928	4,000
New Construction	8,660	8,500	4,072	8,500
Code Compliance Inspections:				
Neighborhood Services	1,845	1,800	1,072	1,800
Rental Property	1,152	750	446	1,400
Vacant Property	1,338	1,350	658	1,350
Property Maint.	2,054	1,900	953	1,800
Zoning	278	275	121	350

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.

Erosion and Sediment Control Inspections: Staff are required to inspect every development site every two weeks or within 48 business hours of a rain event that exceeds 1/4 inch. There was an 11% increase in E&S inspections in FY 2018 and that trend has continued thus far in FY 2019 (the previous 1972 record for rainfall within a calendar year was broken in December 2018). Although it is difficult to predict weather patterns, the assumption is that we will revert to slightly drier conditions next year which would result in a slight decrease in the number of FY 2020 inspections.

New Construction Inspections: In FY 2020 inspections are expected to remain consistent with the projected FY 2019 inspections. Early indicators suggest a slight upward trend in multi-family residential permits and commercial projects; single family homes will remain the same or possibly decrease. The time requirements for the construction inspections based on these projects is expected to remain the same. Unlike single family home inspections, multifamily residential, institutional, commercial and industrial projects require significant time 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. Staff is reviewing reporting alternatives to better measure these efforts.

Code Compliance These inspections are part of a uniform approach to addressing the City's building, nuisance and zoning ordinances. Code Compliance cases generally increase during Spring.

Neighborhood Services Inspections: Neighborhood Services voluntary compliance rates for nuisance issues such as overgrowth, inoperable vehicles and trash were approximately 63%, which is lower than the typical 70% compliance. This may be the result of record rainfall or delayed staff follow up after emergency events. Although staff does not yet view this as a trend, we are conitnuing to monitor voluntary compliance rates. Violations that are not volunttarily corrected are abated by the City and billed to the property owner. The number of inspections and revenue in FY 2020 is expected to be consistent with FY 2019 projections.

Rental Property Inspections: The City Rental Inspections Program is a proactive code compliance tool utilized for the oldest housing units in the city. The program provides owner/tenant online and individual interactive education in order to assist in the ongoing maintenance of property. Program revenues in FY 2018 increased approximately 60% over FY 2017, due in large part to reorganization of staff to focus on rental inspections. However, staff turnover and the extensive follow-up required to address recovery efforts from two major storm events resulted in less rental inspections and decreased revenues in the first half of FY2019. With a return to full staffing, we have established a goal of 1000 initial inspections in FY 2020 which would result in increases in both the number of proactive housing inspections and program revenue.

Community Development Performance Measures (continued)

Analysis of the Data (continued): *Property Maintenance Inspections:* Property Maintenance Inspections are generally complaint-based. Property Maintenance staff members are cross-trained to assist with Neighborhood Services inspections, Rental Property inspections, Vacant Building inspections and Zoning inspections. Property Maintenance focuses on education, strong community partnerships, and building relationships with local Housing partners that provide community assistance. City-wide compliance rates vary from year to year, since many housing cases require court action and may span multiple years. The compliance rate in FY 2018 increased slightly to 72% from 70% in FY 2017. Complaints decreased slightly in FY 2018 as a result of more focus on the Rental Program, with the number of unfounded complaints remaining around 14%. Staff follow-up inspections in FY 2019 are expected to continue to increase as a result of staff reorganization.

Vacant Building Registration: In December 2016 City Council reauthorized the Vacant Building Registration Program to help monitor vacant/derelict structures within the City. Staff conducts quarterly inspections to insure the exterior of the buildings (weeds, trash, etc.) are maintained and the buildings are secured according to building code. Staff is currently monitoring approximately 500 vacant buildings in the City. 369 bills were sent to owners of vacant buildings in FY 2019; of that 240 owners have registered and 35 (9%) were removed from the registry based on actions taken by the owner.

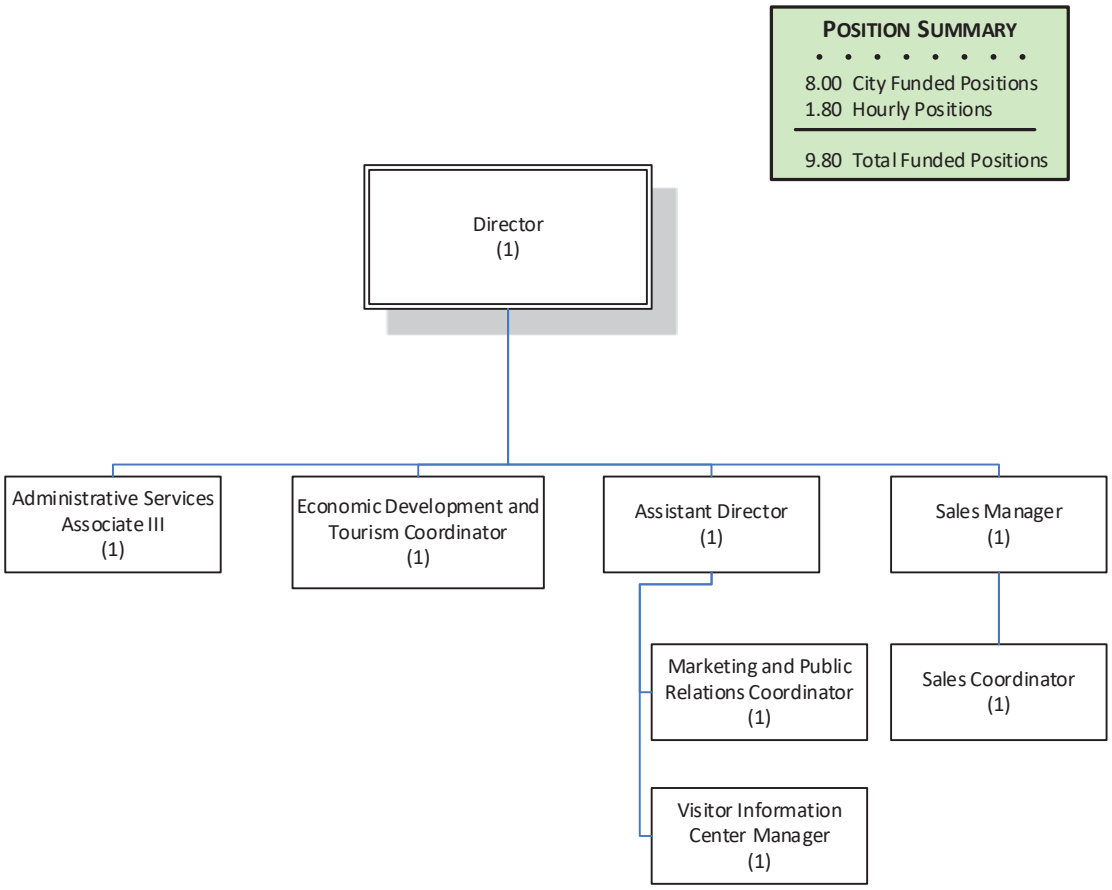
Zoning Inspections: The number of zoning complaints have increased by 9% over the last two years, building on an overall 40% increase in the number of inspections from previous years. 42% of those complaints are unfounded which means there is no violation. Community Development has been piloting outreach efforts to try to reduce the amount of unfounded complaints and has cross-trained Code Compliance staff to assist with the additional workload. The number of zoning inspections are expected to continue to increase into FY 2020 with the implementation of more proactive enforcement due to staff reorganization.

Benchmark Localities:

Danville and Roanoke, VA

NATURAL & BUILT ENVIRONMENT

Office of Economic Development and Tourism



Office of Economic Development and Tourism. The Office of Economic Development and Tourism works to implement progressive initiatives and incentives to promote Lynchburg's business community centered around eight key areas: business attraction, business retention and expansion, infrastructure, talent development entrepreneurship, economic empowerment, lodging and dining and visitor experience.

From Fortune 500 companies to aspiring entrepreneurs, the department provides resources tailored to individual business needs, including site selection, financing and workforce development to improve the business climate, create jobs and expand the economic base of the City. Staff develops a comprehensive marketing strategy to promote City resources to current and potential employers through business visitation, innovative initiatives and partnerships and the OpportunityLynchburg.com website. The office also manages two industrial parks, Ivy Creek Innovation Center and Lynchburg Center for Industry, and administers state and local business incentives.

The Office also drives economic growth and sustainability by effectively marketing the City and region as a preferred visitor destination for conventions, meetings, sporting events, group tours and leisure travelers. Through strategic partnerships, direct sales coordination, digital marketing strategies including the LynchburgVirginia.org website, media relations and support for special events, the department supports the delivery of an excellent Lynchburg experience and expand and drive traffic to the City's tourism assets.

Economic Development Authority (EDA) of the City of Lynchburg. The Office of Economic Development and Tourism staffs the Economic Development Authority of the City of Lynchburg (the EDA), which develops industrial parks and buildings within the City and is responsible for the Lynchburg's economic development incentive programs. Lynchburg's EDA actively pursues investment and development opportunities and works to elevate the economic development profile of the business community.

Office of Economic Development and Tourism.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	8.00	9.00	8.00	8.00	8.00
City Funded Hourly	1.80	1.80	1.80	1.80	1.80
TOTAL FTE	**9.80**	**10.80**	**9.80**	**9.80**	**9.80**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$484,729	$546,409	$509,831	$509,831	$509,831
Employee Benefits	185,187	195,847	196,868	196,868	196,868
Subtotal Personnel Services	***$669,916***	***$742,256***	***$706,699***	***$706,699***	***$706,699***
Operating					
Contractual Services	$214,744	$273,249	$265,341	$273,141	$273,141
Internal Service Charges	921	2,179	2,848	2,354	2,354
Other Charges	355,601	412,460	387,289	402,989	402,989
Academy Center of the Arts	200,000	200,000	200,000	200,000	200,000
Rentals and Leases	4,290	4,186	4,186	4,186	4,186
Subtotal Operating	***$775,556***	***$892,074***	***$859,664***	***$882,670***	***$882,670***
Total General Fund Expenditures	**$1,445,472**	**$1,634,330**	**$1,566,363**	**$1,589,369**	**$1,589,369**
Total Grant Expenditures [1]	$21,883	$37,000	$36,500	$36,500	$36,500
TOTAL EXPENDITURES	**$1,467,355**	**$1,671,330**	**$1,602,863**	**$1,625,869**	**$1,625,869**
DEDICATED REVENUES					
Visitor Center Merchandise	$19,294	$23,700	$21,000	$21,000	$21,000
State Grants	4,500	5,000	4,500	4,500	4,500
TOTAL DEDICATED REVENUES	**$23,794**	**$28,700**	**$25,500**	**$25,500**	**$25,500**
TOTAL CITY COST	**$1,443,561**	**$1,642,630**	**$1,577,363**	**$1,600,369**	**$1,600,369**

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

Office of Economic Development and Tourism including the Visitor Information Center Budget Description

The Department Submitted FY 2020 Office of Economic Development and Tourism budget of $1,566,363 represents a 4.2% decrease of $67,967 compared to the Adopted FY 2019 budget of $1,634,330.

Highlights of the Department Submitted FY 2020 budget include:

- $35,557 decrease in Salaries and Employee Benefits reflecting the elimination of a full-time travel counselor offset with rising health insurance costs.
- $7,908 decrease in Contractual Services to meet the budget submission requirement.
- $25,171 decrease in Other Charges to meet the budget submission requirement.

The Manager's Proposed budget includes the following change from the Department submission:

- $7,800 increase in Contractual Services to restore operating funds for Printing/Binding Services and Advertising.
- $15,700 increase in Other Charges to restore operating funds for Sponsorships and Promotional Supplies.

The Proposed FY 2020 Office of Economic Development and Tourism budget was adopted by City Council without changes.

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 FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Total private commercial investment	$57.7 million	$60.7 million	$58.3 million	$51.2 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)/Economic Development Authority (EDA) programs. Projected investment includes projects active but not yet completed. In 2018, in addition to the private commercial investment above, the total amount of investment by tax exempt organizations in real property was $121.7 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 FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Total business capital provided	$3.8 million	$2.9 million	$1.8 million	$3.8 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 Economic Development Authority 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 but not yet complete.

ECONOMIC DEVELOPMENT

Office of Economic Development Performance Measures (continued)

ECONOMIC DEVELOPMENT

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 FY 2018*	*Projected FY 2019*	*July - Dec FY 2019*	*Projected FY 2020*
Total jobs created	360	348	424	351

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 that are not yet complete. Actual FY 2019 will include LSC Communications closing with 369 employees.

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 FY 2018*	*Projected FY 2019*	*July - Dec FY 2019*	*Projected FY 2020*
In Business Ten Years or More	1,721 or 61%	1,414	1,807	1,897

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, 2018). The total number of business licenses was 2,805 as of July 2018. Projected figures estimate a 1.5% increase in total businesses each year and a 5% increase in businesses ten years or more.

ECONOMIC DEVELOPMENT

Goal 5:
Increase average annual wages across industries in the City through targeted business recruitment and development.

Objective:
Promote wage growth through expansion of the City's existing businesses and attraction of new business through targeted initiatives and programs.

Performance Measure:	*Actual FY 2018*	*Projected FY 2019*	*July - Dec FY 2019*	*Projected FY 2020*
Average annual wage ($)	$42,931	$42,992	$43,154	$44,228

Analysis of the Data:
Average annual wage is one metric that can be used to determine the economic health of a community. Using Chmura's JobsEQ platform, projections are based on an analysis of the percent change for a ten-year period. The Office of Economic Development can calculate industry wage rates for targeted or high employment industries in the City and uses those metrics to support business attraction/expansion and return on investment. Since 2008, the average annual wage in the City of Lynchburg has increased approximately 15%.

Tourism and Visitor Information Center Performance Measures

Goal 1:

Increase lodging tax revenue in the City of Lynchburg

Objective:

Generate increased demand for lodging room nights in Lynchburg through targeted sales outreach, marketing and advertising, and strategic partnerships

Performance Measure:	*Actual FY 2018*	*Projected FY 2019*	*July - Dec FY 2019*	*Projected FY 2020*
Amount of Lodging Tax revenue collected	$2,627,472	$2,340,000	$1,453,000	$2,760,000

Analysis of the Data:

Total lodging tax revenues include a 6.5% tax on the total amount paid for lodging plus $1.00 per room per night. Lodging partners that pay on-time monthly to the Commissioner of the Revenue receive a 3% discount. Staff projects a conservative 2.5% increase in lodging tax revenue in FY 2020.

ECONOMIC DEVELOPMENT

Goal 2:

Generate visitor spending and economic impact for meetings, conferences, sporting events, travel planners and leisure travel.

Objective:

Generate leads, assists and referrals that convert to bookings in the hotels, meeting facilities, athletic venues, attractions and restaurants in the City of Lynchburg.

Performance Measure:	*Actual FY 2018*	*Projected FY 2019*	*July - Dec FY 2019*	*Projected FY 2020*
Leads/Assists/Referrals Generated	115	150	75	165

Analysis of the Data:

The Office of Economic Development tracks visitors and visitor spending that are clearly and significantly generated by its efforts through direct outreach, assists and referral support for meetings, conferences, sporting events and leisure travelers. Using, Destination International's Economic Impact Calculator, the OEDT estimates that direct economic impact to the City from leads in FY 2018 was more than $15 million.

ECONOMIC DEVELOPMENT

Goal 3:

Increase the number of unique visitors to the Lynchburg Tourism website

Objective:

Drive unique user visitation to the tourism website, LynchburgVirginia.org, using digital advertising, tourism sales efforts and social media promotion

Performance Measure:	*Actual FY 2018*	*Projected FY 2019*	*July - Dec FY 2019*	*Projected FY 2020*
Number of visitors to the Lynchburg Tourism website.	164,938	182,420	43,428	105,000

Analysis of the Data:

The Office of Economic Development & Tourism recognizes consumer preference for travel information is moving to digital/online media. A new website www.lynchburgvirginia.org launched in July 2018 and experienced an expected downturn in traffic due to building new search engine optimization. With a goal of maximizing traffic to the new site, OEDT marketing and advertising in FY 2020 will focus more on online digital marketing strategies that generate direct and trackable clicks to LynchburgVirginia.org with the goal of achieving a 20% unique user visitation increase in FY 2020.

ECONOMIC DEVELOPMENT

Tourism and Visitor Information Center Performance Measures (continued)

Goal 4:
Provide excellent customer service to visitors and the public at the Lynchburg Visitor Center

Objective:
Provide high quality, efficient service to visitors in-person at the Lynchburg Visitor Center and through phone and email inquiries

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Visitation & inquiries received by the Visitor Center	6,888	9,526	2,355	7,577

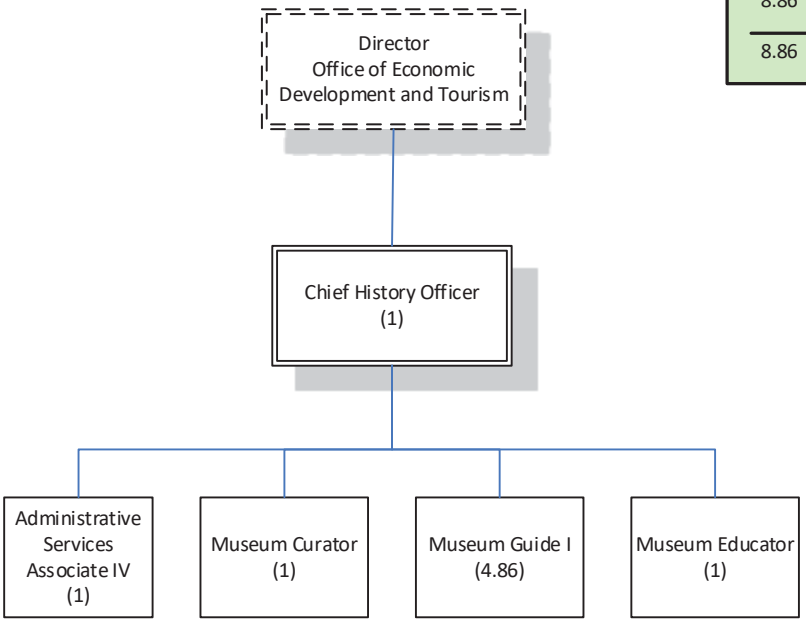
Analysis of the Data:
Inquiries to the Lynchburg Visitor Center - via, email, phone or in-person - are often a visitor's first experience in Lynchburg. The top sources of visitors to the Visitor Center in FY 2018 were Virginia, Ohio, Pennsylvania, New York and North Carolina. The Visitor Center also provides information services to Lynchburg residents, corporate visitors and the area's colleges and universities and assists with tourism sales fulfillment. While walk-in visitors have declined due to information available online, we anticipate a 10% increase in Center traffic in FY 2020 with a the opening of a renovated Center.

MUSEUMS

POSITION SUMMARY

8.86 City Funded Positions

8.86 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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	4.00	4.00	4.00	4.00	4.00
City Funded Part-Time	5.04	5.04	4.34	4.34	4.86
City Funded Hourly	0.33	0.00	0.00	0.00	0.00
TOTAL FTE	**9.37**	**9.04**	**8.34**	**8.34**	**8.86**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$260,493	$303,677	$290,338	$290,338	$301,275
Employee Benefits	79,570	91,446	97,155	97,155	97,994
Subtotal Personnel Services	***$340,063***	***$395,123***	***$387,493***	***$387,493***	***$399,269***
Operating					
Contractual Services	$26,136	$38,375	$30,875	$30,875	$30,875
Internal Service Charges	780	1,746	2,299	1,893	1,893
Other Charges	17,728	22,830	24,510	30,330	30,330
Rentals and Leases	14,089	11,060	10,500	10,500	10,500
Subtotal Operating	***$58,733***	***$74,011***	***$68,184***	***$73,598***	***$73,598***
TOTAL EXPENDITURES	**$398,796**	**$469,134**	**$455,677**	**$461,091**	**$472,867**
DEDICATED REVENUES					
Diggs Trust	$39,850	$36,900	$36,900	$36,900	$36,900
Point of Honor Admission	12,644	11,000	9,350	9,350	9,350
Point of Honor Gift Shop Proceeds	0	1,000	850	850	850
Gifts and Miscellaneous Donations	2,991	2,000	1,700	1,700	1,700
Photograph Reproduction Fees	168	200	200	200	200
Reimbursement - Point of Honor/Carriage House	27,750	26,300	26,300	26,300	26,300
TOTAL DEDICATED REVENUES	**$83,403**	**$77,400**	**$75,300**	**$75,300**	**$75,300**
TOTAL CITY COST	**$315,393**	**$391,734**	**$380,377**	**$385,791**	**$397,567**

Museums Budget Description

The Department Submitted FY 2020 Museums budget of $455,677 represents a 2.9% decrease of $13,457 compared to the Adopted FY 2019 budget of $469,134.

Highlights of the Department Submitted FY 2020 budget include:

- $7,630 decrease in Salaries and Employee Benefits reflecting the reduction in part-time staff hours, which will require closing the Lynchburg Museum and Point of Honor an equivalent of one day per week, offset by rising health insurance costs.
- $7,500 decrease in Contractual Services to properly record Museum Exhibit expenses.
- $1,680 increase in Other Charges reflecting the $7,500 for Museum Exhibit expenses offset with a reduction to meet the budget submission requirements.

The Manager's Proposed budget includes the following change from the Department submission:

- $5,820 increase in Other Charges to restore Museum Exhibit funding.

The Proposed FY 2020 Museums budget was adopted by City Council with the following change:

- $11,776 increase in Salaries and Employee Benefits to restore part-time staff hours to keep the Lynchburg Museum and Point of Honor open seven days per week.

Museums Performance Measures

Goal 1:
To offer quality interpretive programs that are mission driven, accessible to the public, and of interest to residents and visitors.

Objective:
Present exhibits, tours, special events, and outreach programs to 16,000 visitors annually.

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Number of annual visitors to the Museum System	22,334	21,000	10,181	19,143

Analysis of the Data:
The Lynchburg Museum at the Old Court House and Point of Honor had a slight drop in visitation totals from FY 2017 to FY 2018, due largely to major staff transitions and weather-related closures and cancellations in winter/spring 2018. Despite this, the museum system continued to offer quality interpretive programs, including exhibits on the Lynchburg Fire Department, aviation ("Lynchburg Takes Flight"), and local government. We marked the centennial anniversary of World War I with a major exhibit at the Lynchburg Museum, as well as partnering with the U.S. WWI Centennial Commission to screen the "Hello Girls" documentary and participate in the "Bells of Peace" bell-ringing on November 11. Our first season of candlelight tours at Point of Honor, called "A Point in History," was a huge success with 166 paying patrons over two nights. Lynchburg City Schools field trips remained steady, with four grade levels and 2,337 students touring the Museum and Point of Honor. The projected drop in visitation in FY 2020 is based on the anticipated closure of the Museum and Point of Honor for one day per week.

VIBRANT COMMUNITY

Goal 2:
Provide opportunities for the community to participate in Lynchburg's history.

Objective:
Acquire a broader base of volunteer support for the Museum System's mission by increasing volunteer hours.

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Volunteer hours	2,148	2,000	653	1,500

Analysis of the Data:
The unusally high number of volunteer hours in FY 2018 includes extra board member assistance during major staff transitions at the museum. Using Independent Sector's standard value of volunteer service ($24.69/hour), these volunteer hours equal $53,034 in services benefiting the Lynchburg community. Volunteerism is on the decline nationally, but museum staff will continue to make volunteer recruitment and retention a priority.

VIBRANT COMMUNITY

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.

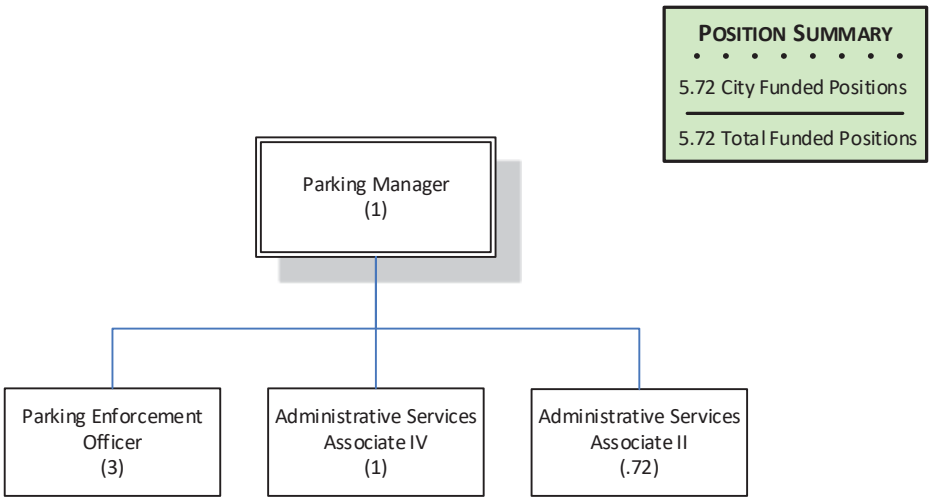
Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Customer satisfaction level	95%	90%	99%	90%

Analysis of the Data:
These results are based on paper and electronic surveys completed by visitors to the Old Court House and Point of Honor. The Lynchburg Museum is currently ranked 6th and Point of Honor 4th out of 29 "Top Things to Do" in the Lynchburg area by Trip Advisor. In the "Museums" category, the Old Court House is 2nd out of 9 museums.

VIBRANT COMMUNITY

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

PARKING MANAGEMENT



Parking Management. The Parking Management department currently oversees the operation of 1,035 on-street parking spaces and 2,189 off-street public parking spaces within the Central Business District. The primary goal of the department is to support current and future business growth within the Central Business District by providing sufficient parking accommodations for commercial, retail, and residential uses. This is accomplished through the development and implementation of a parking management program focusing on communications with downtown stakeholders, partnerships with downtown organizations to promote parking opportunities, and by utilizing best parking practices to provide a simplistic parking operations system that is user-friendly to parking patrons. In addition, the **Lynchburg Parking Authority (LPA)**, a not - for- profit public service organization established under the Acts of Assembly of Virginia, assists the department by taking into consideration recommendations for all off-street parking management initiatives that aim for better utilization of parking opportunities, encouragement of vehicle turnover, and to maintain consistency with on-going parking operations, plans, and policies of the City.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	5.00	5.00	5.00	5.00	5.00
City Funded Part-Time	0.72	0.72	0.72	0.72	0.72
TOTAL FTE	**5.72**	**5.72**	**5.72**	**5.72**	**5.72**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$211,037	$218,702	$219,251	$219,251	$219,251
Employee Benefits	85,953	86,789	93,083	93,083	93,083
Subtotal Personnel Services	***$296,990***	***$305,491***	***$312,334***	***$312,334***	***$312,334***
Operating					
Contractual Services	$29,095	$35,500	$35,000	$35,000	$35,000
Internal Service Charges	8,152	7,150	9,375	7,940	7,940
Other Charges	67,002	64,633	64,361	64,361	64,361
Rentals and Leases	100,911	120,000	110,000	110,000	110,000
Capital Outlay	4,953	0	0	0	0
Subtotal Operating	***$210,113***	***$227,283***	***$218,736***	***$217,301***	***$217,301***
TOTAL EXPENDITURES	**$507,103**	**$532,774**	**$531,070**	**$529,635**	**$529,635**
DEDICATED REVENUES					
Downtown Parking Deck Lease	$76,276	$90,000	$90,000	$76,070	$76,070
Hourly Parking Fees	38,009	40,000	65,000	43,565	43,565
Permit Parking Fees - City Owned	201,805	210,000	240,000	200,000	200,000
Permit Parking Fees - Lease Agreement	110,617	100,000	90,000	90,000	90,000
Fines	100,981	125,000	125,000	120,000	120,000
Assigned Fund Balance Reserve	(20,585)	(32,226)	(78,930)	0	0
TOTAL DEDICATED REVENUES	**$507,103**	**$532,774**	**$531,070**	**$529,635**	**$529,635**
TOTAL CITY COST	**$0**	**$0**	**$0**	**$0**	**$0**

Parking Management Budget Description

The Department Submitted FY 2020 Parking Management budget of $531,070 represents a 0.3% decrease of $1,704 compared to the Adopted FY 2019 budget of $532,774.

Highlights of the Department Submitted FY 2020 budget include:

- $6,843 increase in Salaries and Employee Benefits due to rising health insurance costs.
- $2,225 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $10,000 decrease in Rentals and Leases reflecting the 9th Street Lot no longer being managed by the City.

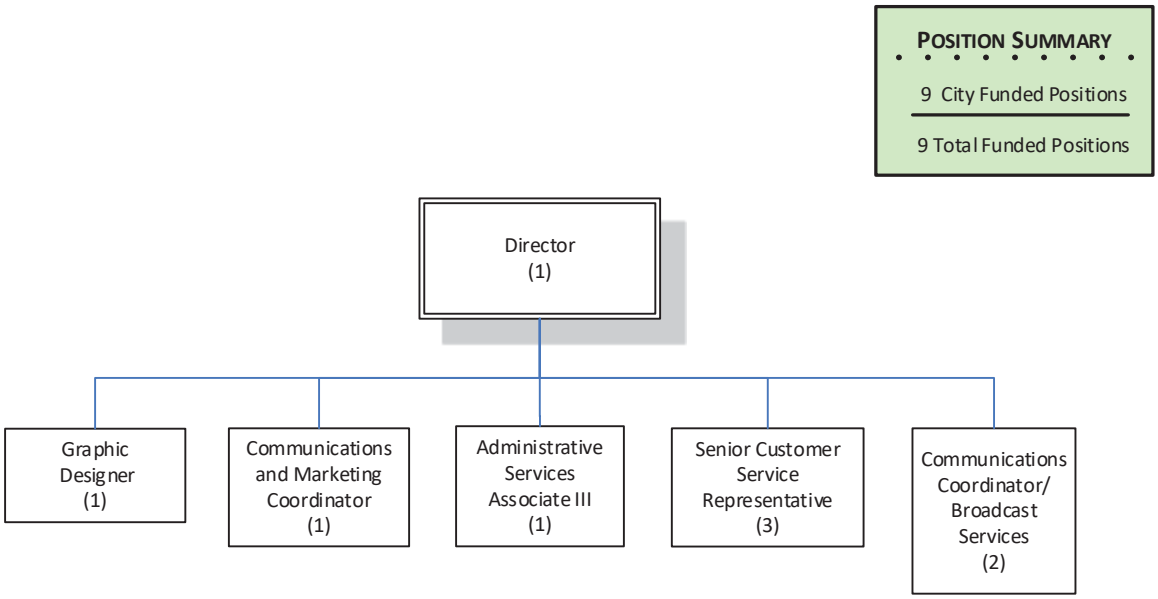
The Manager's Proposed budget includes the following change from the Department submission:

- $1,435 decrease in Internal Service Charges reflecting Fleet Services reallocated operating estimates.

The Proposed FY 2020 Parking Management budget was adopted by City Council without changes.

COMMUNICATIONS AND MARKETING

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



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 and www.lynchburgislistening.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.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	9	9	9	9	9
TOTAL FTE	**9**	**9**	**9**	**9**	**9**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$430,048	$428,875	$428,875	$428,875	$428,875
Employee Benefits	180,282	172,634	184,005	184,005	184,005
Subtotal Personnel Services	***$610,330***	***$601,509***	***$612,880***	***$612,880***	***$612,880***
Operating					
Contractual Services	$192,315	$142,375	$125,236	$125,236	$125,236
Internal Service Charges	1,023	1,795	2,566	2,223	2,223
Other Charges	41,158	43,359	20,867	36,597	36,597
Rentals and Leases	525	800	800	800	800
Subtotal Operating	***$235,021***	***$188,329***	***$149,469***	***$164,856***	***$164,856***
TOTAL CITY COST	**$845,351**	**$789,838**	**$762,349**	**$777,736**	**$777,736**

Communications and Marketing Budget Description including Citizens First Customer Service Center and Local Government Channel (LTV/Channel 15)

The Department Submitted FY 2020 Communications and Marketing budget of $762,349 represents a 3.5% decrease of $27,489 compared to the Adopted FY 2019 budget of $789,838.

Highlights of the Department Submitted FY 2020 budget include:

- $11,371 increase in Salaries and Employee Benefits reflecting the rising health insurance costs.
- $17,139 decrease in Contractual Services in order to comply with the budget submission requirements.
- $22,492 decrease in Other Charges in the Local Government Channel Division reflecting a reduction in minor equipment funding and the elimination of funding for Citizens Academy and the State of the City Address.

The Manager's Proposed budget includes the following change from the Department submission:

- $15,730 increase in Other Charges to partially restore minor equipment funding for the Local Government Channel Division and funding for Citizens Academy and the State of the City Address.

The Proposed FY 2020 Communications and Marketing budget was adopted by City Council without changes.

Communications and Marketing

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	4	4	4	4	4
TOTAL FTE	**4**	**4**	**4**	**4**	**4**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$238,688	$237,956	$237,956	$237,956	$237,956
Employee Benefits	93,576	89,880	94,948	94,948	94,948
Subtotal Personnel Services	***$332,264***	***$327,836***	***$332,904***	***$332,904***	***$332,904***
Operating					
Contractual Services	$190,925	$138,175	$121,036	$121,036	$121,036
Internal Service Charges	1,023	1,795	2,566	2,223	2,223
Other Charges	30,589	23,045	12,013	22,013	22,013
Rentals and Leases	525	800	800	800	800
Subtotal Operating	***$223,062***	***$163,815***	***$136,415***	***$146,072***	***$146,072***
TOTAL CITY COST	**$555,326**	**$491,651**	**$469,319**	**$478,976**	**$478,976**

Communications and Marketing – Citizens First Customer Service Center

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	3	3	3	3	3
TOTAL FTE	**3**	**3**	**3**	**3**	**3**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$85,083	$84,967	$84,967	$84,967	$84,967
Employee Benefits	43,865	41,578	45,351	45,351	45,351
Subtotal Personnel Services	***$128,948***	***$126,545***	***$130,318***	***$130,318***	***$130,318***
Operating					
Contractual Services	$0	$500	$500	$500	$500
Other Charges	794	1,730	1,730	1,730	1,730
Subtotal Operating	***$794***	***$2,230***	***$2,230***	***$2,230***	***$2,230***
TOTAL CITY COST	**$129,742**	**$128,775**	**$132,548**	**$132,548**	**$132,548**

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

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	2	2	2	2	2
TOTAL FTE	**2**	**2**	**2**	**2**	**2**
BUDGET SUMMARY					
EXPENDITURES					
Personnel Services					
Salaries	$106,277	$105,952	$105,952	$105,952	$105,952
Employee Benefits	42,841	41,176	43,706	43,706	43,706
Subtotal Personnel Services	***$149,118***	***$147,128***	***$149,658***	***$149,658***	***$149,658***
Operating					
Contractual Services	$1,390	$3,700	$3,700	$3,700	$3,700
Other Charges	9,775	18,584	7,124	12,854	12,854
Subtotal Operating	***$11,165***	***$22,284***	***$10,824***	***$16,554***	***$16,554***
TOTAL CITY COST	**$160,283**	**$169,412**	**$160,482**	**$166,212**	**$166,212**

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 6%.

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Abandonment rate	7%	6%	7%	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. A high abandoment rate may indicate an under-allocation of resources, a need for additional training or process improvements.

EXCELLENT GOVERNMENT

Goal 2:
Provide useful and timely information to the citizens of Lynchburg via the City's website.

Objective:
Increase the usage of www.lynchburgva.gov by improving accessibility, usuability and functionality.

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Number of page views	1,586,605	1,720,000	623,489	1,735,000

Analysis of the Data:
The City's website has been refreshed in order to ensure that it is mobile friendly, visually appealing and functional. During this process, some data was lost. Analytic data also indicates that during the refresh process, the number of users slightly decreased. Subsequent marketing efforts have resulted in improved pageview numbers.

EXCELLENT GOVERNMENT

Goal 3:
Utililze social media channels (Facebook, Twitter, Instagram) to provide quality information and communications to

Objective:
Increase the number of followers on each of the social media channels.

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Number of followers	8,656	13,500	12,747	13,800

Analysis of the Data:
The City uses social media to provide citizens with opportunities to engage with the City and to learn about important municipal activities, programs and services. Social media usage is steadily increasing across the demographics. In keeping with the department's strategic plan, efforts are underway to be able to capture important usage data across all social media platforms. The data currently available reflects Facebook usage only.

EXCELLENT GOVERNMENT

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

External Service Providers. The City provides funding to external organizations that provide various mandated, contractual, or discretionary services to the community.

	Actual FY 2018	Adopted FY 2019	Agency Requested FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
BUDGET SUMMARY					
Mandated					
Blue Ridge Regional Jail Authority (BRRJA)	$5,055,837	$5,255,314	$5,263,707	$5,263,707	$5,263,707
Central Virginia Planning District Commission (CVPDC)	45,238	45,731	46,219	46,219	46,219
Horizon Behavioral Health	457,323	555,900	567,000	567,000	567,000
Lynchburg Health Department	743,015	830,977	747,685	747,685	747,685
	$6,301,413	**$6,687,922**	**$6,624,611**	**$6,624,611**	**$6,624,611**
Contractual					
Central Virginia Regional Radio Board (CVRRB)	$720,393	$720,173	$684,854	$684,854	$684,854
Elizabeth's Early Learning Center	0	15,000	15,854	15,854	15,854
Lynchburg Humane Society	351,697	351,697	405,440	405,440	405,440
Southern Memorial Association (Old City Cemetery)	132,438	132,438	132,438	132,438	132,438
The Virginian	0	168,250	0	0	0
Virginia Cooperative Extension Service	37,727	39,890	42,952	39,890	40,685
	$1,242,255	**$1,427,448**	**$1,281,538**	**$1,278,476**	**$1,279,271**
Discretionary					
Amazement Square	$0	$200	$267	$267	$267
Arc of Central Virginia	0	0	30,500	0	0
Central Virginia Alliance for Community Living	15,000	15,000	15,000	15,000	15,000
Central Virginia Community College Board (CVCC)	1,922	1,942	1,955	1,955	1,955
Virginia Legal Aid Society	11,699	11,699	12,167	12,167	12,167
	$28,621	**$28,841**	**$59,889**	**$29,389**	**$29,389**
TOTAL CITY COST	**$7,572,289**	**$8,144,211**	**$7,966,038**	**$7,932,476**	**$7,933,271**

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 Signal and Rail Car educational amenities.

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 Planning District Commission (CVPDC) (formerly Region 2000 Local Government Council Regional Commission). Facilitates regional coordination between the members of CVPDC for planning and development. CVPDC consists of the City of Lynchburg, the Towns of Altavista, Amherst, Appomattox, Bedford and Brookneal, and the Counties of Amherst, Appomattox, Bedford, and Campbell.

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.

Elizabeth's Early Learning Center. The Center provides year-round, full-day childcare services and early childhood education for more than 140 children, ages 6 weeks through kindergarten. The Center embraces all children regardless of race, ethnicity, socio-economic level, religion or ability.

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.

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 Virginian. City Council approved an agreement with The Virginian Hotel, LLC and the Lynchburg Economic Development Authority to complete the financing to restore the Virginian Hotel. For FY 2020, these funds are included as Economic Development Incentives for each type of revenue (Real Estate Tax, Personal Property Tax, Sales Tax, Meals Tax, Lodging Tax) in the General Fund Summary section.

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/Non-Departmental Payments. 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.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
BUDGET SUMMARY					
Transfers					
City Capital Projects Fund	$3,363,498	$4,803,938	$0	$5,034,908	$4,984,908
Schools Capital Projects Fund	955,000	570,000	0	0	0
City/Federal/State Aid Fund (Matching Funds)	171,371	99,020	109,431	109,431	109,431
Fleet Fund	325,493	46,995	547,723	473,621	473,621
Technology Fund	665,259	605,298	566,702	566,702	566,702
Airport Fund	13,346	0	0	0	0
Risk Management Self Insurance Fund	3,027	0	0	0	0
Sewer Fund	50,729	0	0	0	0
Stormwater Fund	8,593	0	0	0	0
Water Fund	67,298	0	0	0	0
Total Transfers	**$5,623,614**	**$6,125,251**	**$1,223,856**	**$6,184,662**	**$6,134,662**
Non-Departmental					
Employee Benefits					
Workers' Compensation	$1,028,516	$865,000	$944,000	$944,000	$944,000
Retiree Benefits	2,322,508	2,392,232	3,043,884	3,043,884	3,043,884
Line of Duty Act	225,614	250,000	248,314	248,314	248,314
Unemployment Compensation	18,500	30,000	22,000	22,000	22,000
Administrative Fee for Flexible Spending	5,250	0	0	0	0
Employee Programs					
Tuition Reimbursement	47,122	55,000	55,000	55,000	55,000
Employee Assistance Program	27,146	31,602	30,000	30,000	30,000
Employee Appreciation	23,368	30,000	31,600	31,600	31,600
Poverty Initiative	7,563	50,000	50,000	0	25,000
Fleet (Depreciation)	2,339,409	2,787,005	2,646,198	2,651,242	2,651,242
Recruitment	100	15,000	10,000	10,000	10,000
Salary/Market Adjustments	0	0	0	3,177,004	3,270,806
Employee Bonus	0	536,100	0	0	0
Landfill Closure	13,077	0	0	0	0
Water Fund Payment	871,831	815,335	836,390	836,390	836,390
Professional Fees - Medical and Dental	14,569	15,000	15,000	15,000	15,000
Health Management Program	216,715	15,000	15,000	15,000	15,000
Workplace Safety and Wellness Program	0	50,000	75,000	75,000	75,000
Stormwater - General Fund Payment	87,276	87,900	88,500	88,500	88,500
Stormwater - Schools Payment	69,696	70,200	70,200	70,200	70,200
Total Non-Departmental	**$7,318,260**	**$8,095,374**	**$8,181,086**	**$11,313,134**	**$11,431,936**
Total Transfers and Non-Departmental	**$12,941,874**	**$14,220,625**	**$9,404,942**	**$17,497,796**	**$17,566,598**

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.

Fleet Fund. Transfer from the General Fund to the Fleet Fund for vehicle replacements.

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.

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.

Fleet (Depreciation). Cost for depreciation of vehicles.

Recruitment. Funding to serve as a resource to support recruitment efforts.

Salary/Market Adjustments. Funding for salary/market adjustments.

Employee Bonus. Funding for an employee bonus.

Landfill Closure. Payment made to Region 2000 Services Authority for landfill post closure costs.

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 wellness programs to assist in preventative care, and vision coverage for employees enrolled in the health management program.

Workplace Safety and Wellness Program. Funding to encourage the safety and health of current employees.

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 $362.7 million with $175.2 million of business-type activities debt supported by the individual funds, resulting in net bonded debt for governmental activities of $187.5 million. Liabilities of $8.5 million for compensated absences and workers compensation were excluded.

Long-term Debt Obligations
As of June 30, 2018/2017
(in millions)

	Governmental Activites		Business-type Activities		Total Primary Government		Percentage Change
	2018	2017	2018	2017	2018	2017	2018-2017
General Obligation Bonds	$ 182.4	$ 180.7	$ 81.4	$ 71.9	$ 263.8	$ 252.6	4%
Revenue Bonds	-	-	93.2	99.5	93.2	99.5	-6%
General Obligation Notes	0.2	-	0.6	-	0.8	-	100%
Note Payable	1.0	1.2	-	-	1.0	1.2	-17%
Other long-term payables	3.9	-	-	-	3.9	-	100%
Total	$ 187.5	$ 181.9	$ 175.2	$ 171.4	$ 362.7	$ 353.3	3%

Total new debt of $29.9 million was issued, of which $15.4 million was for governmental activities; and $14.5 million was for business-type activities and includes:

- $29.1 million of general obligation public improvement advanced and crossover refunding bonds, of which $15.2 million was for governmental activities and $13.9 million was for business-type activities.
- $0.8 million of bond anticipation notes; of which $0.2 million was for governmental activities and $0.6 million were for business-type activities

Existing general obligation debt of $0.8 million was reallocated from governmental activities to business-type activities and was used to fund an airport project.

The City retired $24.4 million of outstanding principal. The governmental activities principal retirements were $12.9 million and the business-type activities principal retirements were $11.5 million and include:

- $21.3 million in planned principal retirements, of which $11.0 million was for governmental activities and $10.4 million was for business-type activities.
- $3.1 million of refunded principal payments, of which $2.0 million was for governmental activities and $1.1 million was for business-type activities.

The city recorded $3.9 million in long term debt in order to recognize the City's share of the Regional Radio system.

The City's general obligation bonds continued to maintain an Aa2 rating from Moody's Investors Service, an AA+ rating from Fitch Ratings, and an AA+ from Standard & Poor's Global Ratings. These credit ratings were obtained in August 2017 for the City's issuance of $29.1 million General Obligation Public Improvement Refunding Bonds, Series 2017 on September 26, 2017. All three agencies noted the City's strong management and financial policies and practices when reaffirming the ratings. Other contributing factors included the City's stable and diverse tax base and stable economy.

On September 12, 2017, the City had a very successful General Obligation Public Improvement Refunding Bond sale. The City received seven electronic bids on $29.1 million of General Obligation refunding bonds. The bonds were awarded to Robert W. Baird & Co, Inc., at a final All-In-True Interest Cost of 2.67%. The refunding achieved debt service savings of $4.57 million over twenty-two years and represents a present value savings of 11.22%. The bonds closed on September 26, 2017.

Long-Term Debt (continued)

On June 19, 2018 the City issued a two-year General Obligation Bond Anticipation Note and concurrently entered into a line of credit Financing Agreement with Bank of America, N.A. The Agreement provided for borrowings of up to $50,000,000 to provide interim financing for qualifying City, School, Water, Sewer and Stormwater capital improvements. Interest on the unpaid principal is equal to 79% of 1-month London Interbank Offered Rate (LIBOR), plus 0.44%; and, computed on the basis of the actual number of days elapsed in a 360-day year . Interest is paid monthly. Final maturity of the Note is June 15, 2020

The Constitution of Virginia limits the amount of general obligation debt a governmental entity may issue to 10% of the total assessed value of real property. As of June 30, 2018, the City's assessed value of real property was $5.4 billion. The City's debt is less than the current debt limitation of $542.2 million.

The City's debt management policy states that tax-supported debt should not exceed 4.5% of net assessed valuation of taxable property in the City of Lynchburg. For the purposes of calculating this ratio, assessed value includes real property and personal property. As of June 30, 2018, debt to assessed value was 3.15%. The debt policy also 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 for tax-supported general obligation indebtedness. As of June 30, 2018, the 10-year principal payout ratio was 65.48%.

Detailed information on the City's long-term debt is included in Note 9 of this report.

Note 9: Long-Term Liabilities

Primary Government:

General Obligation Debt:

As of June 30, 2018	Interest Rates (%)	Date Issued	Final Maturity	Original Issue	Public Improvements	School Facilities	Proprietary Funds	Total
Bond Anticipation Note								
Public Improvement- Line of Credit for Two Years	Variable-LIBOR	6/19/2018	2020	50,000,000	$ 73,751	$ 108,810	$ 618,304	$ 800,865
Serial Bonds								
VA Resources Authority	0.00	3/24/1994	2027	3,976,369	-	-	1,037,859	1,037,859
VPSA General Obligation	3.10-5.10	11/15/2001	2022	3,473,329	-	777,805	-	777,805
VPSA General Obligation	2.35-4.85	11/7/2002	2023	6,513,732	-	1,795,410	-	1,795,410
VPSA General Obligation	4.60-5.10	11/10/2005	2026	6,411,957	-	2,804,492	-	2,804,492
Public Improvement Series A Tax Exempt	1.00-5.00	8/13/2009	2022	17,230,000	830,000	1,180,000	1,000,000	3,010,000
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	915,043	484,673	1,525,284	2,925,000
VPSA General Obligation	0.00	11/13/2009	2027	10,255,000	-	6,750,000	-	6,750,000
Public Improvement Refunding	2.00-5.00	10/20/2010	2034	29,655,000	7,135,711	5,425,198	8,874,091	21,435,000
Public Improvement Refunding	3.80	12/19/2012	2023	4,129,625	2,106,461	-	-	2,106,461
Public Improvement	2.75	10/23/2013	2028	10,000,000	5,178,592	687,008	1,466,400	7,332,000
Public Improvement	2.00-5.00	7/10/2014	2044	101,730,000	17,740,000	62,165,000	16,035,000	95,940,000
Public Improvement Refunding	5.00	7/10/2014	2026	13,460,000	7,189,323	2,835,401	1,240,276	11,265,000
Public Improvement Refunding (Bond R-1)	1.60	3/12/2015	2020	9,657,000	577,920	344,064	422,016	1,344,000
Public Improvement Refunding (Bond R-2)	2.34	3/12/2015	2030	3,768,000	1,338,590	796,928	977,482	3,113,000
Public Improvement	2.00-5.00	5/19/2016	2046	26,945,000	13,272,874	-	12,167,126	25,440,000
Public Improvement Refunding	2.00-5.00	5/19/2016	2038	20,350,000	7,176,860	-	12,958,140	20,135,000
Public Improvement Refunding	3.00-5.00	9/26/2017	2040	29,100,000	5,095,489	10,126,066	13,878,445	29,100,000
					$ 73,030,009	$ 105,731,460	$ 85,770,423	$ 264,531,892

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 $44,455,000 at June 30, 2018.

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 $264,531,892 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 (4.50%) of its net assessed valuation of taxable property (general obligation bonds issued for self-supporting enterprise funds are not included in this calculation). 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. City Council revised the Debt Policy on March 22, 2016 with revisions to revenue supported debt in order to comply with the new Consent Order regarding the Combined Sewer Overflow (CSO) program. The policy was reaffirmed on March 27, 2018 with no changes. The principal payout ratio for the year ended June 30 was 65.48%. As shown in the Supplementary Statistical Table 22, outstanding tax-supported debt was 3.15% of net assessed valuation of taxable property. There are no overlapping tax jurisdictions.

Note 9: Long-Term Liabilities (continued)

Primary Government *(continued)*:

Revenue Debt:

As of June 30, 2017	Interest Rates %	Date Issued	Final Maturity	Original Issue	Sewer Fund	Stormwater Fund	Total
Virginia Resources Authority							
Public Utility Revenue Bonds	0.00	3/28/1995	2027	$ 6,571,207	$ 1,646,904	$ -	$ 1,646,904
Public Utility Revenue Bonds	0.00	8/10/1995	2029	10,000,000	3,083,333	-	3,083,333
Public Utility Revenue Bonds	0.00	6/27/1996	2029	8,000,000	2,386,802	-	2,386,802
Public Utility Revenue Bonds	0.00	7/17/1997	2030	7,591,540	2,785,062	-	2,785,062
Public Utility Revenue Bonds	3.00	7/17/1997	2020	14,108,460	2,342,497	-	2,342,497
Public Utility Revenue Bonds	0.00	8/21/1998	2031	6,203,000	2,517,279	-	2,517,279
Public Utility Revenue Bonds	3.00	5/27/1999	2020	2,476,763	410,441	-	410,441
Public Utility Revenue Bonds	0.00	2/11/2000	2021	5,300,000	1,115,790	-	1,115,790
Public Utility Revenue Bonds	0.00	2/15/2001	2032	735,000	328,816	-	328,816
Public Utility Revenue Bonds	3.50	6/8/2001	2021	2,835,000	771,497	-	771,497
Public Utility Revenue Bonds	0.00	11/6/2001	2034	1,413,613	724,177	-	724,177
Public Utility Revenue Bonds	0.00	9/15/2003	2036	2,350,165	1,408,575	-	1,408,575
Public Utility Revenue Bonds	0.00	5/20/2004	2038	6,000,000	3,900,000	-	3,900,000
Public Utility Revenue Bonds	0.00	5/17/2005	2038	6,700,000	4,466,667	-	4,466,667
Public Utility Revenue Bonds	0.00	6/28/2006	2039	9,600,000	6,880,000	-	6,880,000
Public Utility Revenue Bonds	0.00	6/20/2007	2039	7,000,000	5,133,333	-	5,133,333
Public Utility Revenue Bonds	0.00	6/5/2008	2041	12,350,000	9,674,167	-	9,674,167
Public Utility Revenue Bonds	0.00	6/25/2009	2041	19,000,000	15,200,000	-	15,200,000
Public Utility Revenue Bonds	0.00	6/17/2010	2042	13,100,000	10,916,667	-	10,916,667
Public Utility Revenue Bonds	0.00	6/15/2011	2033	9,350,928	7,472,964	-	7,472,964
Public Utility Revenue Bonds	0.00	6/15/2011	2045	10,100,000	9,258,333	-	9,258,333
Public Utility Revenue Bonds	0.00	6/6/2012	2044	7,000,000	6,300,000	-	6,300,000
Public Utility Revenue Bonds	0.00	1/5/2017	2038	806,630	-	806,630	806,630
					$ 98,723,304	$ 806,630	$ 99,529,934

The revenue bonds have been issued in accordance with the terms of an indenture agreement with the Virginia Resources Authority, a public body corporate and a political subdivision of the Commonwealth of Virginia (the "Authority"), as Administrator of the Virginia Water Facilities Revolving Fund and City of Lynchburg.

Pursuant to Chapter 22 Title 62.1 of the Code of Virginia (1950), as amended ('the Act", the General Assembly created a permanent and perpetual fund known as the "Virginia Water Facilities Revolving Fund". In conjunction with the State Water Control Board, the Authority administers and manages the Fund. From the Fund, the Authority from time to time makes loans to and acquires obligations of local governments in Virginia to finance the costs of constructing the following facilities: 1) Wastewater treatment within the meaning of Section 62.1-224 of the Act 2) Structures or implementing other best management practices that reduce or prevent pollution of state waters caused by stormwater runoff from impervious surfaces within the meaning of Section 62.1-229.4 of the Act.

The indenture agreement requires the City to pledge its Sewer Fund and Stormwater Fund Revenues as collateral for the revenue bonds and to maintain debt coverage ratio at least equal to 1.15. As shown in the Supplementary Statistical Table 24, the Sewer Fund's debt coverage ratio for the year ended June 30 was 1.39. There was no calculation of Stormwater Fund's debt coverage since the first debt service payment will not incur until FY 2019.

Note 9: Long-Term Liabilities (continued)

Primary Government *(continued)*:

The following is a summary of changes in long-term liabilities for FY 2018:

Governmental Activities	Beginning Balance	Additions	Deletions	Ending Balance	Current Portion
Bond antcipation notes	$ -	$ 182,562	$ -	182,562	$ -
General obligation bonds	180,737,280	15,221,555	13,580,565	182,378,270	11,019,202
Note payable*	1,220,000	-	180,000	1,040,000	180,000
Other long term payable **	-	4,375,552	437,555	3,937,997	437,555
Adjust for deferred amounts:					
Issuance discounts	(533,088)	-	(53,309)	(479,779)	-
Issuance premiums	12,676,441	1,700,762	1,286,978	13,090,225	-
Total bonds and notes	194,100,633	21,480,431	15,431,789	200,149,275	11,636,757
Workers' compensation***	2,696,111	1,593,801	875,065	3,414,847	409,782
Compensated absences***	4,129,626	3,156,710	3,059,057	4,227,279	507,274
	$200,926,370	$ 26,230,942	$ 19,365,911	$207,791,401	$ 12,553,813

Business-Type Activities	Beginning Balance	Additions	Deletions	Ending Balance	Current Portion
Bond antcipation notes	$ -	$ 618,303	$ -	$ 618,303	$ -
General obligation bonds	71,916,758	14,633,320	5,197,321	81,352,757	3,640,767
Public utility revenue bonds	99,529,934	-	6,312,571	93,217,363	6,391,904
Adjust for deferred amounts:					
Issuance premiums	4,483,341	1,661,054	435,003	5,709,392	-
Total bonds and notes	175,930,033	16,912,677	11,944,895	180,897,815	10,032,671
Workers' compensation	256,986	99,718	84,359	272,345	32,681
Compensated absences	551,727	479,219	474,184	556,762	66,811
	$176,738,746	$ 17,491,614	$ 12,503,438	$181,726,922	$ 10,132,163

*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.

** An intangible asset was obtained concurrent with the recordation of this long term payable. Neither instrument constituted a source or a use of current financial resources; therefore, they are not reflected in the fund financial statements. The intangible asset is included in capital assets in Exhibit 1.

***For governmental activities, a portion of the workers' compensation and compensated absences 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.

Note 9: Long-Term Liabilities (continued)

Primary Government *(continued)*:

Debt Service to Maturity:

Year Ending June 30	Governmental Activities					
	General Obligation		Note Payable		Other Long Term Payable	
	Principal	Interest	Principal	Interest	Principal	Interest
2019	$ 11,019,202	$ 7,437,876	$ 180,000	$ 20,215	$ 437,555	$ -
2020	11,272,873	7,013,322	180,000	17,326	437,555	-
2021	11,570,557	6,578,012	180,000	13,852	437,555	-
2022	11,643,537	6,112,215	180,000	9,955	437,555	-
2023	12,448,617	5,610,385	320,000	3,920	437,555	-
2024-2028	51,352,600	20,508,904	-	-	1,750,222	-
2029-2033	32,250,987	11,856,244	-	-	-	-
2034-2038	22,711,984	6,209,738	-	-	-	-
2039-2043	15,457,913	2,229,111	-	-	-	-
2044	2,650,000	106,000	-	-	-	-
	$ 182,378,270	$ 73,661,807	$ 1,040,000	$ 65,268	$ 3,937,997	$ -

Year Ending June 30	Business-Type Activities					
	General Obligation					
	Water Fund		Airport Fund		Sewer Fund	
	Principal	Interest	Principal	Interest	Principal	Interest
2019	$ 1,939,221	$ 2,337,209	$ 94,318	$ 45,250	$ 1,607,228	$ 991,577
2020	1,812,819	2,259,208	63,265	39,939	1,384,935	940,838
2021	1,774,245	2,186,566	66,702	36,776	1,287,423	895,385
2022	1,783,800	2,115,369	69,871	33,441	1,302,225	849,626
2023	2,221,672	2,024,576	73,567	29,947	1,406,338	795,277
2024-2028	11,292,712	8,444,745	329,143	94,372	6,149,158	3,138,350
2029-2033	12,023,689	5,780,099	234,913	47,556	5,305,411	2,038,689
2034-2038	12,825,065	3,103,689	159,952	9,697	4,662,999	1,118,390
2039-2043	6,626,000	740,127	-	-	2,581,086	407,363
2044-2046	1,240,000	66,150	-	-	1,035,000	59,050
	$ 53,539,223	$ 29,057,738	$ 1,091,731	$ 336,978	$ 26,721,803	$ 11,234,545

Year Ending June 30	Business-Type Activities			
	Revenue Bonds			
	Sewer Fund		Stormwater Fund	
	Principal	Interest	Principal	Interest
2019	$ 6,351,572	$ 60,988	$ 40,332	$ -
2020	5,816,175	20,775	40,332	-
2021	5,255,995	5,345	40,332	-
2022	4,774,022	-	40,332	-
2023	4,774,022	-	40,331	-
2024-2028	23,243,648	-	201,657	-
2029-2033	18,762,958	-	201,657	-
2034-2038	14,774,841	-	201,657	-
2039-2043	7,919,167	-	-	-
2044-2045	738,333	-	-	-
	$ 92,410,733	$ 87,108	$ 806,630	$ -

Note 9: Long-Term Liabilities (continued)

September 26, 2017 General Obligation Public Improvement Refunding Bonds, Series 2017

The City issued $29,100,000 of General Obligation Public Improvement Refunding Bonds, Series 2017 on September 26, 2017 with an average interest rate of 3.61% from its competitive bond sale on September 12, 2017. The proceeds of the Series 2017 Bond will be used to (i) advance refund and defease certain maturities of the City's outstanding General Obligation Public Improvement Bonds, Series 2009A (the "2009A Bonds), (ii) advance refund, pursuant to a crossover refunding, all of the City's outstanding General Obligation Public Improvement Bonds, Series 2009B (the "2009B Bonds"), (iii) pay interest on the Series 2017 Bonds until the Crossover Date, and (iv) pay the costs of issuance of the Series 2017 Bonds. The refunding reduced the total debt service payments over the next 22 years by $4,569,704 and resulted in an economic gain (difference between the present values of the debt service payments on the old and new debt) of $3,422,230.

As part of the above refunding, $3,165,000 of bonds with an average interest rate of 3.00% were issued to advance refund $3,090,000 of principal for the 2009A Bonds. 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 2021 and FY 2022. The City will fund maturities through FY 2020. As of the bond closing date of September 26, 2017, 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 4 years by $148,506 and resulted in an economic gain (difference between the present values of the debt service payments on the old and new debt) of $149,451. This advance refunding resulted in the total difference between the reacquisition price and the net carrying value of the old debt of $231,064. 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 2022 over the life of the refunded bonds. The outstanding principal of the Series 2009A Bonds in-substance defeased will be $3,090,000 until the redemption date of August 1, 2019.

Also as part of the above refunding, $25,935,000 of bonds with an average interest rate of 3.63% were issued to advance refund, pursuant to a crossover refunding, $27,420,000 of principal for the 2009B Bonds. 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 to (i) pay when due the interest on the Series 2017 Refunding bonds to August 1, 2019 (the "Crossover Date") and (ii) to pay the principal of the Refunded Bonds upon their redemption on the Crossover Date. The Refunded Bonds have not been defeased and the debt service on such Refunded Bonds to the Crossover Date shall remain a general obligation of the City. The crossover refunding will reduce the total debt service payments over the next 22 years by $4,421,198 and resulted in an economic gain (difference between the present values of the debt service payments on the old and new debt) of $3,272,779. This advance refunding resulted in the total difference between the reacquisition price and the net carrying value of the old debt of $1,177,355. This difference will be reported in the financial statements as deferred debt charges, and will be amortized as a component of interest expense through FY 2040 over the remaining life of the refunded bonds, which is the same as the life of the refunding bonds.

June 19, 2018 General Obligation Public Improvement Bond Anticipation Notes, Series 2018

On June 19, 2018 the City issued a two-year General Obligation Bond Anticipation Note and concurrently entered into a line of credit Financing Agreement with Bank of America, N.A. The Agreement provided for borrowings of up to $50,000,000 to provide interim financing for qualifying City, School, Water, Sewer and Stormwater capital improvements. Interest on the unpaid principal is equal to 79% of 1-month London Interbank Offered Rate (LIBOR), plus 0.44%; and, computed on the basis of the actual number of days elapsed in a 360-day year . Interest is paid monthly. All outstanding amounts are due on June 15, 2020. Outstanding principal as of June 30 is $800,865.

Note 9: Long-Term Liabilities (continued)

Component Unit – Lynchburg City Schools:

The following is a summary of changes in other long-term liabilities for FY 2018:

	Beginning Balance	Additions	Deletions	Ending Balance	Current Portion
Compensated absences	$ 870,164	$ -	$ -	$ 870,164	$ -
Other post-employment benefits	4,969,758	-	-	4,969,758	-
	$ 5,839,922	$ -	$ -	$ 5,839,922	$ -

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 and Other	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	Percentage of Personal Income [2]	Total Primary Government - Net Bonded Debt Per Capita [2]
2009	$ 112,011	$ 30	$ 7,500	$ 2,660	$ 5,804	$ 2,186	$ 56,831	$ 4,000	$ 100,328	$ 637	$ 289,164	$ 291,987	12.00%	3,883
2010	139,180	11	-	2,480	5,274	2,168	71,749	-	109,907	1,162	328,601	331,931	13.33%	4,378
2011	129,807	-	-	2,300	4,723	3,251	68,005	-	125,601	2,150	330,436	335,837	12.88%	4,393
2012	120,078	-	-	2,120	4,285	3,007	63,936	80	127,973	2,000	318,472	323,479	11.91%	4,190
2013	114,209	-	-	1,940	-	2,763	59,864	5,194	122,876	1,849	304,083	308,695	11.42%	3,990
2014	114,519	-	-	1,760	-	2,424	56,083	7,159	117,270	1,711	296,791	300,926	10.66%	3,864
2015	186,515	-	-	1,580	-	11,087	70,415	-	111,236	2,871	369,746	383,704	13.14%	4,877
2016	191,848	-	-	1,400	-	12,877	76,395	-	104,998	4,722	374,641	392,240	13.16%	4,932
2017	180,737	-	-	1,220	-	12,143	71,917	-	99,530	4,483	353,404	370,030	12.28%	4,604
2018	182,378	-	183	4,978	-	12,610	81,353	618	93,217	5,709	362,727	381,046	12.65%	4,741

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 25 for population and per capita personal income information. For FY 2018 and FY 2017, the FY 2016 amount for per capita personal income of $37,488 was utilized to calculate the Percentage of Personal Income.

Note: Information taken from the FY 2018 Comprehensive Annual Financial Report, Statistical Table 21.

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]	Net Deferred Amounts [3]	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)	Bonded Debt Payable From Enterprise Fund Revenues [4]	Net Deferred Amounts Enterprise Funds [4]	Net Bonded Debt Governmental Funds Only [4]	Net Bonded Debt Governmental Funds Only To Assessed Value (Includes Net Deferred Amounts) [4]
2009	75,204	$ 5,463,547	$ 186,176	$ 2,823	$ 188,999	3.46%	$ 2,513	$ 60,831	$ 637	$ 127,531	2.33%
2010	75,826	5,764,489	216,214	3,330	219,544	3.81%	2,895	71,749	1,162	146,633	2.54%
2011	76,448	5,864,104	202,535	5,401	207,936	3.55%	2,720	68,005	2,150	137,781	2.35%
2012	77,203	5,888,828 [5]	188,379	5,007	193,386	3.28%	2,505	64,016	2,000	127,370	2.16%
2013	77,376	5,930,510 [5]	179,267	4,612	183,879	3.10%	2,376	65,058	1,849	116,972	1.97%
2014	77,874	5,945,181 [5]	177,761	4,135	181,896	3.06%	2,336	63,242	1,711	116,943	1.97%
2015	78,675	6,006,197 [5]	256,930	13,958	270,888	4.51%	3,443	70,415	2,871	197,602	3.29%
2016	79,531	6,141,752 [5]	268,243	17,599	285,842	4.65%	3,594	76,395	4,722	204,725	3.33%
2017	80,380	6,209,849 [5]	252,654	16,626	269,280	4.34%	3,350	71,917	4,483	192,880	3.11%
2018	80,380	6,188,826 [6]	264,532	18,319	282,851	4.57%	3,519	81,971	5,709	195,171	3.15%

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

[1] See Table 15 for Assessed Valuations and Table 25 for population information.
[2] Includes governmental and business type activity general obligation principal only and excludes City of Lynchburg Public Utility revenue bonds.
[3] Net Deferred Amounts include Premiums and Discounts.
[4] Per City Council Adopted Debt Polices, total tax-supported debt will not exceed 4.5% of the net assessed valuation of taxable property in the City of Lynchburg.
For the purpose of this policy, tax-supported obligations are defined as those that are expected to be repaid from 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 the calculations of tax-supported bonds.
The City is including a ratio of Governmental Fund debt only to prove adherance to internal debt policies.
[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 2019 to reflect all four billings.

Note: Information taken from the FY 2018 Comprehensive Annual Financial Report, Statistical Table 22.

Legal Debt Margin Information
(dollars in thousands)

Legal Debt Margin Calculation for Fiscal Year 2018

Real Property Assessed Value	$ 5,227,905
Public Service Corporations Real Property Assessed Value	193,805
Total Real Property Assessed Value [1]	5,421,710
Debt limit (10% of assessed value)	542,171
Debt applicable to limit:	
Less: General Obligation Debt	(264,532)
Legal Debt Margin	$ 277,639

	Fiscal Years				
Description	**2009**	**2010**	**2011**	**2012**	**2013**
Debt limit	$ 479,591	$ 506,924	$ 514,821	$ 513,186	$ 517,062
Total net debt applicable to limit	180,372	210,940	197,812	184,094	179,267
Legal debt margin	$ 299,219	$ 295,984	$ 317,009	$ 329,092	$ 337,795
Total net debt applicable to the limit as a percentage of the debt limit	37.61%	41.61%	38.42%	35.87%	34.67%
	2014	**2015**	**2016**	**2017**	**2018**
Debt limit	$ 516,248	$ 520,266	$ 532,834	$ 536,633	$ 542,171
Total net debt applicable to limit	177,761	256,930	268,243	252,654	264,532
Legal debt margin	$ 338,487	$ 263,336	$ 264,591	$ 283,979	$ 277,639
Total net debt applicable to the limit as a percentage of the debt limit	34.43%	49.38%	50.34%	47.08%	48.79%

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.

Note: Information taken from the FY 2018 Comprehensive Annual Financial Report, Statistical Table 23.

General Fund	FY 2020 Debt [1] Per 6/30/18 Debt Book	Series 2017, [2] Crossover Refunding of Series 2009B Bonds	Series 2018 [3] Line of Credit Interest Estimate	VRA Loan [4] Adjustments	**FY 2020 Budget**
General Obligation- Principal- City	$4,776,983	$0	$0	$0	$4,776,983
General Obligation- Interest-City	2,284,960	(124,393)			2,160,567
Line of Credit- Interest - City	0		100,000		100,000
General Obligation Debt- Principal- Stadium	490,379				490,379
General Obligation- Interest-Stadium	303,071				303,071
General Obligation Debt- Principal- Group Home	185,000				185,000
General Obligation- Interest-Group Home	131,900				131,900
Debt Service Charges	1,450				1,450
Total	$8,173,743	($124,393)	$100,000	$0	$8,149,350

Detention Home Fund	FY 2020 Debt [1] Per 6/30/18 Debt Book	Series 2017, [2] Crossover Refunding of Series 2009B Bonds	Series 2018 [3] Line of Credit Interest Estimate	VRA Loan Adjustments	**FY 2020 Budget**
General Obligation- Principal	$30,555	$0	$0	$0	$30,555
General Obligation- Interest	2,771				2,771
Total	$33,326	$0	$0	$0	$33,326

Water Fund	FY 2020 Debt [1] Per 6/30/18 Debt Book	Series 2017, [2] Crossover Refunding of Series 2009B Bonds	Series 2018 [3] Line of Credit Interest Estimate	VRA Loan Adjustments	**FY 2020 Budget**
General Obligation- Principal	$1,812,819	$0	$0	$0	$1,812,819
General Obligation- Interest	2,259,209	(359,426)			1,899,783
Line of Credit- Interest	0		155,768		155,768
Debt Service Charges	1,870				1,870
Total	$4,073,898	($359,426)	$155,768	$0	$3,870,240

See page 231 for notes and footnotes.

Sewer Fund	FY 2020 Debt [1] Per 6/30/18 Debt Book	Series 2017, [2] Crossover Refunding of Series 2009B Bonds	Series 2018 [3] Line of Credit Interest Estimate	VRA Loan Adjustments	FY 2020 Budget
General Obligation- Principal	$1,384,936	$0	$0	$0	$1,384,936
General Obligation- Interest	940,838	(65,647)			875,191
Line of Credit- Interest	0		257,520		257,520
Revenue Bonds- Principal	5,816,175				5,816,175
Revenue Bonds - Interest	20,776				20,776
Debt Service Charges	490				490
Total	$8,163,215	($65,647)	$257,520	$0	$8,355,088

Stormwater Fund	FY 2020 Debt [1] Per 6/30/18 Debt Book	Series 2017, [2] Crossover Refunding of Series 2009B Bonds	Series 2018 [3] Line of Credit Interest Estimate	VRA Loan [4] Adjustments	FY 2020 Budget
Revenue Bonds- Principal	$40,332	$0	$0	$40,000	$80,332
Line of Credit- Interest	0		27,343		27,343
Debt Service Charges	0				0
Total	$40,332	$0	$27,343	$40,000	$107,675

Airport Fund	FY 2020 Debt [1] Per 6/30/18 Debt Book	Series 2017, [2] Crossover Refunding of Series 2009B Bonds	Series 2018 [3] Line of Credit Interest Estimate	VRA Loan [3] Adjustments	FY 2020 Budget
General Obligation- Principal	$63,266	$0	$0	$0	$63,266
General Obligation- Interest	39,939			0	39,939
Total	$103,205	$0	$0	$0	$103,205

See page 231 for notes and footnotes.

Fleet Services Fund	FY 2020 Debt [1] Per 6/30/18 Debt Book	Series 2017, [2] Crossover Refunding of Series 2009B Bonds	Series 2018 [3] Line of Credit Interest Estimate	VRA Loan Adjustments	**FY 2020 Budget**
General Obligation- Principal	$344,817	$0	$0	$0	$344,817
General Obligation- Interest	128,804			0	128,804
Total	$473,621	$0	$0	$0	$473,621

Notes:

The Schools debt service is budgeted in the General Fund.

[1] Information for FY 2020 existing debt service (cash basis) per the City's Debt Book as of 6/30/18.
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 2020 interest payments are $295,615.34 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 2019.

[2] The City issued Public Improvement Refunding Bonds, Series 2017 on September 26, 2017. The refunding included a crossover advanced refunding of the Series 2009B Taxable Build America Bonds. During a crossover refunding, the refunded bonds are not considered defeased until the call date, which is on 8/1/2019. The City is required to continue making payments on the 2009B bonds until the bonds are called. For this reason, the City is also carrying the full value of the 2009B bonds and is showing a full years payment for FY 2020 in the debt book. The City will only make one payment against the 2009B bonds in FY 2020, therefore, the second payment is being adjusted out for budget purposes.

Also related to the crossover refunding:

As noted above, the City will continue to make all scheduled interest payments associated with this bond issue until the Crossover/Call date of the bonds, 8/1/2019. This interest expense will be funded with current resources.

The City is also responsible for recording all of the interest expenses related to the Series 2017 bonds. The interest associated with the crossover refunding portion of the 2017 bond issue will be funded with proceeds from the bond sale that are being held in an escrow account at US Bank. These bond proceeds were recorded by the City in FY 2018 and were closed into fund balance as of 6/30/2018. Monies set aside in the escrow account will be shown as Restricted Fund balance at fiscal year end and will be considered a use of fund balance for budget purposes. Use of restricted fund balance per fund is: General-City Capital $73,946.95, General-School Capital- $174,204.73, Water- $215,763.37 and Sewer- $39,109.95.

[3] The City issued a two year $50M draw down line of credit with Bank of America in June 2018. The City makes monthly interest payments on the drawn down amounts. Interest is variable and is calculated at 79% times the 1-month LIBOR rate plus .44%. The amount listed above is an estimated interest expense due on the line of credit during FY 2020 based on project draw downs and project spending.

[4] The Stormwater Fund will have an amendment to a current VRA loan in late spring 2019 to add an additional project. This amendment will increase yearly debt service.

Schools Debt Service (General Fund Appropriation)

Schools	FY 2020 Debt [1] Per 6/30/18 Debt Book	Series 2017, [2] Crossover Refunding of Series 2009B Bonds	Series 2018 [3] Line of Credit Interest Estimate	**FY 2020 Budget**
General Obligation- Principal	$5,445,140	$0	$0	$5,445,140
General Obligation- Interest	4,161,818	(295,150)		3,866,668
Interest-Line of Credit	0		192,000	192,000
Total School Debt Service	$9,606,958	($295,150)	$192,000	$9,503,808
Plus:				
Debt Service Charges	5,315			5,315
Local City Share for School Debt Service	$9,612,273	($295,150)	$192,000	$9,509,123

Notes:

The Schools debt service is budgeted in the General Fund.

[1] Information for FY 2020 existing debt service (cash basis) per the City's Debt Book as of 6/30/18.
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 2020 interest payments are $295,615.34 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 2019.

[2] The City issued Public Improvement Refunding Bonds, Series 2017 on September 26, 2017. The refunding included a crossover advanced refunding of the Series 2009B Taxable Build America Bonds. During a crossover refunding, the refunded bonds are not considered defeased until the call date, which is on 8/1/2019. The City is required to continue making payments on the 2009B bonds until the bonds are called. For this reason, the City is also carrying the full value of the 2009B bonds and is showing a full years payment for FY 2020 in the debt book. The City will only make one payment against the 2009B bonds in FY 2020, therefore, the second payment is being adjusted out for budget purposes.

Also related to the crossover refunding:

As noted above, the City will continue to make all scheduled interest payments associated with this bond issue until the Crossover/Call date of the bonds, 8/1/2019. This interest expense will be funded with current resources.

The City is also responsible for recording all of the interest expenses related to the Series 2017 bonds. The interest associated with the crossover refunding portion of the 2017 bond issue will be funded with proceeds from the bond sale that are being held in an escrow account at US Bank. These bond proceeds were recorded by the City in FY 2018 and were closed into fund balance as of 6/30/2018. Monies set aside in the escrow account will be shown as Restricted Fund balance at fiscal year end and will be considered a use of fund balance for budget purposes. Use of restricted fund balance per fund is: General-City Capital $73,946.95, General-School Capital- $174,204.73, Water- $215,763.37 and Sewer- $39,109.95.

[3] The City issued a two year $50M draw down line of credit with Bank of America in June 2018. The City makes monthly interest payments on the drawn down amounts. Interest is variable and is calculated at 79% times the 1-month LIBOR rate plus .44%. The amount listed above is an estimated interest expense due on the line of credit during FY 2020 based on project draw downs and project spending.

Schools Operating Fund. The General Fund provides funding for the Lynchburg City Schools for Operations.

	Actual FY 2018	Adopted FY 2019	Agency Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
AGENCY SUMMARY					
BEGINNING BALANCE	**$1,760,977**	**$0**	**$0**	**$0**	**$0**
OPERATING REVENUES					
State	$50,836,768	$53,104,855	$53,670,715	$53,670,715	$53,670,715
Federal	760,284	463,500	488,500	488,500	488,500
Other	2,290,753	2,075,554	2,192,394	2,192,394	2,192,394
Local - Operating	38,824,342	42,028,498[1]	42,028,498	42,028,498	42,890,498
TOTAL OPERATING REVENUES	**$92,712,147**	**$97,672,407**	**$98,380,107**	**$98,380,107**	**$99,242,107**
GRANT REVENUES					
Grants	$11,275,871	$11,249,561	$11,249,561	$11,249,561	$11,249,561
TOTAL GRANT REVENUES	**$11,275,871**	**$11,249,561**	**$11,249,561**	**$11,249,561**	**$11,249,561**
TOTAL REVENUES	**$103,988,018**	**$108,921,968**	**$109,629,668**	**$109,629,668**	**$110,491,668**
OPERATING EXPENDITURES					
Operations	$93,833,876	$97,672,407	$98,380,107	$98,380,107	$99,242,107
TOTAL OPERATING EXPENDITURES	**$93,833,876**	**$97,672,407**	**$98,380,107**	**$98,380,107**	**$99,242,107**
GRANT EXPENDITURES					
Grant Funded Expenditures	$11,275,871	$11,249,561	$11,249,561	$11,249,561	$11,249,561
TOTAL GRANT EXPENDITURES	**$11,275,871**	**$11,249,561**	**$11,249,561**	**$11,249,561**	**$11,249,561**
TOTAL EXPENDITURES	**$105,109,747**	**$108,921,968**	**$109,629,668**	**$109,629,668**	**$110,491,668**
ENDING BALANCE	**$639,248**	**$0**	**$0**	**$0**	**$0**

Source: Lynchburg City Schools

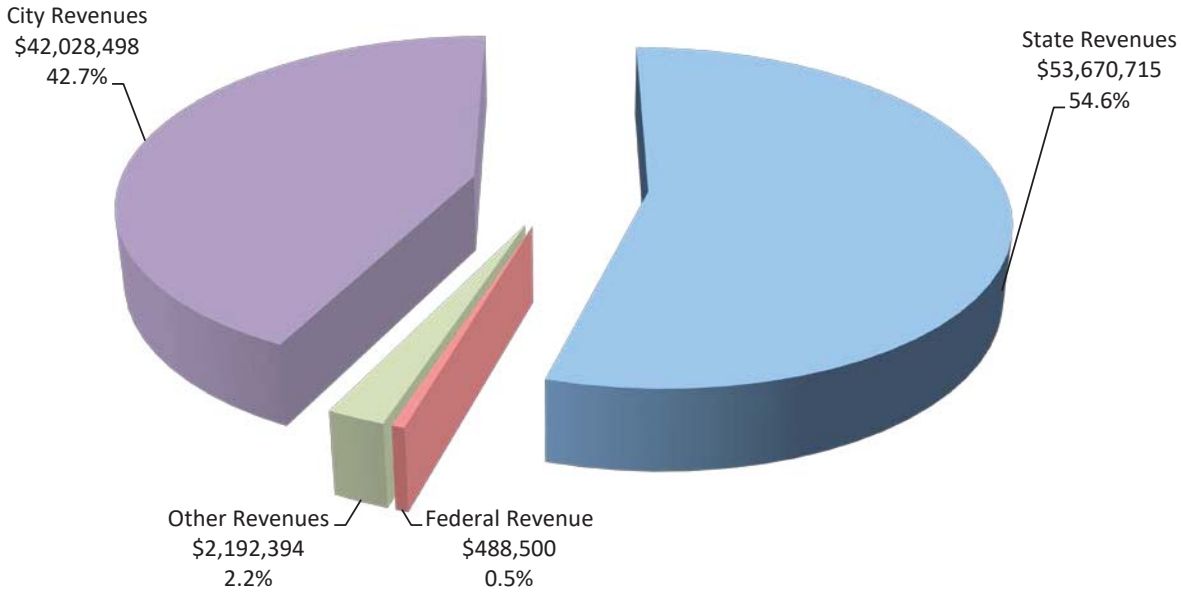
[1] Local - Operating amount Adopted by City Council for FY 2019.

Schools – Operating Fund Revenue Summary

	Actual FY 2018	Adopted FY 2019	Agency Submitted FY 2020	Manager's Proposed FY 2020	Inc/(Dec) Adopted from Proposed
Average Daily Membership	7,978.94	7,921.55	7,742.80	7,742.80	(178.75)
OPERATING REVENUES					
State Revenues					
State	$40,144,328	$42,226,410	$41,992,063	$41,992,063	($234,347)
State Sales Tax	10,692,440	10,878,445	11,678,652	11,678,652	800,207
Total State Revenues	**$50,836,768**	**$53,104,855**	**$53,670,715**	**$53,670,715**	**$565,860**
Federal Revenue	**$760,284**	**$463,500**	**$488,500**	**$488,500**	**$25,000**
Other Revenues					
Miscellaneous Revenue	$478,432	$376,250	$285,000	$285,000	($91,250)
Charges for Services	1,812,321	1,699,304	1,907,394	1,907,394	208,090
Total Other Revenues	**$2,290,753**	**$2,075,554**	**$2,192,394**	**$2,192,394**	**$116,840**
City Revenues					
Local - Operating	$38,824,342	$42,028,498	$42,028,498	$42,028,498	$0
Total City Revenues	**$38,824,342**	**$42,028,498**	**$42,028,498**	**$42,028,498**	**$0**
TOTAL OPERATING REVENUES [1]	**$92,712,147**	**$97,672,407**	**$98,380,107**	**$98,380,107**	**$707,700**

[1] Grant funds not included.

Source: Lynchburg City Schools



Schools – Operating Fund Revenue Detail

	Actual FY 2018	Adopted FY 2019	Agency Submitted FY 2020	Manager's Proposed FY 2020	Inc/(Dec) Adopted from Proposed
OPERATING REVENUES					
STATE REVENUES					
State Sales Tax	$10,692,440	$10,878,445	$11,678,652	$11,678,652	$800,207
SOQ Programs					
Basic Aid	21,765,335	22,885,425	21,915,111	21,915,111	(970,314)
Textbooks	557,966	502,501	491,162	491,162	(11,339)
Vocational Education	401,524	628,813	614,623	614,623	(14,190)
Gifted Education	243,964	249,529	243,898	243,898	(5,631)
Special Education	2,815,752	3,044,252	2,975,558	2,975,558	(68,694)
Prevention, Intervention, & Remediation	1,479,032	1,492,182	1,458,511	1,458,511	(33,671)
Fringe Benefits	4,874,199	4,920,709	4,853,574	4,853,574	(67,135)
English as a Second Language	148,422	154,277	131,814	131,814	(22,463)
Remedial Summer School	186,695	218,153	124,428	124,428	(93,725)
Incentive Programs					
At Risk	843,610	1,584,718	576,945	576,945	(1,007,773)
Compensation Supplement	231,854	0	956,174	956,174	956,174
Special Ed - Regional Tuition	0	361,153	977,408	977,408	616,255
Early Reading Specialists Initiative	20,502	82,509	43,156	43,156	(39,353)
Math/Reading Instructional Specialists	0	41,254	43,156	43,156	1,902
Categorical Programs					
Special Ed - Homebound	93,734	93,167	108,209	108,209	15,042
Special Ed - Regional Tuition	22,271	0	0	0	0
Lottery Funded Programs					
Foster Care	188,242	202,382	217,714	217,714	15,332
At Risk	676,662	0	1,331,552	1,331,552	1,331,552
VA Preschool Initiative at Risk 4 YR OLDS	932,488	956,491	948,520	948,520	(7,971)
Early Reading Intervention	218,393	219,007	219,007	219,007	0
K-3 Primary Class Size	1,864,678	1,846,920	1,776,566	1,776,566	(70,354)
SOL Algebra Readiness	143,036	145,199	140,863	140,863	(4,336)
Special Ed - Regional Tuition	1,002,227	872,213	0	0	(872,213)
Career & Tech Education	39,233	48,323	51,755	51,755	3,432
Supplemental Lottery Per Pupil Allocation	1,394,509	1,677,233	1,792,359	1,792,359	115,126
TOTAL STATE REVENUES	**$50,836,768**	**$53,104,855**	**$53,670,715**	**$53,670,715**	**$565,860**

Source: Lynchburg City Schools

Schools – Operating Fund Revenue Detail (continued)

	Actual FY 2018	Adopted FY 2019	Agency Submitted FY 2020	Manager's Proposed FY 2020	Inc/(Dec) Adopted from Proposed
OPERATING REVENUES					
FEDERAL REVENUES					
Impact Aid	$9,406	$8,500	$8,500	$8,500	$0
Medicaid Reimbursement	618,643	350,000	350,000	350,000	0
Junior ROTC	132,235	105,000	130,000	130,000	25,000
TOTAL FEDERAL REVENUES	**$760,284**	**$463,500**	**$488,500**	**$488,500**	**$25,000**
OTHER REVENUES					
Miscellaneous					
Other Funds	$72,035	$55,000	$45,000	$45,000	($10,000)
Rebates & Refunds	21,136	86,250	40,000	40,000	(46,250)
Sale Other Equipment	28,500	10,000	15,000	15,000	5,000
Insurance Adjustments	66,047	5,000	50,000	50,000	45,000
E-Rate Reimbursements	154,965	80,000	0	0	(80,000)
Print Production	55,338	50,000	50,000	50,000	0
School Nutrition Utilities	80,411	90,000	85,000	85,000	(5,000)
Total Miscellaneous	**$478,432**	**$376,250**	**$285,000**	**$285,000**	**($91,250)**
Charges for Services					
Rents - LAUREL	$123,000	$123,000	$123,000	$123,000	$0
Rents - CVGS	43,000	43,000	43,000	43,000	0
Tuition - Day School	106,127	100,000	100,000	100,000	0
GED Testing Fees	27,885	25,000	25,000	25,000	0
Tuition - Summer School	43,442	30,000	40,000	40,000	10,000
Tuition - NonCenter Based	575,178	600,000	600,000	600,000	0
Special Pupil Fees	16,759	25,000	18,000	18,000	(7,000)
Bus Rentals	430,609	325,000	400,000	400,000	75,000
Dual Enrollment	146,043	150,000	150,000	150,000	0
Facility Rentals	128,490	75,000	125,000	125,000	50,000
Indirect Cost from Grants	171,788	203,304	283,394	283,394	80,090
Total Charges for Services	**$1,812,321**	**$1,699,304**	**$1,907,394**	**$1,907,394**	**$208,090**
TOTAL OTHER REVENUES	**$2,290,753**	**$2,075,554**	**$2,192,394**	**$2,192,394**	**$116,840**
CITY REVENUES					
Local - Operating	$38,824,342	$42,028,498	$42,028,498	$42,028,498	$0
TOTAL CITY REVENUES	**$38,824,342**	**$42,028,498**	**$42,028,498**	**$42,028,498**	**$0**
TOTAL OPERATING REVENUES [1]	**$92,712,147**	**$97,672,407**	**$98,380,107**	**$98,380,107**	**$707,700**

[1] Grant funds not included.

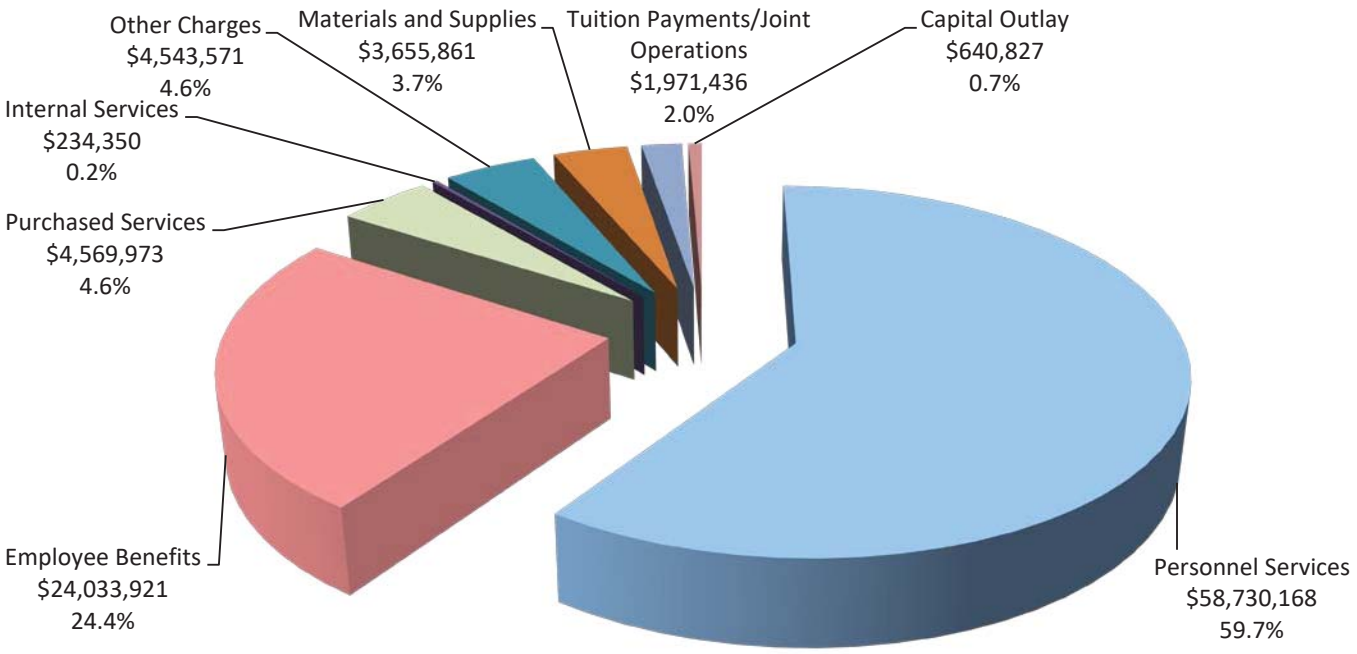
Source: Lynchburg City Schools

Schools – Operating Fund Expenditure Summary

	Actual FY 2018	Adopted FY 2019	Agency Submitted FY 2020	Manager's Proposed FY 2020	Inc/(Dec) Adopted from Proposed
OPERATING EXPENDITURES					
Personnel Services & Employee Benefits					
Personnel Services	$57,142,915	$58,227,701	$58,730,168	$58,730,168	$502,467
Employee Benefits	21,654,053	23,828,688	24,033,921	24,033,921	205,233
Subtotal Personnel Services & Employee Benefits	***$78,796,968***	***$82,056,389***	***$82,764,089***	***$82,764,089***	***$707,700***
Non-Personnel Accounts					
Purchased Services	$4,068,998	$4,569,973	$4,569,973	$4,569,973	$0
Internal Services	168,596	234,350	234,350	234,350	0
Other Charges	4,387,460	4,543,571	4,543,571	4,543,571	0
Materials and Supplies	3,393,976	3,655,861	3,655,861	3,655,861	0
Debt Service & Fund Transfers	1,530,402	1,971,436	1,971,436	1,971,436	0
Capital Outlay	1,487,476	640,827	640,827	640,827	0
Subtotal Non-Personnel Accounts	***$15,036,908***	***$15,616,018***	***$15,616,018***	***$15,616,018***	***$0***
TOTAL OPERATING EXPENDITURES [1]	**$93,833,876**	**$97,672,407**	**$98,380,107**	**$98,380,107**	**$707,700**

[1] Grant funds not included.

Source: Lynchburg City Schools



Schools – Operating Fund Expenditures by Major Category

	Actual FY 2018	Adopted FY 2019	Agency Submitted FY 2020	Manager's Proposed FY 2020	Inc/(Dec) Adopted from Proposed
OPERATING EXPENDITURES					
INSTRUCTION					
Personnel Services	$45,403,957	$46,038,223	$46,435,503	$46,435,503	$397,280
Employee Benefits	17,058,442	18,378,076	18,536,364	18,536,364	158,288
Purchased Services	1,878,156	2,079,235	2,079,235	2,079,235	0
Internal Services	135,473	162,650	162,650	162,650	0
Other Charges	158,069	266,817	266,817	266,817	0
Materials and Supplies	1,112,369	1,627,243	1,627,243	1,627,243	0
Tuition Payments/Joint Operations	1,530,402	1,971,436	1,971,436	1,971,436	0
Capital Outlay	0	5,000	5,000	5,000	0
TOTAL INSTRUCTION	**$67,276,868**	**$70,528,680**	**$71,084,248**	**$71,084,248**	**$555,568**
ADMINISTRATION					
Personnel Services	$3,093,633	$3,319,065	$3,347,706	$3,347,706	$28,641
Employee Benefits	1,889,702	2,265,043	2,284,551	2,284,551	19,508
Purchased Services	526,371	592,535	592,535	592,535	0
Internal Services	19,950	15,500	15,500	15,500	0
Other Charges	766,082	735,375	735,375	735,375	0
Materials and Supplies	80,739	118,707	118,707	118,707	0
TOTAL ADMINISTRATION	**$6,376,477**	**$7,046,225**	**$7,094,374**	**$7,094,374**	**$48,149**
PUPIL TRANSPORTATION					
Personnel Services	$3,236,909	$3,293,120	$3,321,537	$3,321,537	$28,417
Employee Benefits	935,199	1,147,962	1,157,849	1,157,849	9,887
Purchased Services	88,983	158,120	158,120	158,120	0
Internal Services	11,292	55,200	55,200	55,200	0
Other Charges	233,310	275,477	275,477	275,477	0
Materials and Supplies	787,415	829,938	829,938	829,938	0
Capital Outlay	1,131,568	300,000	300,000	300,000	0
TOTAL PUPIL TRANSPORTATION	**$6,424,676**	**$6,059,817**	**$6,098,121**	**$6,098,121**	**$38,304**
OPERATION AND MAINTENANCE					
Personnel Services	$3,777,842	$3,928,231	$3,962,130	$3,962,130	$33,899
Employee Benefits	1,197,218	1,389,623	1,401,592	1,401,592	11,969
Purchased Services	1,074,618	1,223,896	1,223,896	1,223,896	0
Other Charges	3,154,797	3,236,802	3,236,802	3,236,802	0
Materials and Supplies	1,092,444	745,503	745,503	745,503	0
Capital Outlay	51,328	105,000	105,000	105,000	0
TOTAL OPERATION AND MAINTENANCE	**$10,348,247**	**$10,629,055**	**$10,674,923**	**$10,674,923**	**$45,868**

Source: Lynchburg City Schools

Schools – Operating Fund Expenditures by Major Category (continued)

	Actual FY 2018	Adopted FY 2019	Agency Submitted FY 2020	Manager's Proposed FY 2020	Inc/(Dec) Adopted from Proposed
FACILITIES					
Personnel Services	$24,202	$55,464	$55,942	$55,942	$478
Employee Benefits	1,936	46,565	46,966	46,966	401
Capital Outlay	0	20,000	20,000	20,000	0
TOTAL FACILITIES	**$26,138**	**$122,029**	**$122,908**	**$122,908**	**$879**
OTHER NON-INSTRUCTIONAL OPERATIONS					
Personnel Services	$45	$0	$0	$0	$0
Purchased Services	6,955	5,000	5,000	5,000	0
Internal Services	734	500	500	500	0
Other Charges	0	5,000	5,000	5,000	0
Materials and Supplies	8,957	10,500	10,500	10,500	0
TOTAL OTHER NON-INSTRUCTIONAL OPERATIONS	**$16,691**	**$21,000**	**$21,000**	**$21,000**	**$0**
TECHNOLOGY					
Personnel Services	$1,606,327	$1,593,598	$1,607,350	$1,607,350	$13,752
Employee Benefits	571,556	601,419	606,599	606,599	5,180
Purchased Services	493,915	511,187	511,187	511,187	0
Internal Services	1,147	500	500	500	0
Other Charges	75,202	24,100	24,100	24,100	0
Materials and Supplies	312,052	323,970	323,970	323,970	0
Capital Outlay	304,580	210,827	210,827	210,827	0
TOTAL TECHNOLOGY	**$3,364,779**	**$3,265,601**	**$3,284,533**	**$3,284,533**	**$18,932**
TOTAL OPERATING EXPENDITURES [1]	**$93,833,876**	**$97,672,407**	**$98,380,107**	**$98,380,107**	**$707,700**

[1] Grant funds not included.

Source: Lynchburg City Schools

Schools – Operating Fund Grant Detail

	Agency Submitted FY 2020
Federal Grants and Programs	
Carl Perkins Vocational	$227,979
Individuals with Disabilities Section 619-A - Pre-School Incentive	61,129
21 st Century Grant	1,400,000
National Board Incentive	15,000
Title I - Improving America's School Act	3,768,936
Title I, Part D - Neglected, Delinquent or At Risk	63,444
Titel II A Improving Teacher Quality	566,187
Title III, Part A - English Language Acquisition & Academic Achievement	24,236
Title IV-A Student Support and Academic Achievement	250,000
Title VI-B - Special Education	2,229,306
Total Federal Grants and Programs	**$8,606,217**
Commonwealth of Virginia Grants and Programs	
Alternative Educating Regional Grant	$318,430
Blue Ridge Regional Jail (SPED Jail Program)	216,050
Detention Home and Child Development Clinic	800,000
e-Learning Backpack Grant	260,000
Educational Technology Initiative Bond	416,000
Gear-Up Grant	113,000
Industry Certification Grant	25,000
Project Graduation	48,316
Parent Resource Center	4,909
ISAEP (GED funding)	23,576
Year Round School Planning Grant	239,740
Mentor Teacher Grant	12,823
National Board Certification Grant	7,500
Homeless Grant	16,500
Total Commonwealth of Virginia Grants and Programs	**$2,501,844**
Local Grants and Programs	
Ed Foundation Grants	$70,000
House Construction Account	14,000
Local Grants	15,000
Enrichment Summer School	40,000
Partners in Education	2,500
Total Local Grants	**$141,500**
Total Grants and Special Programs	**$11,249,561**

Source: Lynchburg City Schools

Schools – Employees and Enrollment

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Elementary School Membership	3,936	3,934	3,968	3,987	3,975	4,020	3,921	3,982	3,985	3,839
Secondary School Membership	4,583	4,438	4,359	4,317	4,133	4,171	4,216	4,191	4,270	4,213
Total Membership	8,519	8,372	8,327	8,304	8,108	8,191	8,137	8,173	8,255	8,052
Teachers and Administrators [1]	780	759	977	851	836	850	967	1,019	994	948
Other Employees	482	449	466	478	505	458	426	434	479	404
Total Employees	1,262	1,208	1,443	1,329	1,341	1,308	1,393	1,453	1,473	1,352
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.
Note: The elementary school, secondary school, and total membership numbers reported for 2018 in the FY 2018 CAFR were incorrect. These numbers have been updated for the Budget Book.

Actual Average Daily Student Enrollment by Grade & Fiscal Year
(Based on September 30th Actual Enrollment)

Grade	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
K	732	718	696	740	735	732	567	667	670	636
1	673	702	726	705	720	738	719	701	653	664
2	648	648	670	676	662	692	696	677	695	630
3	653	632	620	643	643	619	658	675	675	624
4	608	639	629	615	601	642	638	637	662	653
5	622	595	627	608	614	597	643	625	630	632
6	635	598	605	621	609	604	615	619	630	591
7	604	619	593	586	608	607	608	597	616	609
8	614	581	622	593	567	613	585	597	613	595
9	797	706	642	669	629	599	639	610	641	646
10	732	719	666	580	623	609	596	619	595	623
11	702	619	672	625	534	606	612	591	605	549
12	499	596	559	643	563	533	561	558	570	600
Total	8,519	8,372	8,327	8,304	8,108	8,191	8,137	8,173	8,255	8,052

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 2018	Adopted FY 2019	Agency Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
GREATER LYNCHBURG TRANSIT COMPANY SUMMARY					
REVENUES					
Fares - Fixed Route	$575,165	$642,000	$574,459	$574,459	$574,459
Fares - Para-transit Service	68,888	81,000	68,652	68,652	68,652
Contracts (LC Access)	24,540	25,032	25,533	25,533	25,533
Contracts (CVCC Access)	54,106	55,200	56,304	56,304	56,304
Advertising	107,451	75,000	95,000	95,000	95,000
Other	66,072	65,075	66,073	66,073	66,073
Federal Operating	2,274,007	2,274,007	1,976,112	1,976,112	1,976,112
State Operating	1,692,950	1,686,606	2,029,762	2,029,762	2,029,762
City Operating	1,451,062	1,728,785	1,642,346	1,642,346	1,642,346
City Return of Fund Balance	0	0	86,439	86,439	86,439
Amherst County	73,313	73,313	76,275	76,275	76,275
Non-Operating Revenue	8,014	3,905	8,013	8,013	8,013
Partners: Liberty	1,660,504	1,567,450	1,504,010	1,504,010	1,504,010
TOTAL REVENUES	**$8,056,072**	**$8,277,373**	**$8,208,978**	**$8,208,978**	**$8,208,978**
EXPENDITURES					
Labor	$3,603,839	$3,695,412	$3,659,287	$3,659,287	$3,659,287
Fringe Benefits	1,847,076	1,984,864	1,891,076	1,891,076	1,891,076
Services	432,876	448,606	457,062	457,062	457,062
Materials and Supplies	1,241,582	1,354,038	1,436,673	1,436,673	1,436,673
Utilities	194,530	188,642	199,134	199,134	199,134
Liability Insurance	489,710	305,780	315,107	315,107	315,107
Information Technology	169,785	182,314	171,215	171,215	171,215
Miscellaneous/Contingency	76,674	117,717	79,424	79,424	79,424
TOTAL EXPENDITURES	**$8,056,072**	**$8,277,373**	**$8,208,978**	**$8,208,978**	**$8,208,978**
BALANCE	**$0**	**$0**	**$0**	**$0**	**$0**

The Adopted 2019 Budget differs from the GLTC Revised FY 2019 Budget due to several revenue sources being adjusted after submitted to reflect actual allocations as well as actual receivables. Federal Operating, State Operating, and Fares were the largest revenues adjusted. The Revised FY 2019 Budget for GLTC is $ 8,226,085.

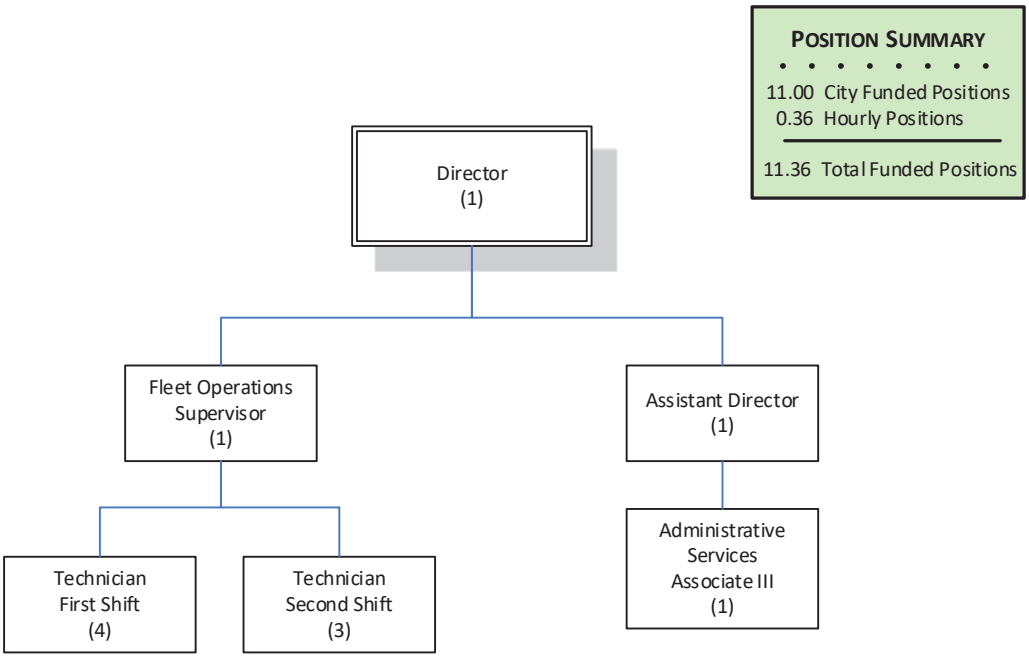
Lynchburg Business Development Centre Fund. This fund accounts for grant monies from the Economic Development Authority (EDA) which is a division of the Federal Department of Commerce. The funds are awarded to the City of Lynchburg and passed on to the Business Development Centre as a subgrantee. Its 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.

	Actual FY 2018	Adopted FY 2019	Agency Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
AGENCY SUMMARY					
REVENUES					
Revenues from loan repayments (principal and interest)	$0	$0	$0	$0	$0
TOTAL REVENUES	**$0**	**$0**	**$0**	**$0**	**$0**
EXPENDITURES	$0	$0	$0	$0	$0
TOTAL EXPENDITURES	**$0**	**$0**	**$0**	**$0**	**$0**

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, repairs and preventive maintenance, record keeping, and the disposal of all used fleet assets.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
FLEET FUND POSITION SUMMARY					
City Funded Full-Time	10.00	10.00	10.00	11.00	11.00
City Funded Part-Time	0.63	0.63	0.73	0.00	0.00
City Funded Hourly	0.73	0.73	0.36	0.36	0.36
TOTAL FTE	**11.36**	**11.36**	**11.09**	**11.36**	**11.36**
FLEET FUND SUMMARY					
REVENUES					
Warehouse Inventory	$509,710	$485,107	$489,035	$488,844	$488,844
Fuel Sales	1,000,743	1,193,850	1,060,355	1,063,043	1,063,043
Mechanical Work by Vendors	348,196	304,227	315,481	310,537	310,537
Vehicle Administration	267,840	358,177	347,441	327,629	327,629
Labor Sales	505,164	505,050	618,189	723,114	723,114
Vehicle Capital Charge	2,819,206	3,322,449	3,227,635	3,232,679	3,232,679
Interest on Investments	31,703	0	0	0	0
Sale/Salvage Surplus Property	295,361	200,000	200,000	200,000	200,000
Transfer from General Fund	325,493	46,995	547,723	473,621	473,621
Use of (Additions to) Unassigned Fund Balance	465,979	384,302	(88,884)	(123,109)	(123,109)
TOTAL REVENUES	**$6,569,395**	**$6,800,157**	**$6,716,975**	**$6,696,358**	**$6,696,358**
EXPENDITURES					
Salaries	$526,266	$582,356	$574,067	$588,451	$588,451
Employee Benefits	197,407	206,843	220,600	237,030	237,030
Contractual Services	137,237	142,654	158,170	158,170	158,170
Internal Service Charges	4,007	1,256	21,302	21,302	21,302
Other Charges	1,730,872	1,929,921	1,742,846	1,763,158	1,763,158
Rentals and Leases	1,763	1,850	1,850	1,850	1,850
Capital Outlay	3,526,155	3,248,300	3,411,600	3,328,100	3,328,100
Non-Departmental Employee Benefits	60,333	57,472	112,919	124,676	124,676
Pension Expense	(66,798)	130,484	0	0	0
Other Post Employment Benefits	(18,218)	17,468	0	0	0
Debt Service	470,371	481,553	473,621	473,621	473,621
TOTAL EXPENDITURES AND TRANSFERS	**$6,569,395**	**$6,800,157**	**$6,716,975**	**$6,696,358**	**$6,696,358**

Fleet Services Budget Description

The Department Submitted FY 2020 Fleet Services budget of $6,716,975 represents a 1.2% decrease of $83,182 compared to the Adopted FY 2019 budget of $6,800,157.

Highlights of the Department Submitted FY 2020 budget include:

- $5,468 increase in Salaries and Employee Benefits reflecting a decrease in hourly funding offset by rising health insurance costs.
- $15,516 increase in Contractual Services reflecting a software purchase for diagnostic equipment.
- $20,046 increase in Internal Service Charges reflecting the replacement of Fleet Services motor pool vehicles.
- $187,075 decrease in Other Charges reflecting the reduction in fuel costs, training, and deferment of lift replacements.
- $163,300 increase in Capital Outlay reflecting the City's replacement schedule of heavy equipment and vehicles.
- $55,447 increase in Non-Departmental Employee Benefits based on estimates from Human Resources.
- $147,952 decrease in Other Post-Employment Benefits (OPEB) and Pension expenses based to comply with General Accounting Standards Board (GASB) requirements.
- $7,932 decrease in Debt Service based on the Debt Amortization Schedule.

The Manager's Proposed budget includes the following change from the Department submission:

- $30,814 increase in Salaries and Employee Benefits reflecting the combining of part time/hourly positions into one full time employee (FTE) with benefits.
- $20,312 increase in Other Charges to restore the replacement of lifts.
- $83,500 decrease in Capital Outlay reflecting deferring the replacement of some vehicles.
- $11,757 increase in Non-Departmental Employee Benefits reflecting a 2% cost of living increase.

The Proposed FY 2020 Fleet Services budget was adopted by City Council without changes.

Fleet Services Performance Measures

Goal 1:
Enable unmatched Services to our Citizens through the Safe, Reliable, and Efficient Maintenance and Repair of our Vehicle Fleet

Objective:
Secure and Maintain a Fleet Availability Rate of 98% or greater

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Fleet availability rate	97.8%	98.0%	97.8%	98.0%

Analysis of the Data:
Despite shortfalls in Full and Part time Technicians, Fleet was within 2/10 of a percent of our 98% goal, and we are still committed to a target goal of 98% availability for FY 2020.

EXCELLENT GOVERNMENT

Goal 2:
Provide Expedient Maintenance and Repair of the Police Fleet at a highly competitive rate

Objective:
Service light duty police vehicles at a Maintenance & Repair cost of $0.165 or less per mile driven.

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Cost per mile driven	$0.162	$0.160	$0.127	$0.160

Analysis of the Data:
Fleet's maintenance and repair costs per mile were almost dead on target for FY 2018. Fleet was also able to achieve a Total cost of Ownership (TCO) number (does not include accidents/warranty) of $0.20 per mile on all LPD trucks and SUVs. Fleet staff projects the cost per mile for the year will again reach the target goal.

EXCELLENT GOVERNMENT

Goal 3:
Provide exceptional customer service to Internal and External Customers

Objective:
Maintain an Excellent customer satisfaction rating (95% or greater).

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Customer satisfaction	100%	100%	96%	100%

Analysis of the Data:
Fleet had three retirements and hired four new Full Time Technicians in FY 2018. Our current staff operates under the resolve to achieve Continuous Process Improvement (CPI). Staff from other departments have also contributed (and are still contributing) to Fleet via candid input, LEAN projects, and proactive communication. Fleet's target will remain at 100% Customer Satisfaction rating.

EXCELLENT GOVERNMENT

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

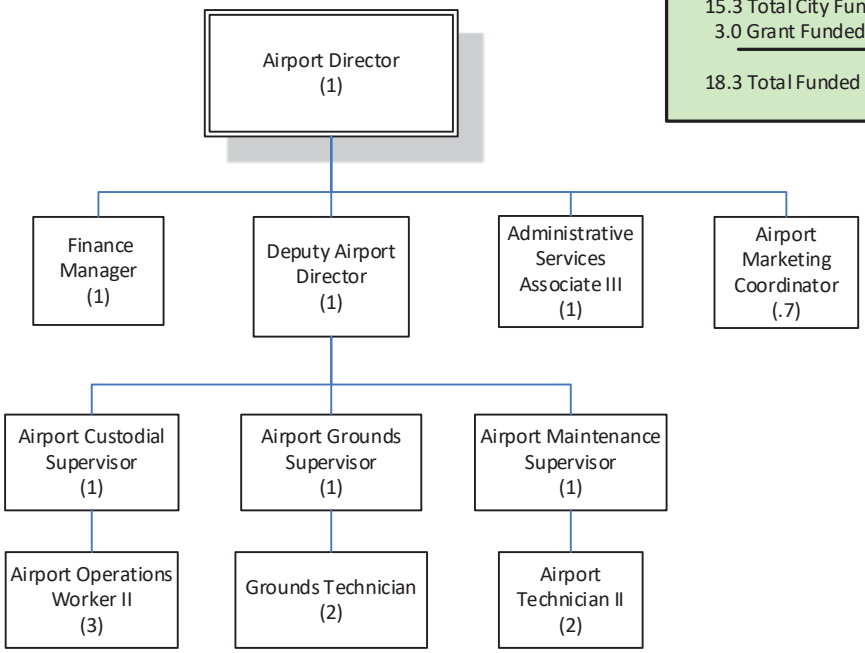
LYNCHBURG REGIONAL AIRPORT

POSITION SUMMARY

14.7 City Funded Positions
0.6 City Funded Hourly

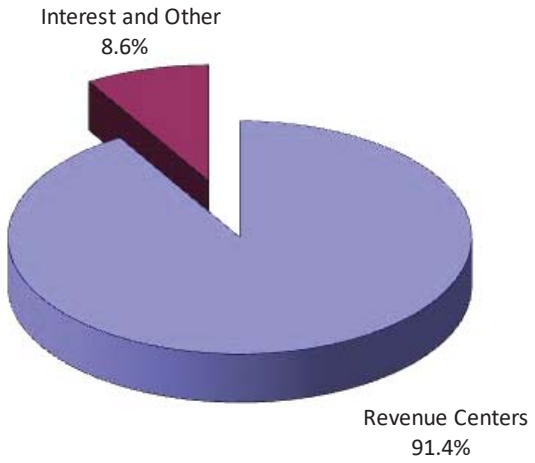
15.3 Total City Funded Positions
3.0 Grant Funded Hourly Positions

18.3 Total Funded Positions

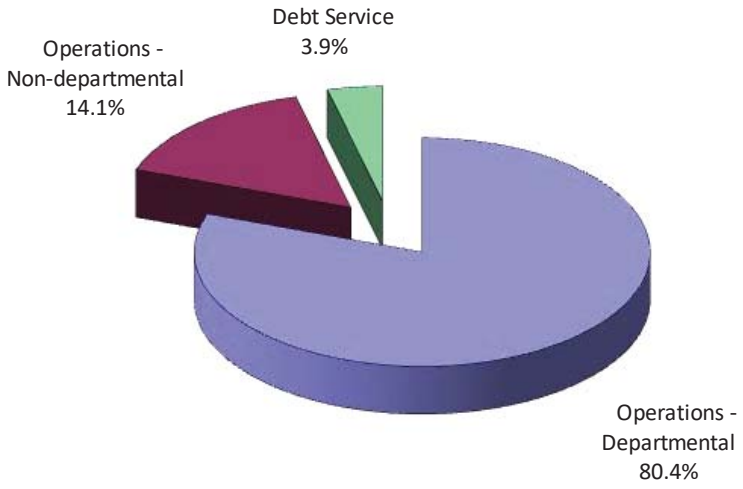


Lynchburg Regional Airport. Lynchburg Regional Airport is the main commercial service airport serving Lynchburg and the surrounding four-county region. It is served by the American Airlines regional affiliate and serves over 150,000 arriving and departing passengers a year. The airport is home base to 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 2020 REVENUES
$2,815,183



FY 2020 EXPENDITURES
$2,658,091



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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
AIRPORT FUND POSITION SUMMARY					
City Funded Full-Time	14.0	14.0	14.0	14.0	14.0
City Funded Part-Time	0.7	0.7	0.7	0.7	0.7
City Funded Hourly	0.0	0.0	0.6	0.6	0.6
Grant Funded Hourly	3.0	3.0	3.0	3.0	3.0
TOTAL FTE	**17.7**	**17.7**	**18.3**	**18.3**	**18.3**
AIRPORT FUND SUMMARY					
BEGINNING NET ASSETS	$36,977,478				
Less: Invested in Capital Assets, net of related debt	(36,717,501)				
Less: Prior Period Adjustment, GASB75 Insurance	(907,483)				
BEGINNING UNRESTRICTED NET ASSETS	**($647,506)**				
USE OF RESERVES					
Transfer to Capital Fund	($500,000)	$0	$0	$0	$0
TOTAL USE OF RESERVES	**($500,000)**	**$0**	**$0**	**$0**	**$0**
REVENUES					
Airfield	$101,875	$101,000	$110,000	$110,000	$110,000
Terminal	1,517,825	1,495,383	1,512,783	1,512,783	1,512,783
General Aviation	558,048	523,857	562,500	562,500	562,500
Other Leased Property	272,000	372,200	386,400	386,400	386,400
State Airport Aid	212,824	120,000	122,500	122,500	122,500
Federal Security Aid	87,260	85,000	85,000	85,000	85,000
Interest and Other	115,545	33,000	36,000	36,000	36,000
TOTAL REVENUES	**$2,865,377**	**$2,730,440**	**$2,815,183**	**$2,815,183**	**$2,815,183**
EXPENDITURES					
Airfield Operations	$313,471	$306,726	$311,812	$311,812	$311,812
Terminal Operations	579,317	550,708	587,818	587,818	587,818
General Aviation	71,068	63,760	65,017	65,017	65,017
Administration	757,028	772,969	785,826	785,826	785,826
Airport Public Safety	446,268	424,939	428,647	428,647	428,647
Other Operations	67,288	72,500	72,500	72,500	72,500
Snow Removal	30,478	22,930	22,930	22,930	22,930
Debt Service	126,595	139,568	103,205	103,205	103,205
Miscellaneous and Transfers	247,968	212,068	280,336	280,336	280,336
TOTAL EXPENDITURES	**$2,639,481**	**$2,566,168**	**$2,658,091**	**$2,658,091**	**$2,658,091**
ENDING UNRESTRICTED NET ASSETS	**($921,610)**				

Note: Ending Unrestricted Net Assets for FY 2018 does not agree to Beginning Unrestricted Net Assets for FY 2019 as Amended due to the difference in reporting capital outlay, debt service and certain revenue items in the CAFR and the Budget.

Airport Fund

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
REVENUE SUMMARY					
REVENUE CENTERS					
Airfield Revenue Center	$101,875	$101,000	$110,000	$110,000	$110,000
Terminal Revenue Center	1,517,825	1,495,383	1,512,783	1,512,783	1,512,783
General Aviation Revenue Center	558,048	523,857	562,500	562,500	562,500
Other Airport Revenue Center	272,000	372,200	386,400	386,400	386,400
TOTAL REVENUE CENTERS	**$2,449,748**	**$2,492,440**	**$2,571,683**	**$2,571,683**	**$2,571,683**
MISCELLANEOUS REVENUE					
Interest	$21,290	$7,500	$10,000	$10,000	$10,000
Charges for Services	20,277	20,000	20,000	20,000	20,000
State Airport Aid	212,824	120,000	122,500	122,500	122,500
Federal Security Aid	87,260	85,000	85,000	85,000	85,000
All Other	73,978	5,500	6,000	6,000	6,000
TOTAL MISCELLANEOUS REVENUE	**$415,629**	**$238,000**	**$243,500**	**$243,500**	**$243,500**
TOTAL REVENUES	**$2,865,377**	**$2,730,440**	**$2,815,183**	**$2,815,183**	**$2,815,183**

Airport Fund

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	14.0	14.0	14.0	14.0	14.0
City Funded Part-Time	0.7	0.7	0.7	0.7	0.7
City Funded Hourly	0.0	0.0	0.6	0.6	0.6
Grant Funded Hourly	3.0	3.0	3.0	3.0	3.0
TOTAL FTE	**17.7**	**17.7**	**18.3**	**18.3**	**18.3**
EXPENDITURE BUDGET SUMMARY					
DEPARTMENTAL EXPENDITURES					
Salaries	$670,327	$687,149	$708,988	$708,988	$708,988
Employee Benefits	266,952	263,285	283,724	283,724	283,724
Contractual Services	600,620	531,874	547,777	547,777	547,777
Internal Service Charges	16,049	19,537	18,876	18,876	18,876
Other Charges	367,934	369,900	369,900	369,900	369,900
Rentals and Leases	6,624	5,500	5,500	5,500	5,500
Payments to Other Funds	196,577	200,033	202,531	202,531	202,531
TOTAL DEPARTMENTAL EXPENDITURES	**$2,125,083**	**$2,077,278**	**$2,137,296**	**$2,137,296**	**$2,137,296**
NON-DEPARTMENTAL EXPENDITURES					
Security Personnel (Federal Program)	$139,835	$137,254	$137,254	$137,254	$137,254
Small Projects & Equipment (State Supported)	216,976	150,000	175,000	175,000	175,000
Independent Financial Audit	10,990	11,500	11,500	11,500	11,500
Uncollectible Accounts	0	2,500	2,500	2,500	2,500
Other Non-Departmental	20,002	48,068	91,336	91,336	91,336
TOTAL NON-DEPARTMENTAL EXPENDITURES	**$387,803**	**$349,322**	**$417,590**	**$417,590**	**$417,590**
DEBT SERVICE					
Debt Service	$126,595	$139,568	$103,205	$103,205	$103,205
TOTAL DEBT SERVICE	**$126,595**	**$139,568**	**$103,205**	**$103,205**	**$103,205**
TOTAL EXPENDITURES	**$2,639,481**	**$2,566,168**	**$2,658,091**	**$2,658,091**	**$2,658,091**

Airport Fund Budget Description

The Department Submitted FY 2020 Airport Fund budget of $2,658,091 represents a 3.6% increase of $91,923 as compared with the Adopted FY 2019 budget of $2,566,168.

Highlights of the Department Submitted FY 2020 budget include:

- $42,278 increase in Salaries and Employee Benefits reflecting an additional part-time custodial position to overcome chronic turnover issues and the rising health insurance costs.
- $15,903 increase in Contractual Services for the additional refurbishment to the rental car service facility.
- $2,498 increase in Payments to Other Funds for the Indirect Cost payment to the General Fund.
- $68,268 increase in Non-Departmental for additional state-supported small projects and equipment purchases, expenses primarily for the increased cost of retiree benefits, a contingency for anticipated payroll market adjustments and a cost-of-living increase.
- $36,363 decrease in Debt Service based on amortization schedules.

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

The Proposed FY 2020 Airport Fund budget was adopted by City Council without changes.

Airport Fund – Administration

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	4.0	4.0	4.0	4.0	4.0
City Funded Part-Time	0.7	0.7	0.7	0.7	0.7
TOTAL FTE	**4.7**	**4.7**	**4.7**	**4.7**	**4.7**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$323,106	$337,494	$342,492	$342,492	$342,492
Employee Benefits	110,421	112,018	118,526	118,526	118,526
Contractual Services	90,987	98,874	97,727	97,727	97,727
Other Charges	31,255	20,550	20,550	20,550	20,550
Rentals and Leases	4,682	4,000	4,000	4,000	4,000
Payments to Other Funds	196,577	200,033	202,531	202,531	202,531
TOTAL	**$757,028**	**$772,969**	**$785,826**	**$785,826**	**$785,826**

Airport Fund – Terminal

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	6.0	6.0	6.0	6.0	6.0
City Funded Hourly	0.0	0.0	0.6	0.6	0.6
TOTAL FTE	**6.0**	**6.0**	**6.6**	**6.6**	**6.6**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$171,925	$179,306	$193,897	$193,897	$193,897
Employee Benefits	86,272	83,690	92,407	92,407	92,407
Contractual Services	147,615	103,000	116,550	116,550	116,550
Internal Service Charges	7,569	7,212	7,464	7,464	7,464
Other Charges	165,936	177,500	177,500	177,500	177,500
TOTAL	**$579,317**	**$550,708**	**$587,818**	**$587,818**	**$587,818**

Airport Fund – Airfield

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	3	3	3	3	3
TOTAL FTE	**3**	**3**	**3**	**3**	**3**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$142,517	$138,844	$141,094	$141,094	$141,094
Employee Benefits	55,392	53,642	57,599	57,599	57,599
Contractual Services	30,224	16,050	16,050	16,050	16,050
Internal Service Charges	6,450	10,190	9,069	9,069	9,069
Other Charges	76,946	86,500	86,500	86,500	86,500
Rentals and Leases	1,942	1,500	1,500	1,500	1,500
TOTAL	**$313,471**	**$306,726**	**$311,812**	**$311,812**	**$311,812**

Airport Fund – General Aviation

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	1	1	1	1	1
TOTAL FTE	**1**	**1**	**1**	**1**	**1**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$29,250	$28,505	$28,505	$28,505	$28,505
Employee Benefits	14,614	13,705	14,962	14,962	14,962
Contractual Services	9,728	2,350	2,350	2,350	2,350
Other Charges	17,476	19,200	19,200	19,200	19,200
TOTAL	**$71,068**	**$63,760**	**$65,017**	**$65,017**	**$65,017**

Airport Fund – Other Operations

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
BUDGET SUMMARY					
EXPENDITURES					
Contractual Services	$33,084	$29,500	$29,500	$29,500	$29,500
Other Charges	34,204	43,000	43,000	43,000	43,000
TOTAL	**$67,288**	**$72,500**	**$72,500**	**$72,500**	**$72,500**

Airport Fund – Police and Fire Services

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
Grant Funded Hourly	3	3	3	3	3
TOTAL FTE	**3**	**3**	**3**	**3**	**3**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$129,929	$127,500	$127,500	$127,500	$127,500
Employee Benefits	9,906	9,754	9,754	9,754	9,754
Contractual Services	284,794	273,100	276,600	276,600	276,600
Internal Service Charges	2,030	1,935	2,143	2,143	2,143
Other Charges	19,609	12,650	12,650	12,650	12,650
TOTAL	**$446,268**	**$424,939**	**$428,647**	**$428,647**	**$428,647**

Airport Fund – Snow Removal

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$3,529	$3,000	$3,000	$3,000	$3,000
Employee Benefits	253	230	230	230	230
Contractual Services	4,188	9,000	9,000	9,000	9,000
Internal Service Charges	0	200	200	200	200
Other Charges	22,508	10,500	10,500	10,500	10,500
TOTAL	**$30,478**	**$22,930**	**$22,930**	**$22,930**	**$22,930**

Airport Fund Performance Measures

Goal 1:
Attract additional passengers, increase airport revenues, and contribute to the City's overall economic development

Objective:
Increase the number of daily departure seats available from the Airport by attracting additional airline service.

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Average available daily departure seats	258.9	298.0	298.0	306.0

Analysis of the Data:
The average available daily departure seats for the remainder of FY 2019 and FY 2020 is expected to remain relatively constant but significantly above FY 2018 levels. Increasing capacity is a primary 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 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Passenger traffic	157,452	169,100	87,521	174,200

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.

ECONOMIC DEVELOPMENT

Goal 3:
Continue to operate the Airport without a subsidy from the City. The Airport has been self-sufficient since FY 2016.

Objective:
Permanently eliminate the need for an annual operating subsidy from the City to the Airport.

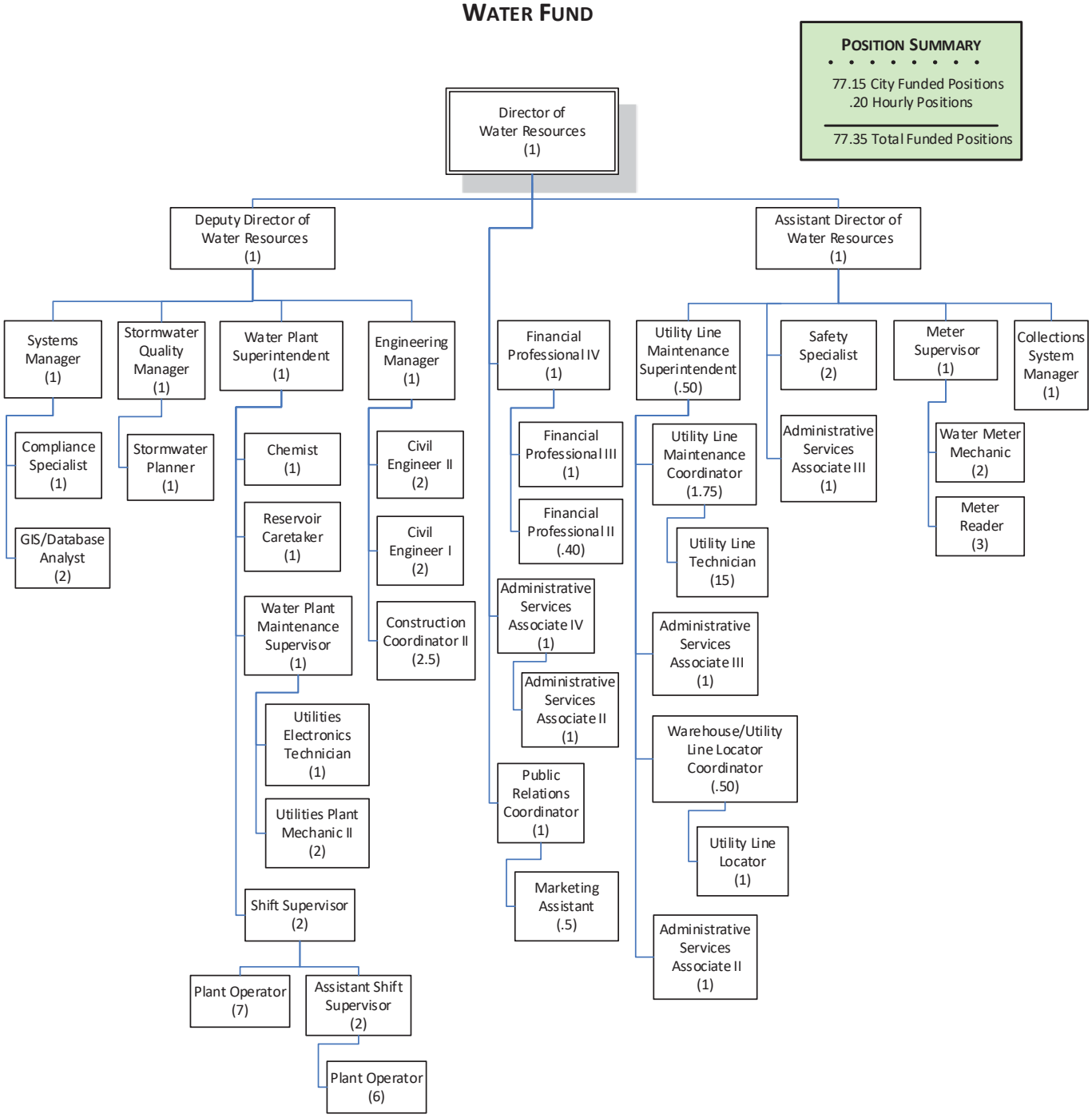
Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Operating Subsidy	$0	$0	$0	$0

Analysis of the Data:
The annual operating subsidy was decreased steadily from a high of $614,530 in FY 2002 to $0 in FY 2016. The Airport has not needed a subsidy since becoming self-sufficient in FY 2016.

EXCELLENT GOVERNMENT

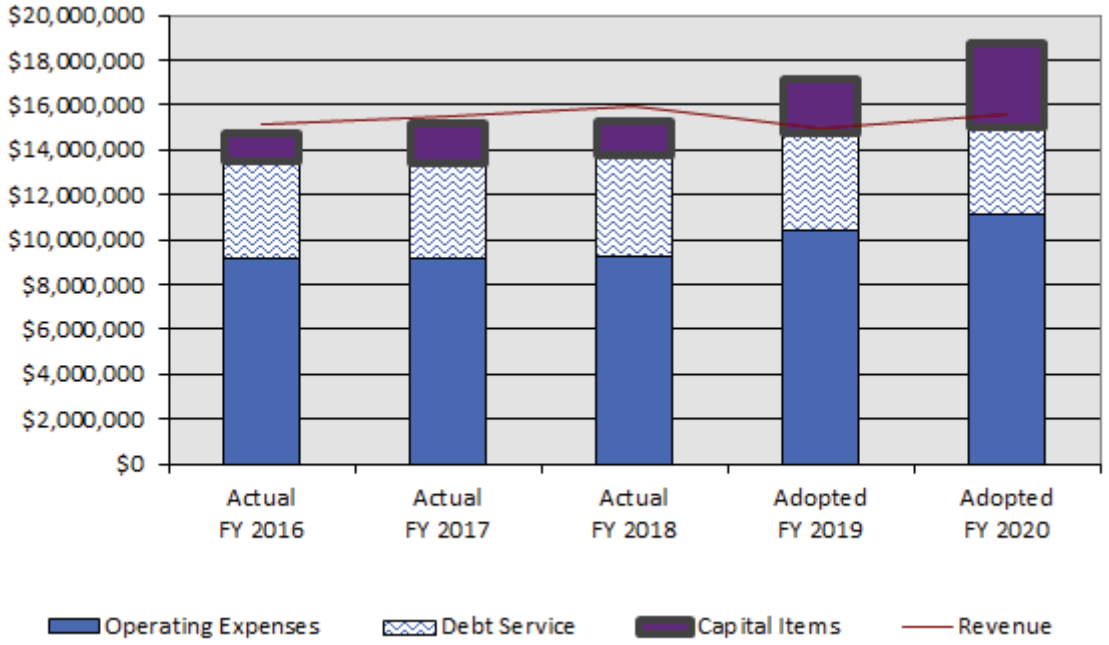
Benchmark Localities:
There is no other locality in Virginia which owns a commercial service airport.

Department of Water Resources
Water Fund



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 80,380 City residents and businesses. It also delivers water to Amherst, Bedford, and Campbell Counties under wholesale contract agreements. Lynchburg's raw water comes from the Pedlar Reservoir, a protected watershed in the George Washington National Forest and from the James River. The system can deliver up to 26 million gallons of water a day from two water treatment plants. Total treated water storage capacity is approximately 33 million gallons. Water is delivered through a 450-mile network of transmission and distribution lines, 12 water storage tanks and 8 major pump stations.

Revenues and Expenses



Water Fund

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
WATER FUND DEBT COVERAGE					
REVENUES					
Charges for Services	$13,159,029	$12,716,935	$13,204,040	$13,204,040	$13,204,040
Water Contracts	2,266,915	1,971,330	2,067,484	2,067,484	2,067,484
Interest and Other	486,910	289,993	332,496	332,496	332,496
TOTAL REVENUES	**$15,912,854**	**$14,978,258**	**$15,604,020**	**$15,604,020**	**$15,604,020**
EXPENDITURES					
Water Treatment	$3,048,446	$3,255,563	$3,369,136	$3,369,136	$3,369,136
Water Line Maintenance	2,085,029	2,110,247	2,172,681	2,172,681	2,172,681
Meter Reading	747,403	785,470	1,036,210	1,036,210	1,036,210
Administration/Engineering	3,543,629	3,820,797	3,928,317	3,928,317	3,928,317
Non-Departmental	(141,333)	435,055	594,766	594,766	594,766
Project Costs Charged to Operations	199,991	25,000	25,000	25,000	25,000
Capitalizable Labor	(81,977)	(72,299)	(85,000)	(85,000)	(85,000)
Capital Outlay	0	(96,000)	(133,500)	(133,500)	(133,500)
TOTAL EXPENDITURES	**$9,401,188**	**$10,263,833**	**$10,907,610**	**$10,907,610**	**$10,907,610**
OPERATING INCOME	**$6,511,666**	**$4,714,425**	**$4,696,410**	**$4,696,410**	**$4,696,410**
Debt Service Payments	$4,318,959	$3,914,943	$3,870,240	$3,870,240	$3,870,240
NET REVENUE	**$2,192,707**	**$799,482**	**$826,170**	**$826,170**	**$826,170**
Debt Coverage Ratio Target	1.20	1.20	1.20	1.20	1.20
Debt Coverage Ratio	1.51	1.20	1.21	1.21	1.21

Water Fund

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
WATER FUND POSITION SUMMARY					
City Funded Full-Time	72.75	74.75	75.75	75.75	75.75
City Funded Part-Time	0.60	0.60	1.60	1.60	1.60
TOTAL FTE	**73.35**	**75.35**	**77.35**	**77.35**	**77.35**
WATER FUND SUMMARY					
REVENUES					
Charges for Services	$13,159,029	$12,716,935	$13,204,040	$13,204,040	$13,204,040
Water Contracts	2,266,915	1,971,330	2,067,484	2,067,484	2,067,484
Interest and Other	486,910	289,993	332,496	332,496	332,496
TOTAL REVENUES	**$15,912,854**	**$14,978,258**	**$15,604,020**	**$15,604,020**	**$15,604,020**
EXPENDITURES					
Departmental	$9,424,508	$9,972,077	$10,506,344	$10,506,344	$10,506,344
Non-departmental	(141,333)	435,055	594,766	594,766	594,766
Debt Service	4,318,959	3,914,943	3,870,240	3,870,240	3,870,240
TOTAL EXPENDITURES	**$13,602,134**	**$14,322,075**	**$14,971,350**	**$14,971,350**	**$14,971,350**
DIFFERENCE OF REVENUES AND EXPENDITURES	**$2,310,720**	**$656,183**	**$632,670**	**$632,670**	**$632,670**
TRANSFERS TO OTHER FUNDS:					
Transfers to Water Capital Fund	$1,500,000	$2,400,000	$3,800,000	$3,800,000	$3,800,000
TOTAL TRANSFERS TO OTHER FUNDS	**$1,500,000**	**$2,400,000**	**$3,800,000**	**$3,800,000**	**$3,800,000**

Water Fund

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
WATER FUND REVENUE SUMMARY					
CHARGES FOR SERVICES					
Water Sales - Inside City	$8,428,756	$8,227,600	$8,509,200	$8,509,200	$8,509,200
General Fund Hydrant Rental	871,831	815,335	836,390	836,390	836,390
Cut-on/Late Charges	108,062	97,000	100,000	100,000	100,000
Delinquent Account Fees	102,240	90,000	92,500	92,500	92,500
Fire Protection Fees	116,472	110,000	115,000	115,000	115,000
Connection Fees	98,249	100,000	95,000	95,000	95,000
Availability Fees	152,697	75,000	50,000	50,000	50,000
Account Charges	1,286,883	1,270,000	1,284,000	1,284,000	1,284,000
Water Cost Plus	46,219	60,000	47,000	47,000	47,000
Sewer & Stormwater Fund Charges	1,860,000	1,860,000	2,060,000	2,060,000	2,060,000
All Other Charges	87,620	12,000	14,950	14,950	14,950
TOTAL CHARGES FOR SERVICES	**$13,159,029**	**$12,716,935**	**$13,204,040**	**$13,204,040**	**$13,204,040**
WATER CONTRACTS					
Counties					
Amherst	$44,285	$10,600	$8,734	$8,734	$8,734
Bedford	698,980	590,480	610,000	610,000	610,000
Campbell	588,393	546,000	596,250	596,250	596,250
Industrial					
WestRock	638,326	573,050	589,000	589,000	589,000
Frito-Lay	296,931	251,200	263,500	263,500	263,500
TOTAL CONTRACTS	**$2,266,915**	**$1,971,330**	**$2,067,484**	**$2,067,484**	**$2,067,484**
INTEREST AND OTHER					
Interest	$464,220	$274,993	$317,496	$317,496	$317,496
Other	22,690	15,000	15,000	15,000	15,000
TOTAL INTEREST AND OTHER	**$486,910**	**$289,993**	**$332,496**	**$332,496**	**$332,496**
TOTAL REVENUES	**$15,912,854**	**$14,978,258**	**$15,604,020**	**$15,604,020**	**$15,604,020**

Water Fund

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
WATER FUND EXPENSE SUMMARY					
DEPARTMENTAL					
Salaries	$3,577,723	$3,834,269	$3,903,585	$3,903,585	$3,903,585
Employee Benefits	1,418,502	1,461,424	1,577,098	1,577,098	1,577,098
Contractual Services	652,744	596,786	658,953	658,953	658,953
Chemicals	312,224	342,000	368,000	368,000	368,000
Telecommunications	38,766	42,525	44,125	44,125	44,125
Utilities-Water Treatment Plant	729,820	722,182	779,733	779,733	779,733
Supplies and Materials	1,124,365	1,171,623	1,321,550	1,321,550	1,321,550
Indirect Costs	1,045,633	1,123,362	1,108,711	1,108,711	1,108,711
Self-Insurance	88,635	88,635	97,004	97,004	97,004
All Other	436,096	589,271	647,585	647,585	647,585
TOTAL DEPARTMENTAL	**$9,424,508**	**$9,972,077**	**$10,506,344**	**$10,506,344**	**$10,506,344**
NON-DEPARTMENTAL					
Financial Audit	$23,354	$27,319	$26,282	$26,282	$26,282
Interest on Customer Deposits	16,159	9,000	32,500	32,500	32,500
Allowance for Uncollectible Accounts	35,884	37,750	38,000	38,000	38,000
Compensation Plan Adjustments	0	100,577	333,425	333,425	333,425
Retiree Benefits	(216,730)	260,409	164,559	164,559	164,559
TOTAL NON-DEPARTMENTAL	**($141,333)**	**$435,055**	**$594,766**	**$594,766**	**$594,766**
CAPITAL AND TRANSFERS					
Transfer to Water Capital Fund	$1,500,000	$2,400,000	$3,800,000	$3,800,000	$3,800,000
TOTAL CAPITAL AND TRANSFERS	**$1,500,000**	**$2,400,000**	**$3,800,000**	**$3,800,000**	**$3,800,000**
DEBT SERVICE					
Debt Service Payments	$4,318,959	$3,914,943	$3,870,240	$3,870,240	$3,870,240
Debt Service Crossover Refunding	144,934	415,335	0	0	0
TOTAL DEBT SERVICE	**$4,463,893**	**$4,330,278**	**$3,870,240**	**$3,870,240**	**$3,870,240**
TOTAL EXPENDITURES	**$15,247,068**	**$17,137,410**	**$18,771,350**	**$18,771,350**	**$18,771,350**

Water Resources Water Fund Budget Description

The Department Submitted FY 2020 Water Resources Water Fund budget of $18,771,350 represents a 9.5% increase of $1,633,940 compared to the Adopted FY 2019 budget of $17,137,410.

Highlights of the Department Submitted FY 2020 budget include:

- $184,990 increase in Salaries and Employee Benefits reflecting realignment of two full time utility line technician positions from Sewer Fund to Water Fund and the rising health insurance costs. New positions in Water Fund include one new full-time stormwater planner, hourly construction coordinator, and an hourly marketing assistant.
- $62,167 increase in Contractual Services reflecting an increase in Software Maintenance and Cellular Read Charges related to new technology for meter reading.
- $26,000 increase in Chemicals reflecting rising chemical pricing.
- $57,551 increase in Utilities-Water Treatment Plant reflecting rising costs of electricity and natural gas.
- $149,927 increase in Supplies and Materials reflecting costs of new water meter replacements using new cellular technology.
- $14,651 decrease in Indirect Costs per the Maximus indirect cost study of FY 2017.
- $8,369 increase in Self-Insurance reflecting additional costs for property coverages.
- $58,314 increase in All Other reflecting the purchase of an additional dump truck to be shared with the Sewer Fund and new computer hardware used by Meter Reading.
- $159,711 increase in Non-Departmental costs reflecting potential compensation adjustments based on the market study, interest rate increase estimates on Customer deposits and offset by the decreased investment return estimates for retiree benefits.
- $1,400,000 increase in Transfer to Water Capital to fund future infrastructure projects and maintain fund balance target ratio established by City Council.
- $460,038 decrease in Debt Service based on debt amortization schedules that include debt service crossover refunding and debt service payments.

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

The Proposed FY 2020 Water Resources Water Fund budget was adopted by City Council without changes.

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	25.0	26.0	27.0	27.0	27.0
City Funded Part-Time	0.6	0.6	1.6	1.6	1.6
TOTAL FTE	**25.6**	**26.6**	**28.6**	**28.6**	**28.6**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$1,551,950	$1,656,153	$1,735,130	$1,735,130	$1,735,130
Employee Benefits	586,993	605,410	661,887	661,887	661,887
Contractual Services	103,566	133,250	134,285	134,285	134,285
Internal Service Charges	38,721	38,212	45,150	45,150	45,150
Other Charges	1,259,621	1,352,772	1,346,865	1,346,865	1,346,865
Rentals and Leases	2,778	5,000	5,000	5,000	5,000
Capital Outlay	0	30,000	0	0	0
TOTAL	**$3,543,629**	**$3,820,797**	**$3,928,317**	**$3,928,317**	**$3,928,317**

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	7	6	6	6	6
TOTAL FTE	**7**	**6**	**6**	**6**	**6**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$209,046	$225,683	$229,417	$229,417	$229,417
Employee Benefits	97,934	93,569	102,495	102,495	102,495
Contractual Services	44,094	46,416	82,928	82,928	82,928
Internal Service Charges	36,805	48,662	51,040	51,040	51,040
Other Charges	359,029	371,040	528,730	528,730	528,730
Rentals and Leases	495	100	100	100	100
Capital Outlay	0	0	41,500	41,500	41,500
TOTAL	**$747,403**	**$785,470**	**$1,036,210**	**$1,036,210**	**$1,036,210**

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	16.75	18.75	18.75	18.75	18.75
TOTAL FTE	**16.75**	**18.75**	**18.75**	**18.75**	**18.75**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$733,481	$820,531	$821,308	$821,308	$821,308
Employee Benefits	286,462	315,886	339,654	339,654	339,654
Contractual Services	294,444	143,374	151,614	151,614	151,614
Internal Service Charges	171,600	207,101	222,560	222,560	222,560
Other Charges	597,674	585,855	574,045	574,045	574,045
Rentals and Leases	1,368	3,500	3,500	3,500	3,500
Capital Outlay	0	34,000	60,000	60,000	60,000
TOTAL	**$2,085,029**	**$2,110,247**	**$2,172,681**	**$2,172,681**	**$2,172,681**

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	24	24	24	24	24
TOTAL FTE	**24**	**24**	**24**	**24**	**24**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$1,083,246	$1,131,902	$1,117,730	$1,117,730	$1,117,730
Employee Benefits	447,112	446,559	473,062	473,062	473,062
Contractual Services	210,640	273,746	290,126	290,126	290,126
Internal Service Charges	41,701	36,766	37,735	37,735	37,735
Other Charges	1,262,140	1,330,090	1,413,983	1,413,983	1,413,983
Rentals and Leases	3,607	4,500	4,500	4,500	4,500
Capital Outlay	0	32,000	32,000	32,000	32,000
TOTAL	**$3,048,446**	**$3,255,563**	**$3,369,136**	**$3,369,136**	**$3,369,136**

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 2018*	*Projected FY 2019*	*July - Dec FY 2019*	*Target FY 2020*
Drinking Water Compliance Rate (Percent of time compliant with National Primary Drinking Water	100%	100%	100%	100%

Analysis of the Data:
Drinking water quality consistently exceeds all State and federal standards.

NATURAL & BUILT ENVIRONMENT

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 2018*	*Projected FY 2019*	*July - Dec FY 2019*	*Target FY 2020*
Water Distribution System Integrity (breaks per 100 miles of distribution pipe).	19.5	11.4	5.0	15.0

Analysis of the Data:
The water distribution system is aging. Although some problematic lines have been replaced, the number of water main breaks from year to year are expected to remain eratic until more problematic and oldest lines are replaced.

NATURAL & BUILT ENVIRONMENT

Goal 3:
Operate the water treatment plants and pump stations efficiently.

Objective:
Operate the Water Treatment Plants in a cost-effective and efficient manner.

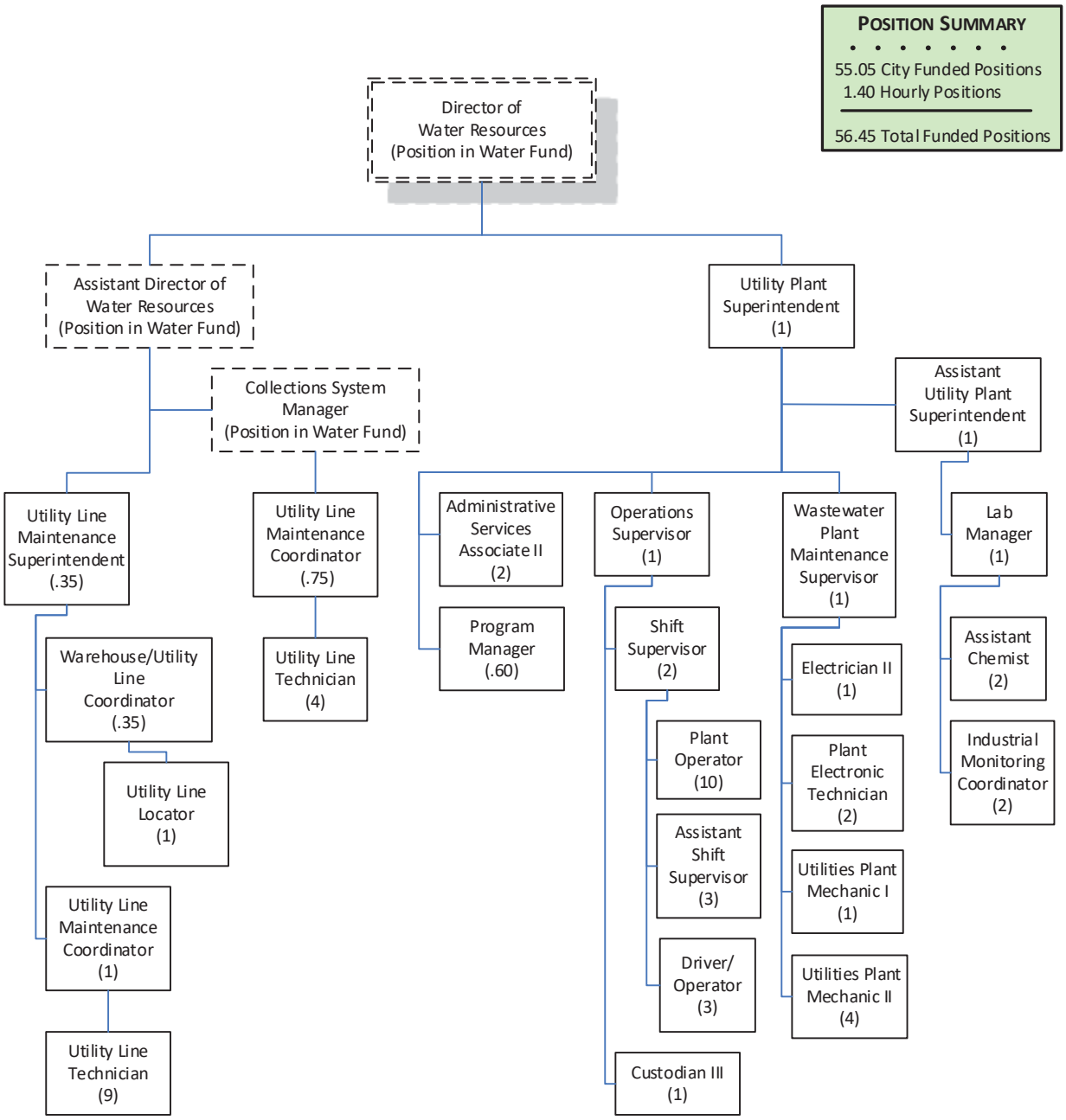
Performance Measure:	*Actual FY 2018*	*Projected FY 2019*	*July - Dec FY 2019*	*Target FY 2020*
Overall water treatment cost per million gallons of finished water.	$813	$884	$722	$907

Analysis of the Data:
Projected FY 2019 and FY 2020 increases are due primarily to following: 1) Decreased domestic water consumption and Bedford County water consumption. 2) Increased chemical pricing 3) Built in contingencies for chemicals and electricity for James River use.

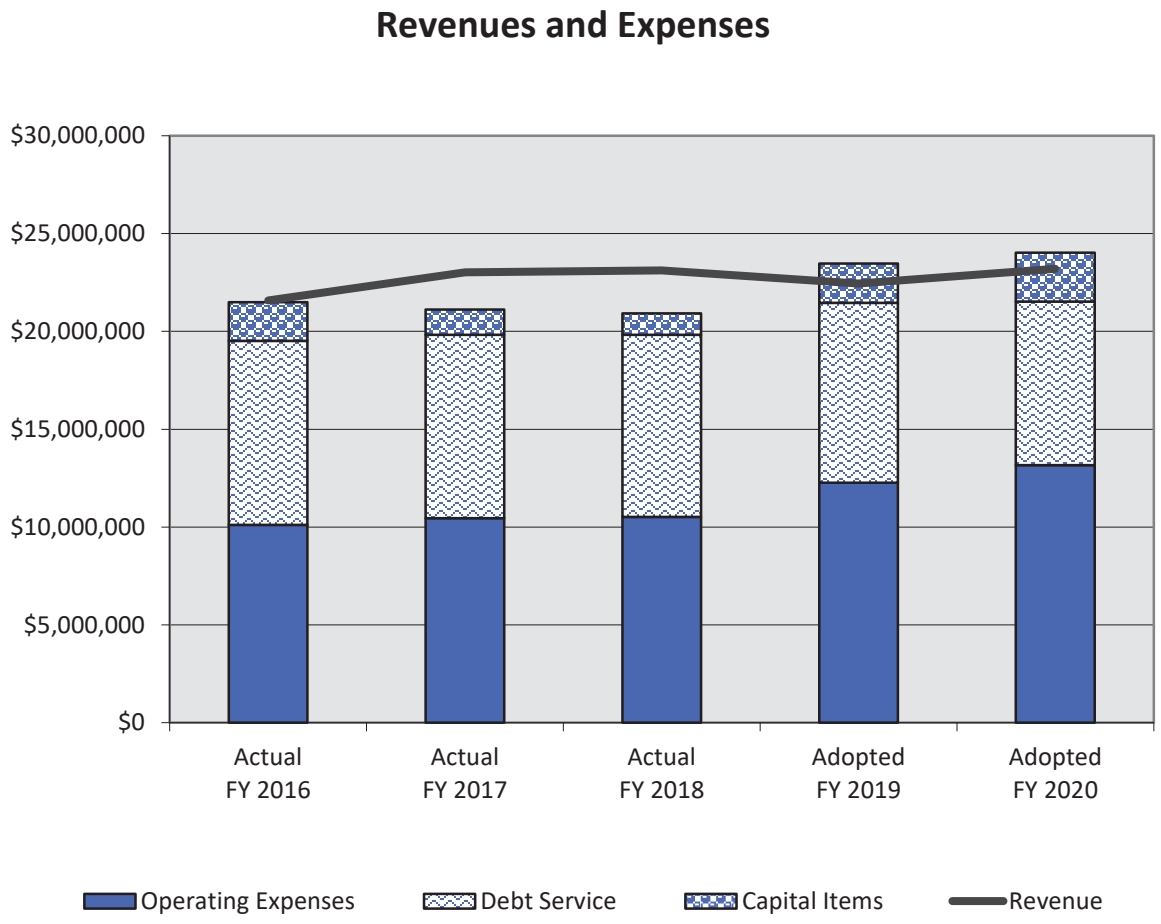
EXCELLENT GOVERNMENT

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 84% 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.



Sewer Fund

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
SEWER FUND DEBT COVERAGE					
REVENUES					
Charges for Services	$19,402,134	$18,459,183	$18,597,064	$18,597,064	$18,597,064
Sewer Contracts	3,318,514	3,859,965	4,374,980	4,374,980	4,374,980
Interest and Other	399,512	132,558	223,150	223,150	223,150
TOTAL REVENUES	**$23,120,160**	**$22,451,706**	**$23,195,194**	**$23,195,194**	**$23,195,194**
EXPENDITURES					
Waste Water Treatment Plant	$8,017,286	$8,869,524	$9,742,487	$9,742,487	$9,742,487
Sewer Line Maintenance	2,558,978	2,873,222	2,933,929	2,933,929	2,933,929
Non-Departmental	(55,606)	526,650	497,079	497,079	497,079
Project Costs Charged to Operations	194,700	40,000	75,000	75,000	75,000
Capitalizable Labor	(135,257)	(173,629)	(143,170)	(143,170)	(143,170)
Capital Outlay	0	(464,535)	(545,000)	(545,000)	(545,000)
TOTAL EXPENDITURES	**$10,580,101**	**$11,671,232**	**$12,560,325**	**$12,560,325**	**$12,560,325**
OPERATING INCOME	**$12,540,059**	**$10,780,474**	**$10,634,869**	**$10,634,869**	**$10,634,869**
Debt Service Payments	$9,281,726	$9,122,808	$8,355,088	$8,355,088	$8,355,088
NET REVENUE	**$3,258,333**	**$1,657,666**	**$2,279,781**	**$2,279,781**	**$2,279,781**
Debt Coverage ratio Target	1.20	1.20	1.20	1.20	1.20
Debt Coverage ratio	1.35	1.18	1.27	1.27	1.27

Sewer Fund

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Inc/(Dec) Adopted from Proposed	Adopted FY 2020
SEWER FUND POSITION SUMMARY						
City Funded Full-Time	53.45	57.45	55.45	55.45	(2.00)	55.45
City Funded Part-Time	0.73	0.60	0.60	0.60	0.00	0.60
City Funded Hourly	1.27	0.40	0.40	0.40	0.00	0.40
TOTAL FTE	**55.45**	**58.45**	**56.45**	**56.45**	**(2.00)**	**56.45**
SEWER FUND SUMMARY						
REVENUES						
Charges for Services	$19,402,134	$18,459,183	$18,597,064	$18,597,064	$137,881	$18,597,064
Sewer Contracts	3,318,514	3,859,965	4,374,980	$4,374,980	515,015	4,374,980
Interest and Other	399,512	132,558	223,150	$223,150	90,592	223,150
TOTAL REVENUES	**$23,120,160**	**$22,451,706**	**$23,195,194**	**$23,195,194**	**$743,488**	**$23,195,194**
EXPENDITURES						
Departmental	$10,576,264	$11,742,746	$12,676,416	$12,676,416	$933,670	$12,676,416
Non-departmental	(55,606)	526,650	497,079	497,079	(29,571)	497,079
Debt Service	9,281,726	9,196,406	8,355,088	8,355,088	(841,318)	8,355,088
TOTAL EXPENDITURES	**$19,802,384**	**$21,465,802**	**$21,528,583**	**$21,528,583**	**$62,781**	**$21,528,583**
DIFFERENCE OF REVENUES AND EXPENDITURES	**$3,317,776**	**$985,904**	**$1,666,611**	**$1,666,611**	**$680,707**	**$1,666,611**
TRANSFERS TO OTHER FUNDS:						
Transfers to Sewer Capital Fund	$1,100,000	$2,000,000	$2,500,000	$2,500,000	$500,000	$2,500,000
TOTAL TRANSFERS TO OTHER FUNDS	**$1,100,000**	**$2,000,000**	**$2,500,000**	**$2,500,000**	**$500,000**	**$2,500,000**

Sewer Fund

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
SEWER FUND REVENUE SUMMARY					
CHARGES FOR SERVICES					
Sewer Sales - Inside City	$15,749,413	$15,351,000	$15,351,000	$15,351,000	$15,351,000
Septic Hauler Charges	1,346,393	900,000	1,200,000	1,200,000	1,200,000
College Hill Backwash Charge	121,254	143,182	143,773	143,773	143,773
Leachate Treatment	104,291	83,971	95,511	95,511	95,511
Industrial Pre-treatment	4,225	6,500	4,000	4,000	4,000
Industrial Monitoring Charges	11,917	52,530	26,780	26,780	26,780
Industrial Surcharges	381,482	360,000	206,000	206,000	206,000
Cut-on & Penalty Charges	95,810	89,000	92,000	92,000	92,000
Connection charges	93,924	75,000	75,000	75,000	75,000
Availability Fees	182,890	105,000	105,000	105,000	105,000
Account Charges	1,278,110	1,273,000	1,274,000	1,274,000	1,274,000
Sewer Cost Plus	14,866	12,000	12,000	12,000	12,000
Collection and Tax Lien Fees	17,559	8,000	12,000	12,000	12,000
TOTAL CHARGES FOR SERVICES	**$19,402,134**	**$18,459,183**	**$18,597,064**	**$18,597,064**	**$18,597,064**
SEWER CONTRACTS					
Counties					
Amherst	$244,434	$497,363	$512,046	$512,046	$512,046
Bedford	274,326	434,754	440,285	440,285	440,285
Campbell	304,773	434,098	1,022,649	1,022,649	1,022,649
Industrial					
WestRock	1,468,433	1,470,000	1,400,000	1,400,000	1,400,000
Frito-Lay	1,026,548	1,023,750	1,000,000	1,000,000	1,000,000
TOTAL SEWER CONTRACTS	**$3,318,514**	**$3,859,965**	**$4,374,980**	**$4,374,980**	**$4,374,980**
INTEREST AND OTHER					
Interest	$284,703	$126,558	$217,150	$217,150	$217,150
Other	114,809	6,000	6,000	6,000	$6,000
TOTAL INTEREST AND OTHER	**$399,512**	**$132,558**	**$223,150**	**$223,150**	**$223,150**
TOTAL REVENUES	**$23,120,160**	**$22,451,706**	**$23,195,194**	**$23,195,194**	**$23,195,194**

Sewer Fund

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
SEWER FUND EXPENSE SUMMARY					
DEPARTMENTAL					
Salaries	$2,395,456	$2,566,037	$2,532,404	$2,532,404	$2,532,404
Employee Benefits	956,824	991,381	1,040,220	1,040,220	1,040,220
Chemicals-WWTP	672,096	835,000	955,000	955,000	955,000
Communication Charges	19,222	25,600	27,900	27,900	27,900
Utilities-Waste Water Treatment Plant	728,542	790,300	1,050,300	1,050,300	1,050,300
Natural Gas	70,163	60,000	70,000	70,000	70,000
Sludge Disposal	485,148	415,500	390,000	390,000	390,000
Contractual Services	1,747,637	1,785,304	1,955,104	1,955,104	1,955,104
Supplies and Materials	706,803	852,810	891,250	891,250	891,250
Indirect Costs	855,360	908,952	866,387	866,387	866,387
Self-Insurance	157,522	157,522	167,536	167,536	167,536
Admin/Overhead Payments to Water fund	1,210,000	1,200,000	1,370,000	1,370,000	1,370,000
All Other	571,491	1,154,340	1,360,315	1,360,315	1,360,315
TOTAL DEPARTMENTAL	**$10,576,264**	**$11,742,746**	**$12,676,416**	**$12,676,416**	**$12,676,416**
NON-DEPARTMENTAL					
Financial Audit	$17,859	$20,891	$20,098	$20,098	$20,098
Allowance for Uncollectible Accounts	4,115	40,000	40,000	40,000	40,000
Retiree Benefits	(77,580)	312,689	185,763	185,763	185,763
Compensation Plan Adjustments	0	153,070	251,218	251,218	251,218
TOTAL NON-DEPARTMENTAL	**($55,606)**	**$526,650**	**$497,079**	**$497,079**	**$497,079**
CAPITAL AND TRANSFERS					
Transfer to Sewer Capital Fund	$1,100,000	$2,000,000	$2,500,000	$2,500,000	$2,500,000
TOTAL CAPITAL AND TRANSFERS	**$1,100,000**	**$2,000,000**	**$2,500,000**	**$2,500,000**	**$2,500,000**
DEBT SERVICE					
Debt Service Payments	$9,281,726	$9,122,808	$8,355,088	$8,355,088	$8,355,088
Debt Service Crossover Refunding	27,073	73,598	0	0	0
TOTAL DEBT SERVICE	**$9,308,799**	**$9,196,406**	**$8,355,088**	**$8,355,088**	**$8,355,088**
TOTAL EXPENDITURES	**$20,929,457**	**$23,465,802**	**$24,028,583**	**$24,028,583**	**$24,028,583**

Water Resources Sewer Fund Budget Description

The Department Submitted FY 2020 Water Resources Sewer Fund budget of $24,028,583 represents 2.4% increase of $562,781 compared to the Adopted FY 2019 budget of $23,465,802.

Highlights of the Department Submitted FY 2020 budget include:

- $15,206 increase in Salaries and Employee Benefits reflecting the rising health insurance costs offset by the realignment of two full time utility line technician positions from Sewer Fund to Water Fund.
- $120,000 increase in Chemicals-WWTP reflecting rising chemical pricing.
- $2,300 increase in Communication Charges reflecting additional sewer flow monitoring.
- $260,000 increase in Utilities – Wastewater Treatment Plant reflecting the increase of water purchases during the construction of the Wastewater Treatment Plant Combined Sewer Flow (CSO) Upgrade Project.
- $10,000 increase in Natural Gas reflecting additional natural gas purchases.
- $25,500 decrease in Sludge Disposal reflecting cost decrease for sludge disposal at the Region 2000 Landfill.
- $169,800 increase in Contractual Services reflecting additional Temporary Personnel Services used for tank cleaning during bypass pumping where no screens are in place during the construction of the Wastewater Treatment Plant CSO Upgrade Project.
- $38,440 increase in Supplies and Material reflecting an increase in Mechanical M&R Materials and Minor Equipment/Tools/Furniture.
- $42,565 decrease in Indirect Costs reflecting a reduction in Indirect Costs per the Maximus indirect cost study of FY 2017.
- $10,014 increase in Self-Insurance reflecting the rising costs in property coverage.
- $170,000 increase in Admin/Overhead Payments to Water Fund reflecting additional administrative costs allocated to sewer operations and sewer projects.
- $205,975 increase in All Other reflecting additional Internal Services costs, purchase of an additional dump truck to be shared with Water Fund and a new camera unit for sewer line maintenance.
- $29,571 decrease in Non-Departmental reflecting lower investment return estimates for retiree benefits and offset by a cost increase for potential compensation adjustments based on the market study.
- $500,000 increase in Transfer to Sewer Capital to fund capital projects and maintain fund balance target ratio established by council.
- $841,318 decrease in Debt Service based on debt amortization schedules that include debt service crossover refunding and debt service payments.

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

The Proposed FY 2020 Water Resources Sewer Fund budget was adopted by City Council without changes.

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	16.45	18.45	16.45	16.45	16.45
TOTAL FTE	**16.45**	**18.45**	**16.45**	**16.45**	**16.45**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$632,165	$709,219	$636,657	$636,657	$636,657
Employee Benefits	270,839	293,789	281,823	281,823	281,823
Contractual Services	355,708	348,133	335,933	335,933	335,933
Internal Service Charges	360,352	392,477	438,215	438,215	438,215
Other Charges	920,050	1,029,069	1,064,701	1,064,701	1,064,701
Rentals and Leases	19,864	16,000	16,600	16,600	16,600
Capital Outlay	0	84,535	160,000	160,000	160,000
TOTAL	**$2,558,978**	**$2,873,222**	**$2,933,929**	**$2,933,929**	**$2,933,929**

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 or land applied. 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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	37.00	39.00	39.00	39.00	39.00
City Funded Part-Time	0.73	0.60	0.60	0.60	0.60
City Funded Hourly	1.27	0.40	0.40	0.40	0.40
TOTAL FTE	**39.00**	**40.00**	**40.00**	**40.00**	**40.00**
BUDGET SUMMARY					
EXPENDITURES					
Salaries	$1,763,291	$1,856,818	$1,895,747	$1,895,747	$1,895,747
Employee Benefits	685,985	697,592	758,397	758,397	758,397
Contractual Services	1,391,929	1,437,171	1,619,171	1,619,171	1,619,171
Internal Service Charges	196,877	270,678	292,350	292,350	292,350
Other Charges	3,973,535	4,221,265	4,758,822	4,758,822	4,758,822
Rentals and Leases	5,669	6,000	33,000	33,000	33,000
Capital Outlay	0	380,000	385,000	385,000	385,000
TOTAL	**$8,017,286**	**$8,869,524**	**$9,742,487**	**$9,742,487**	**$9,742,487**

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 FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Target FY 2020***
Sewer Overflow Rate (reportable overflows per 100 miles of sewer line).	5.5	5.4	3.2	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 & BUILT ENVIRONMENT

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 FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Target FY 2020***
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.

NATURAL & BUILT ENVIRONMENT

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.

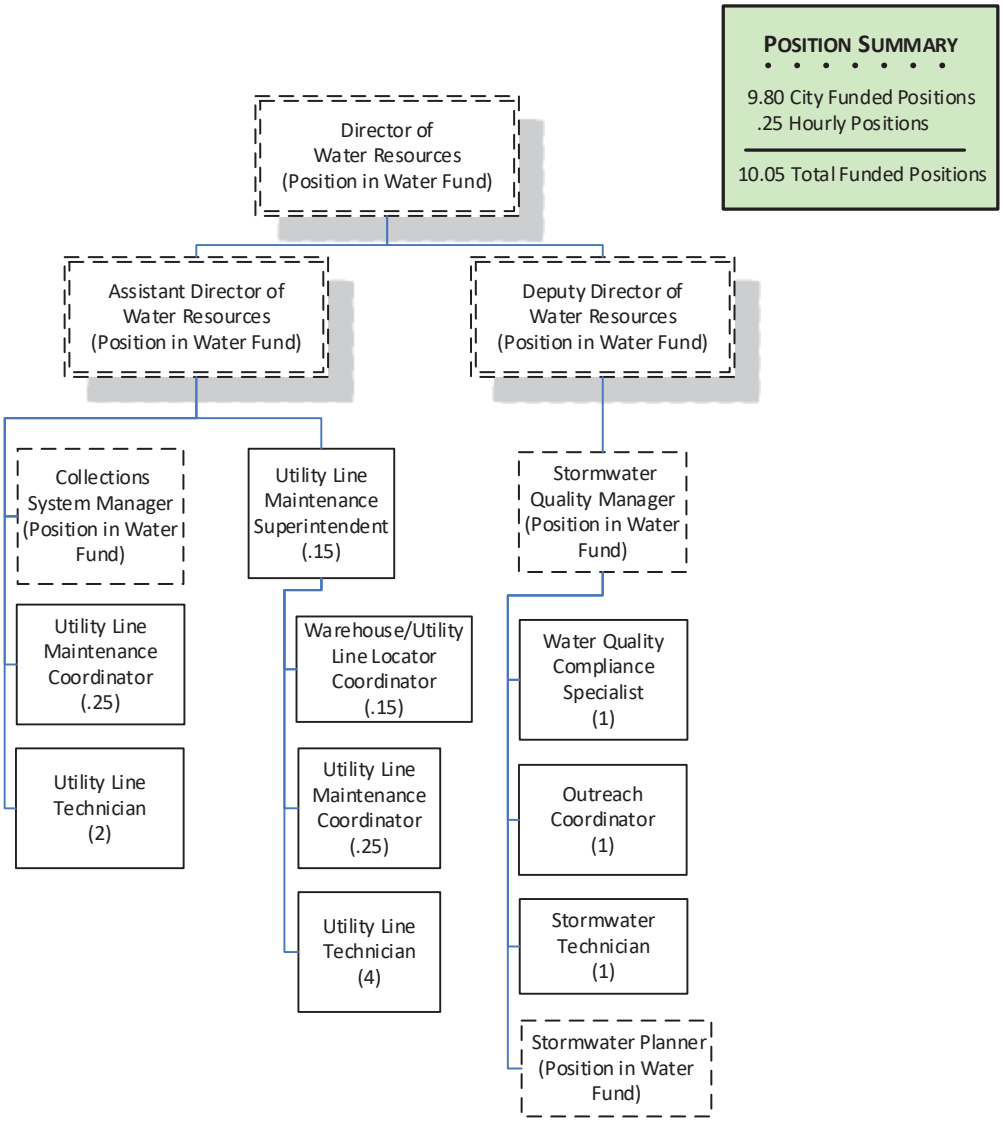
Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Target FY 2020***
Overall treatment cost per million gallons treated.	$1,905	$2,009	$1,494	$2,228

Analysis of the Data:
Cost per million gallons will have fluctuations at this time due to dry or wet weather flows to the Wastewater Treatment Plant. Wet weather flows have higher cost impacts due to additional costs associated with chemicals, electricity, and sludge disposal.

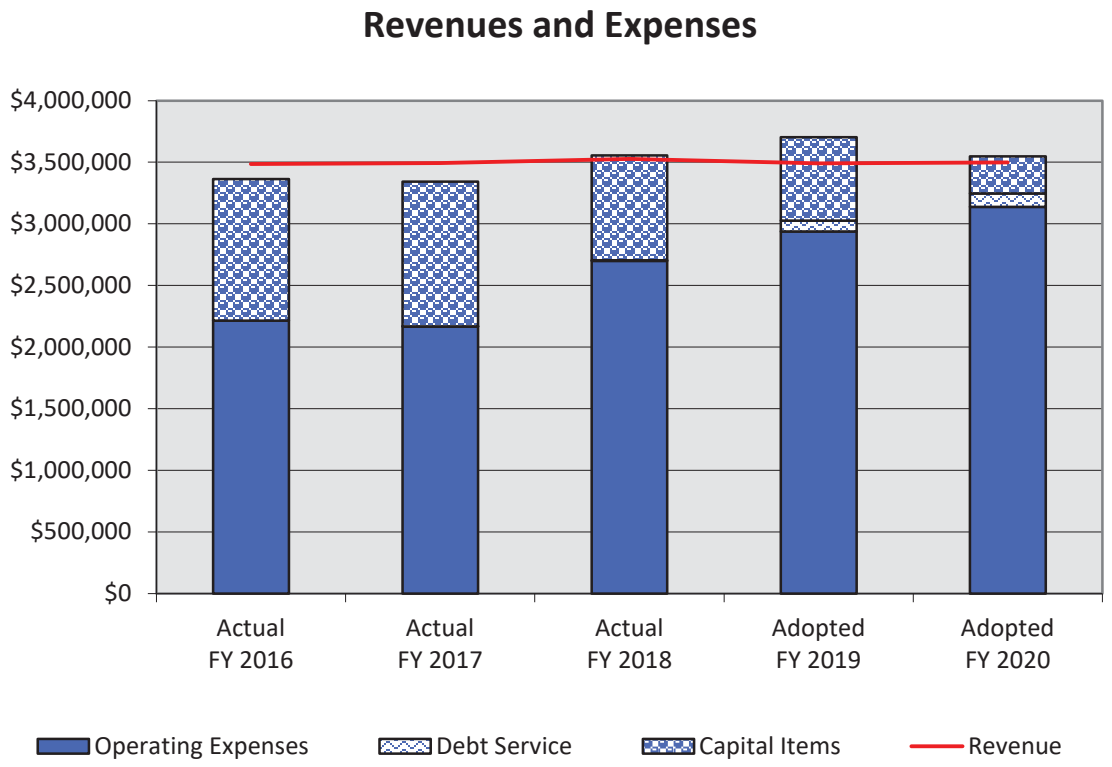
EXCELLENT GOVERNMENT

Benchmark Localities:
Charlottesville, Danville, Hampton, Richmond, and Roanoke, VA; American Water Works Association (AWWA)

Department of Water Resources
Stormwater Fund



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.



Stormwater Fund

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
STORMWATER FUND DEBT COVERAGE					
REVENUES					
Charges for Services	$3,172,520	$3,205,800	$3,171,536	$3,171,536	$3,171,536
State Categorical Aid - Highway Maintenance	275,000	275,000	275,000	275,000	275,000
Interest and Other	80,257	10,000	53,000	53,000	53,000
TOTAL REVENUES	**$3,527,777**	**$3,490,800**	**$3,499,536**	**$3,499,536**	**$3,499,536**
EXPENDITURES					
Stormwater	$2,723,287	$2,876,647	$3,056,687	$3,056,687	$3,056,687
Non-departmental	(28,809)	60,838	81,687	81,687	81,687
Project Costs Charged to Operation	16,171	0	0	0	0
Capitalizable Labor	(23,513)	(20,000)	(20,000)	(20,000)	(20,000)
Capital Outlay	0	(54,535)	(35,000)	(35,000)	(35,000)
TOTAL EXPENDITURES	**$2,687,136**	**$2,862,950**	**$3,083,374**	**$3,083,374**	**$3,083,374**
OPERATING INCOME	**$840,641**	**$627,850**	**$416,162**	**$416,162**	**$416,162**
Debt Service	4,672	88,628	107,675	107,675	107,675
NET REVENUE	**$835,969**	**$539,222**	**$308,487**	**$308,487**	**$308,487**
Debt Coverage Ratio Target	1.20	1.20	1.20	1.20	1.20
Debt Coverage Ratio [1]	N/A	7.1	3.9	3.9	3.9

[1] A Debt Coverage Ratio calculation is not required prior to FY 2019 due to no debt service payments.

Stormwater Fund

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
STORMWATER FUND POSITION SUMMARY					
City Funded Full-Time	8.80	9.80	9.80	9.80	9.80
City Funded Hourly	0.25	0.25	0.25	0.25	0.25
TOTAL FTE	**9.05**	**10.05**	**10.05**	**10.05**	**10.05**
STORMWATER FUND SUMMARY					
REVENUES					
Charges for Services	$3,172,520	$3,205,800	$3,171,536	$3,171,536	$3,171,536
State Categorical Aid - Highway Maintenance	275,000	275,000	275,000	275,000	275,000
Interest and Other	80,257	10,000	53,000	53,000	53,000
TOTAL REVENUES	**$3,527,777**	**$3,490,800**	**$3,499,536**	**$3,499,536**	**$3,499,536**
EXPENDITURES					
Salaries	$392,004	$424,560	$426,795	$426,795	$426,795
Employee Benefits	159,824	167,719	181,117	181,117	181,117
Contractual Services	185,298	154,900	275,650	275,650	275,650
Internal Service Charges	114,858	132,060	130,410	130,410	130,410
Other Charges	1,857,675	1,930,873	1,995,715	1,995,715	1,995,715
Rentals and Leases	13,628	12,000	12,000	12,000	12,000
Capital Outlay	0	54,535	35,000	35,000	35,000
Non-departmental	(28,809)	60,838	81,687	81,687	81,687
Debt Service	4,672	88,628	107,675	107,675	107,675
TOTAL EXPENDITURES	**$2,699,150**	**$3,026,113**	**$3,246,049**	**$3,246,049**	**$3,246,049**
DIFFERENCE OF REVENUES AND EXPENDITURES	**$828,627**	**$464,687**	**$253,487**	**$253,487**	**$253,487**
TRANSFERS TO OTHER FUNDS					
Transfers to Stormwater Capital	$850,000	$675,000	$300,000	$300,000	$300,000
Transfer - City/Federal/State Aid Fund	4,215	0	0	0	0
TOTAL TRANSFERS TO OTHER FUNDS	**$854,215**	**$675,000**	**$300,000**	**$300,000**	**$300,000**

Stormwater Fund

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
STORMWATER FUND REVENUE SUMMARY					
REVENUES					
Charges for Services	$3,172,520	$3,205,800	$3,171,536	$3,171,536	$3,171,536
State Categorical Aid - Highway Maintenance	275,000	275,000	275,000	275,000	275,000
Interest and Other	80,257	10,000	53,000	53,000	53,000
TOTAL REVENUES	**$3,527,777**	**$3,490,800**	**$3,499,536**	**$3,499,536**	**$3,499,536**

Stormwater Fund

STORMWATER FUND EXPENSE SUMMARY	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
DEPARTMENTAL					
Salaries	$392,004	$424,560	$426,795	$426,795	$426,795
Employee Benefits	159,824	167,719	181,117	181,117	181,117
Contractual Services	185,298	154,900	275,650	275,650	275,650
Internal Service Charges	114,858	132,060	130,410	130,410	130,410
Other Charges	1,857,675	1,930,873	1,995,715	1,995,715	1,995,715
Rentals and Leases	13,628	12,000	12,000	12,000	12,000
Capital Outlay	0	54,535	35,000	35,000	35,000
TOTAL DEPARTMENTAL	**$2,723,287**	**$2,876,647**	**$3,056,687**	**$3,056,687**	**$3,056,687**
NON-DEPARTMENTAL					
Financial Audit	$10,990	$12,856	$12,368	$12,368	$12,368
Allowance for Uncollectible Accounts	(19,541)	20,000	20,000	20,000	20,000
Retiree Benefits	(20,258)	18,801	2,000	2,000	2,000
Compensation Plan Adjustments	0	9,181	47,319	47,319	47,319
TOTAL NON-DEPARTMENTAL	**($28,809)**	**$60,838**	**$81,687**	**$81,687**	**$81,687**
CAPITAL AND TRANSFERS					
Transfer to Stormwater Capital	$850,000	$675,000	$300,000	$300,000	$300,000
Transfer - City/Federal/State Aid Fund	4,215	0	0	0	0
TOTAL CAPITAL AND TRANSFERS	**$854,215**	**$675,000**	**$300,000**	**$300,000**	**$300,000**
DEBT SERVICE					
Debt Service	$4,672	$88,628	$107,675	$107,675	$107,675
TOTAL DEBT SERVICE	**$4,672**	**$88,628**	**$107,675**	**$107,675**	**$107,675**
TOTAL EXPENDITURES	**$ 3,553,365**	**$ 3,701,113**	**$ 3,546,049**	**$ 3,546,049**	**$ 3,546,049**

Water Resources Stormwater Fund Budget Description

The Department Submitted FY 2020 Water Resources Stormwater Fund budget of $3,546,049 represents 4.2% decrease of $155,064 compared to the Adopted FY 2019 budget of $3,701,113.

Highlights of the Department Submitted FY 2020 budget include:

- $15,633 increase in Salaries and Employee Benefits due to rising health insurance costs.
- $120,750 increase in Contractual Services reflecting additional Architect and Engineering Services costs required to review and update the next five year Municipal Separate Storm Sewer Systems (MS4) Permit and increased Maintenance and Repair Services.
- $64,842 increase in Other Charges reflecting indirect costs per the Maximus indirect costs study for FY 2017.
- $19,535 decrease in Capital Outlay reflecting less combined purchases of new vehicles and equipment.
- $20,849 increase in Non-departmental reflecting potential compensation adjustments based on the market study.
- $375,000 decrease in Transfer to Stormwater Capital reflecting a decrease in the annual transfer from Stormwater Operating Fund to Stormwater Capital Fund for capital projects.
- $19,047 increase in Debt Service reflecting new borrowings on the line of credit to fund new infrastructure projects.

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

The Proposed FY 2020 Water Resources Stormwater Fund budget was adopted by City Council without changes.

Stormwater Division

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POSITION SUMMARY					
City Funded Full-Time	8.80	9.80	9.80	9.80	9.80
City Funded Hourly	0.25	0.25	0.25	0.25	0.25
TOTAL FTE	**9.05**	**10.05**	**10.05**	**10.05**	**10.05**
BUDGET SUMMARY					
DEPARTMENTAL					
Salaries	$392,004	$424,560	$426,795	$426,795	$426,795
Employee Benefits	159,824	167,719	181,117	181,117	181,117
Contractual Services	185,298	154,900	275,650	275,650	275,650
Internal Service Charges	114,858	132,060	130,410	130,410	130,410
Other Charges	1,857,675	1,930,873	1,995,715	1,995,715	1,995,715
Rentals and Leases	13,628	12,000	12,000	12,000	12,000
Capital Outlay	0	54,535	35,000	35,000	35,000
TOTAL	**$2,723,287**	**$2,876,647**	**$3,056,687**	**$3,056,687**	**$3,056,687**

Department of Water Resources Stormwater Fund Performance Measures

NATURAL & BUILT ENVIRONMENT

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 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Target FY 2020***
Educational Events	32	25	16	30

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, Temporary Assistance for Needy Families (TANF) Community Wealth Building (CWB) Grant, Central Virginia Criminal Justice Academy (CVCJA), 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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
CITY FEDERAL STATE AID FUND POSITION SUMMARY					
Grant Funded Full-Time	14.79	15.70	16.89	16.89	16.89
Grant Funded Sworn Full-Time	3.00	0.00	0.00	0.00	0.00
Grant Funded Part-Time	3.65	0.80	2.86	2.86	2.86
Grant Funded Hourly	2.27	3.07	2.65	2.65	2.65
TOTAL FTE	**23.71**	**19.57**	**22.40**	**22.40**	**22.40**
CITY FEDERAL STATE AID FUND BUDGET SUMMARY					
REVENUES					
Federal Grants	$2,025,790	$1,963,353	$2,153,555	$2,153,555	$2,153,555
State Grants	1,020,794	975,541	985,778	985,778	985,778
Localities/Other Reimbursements	689,577	57,594	654,049	654,049	654,049
In-Kind Grant Match	68,792	23,706	59,248	59,248	59,248
Arts and Cultural District (Transfer from General Fund)	32,000	32,000	32,000	32,000	32,000
Transfer from General Fund	60,283	67,020	77,431	77,431	77,431
TOTAL REVENUES	**$3,897,236**	**$3,119,214**	**$3,962,061**	**$3,962,061**	**$3,962,061**
EXPENDITURES					
Salaries	$1,250,226	$739,405	$1,213,762	$1,213,762	$1,213,762
Employee Benefits	457,040	283,133	471,531	471,531	471,531
Contractual Services	1,465,782	1,531,162	1,576,589	1,576,589	1,576,589
Other Charges	732,222	560,486	700,179	700,179	700,179
Capital Outlay	4,364	5,028	0	0	0
TOTAL EXPENDITURES [1]	**$3,909,634**	**$3,119,214**	**$3,962,061**	**$3,962,061**	**$3,962,061**
Key Ratios:					
General Fund Transfer as a % of Total Expenditures	2.4%	3.2%	2.8%	2.8%	2.8%

[1] Actual FY 2018 amount typically includes recurring grants that were adopted through the budget process. The City receives other grants throughout the year that are not included in the budget process. The Actual FY 2018 Total Expenditures for the City/Federal/State Aid Fund were $4,570,901 per the Comprehensive Annual Financial Report (CAFR) for the fiscal year ending June 30, 2018.

City/Federal/State Aid Fund

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
PROGRAM SUMMARY BY DEPARTMENT					
EXPENDITURES					
Office of the Commonwealth's Attorney					
Improving Criminal Justice Responses Grant	$131,969	$0	$78,092	$78,092	$78,091
Virginia Sexual and Domestic Violence Victim Fund	45,000	45,000	45,000	45,000	45,000
Victim/Witness Program	346,482	365,745	393,209	393,209	373,060
V-Stop Grant	94,822	94,823	60,449	60,449	80,599
Total Office of the Commonwealth's Attorney	**$618,273**	**$505,568**	**$576,750**	**$576,750**	**$576,750**
Office of Economic Development					
Arts and Cultural District Program	**$21,883**	**$37,000**	**$36,500**	**$36,500**	**$36,500**
Fire Department					
EMS Four for Life Program	$37,979	$57,000	$56,000	$56,000	$56,000
Fire Programs	315,994	255,000	265,000	265,000	265,000
Total Fire Department	**$353,973**	**$312,000**	**$321,000**	**$321,000**	**$321,000**
Police Department					
DCJS School Resource Officer	**$162,378**	**$0**	**$0**	**$0**	**$0**
Emergency Services					
LEMPG Grant	**$38,116**	**$53,676**	**$54,936**	**$54,936**	**$54,936**
Human Services - Juvenile Services					
USDA School Nutrition Program	**$19,990**	**$0**	**$0**	**$0**	**$0**
Human Services - Social Services					
Education Support Special Incentive Program	$15,992	$18,491	$18,491	$18,491	$18,491
Foster Parent Recruiting and Training Program	13,500	13,500	13,500	13,500	13,500
Independent Living Program	14,732	21,120	21,120	21,120	21,120
Outstationed Eligibility Workers (OEW) Program	57,239	57,594	58,856	58,856	58,856
Respite Program	7,528	12,500	12,500	12,500	12,500
Safe and Stable Families Program	72,991	73,001	73,001	73,001	73,001
Total Human Services - Social Services	**$181,982**	**$196,206**	**$197,468**	**$197,468**	**$197,468**
Community Corrections and Pretrial Services					
Community Corrections Program	**$470,877**	**$522,132**	**$531,191**	**$531,191**	**$531,191**
TANF Community Wealth Building (CWB) Grant	**$86,822**	**$0**	**$156,391**	**$156,391**	**$156,391**
Central Virginia Criminal Justice Academy (CVCJA)	**$566,850**	**$0**	**$595,193**	**$595,193**	**$595,193**
Non-departmental - Workforce Investment Act Prgm	**$1,388,490**	**$1,492,632**	**$1,492,632**	**$1,492,632**	**$1,492,632**
TOTAL EXPENDITURES	**$3,909,634**	**$3,119,214**	**$3,962,061**	**$3,962,061**	**$3,962,061**

Office of the Commonwealth's Attorney Grants

Improving Criminal Justice Responses to Sexual Assault, Domestic Violence, Dating Violence and Stalking Grant Program (formerly Arrest Grant). The Improving Criminal Justice Reponses Grant, offered through the U.S. Department of Justice, Office on Violence Against Women, is designed to encourage partnerships between state, local, and tribal governments, courts, victim service providers, and coalitions to ensure that sexual assault, domestic violence, dating violence, and stalking are treated as serious violations of criminal law requiring the coordinated involvement of the entire criminal justice system and community-based victim service organizations.

Virginia Sexual and Domestic Violence Victim Fund. The Virginia Sexual and Domestic Violence Victim Fund is offered by the Department of Criminal Justice Services (DCJS). State special funds support the Virginia Sexual & Domestic Violence Victim Fund, and the amount available for awards is dependent on deposits into the Virginia Sexual & Domestic Violence Victim Fund. These funds support the work of the Domestic and Sexual Violence Legal Assistant position within the prosecution unit. In collaboration with community partners, the Domestic and Sexual Violence Prosecution Unit assertively prosecutes misdemeanor and felony sexual assault, domestic/dating violence, and stalking crimes to enhance victim safety and offender accountability.

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
OFFICE OF THE COMMONWEALTH'S ATTORNEY GRANTS POSITION SUMMARY					
Grant Funded Full-Time	4.79	5.70	5.64	5.64	5.64
Grant Funded Part-Time	2.40	0.80	1.61	1.61	1.61
Grant Funded Hourly	1.62	2.42	2.15	2.15	2.15
TOTAL FTE	**8.81**	**8.92**	**9.40**	**9.40**	**9.40**
OFFICE OF THE COMMONWEALTH'S ATTORNEY GRANTS BUDGET SUMMARY					
REVENUES					
Federal Grants	$462,947	$345,426	$418,335	$418,335	$418,335
State Grants	131,620	136,436	138,265	138,265	138,265
In-Kind Grant Match	23,706	23,706	20,150	20,150	20,150
TOTAL REVENUES	**$618,273**	**$505,568**	**$576,750**	**$576,750**	**$576,750**
EXPENDITURES					
Salaries	$394,026	$334,847	$380,576	$380,576	$380,576
Employee Benefits	122,265	116,221	133,590	133,590	133,590
Contractual Services	41,720	0	26,107	26,107	26,107
Other Charges	60,262	54,500	36,477	36,477	36,477
TOTAL EXPENDITURES	**$618,273**	**$505,568**	**$576,750**	**$576,750**	**$576,750**

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
OFFICE OF ECONOMIC DEVELOPMENT GRANT BUDGET SUMMARY					
REVENUES					
State Grants	$4,500	$5,000	$4,500	$4,500	$4,500
Arts and Cultural District (Transfer from General Fund)	32,000	32,000	32,000	32,000	32,000
TOTAL REVENUES	**$36,500**	**$37,000**	**$36,500**	**$36,500**	**$36,500**
EXPENDITURES					
Contractual Services	$21,883	$37,000	$36,500	$36,500	$36,500
TOTAL EXPENDITURES	**$21,883**	**$37,000**	**$36,500**	**$36,500**	**$36,500**

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.

Fire Department Grants

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
FIRE DEPARTMENT GRANTS BUDGET SUMMARY					
REVENUES					
State Grants	$308,917	$312,000	$321,000	$321,000	$321,000
TOTAL REVENUES	**$308,917**	**$312,000**	**$321,000**	**$321,000**	**$321,000**
EXPENDITURES					
Other Charges	$353,973	$312,000	$321,000	$321,000	$321,000
TOTAL EXPENDITURES	**$353,973**	**$312,000**	**$321,000**	**$321,000**	**$321,000**

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
POLICE GRANT POSITION SUMMARY					
Grant Funded Sworn Full-Time	3	0	0	0	0
TOTAL FTE	**3**	**0**	**0**	**0**	**0**
POLICE GRANT BUDGET SUMMARY					
REVENUES					
State Grants	$86,956	$0	$0	$0	$0
Transfer from General Fund	25,422	0	0	0	0
Localities/Other Reimbursements	50,000	0	0	0	0
TOTAL REVENUES	**$162,378**	**$0**	**$0**	**$0**	**$0**
EXPENDITURES					
Salaries	$113,937	$0	$0	$0	$0
Employee Benefits	48,441	0	0	0	0
TOTAL EXPENDITURES	**$162,378**	**$0**	**$0**	**$0**	**$0**

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
EMERGENCY SERVICES GRANT POSITION SUMMARY					
Grant Funded Full-Time	1	1	1	1	1
TOTAL FTE	**1**	**1**	**1**	**1**	**1**
EMERGENCY SERVICES GRANT BUDGET SUMMARY					
REVENUES					
Federal Grants	$17,246	$23,423	$23,423	$23,423	$23,423
In-Kind Grant Match	5,988	0	0	0	0
Transfer from General Fund	17,435	30,253	31,513	31,513	31,513
TOTAL REVENUES	**$40,669**	**$53,676**	**$54,936**	**$54,936**	**$54,936**
EXPENDITURES					
Salaries	$24,684	$37,404	$37,404	$37,404	$37,404
Employee Benefits	7,444	16,272	17,532	17,532	17,532
Other Charges	5,988	0	0	0	0
TOTAL EXPENDITURES	**$38,116**	**$53,676**	**$54,936**	**$54,936**	**$54,936**

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 the Group Home. 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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
JUVENILE SERVICES GRANTS BUDGET SUMMARY					
REVENUES					
Federal Grants	$19,990	$0	$0	$0	$0
TOTAL REVENUES	**$19,990**	**$0**	**$0**	**$0**	**$0**
EXPENDITURES					
Other Charges	$19,990	$0	$0	$0	$0
TOTAL EXPENDITURES	**$19,990**	**$0**	**$0**	**$0**	**$0**

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.

Human Services – Social Services Grants

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
SOCIAL SERVICES GRANTS POSITION SUMMARY					
Grant Funded Full-Time	1	1	1	1	1
TOTAL FTE	**1**	**1**	**1**	**1**	**1**
SOCIAL SERVICES GRANTS BUDGET SUMMARY					
REVENUES					
Federal Grants	$89,393	$101,872	$101,872	$101,872	$101,872
State Grants	17,924	19,312	19,312	19,312	19,312
Localities/Other Reimbursements	57,239	57,594	58,856	58,856	58,856
Transfer from General Fund	17,426	17,428	17,428	17,428	17,428
TOTAL REVENUES	**$181,982**	**$196,206**	**$197,468**	**$197,468**	**$197,468**
EXPENDITURES					
Salaries	$40,338	$40,472	$40,472	$40,472	$40,472
Employee Benefits	17,073	17,122	18,384	18,384	18,384
Other Charges	124,571	138,612	138,612	138,612	138,612
TOTAL EXPENDITURES	**$181,982**	**$196,206**	**$197,468**	**$197,468**	**$197,468**

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
COMMUNITY CORRECTIONS AND PRETRIAL SERVICES GRANTS POSITION SUMMARY					
Grant Funded Full-Time	8.00	8.00	8.00	8.00	8.00
Grant Funded Hourly	0.65	0.65	0.50	0.50	0.50
TOTAL FTE	**8.65**	**8.65**	**8.50**	**8.50**	**8.50**
COMMUNITY CORRECTIONS AND PRETRIAL SERVICES GRANTS BUDGET SUMMARY					
REVENUES					
State Grants	$470,877	$502,793	$502,701	$502,701	$502,701
Transfer from General Fund	0	19,339	28,490	28,490	28,490
TOTAL REVENUES	**$470,877**	**$522,132**	**$531,191**	**$531,191**	**$531,191**
EXPENDITURES					
Salaries	$289,647	$326,682	$325,715	$325,715	$325,715
Employee Benefits	118,458	133,518	144,074	144,074	144,074
Contractual Services	1,009	1,530	1,350	1,350	1,350
Other Charges	57,399	55,374	60,052	60,052	60,052
Capital Outlay	4,364	5,028	0	0	0
TOTAL EXPENDITURES	**$470,877**	**$522,132**	**$531,191**	**$531,191**	**$531,191**

Temporary Assistance for Needy Families (TANF) Community Wealth Building (CWB) Grant. The focus is to enhance the Getting Ahead and TechHire programs for the City of Lynchburg. These initiatives assist in the City's goal of reducing poverty and raising the median household income through education, case management, employment training and career placement.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF) COMMUNITY WEALTH BUILDING (CWB) GRANT POSITION SUMMARY					
Grant Funded Part-Time	1.25	0.00	1.25	1.25	1.25
TOTAL FTE	**1.25**	**0.00**	**1.25**	**1.25**	**1.25**
TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF) COMMUNITY WEALTH BUILDING (CWB) GRANT BUDGET SUMMARY					
REVENUES					
Federal Grants	$47,724	$0	$117,293	$117,293	$117,293
In-Kind Grant Match	39,098	0	39,098	39,098	39,098
TOTAL REVENUES	**$86,822**	**$0**	**$156,391**	**$156,391**	**$156,391**
EXPENDITURES					
Salaries	$14,170	$0	$37,500	$37,500	$37,500
Employee Benefits	7,561	0	15,363	15,363	15,363
Contractual Services	12,680	0	20,000	20,000	20,000
Other Charges	52,411	0	83,528	83,528	83,528
TOTAL EXPENDITURES	**$86,822**	**$0**	**$156,391**	**$156,391**	**$156,391**

Central Virginia Criminal Justice Academy (CVCJA). The CVCJA has a Franchise agreement with the City of Lynchburg which allows CVCJA to lease the second floor of the City Armory at a rate of $36,250 annually. CVCJA has a Memorandum of Understanding (MOU) with the City of Lynchburg which defines the financial accounting responsibilities of the CVCJA and the City. The City processes the payroll, rent, utility, postage, and phone expenses along with receipting the dues from VA ABC, Lynchburg Police Department, Lynchburg Sheriff's Office, Lynchburg Department of Emergency Management, and Longwood University. CVCJA settles up with the City monthly.

In accordance with the Franchise Agreement and the MOU, the City is including the revenues and expenses as indicated above in the City's budget.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
CENTRAL VIRGINIA CRIMINAL JUSTICE ACADEMY (CVCJA) BUDGET SUMMARY					
REVENUES					
Local	$582,338	$0	$595,193	$595,193	$595,193
TOTAL REVENUES	**$582,338**	**$0**	**$595,193**	**$595,193**	**$595,193**
EXPENDITURES					
Salaries	$373,424	$0	$392,095	$392,095	$392,095
Employee Benefits	135,798	0	142,588	142,588	142,588
Other Charges	57,628	0	60,510	60,510	60,510
TOTAL EXPENDITURES	**$566,850**	**$0**	**$595,193**	**$595,193**	**$595,193**

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. Central Virginia Planning District Commission (CVPDC) acts as the fiscal agent and the City of Lynchburg serves as the local grant recipient.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
NON-DEPARTMENTAL WORKFORCE INVESTMENT ACT GRANT BUDGET SUMMARY					
REVENUES					
Federal Grants	$1,388,490	$1,492,632	$1,492,632	$1,492,632	$1,492,632
TOTAL REVENUES	**$1,388,490**	**$1,492,632**	**$1,492,632**	**$1,492,632**	**$1,492,632**
EXPENDITURES					
Contractual Services	$1,388,490	$1,492,632	$1,492,632	$1,492,632	$1,492,632
TOTAL EXPENDITURES	**$1,388,490**	**$1,492,632**	**$1,492,632**	**$1,492,632**	**$1,492,632**

Community Development Block Grant (CDBG) Fund. The CDBG Program is designed to preserve, rehabilitate and improve low income neighborhoods through public infrastructure improvements, neighborhood facility rehabilitation, 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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
COMMUNITY DEVELOPMENT BLOCK GRANT POSITION SUMMARY					
Grant Funded Full-Time	0.50	0.50	0.43	0.43	0.43
Grant Funded Part-Time	0.60	0.60	0.60	0.60	0.60
TOTAL FTE	**1.10**	**1.10**	**1.03**	**1.03**	**1.03**
COMMUNITY DEVELOPMENT BLOCK GRANT BUDGET SUMMARY					
REVENUES					
Federal Entitlement	$762,855	$662,564	$733,913	$733,913	$733,913
Program Income	2,000	3,234	2,100	2,100	2,100
Use of (Additions to) Unassigned Fund Balance	103,975	102,301	0	0	0
TOTAL REVENUES	**$868,830**	**$768,099**	**$736,013**	**$736,013**	**$736,013**
EXPENDITURES					
Salaries	$77,780	$77,576	$77,578	$77,578	$77,578
Employee Benefits	12,514	12,776	12,925	12,925	12,925
Contractual Services	757,304	672,955	640,869	640,869	640,869
Other Charges	21,232	4,792	4,641	4,641	4,641
TOTAL EXPENDITURES	**$868,830**	**$768,099**	**$736,013**	**$736,013**	**$736,013**

Community Development Block Grant (CDBG) Fund Budget Description

The Department Submitted FY 2020 Community Development Block Grant (CDBG) Fund budget of $736,013 represents a 4.2% decrease of $32,086 compared to the Adopted FY 2019 budget of $768,099.

Highlights of the Department Submitted FY 2020 budget include:

- $32,086 decrease in Contractual Services reflecting a reduction in CDBG funds for subrecipient project allocations.

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

The Proposed FY 2020 Community Development Block Grant (CDBG) Fund budget was adopted by City Council without changes.

Community Development Block Grant (CDBG) funding by project

Project	FY 2019 Funding Distribution
Program Administration (City)	$98,000
Diamond Hill Neighborhood Center	175,000
Jefferson Park Neighborhood Center	175,000
Lynchburg Redevelopment Housing Authority (LRHA) Rental Rehabilitation Program	85,000
Lynchburg Redevelopment Housing Authority (LRHA) Vacant Housing Revitalization and Rehabilitation	93,760
Lynchburg Redevelopment Housing Authority (LRHA) Coordinated Homeless Intake and Access	60,702
Lynchburg Redevelopment Housing Authority (LRHA) Affordable Housing Resource Center	24,685
Lynchburg Community Action Group (Lyn-CAG) Thriving Cities Poverty to Progress Accountability and Analysis	25,000
TOTAL	**$737,147**

Note: The Adopted FY 2019 amount does not match the FY 2019 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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
CHILDREN'S SERVICES ACT (CSA) FUND POSITION SUMMARY					
Grant Funded Full-Time	1	1	1	1	1
TOTAL FTE	**1**	**1**	**1**	**1**	**1**
CHILDREN'S SERVICES ACT (CSA) FUND BUDGET SUMMARY					
REVENUES					
Intergovernmental - Public Assistance	$3,961,874	$3,774,017	$3,910,234	$3,910,234	$3,910,234
Transfer from General Fund	1,980,464	1,980,464	1,843,647	1,843,647	1,843,647
Transfer from Lynchburg City Schools	196,541	196,541	196,541	196,541	196,541
Special Welfare Recoupments	48,149	48,000	48,600	48,600	48,600
Use of (Additions to) Unassigned Fund Balance	(330,275)	0	0	0	0
TOTAL REVENUES	**$5,856,753**	**$5,999,022**	**$5,999,022**	**$5,999,022**	**$5,999,022**
EXPENDITURES					
Salaries	$38,709	$38,709	$38,709	$38,709	$38,709
Employee Benefits	16,634	16,634	17,895	17,895	17,895
Administrative	2,616	11,327	11,327	11,327	11,327
Mandated - Foster Care	3,052,009	3,432,216	3,102,216	3,102,216	3,102,216
Mandated - Special Education	2,536,140	2,143,500	2,452,968	2,452,968	2,452,968
Non-Mandated Services	210,645	356,636	375,907	375,907	375,907
TOTAL EXPENDITURES	**$5,856,753**	**$5,999,022**	**$5,999,022**	**$5,999,022**	**$5,999,022**

Children's Services Act (CSA) Fund Budget Description

The Department Submitted FY 2020 Children's Services Act (CSA) Fund budget of $5,999,022 represents no change compared to the Adopted FY 2019 budget.

Highlights of the Department Submitted FY 2020 budget include:

- $1,261 increase in Employee Benefits reflecting the rising health insurance costs.
- $330,000 decrease in Mandated – Foster Care costs.
- $309,468 increase in Mandated – Special Education costs.
- $19,271 increase in Non-Mandated Services costs.

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

The Proposed FY 2020 Children's Services Act (CSA) Fund budget was adopted by City Council without changes.

Forfeited Assets 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.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
FORFEITED ASSETS FUND BUDGET SUMMARY					
REVENUES					
State Asset Forfeiture	$55,003	$0	$0	$0	$0
Federal Asset Forfeiture	2,404	0	0	0	0
Interest	2,764	0	0	0	0
Use of (Additions to) Unassigned Fund Balance	30,771	0	0	0	0
TOTAL REVENUES	**$90,942**	**$0**	**$0**	**$0**	**$0**
EXPENDITURES	$90,942	$0	$0	$0	$0
TOTAL EXPENDITURES	**$90,942**	**$0**	**$0**	**$0**	**$0**

Forfeited Assets Fund Budget Description

No funds are requested for FY 2020.

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
HOME INVESTMENT TRUST FUND POSITION SUMMARY					
Grant Funded Part-Time	0.2	0.2	0.2	0.2	0.2
TOTAL FTE	**0.2**	**0.2**	**0.2**	**0.2**	**0.2**
HOME INVESTMENT TRUST FUND BUDGET SUMMARY					
BEGINNING RESTRICTED FUND BALANCE	**$26,247**	**$0**	**$0**	**$0**	**$0**
REVENUES					
Federal Entitlement	$167,113	$300,951	$438,772	$438,772	$438,772
Program Income	35,640	35,640	0	0	0
TOTAL REVENUES	**$202,753**	**$336,591**	**$438,772**	**$438,772**	**$438,772**
EXPENDITURES					
Salaries	$14,584	$14,549	$14,549	$14,549	$14,549
Employee Benefits	1,098	1,113	1,113	1,113	1,113
Contractual Services	173,445	318,804	420,985	420,985	420,985
Other Charges	506	2,125	2,125	2,125	2,125
TOTAL EXPENDITURES	**$189,633**	**$336,591**	**$438,772**	**$438,772**	**$438,772**
ENDING RESTRICTED FUND BALANCE	**$39,367**	**$0**	**$0**	**$0**	**$0**

HOME Investment Trust Fund Budget Description

The Department Submitted FY 2020 HOME Investment Trust Fund budget of $438,772 represents a 30.4% increase of $102,181 compared to the Adopted FY 2019 budget of $336,591.

Highlights of the Department Submitted FY 2020 budget include:

- $102,181 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.

The Proposed FY 2020 HOME Investment Trust Fund budget was adopted by City Council without changes.

HOME Investment Trust funding by project

Project	FY 2019 Funding Distribution
Administration (City)	$24,000
Rush Lifetime Homes - James River Housing - Community Housing Development Organization (CHDO)	95,000
Habitat for Humanity - Homeownership	70,000
Lynchburg Community Action Group (Lyn-CAG) Homeownership Substantial Rehab	225,000
Lynchburg Community Action Group (Lyn-CAG) First-time Homebuyer Down Payment	60,412
TOTAL	**$474,412**

Note: The Adopted FY 2019 amount does not match the FY 2019 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.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
LYNCHBURG EXPRESSWAY APPEARANCE FUND (LEAF) BUDGET SUMMARY					
REVENUES					
Revenue from pledges and donations	$66,260	$0	$0	$0	$0
Use of (Additions to) Unassigned Fund Balance	(33,891)	75,000	75,000	75,000	75,000
TOTAL REVENUES	**$32,369**	**$75,000**	**$75,000**	**$75,000**	**$75,000**
EXPENDITURES					
Contractual Services	$32,369	$40,000	$40,000	$40,000	$40,000
Other Charges	0	35,000	35,000	35,000	35,000
TOTAL EXPENDITURES	**$32,369**	**$75,000**	**$75,000**	**$75,000**	**$75,000**

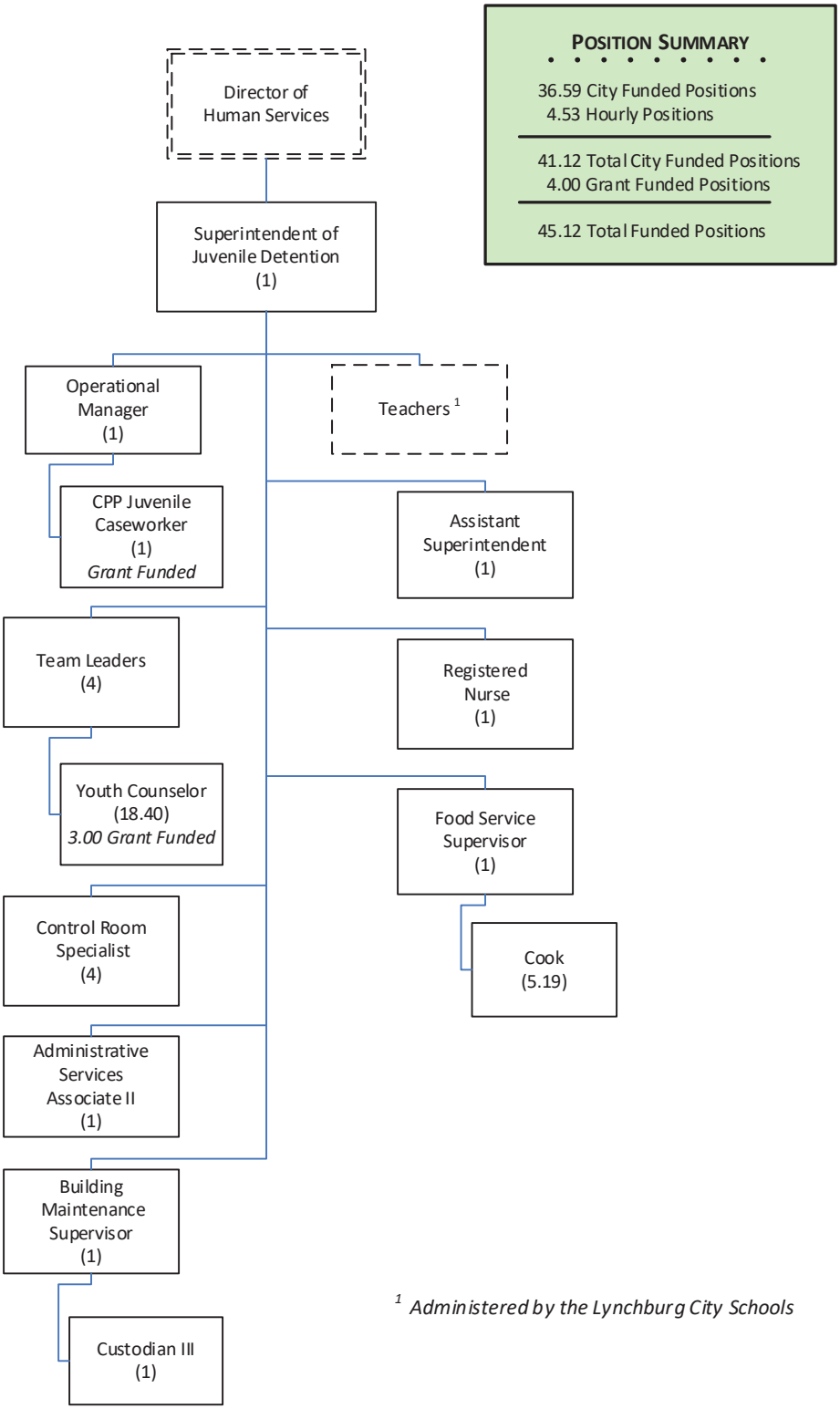
Lynchburg Expressway Appearance Fund (LEAF) Budget Description

The Department Submitted FY 2020 Lynchburg Expressway Appearance Fund (LEAF) budget of $75,000 represents no change compared to the Adopted FY 2019 budget.

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

The Proposed FY 2020 Lynchburg Expressway Appearance Fund (LEAF) budget was adopted by City Council without changes.

Regional Juvenile Detention Center



[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, 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. Through the Community Placement Program (CPP) residential services are provided to juvenile offenders committed to the Department of Juvenile Justice. The CPP focuses on skill development and competency in the areas of education, job readiness, and life and social skills to ensure seamless transition back into the community. The Lynchburg Regional Juvenile Detention Center Advisory Board provides guidance and insight to the operations of the Detention Center.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
REGIONAL JUVENILE DETENTION CENTER FUND POSITION SUMMARY					
City Funded Full-Time	34.00	34.00	34.00	34.00	34.00
City Funded Part-Time	2.59	2.59	2.59	2.59	2.59
City Funded Hourly	4.53	4.53	4.53	4.53	4.53
Grant Funded Full-Time	3.00	3.00	4.00	4.00	4.00
TOTAL FTE	**44.12**	**44.12**	**45.12**	**45.12**	**45.12**
REGIONAL JUVENILE DETENTION CENTER FUND BUDGET SUMMARY					
REVENUES					
Charges for Services	$1,108,243	$970,350	$1,067,476	$1,067,476	$1,067,476
Intergovernmental	1,845,810	1,767,536	1,816,136	1,816,136	1,816,136
Miscellaneous	94	0	0	0	0
TOTAL REVENUES	**$2,954,147**	**$2,737,886**	**$2,883,612**	**$2,883,612**	**$2,883,612**
EXPENDITURES					
Salaries	$1,526,963	$1,463,793	$1,502,461	$1,502,461	$1,502,461
Employee Benefits	598,805	595,606	661,626	661,626	661,626
Contractual Services	58,442	41,594	41,594	41,594	41,594
Internal Service Charges	13,687	15,657	16,958	16,958	16,958
Other Charges	627,304	585,460	625,238	625,238	625,238
Rentals and Leases	2,393	2,409	2,409	2,409	2,409
Debt Service	85,959	33,367	33,326	33,326	33,326
TOTAL EXPENDITURES	**$2,913,553**	**$2,737,886**	**$2,883,612**	**$2,883,612**	**$2,883,612**

Regional Juvenile Detention Center Fund Budget Description

The Department Submitted FY 2020 Regional Juvenile Detention Center Fund budget of $2,883,612 represents a 5.3% increase of $145,726 from the Adopted FY 2019 budget of $2,737,886.

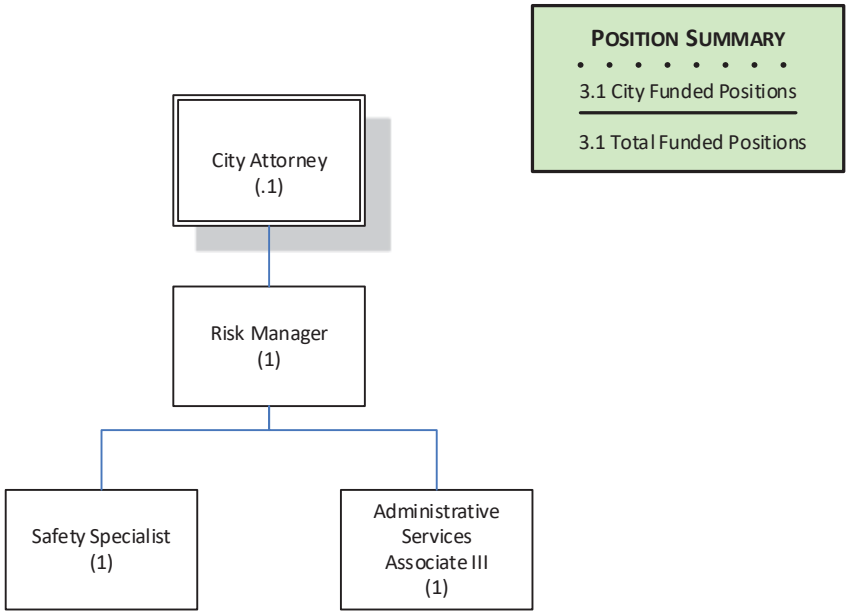
Highlights of the Department Submitted FY 2020 budget include:

- $104,688 increase in Salaries and Employee Benefits due to transferring a full-time position from Juvenile Services and the rising health insurance costs.
- $1,301 increase in Internal Service Charges reflecting Fleet Services operating estimates.
- $39,778 increase in Other Charges primarily due to the Maximus Indirect Cost Allocation.

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

The Proposed FY 2020 Regional Juvenile Detention Center Fund budget was adopted by City Council without changes.

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
RISK MANAGEMENT FUND POSITION SUMMARY					
City Funded Full-Time	3.1	3.1	3.1	3.1	3.1
TOTAL FTE	**3.1**	**3.1**	**3.1**	**3.1**	**3.1**
RISK MANAGEMENT FUND BUDGET SUMMARY					
REVENUES					
General Fund	$601,049	$588,357	$608,114	$608,114	$608,114
Juvenile Detention Home	16,937	16,422	16,961	16,961	16,961
Water Fund	88,635	94,192	97,004	97,004	97,004
Sewer Fund	73,222	73,222	73,222	73,222	73,222
Sewer Fund - Treatment Plant	84,300	90,555	94,314	94,314	94,314
Airport Fund	41,076	38,902	39,949	39,949	39,949
Stormwater Fund	35,796	35,131	35,316	35,316	35,316
Interest Earnings	12,212	0	0	0	0
Subrogation	4,714	0	0	0	0
Transfer from General Fund	3,027	0	0	0	0
Use of (Additions to) Unassigned Fund Balance	304,165	0	(52,321)	(49,904)	(49,904)
TOTAL REVENUES	**$1,265,133**	**$936,781**	**$912,559**	**$914,976**	**$914,976**
DEPARTMENTAL					
Salaries	$164,066	$163,564	$163,564	$163,564	$163,564
Employee Benefits	66,283	63,411	67,358	67,358	67,358
Contractual Services	30,700	33,478	33,478	33,478	33,478
Internal Service Charges	6,228	9,164	8,113	7,453	7,453
Other Charges	11,298	19,682	25,620	28,697	28,697
TOTAL DEPARTMENTAL EXPENDITURES	**$278,575**	**$289,299**	**$298,133**	**$300,550**	**$300,550**
NON-DEPARTMENTAL					
Insurance and Claims	$986,558	$647,482	$614,426	$614,426	$614,426
TOTAL NON-DEPARTMENTAL EXPENDITURES	**$986,558**	**$647,482**	**$614,426**	**$614,426**	**$614,426**
TOTAL EXPENDITURES	**$1,265,133**	**$936,781**	**$912,559**	**$914,976**	**$914,976**

Risk Management Fund Budget Description

The Department Submitted FY 2020 Risk Management Fund budget of $912,559 represents a 2.6% decrease of $24,222 compared to the Adopted FY 2019 budget of $936,781.

Highlights of the Department Submitted FY 2020 budget include:

- $3,947 increase in Employee Benefits reflecting rising health insurance costs.
- $1,051 decrease in Internal Service Charges reflecting Fleet Services operating estimates.
- $5,938 increase in Other Charges due to an increase in Safe Driving Incentives offset by reductions in Training and Conferences and Audiovisual Supplies.
- $33,056 decrease in Insurance and Claims reflecting the Pollution Policy which renews every three years offset by an increase in Property coverage premiums costs.

The Manager's Proposed budget includes the following changes from the Department submission:

- $660 decrease in Internal Service Charges reflecting the Fleet Services reallocated operating estimates.
- $3,077 increase in Other Charges to restore funding for Training and Conferences.

The Proposed FY 2020 Risk Management Fund budget was adopted by City Council without changes.

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 valued at over $380 million dollars.

Performance Measure:	***Actual FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Percent of facilities inspected with comprehensive repairs sent to departments	13%	10%	5%	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, 2018 staff has performed 5% of the property inspections. With six months left in this fiscal year, and the department fully staffed, 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 the potential hazards and citizen/employee injuries.

EXCELLENT GOVERNMENT

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 FY 2018***	***Projected FY 2019***	***July - Dec FY 2019***	***Projected FY 2020***
Number of training/assistance hours provided to departments	1,031	1,000	834	1,000

Analysis of the Data:
For FY 2018 Risk Management exceeded its goal of 1,000 training hours by 133 hours. The training hours for FY 2019, as of December 31, 2018, are 834, with six months remaining in the fiscal year. With the elimination of the 8 hour Driver Improvement Course, reaching this goal will be a challenge in the future. Scheduled bi-weekly new hire safety training, New Hire Defensive Driving courses, a fully staffed department and other training opportunities, will make reaching the 1,000 hour goal attainable by the end of the fiscal year. This ensures the safety related training needs for City employees are addressed.

EXCELLENT GOVERNMENT

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 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
REVENUES					
Donations and Restitutions	$69,832	$127,650	$130,788	$130,788	$130,788
Interest	660	1,000	1,200	1,200	1,200
Revenue from the Commonwealth	0	8,500	5,000	5,000	5,000
Use of (Additions to) Unassigned Fund Balance	(11,154)	(162)	(7,488)	(7,488)	(7,488)
TOTAL REVENUES	**$59,338**	**$136,988**	**$129,500**	**$129,500**	**$129,500**
EXPENDITURES					
Christmas Fund	$5,640	$7,000	$7,000	$7,000	$7,000
Special Items Program	184	400	200	200	200
Food Stamps Restitution	24,712	28,000	28,000	28,000	28,000
Interest / Fiscal Relief	0	2,000	900	900	900
Fuel Restitution	0	550	500	500	500
Pre-Screening Assessments	0	30,000	21,212	21,212	21,212
Welfare Advisory Board	0	400	200	200	200
Fuel Assistance	0	500	300	300	300
TANF Restitution	0	22,000	22,000	22,000	22,000
Bridges Out of Poverty	697	6,000	6,000	6,000	6,000
Youth Services	27,844	35,138	37,938	37,938	37,938
Child-Care Restitution	0	5,000	5,000	5,000	5,000
VA Alliance Funds	261	0	250	250	250
TOTAL EXPENDITURES	**$59,338**	**$136,988**	**$129,500**	**$129,500**	**$129,500**

Special Welfare Fund Budget Description

The Department Submitted FY 2020 Special Welfare Fund budget of $129,500 represents a 5.5% decrease of $7,488 compared to the Adopted FY 2019 budget of $136,988.

Highlights of the Department Submitted FY 2020 budget include:

- $1,100 decrease in Interest/Fiscal Relief funding.
- $8,788 decrease in Pre-Screening Assessments funds.
- $2,800 increase in Youth Services funding.

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

The Proposed FY 2020 Special Welfare Fund budget was adopted by City Council without changes.

Technology Fund. This fund provides for the ongoing replacement and enhancement of the City's technology infrastructure.

	Actual FY 2018	Adopted FY 2019	Department Submitted FY 2020	Manager's Proposed FY 2020	Adopted FY 2020
TECHNOLOGY FUND BUDGET SUMMARY					
REVENUES					
Use of Money and Property	$30,100	$15,000	$30,000	$30,000	$30,000
Miscellaneous	31,695	0	0	0	0
Transfer from General Fund	665,259	605,298	566,702	566,702	566,702
Use of (Additions to) Unassigned Fund Balance	701,693	204,794	870,463	870,463	870,463
TOTAL REVENUES	**$1,428,747**	**$825,092**	**$1,467,165**	**$1,467,165**	**$1,467,165**
EXPENDITURES					
Salaries	$10,019	$31,200	$15,600	$15,600	$15,600
Employee Benefits	767	2,386	1,193	1,193	1,193
Contractual Services	466,133	557,173	581,539	581,539	581,539
Other Charges	221,553	174,333	300,833	300,833	300,833
Capital Outlay	730,275	60,000	568,000	568,000	568,000
TOTAL EXPENDITURES	**$1,428,747**	**$825,092**	**$1,467,165**	**$1,467,165**	**$1,467,165**

Technology Fund Budget Description

The Department Submitted FY 2020 Technology Fund budget of $1,467,165 represents a 77.8% percent increase of $642,073 compared to the Adopted FY 2019 budget of $825,092.

Highlights of the Department Submitted FY 2020 budget include:

- $16,793 decrease in Salaries and Employee Benefits reflecting the reduced use of interns and apprentices.
- $24,366 increase in Contractual Services reflecting additional Software Maintenance and IT Systems Consulting.
- $126,500 increase in Other Charges reflecting additional Minor Equipment purchases for network core switches, enhancement of the City’s Disaster Recovery servers and the four year replacement cycle for desktop computers.
- $508,000 increase in Capital Outlay reflecting the Cisco Nexus backbone switch replacements.

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

The Proposed FY 2020 Technology Fund budget was adopted by City Council without changes.

FY 2020 - 2024 Capital Improvement Program

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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. Each project will reference a relationship to the *2013 – 2030 Comprehensive Plan,* adopted by City Council in January 2014. The Comprehensive 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

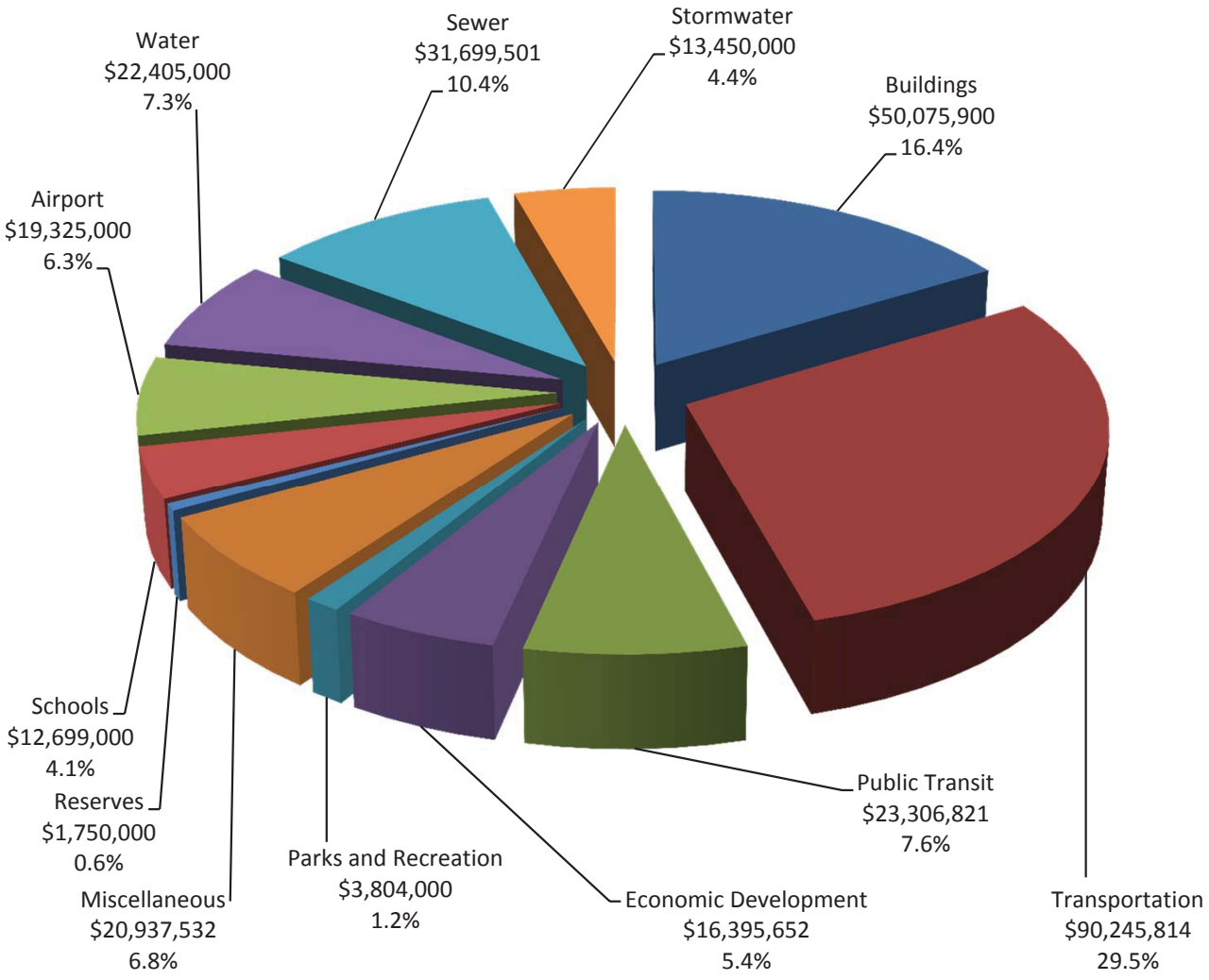
The CIP is a document dedicated to a process designed to identify both the capital improvement needs and priorities of the City over a five-year period in concert with projected funding levels and City Council's Vision and Principles. Actual programming of projects is dependent upon the financial resources available.

The Project Detail Sheets on the following pages reflect those projects proposed for consideration in the *FY 2020 – 2024 Capital Improvement Program*.

DEFINITIONS

Continuing Projects: Projects currently in progress that were appropriated in prior fiscal years.
New/Active Projects: FY 2020 – 2024 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 2020-2024
Capital Improvement Program
(all sources of funding)
$306,094,220



Summary of Projects for FY 2020 - 2024 Capital Improvement Program

	Five Year Proposed Appropriations to be Financed By The City					Five-Year Estimated Net Cost
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	
Summary - All Funds						
Buildings	$2,868,000	$1,794,400	$3,247,000	$36,537,500	$5,629,000	$50,075,900
Transportation	41,069,174	5,786,000	4,603,000	9,556,000	29,231,640	90,245,814
Public Transit	6,924,600	8,578,308	3,152,238	516,907	4,134,768	23,306,821
Economic Development	5,200,000	700,000	4,095,652	1,160,000	5,240,000	16,395,652
Parks and Recreation	430,000	730,000	628,000	903,000	1,113,000	3,804,000
Miscellaneous	10,203,908	211,208	211,208	10,211,208	100,000	20,937,532
Reserves	350,000	350,000	350,000	350,000	350,000	1,750,000
Total City Capital Projects	**$ 67,045,682**	**$ 18,149,916**	**$ 16,287,098**	**$ 59,234,615**	**$ 45,798,408**	**$ 206,515,719**
Schools	2,686,000	2,643,000	1,385,000	1,852,000	4,133,000	12,699,000
Total City Capital and Schools	**$ 69,731,682**	**$ 20,792,916**	**$ 17,672,098**	**$ 61,086,615**	**$ 49,931,408**	**$ 219,214,719**
Airport	3,825,000	6,800,000	2,000,000	3,500,000	3,200,000	19,325,000
Water	6,200,000	3,639,000	4,927,000	5,317,000	2,322,000	22,405,000
Sewer	7,960,000	7,485,600	6,123,000	6,255,901	3,875,000	31,699,501
Stormwater	2,750,000	860,000	8,440,000	595,000	805,000	13,450,000
Grand Total All Funds	**$ 90,466,682**	**$ 39,577,516**	**$ 39,162,098**	**$ 76,754,516**	**$ 60,133,408**	**$ 306,094,220**

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 2020	FY 2021	FY 2022	FY 2023	FY 2024
Resources					
Pay-As-You-Go	4,984,908	5,568,608	5,732,208	4,628,708	5,605,000
Line of Credit	41,661,565	1,250,000	3,217,826	46,745,000	12,888,000
State Grants	5,692,400	857,812	315,138	51,656	413,419
State Revenue Sharing	3,902,609	0	1,147,826	0	2,643,125
State of Good Repair (VDOT)	2,000,000	0	0	4,000,000	0
Federal Grants	5,539,200	6,862,496	2,521,100	413,251	20,008,864
Federal Transportation Alternatives	0	300,000	0	0	0
Highway Safety Improvement Program	0	0	0	0	800,000
Highway Maintenance (VDOT)	3,265,000	3,311,000	3,353,000	3,396,000	3,440,000
TOTAL ESTIMATED RESOURCES	**$ 67,045,682**	**$ 18,149,916**	**$ 16,287,098**	**$ 59,234,615**	**$ 45,798,408**

CAPITAL PROJECTS					
Buildings	2,868,000	1,794,400	3,247,000	36,537,500	5,629,000
Transportation	41,069,174	5,786,000	4,603,000	9,556,000	29,231,640
Public Transit	6,924,600	8,578,308	3,152,238	516,907	4,134,768
Economic Development	5,200,000	700,000	4,095,652	1,160,000	5,240,000
Parks and Recreation	430,000	730,000	628,000	903,000	1,113,000
Miscellaneous	10,203,908	211,208	211,208	10,211,208	100,000
Reserves	350,000	350,000	350,000	350,000	350,000
TOTAL PROPOSED CAPITAL PROJECTS	**$ 67,045,682**	**$ 18,149,916**	**$ 16,287,098**	**$ 59,234,615**	**$ 45,798,408**

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 2020	FY 2021	FY 2022	FY 2023	FY 2024
Resources					
Pay-As-You-Go	4,984,908	5,568,608	5,732,208	4,491,208	5,742,500
Line of Credit	7,425,000	15,922,826	18,779,130	17,836,087	26,483,478
CDBG Funding	1,250,000	0	0	0	0
State Grants	1,192,400	1,357,812	565,138	3,801,656	413,419
State Revenue Sharing	1,400,000	2,347,826	3,336,522	1,434,348	3,329,647
State of Good Repair (VDOT)	400,000	1,100,000	500,000	2,000,000	2,000,000
Federal Grants	5,539,200	6,862,496	2,521,100	413,251	3,307,349
Federal Transportation Alternatives	0	300,000	0	0	0
Highway Safety Improvement Program	0	0	0	0	100,000
Highway Maintenance (VDOT)	3,265,000	3,311,000	3,353,000	3,396,000	3,440,000
Contributions	250,000	0	0	0	0
TOTAL ESTIMATED RESOURCES	**$ 25,706,508**	**$ 36,770,568**	**$ 34,787,098**	**$ 33,372,550**	**$ 44,816,393**

CAPITAL PROJECTS					
Buildings	3,868,000	1,794,400	3,247,000	9,287,500	11,629,000
Transportation	9,630,000	19,211,000	22,603,000	13,581,435	12,112,125
Public Transit	6,924,600	8,578,308	3,152,238	516,907	4,134,768
Economic Development	3,300,000	4,895,652	4,095,652	1,160,000	5,240,000
Parks and Recreation	430,000	730,000	628,000	765,500	1,250,500
Miscellaneous	1,203,908	1,211,208	711,208	7,711,208	10,100,000
Reserves	350,000	350,000	350,000	350,000	350,000
TOTAL PROPOSED CAPITAL PROJECTS	**$ 25,706,508**	**$ 36,770,568**	**$ 34,787,098**	**$ 33,372,550**	**$ 44,816,393**

Five Year Proposed Appropriations to be Financed by the City

Project Title	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five-Year Estimated Net cost	Appropriations Through 12/31/2018	Estimated Cost Beyond Program Period	Total Accumulated Project Cost
Buildings - New Construction									
Police Department Headquarters	1,250,000	0	0	35,000,000	0	36,250,000	3,000,000		39,250,000
Source of Funding									
Local: Line of Credit	1,250,000	0	0	35,000,000	0				
Total Estimates Proposed FY 2020-2024 CIP	$1,250,000	$0	$0	$35,000,000	$0	$36,250,000			
Source of Funding									
Local: Line of Credit	1,250,000	0	0	35,000,000	0	36,250,000			
Total Funding Sources	$1,250,000	$0	$0	$35,000,000	$0	$36,250,000			

Five Year Proposed Appropriations to be Financed by the City

Project Title	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five-Year Estimated Net cost	Appropriations Through 12/31/2018	Estimated Cost Beyond Program Period	Total Accumulated Project Cost
Buildings - Maintenance									
Major Building Repairs and Improvements	1,358,000	1,469,400	2,802,000	1,312,500	1,613,000	8,554,900	Continuing	Continuing	Continuing
Source of Funding									
Local: Pay-As-You-Go	1,358,000	1,469,400	2,802,000	1,312,500	1,613,000				
Public Library Renovation	0	0	0	0	3,500,000	3,500,000	1,092,710		4,592,710
Source of Funding									
Local: Line of Credit	0	0	0	0	3,500,000				
Roof Replacement	260,000	325,000	445,000	225,000	516,000	1,771,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Line of Credit	260,000	325,000	445,000	225,000	516,000				
Total Estimates Proposed FY 2020-2024 CIP	$1,618,000	$1,794,400	$3,247,000	$1,537,500	$5,629,000	$13,825,900			
Source of Funding									
Local: Pay-As-You-Go	1,358,000	1,469,400	2,802,000	1,312,500	1,613,000	8,554,900			
Local: Line of Credit	260,000	325,000	445,000	225,000	4,016,000	5,271,000			
Total Funding Sources	$1,618,000	$1,794,400	$3,247,000	$1,537,500	$5,629,000	$13,825,900			

Service Area	Department	Location
Building	Public Works	To Be Determined

Project Title	Project Number	Project Type
Police Department Headquarters	B0171	New

Department Priority
Project supports essential services
Project Description
Replace the existing police headquarters to house all functions of the Police Department in a modern facility.
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	Start Date	Completion Date
Dee Dee Conner, P.E., Principal Engineer	Jul-17	Jun-27

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q4 FY 2020
Construction	Q4 FY 2027

Operating Budget Impact
A new facility will require additional grounds and building maintenance, as well as custodial services and utilities.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	3,000,000	1,250,000	0	$4,250,000
Construction	0	35,000,000	0	$35,000,000
Total	**$3,000,000**	**$36,250,000**	**$0**	**$39,250,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	1,250,000	0	0	0	0	$1,250,000
Construction	0	0	0	35,000,000	0	$35,000,000
Total	**$1,250,000**	**$0**	**$0**	**$35,000,000**	**$0**	**$36,250,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Line of Credit	1,000,000	0	0	7,750,000	6,000,000	$14,750,000
Local: CDBG	1,250,000	0	0	0	0	$1,250,000
Total	**$2,250,000**	**$0**	**$0**	**$7,750,000**	**$6,000,000**	**$16,000,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

$1,250,000 appropriation of CDBG funding provided by separate council action in FY 2019. Total appropriations for this project will be $40,500,000.

Service Area	Department	Location
Building	Public Works	Various

Project Title	Project Number	Project Type
Major Building Repairs and Improvements	Multiple	Maintenance

Department Priority
Project supports essential services
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	Start Date	Completion Date
Randy Dalton, Construction Coordinator	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Continuing
Construction	Continuing

Operating Budget Impact
Maintenance and utility costs are expected to decrease through more energy efficient facilities.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	600,040	Continuing	Continuing
Construction	Continuing	7,954,860	Continuing	Continuing
Total	**Continuing**	**$8,554,900**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	90,800	114,240	244,700	58,800	91,500	$600,040
Construction	1,267,200	1,355,160	2,557,300	1,253,700	1,521,500	$7,954,860
Total	**$1,358,000**	**$1,469,400**	**$2,802,000**	**$1,312,500**	**$1,613,000**	**$8,554,900**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	1,358,000	1,469,400	2,802,000	1,312,500	1,613,000	$8,554,900
Total	**$1,358,000**	**$1,469,400**	**$2,802,000**	**$1,312,500**	**$1,613,000**	**$8,554,900**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Major Building Repair and Improvements

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2020	City Wide	Carpet and paint (annual allocation)	$0	$75,000	$75,000
2020	City Wide	Emergency and unscheduled building repairs (annual allocation)	20,000	230,000	250,000
2020	City Wide	Parking lot repairs (annual allocation)	0	50,000	50,000
2020	City Wide	Yard hydrants needing backflow (12 total, split over 5 years)	0	12,000	12,000
2020	Buildings and Grounds Maintenance Facility	Exterior paint, loading dock repairs	0	50,000	50,000
2020	Circuit Court	Replace circuit panels and deteriorated breakers	0	50,000	50,000
2020	City Hall	Carpet 2nd and 3rd floor, Billings and Collections (split over 5 years)	0	35,000	35,000
2020	City Hall	Wallpaper peeling / remove / skim and paint (split over 5 years)	0	20,000	20,000
2020	City Stadium	Seating replacement (one section)	0	30,000	30,000
2020	Clay Street	Elevator rehabilitation	10,000	75,000	85,000
2020	Extension Office Building	Replace heating and air conditioning system	2,000	18,000	20,000
2020	Fire Station 3	Concrete apron and parking lot	0	8,000	8,000
2020	Fire Station 3	Exterior paint on metal	0	20,000	20,000
2020	Fire Station 3	Replace floors in kitchen, locker room, bathroom, and bedroom	0	10,000	10,000
2020	Human Services Building	Replace rooftop heating and air conditioning system units	28,000	252,000	280,000
2020	Juvenile Detention Home	Replace heating and air conditioning system	10,000	90,000	100,000
2020	Miller Pool	New Cover	0	25,000	25,000
2020	Public Health Center	Upgrade/repair heating and air conditioning system units	0	30,000	30,000
2020	Public Safety	Courtroom A Carpeting	0	20,000	20,000
2020	Refuse Building	Replace heating and air conditioning system	2,800	25,200	28,000
2020	Riverside Park	Pool/Sidewalk/Drainage	15,000	95,000	110,000
2020	Splash Pad	New Chlorine pump and enclosure	0	15,000	15,000
2020	Splash Pad	Solenoids need to be replaced on splash pad	0	5,000	5,000
2020	Wash Bay	Replace rolling door	3,000	27,000	30,000
2020	**Sub-Totals**		**$90,800**	**$1,267,200**	**$1,358,000**

Major Building Repair and Improvements

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2021	City Wide	Carpet and paint (annual allocation)	$0	$75,000	$75,000
2021	City Wide	Emergency and unscheduled building repairs (annual allocation)	40,000	460,000	500,000
2021	City Wide	Parking lot repairs (annual allocation)	0	50,000	50,000
2021	City Wide	Yard hydrants needing backflow (12 total, split over 5 years)	0	12,000	12,000
2021	Armory	Painting	0	45,000	45,000
2021	Armory	Replace exterior door hardware	0	15,000	15,000
2021	Aviary	Coat foundation walls / foundation drains	0	25,000	25,000
2021	City Hall	Carpet 2nd and 3rd floor, Billings and Collections (split over 5 years)	0	35,000	35,000
2021	City Hall	Wallpaper peeling / remove / skim and paint (split over 5 years)	0	20,000	20,000
2021	City Market	Replace switchboard in basement and additional panel boxes	6,500	58,500	65,000
2021	Clay Street	Parking Deck Lighting	5,000	45,000	50,000
2021	Fire Station 1	Kitchen remodel with ANSI system over commercial gas stove	0	35,000	35,000
2021	Opportunity House #2	Bathroom renovation/replace plumbing	8,000	72,000	80,000
2021	Opportunity House #2	Painting exterior	0	20,000	20,000
2021	Fire Station 1	Masonry wall cracks and paint	0	15,000	15,000
2021	Fire Station 1	New floors in kitchen, tv room, and weight room	0	15,000	15,000
2021	Fire Station 1	New plumbing fixtures, floors and walls in bathrooms	4,000	36,000	40,000
2021	Fire Station 1	Paint the exterior metal of the building	0	15,000	15,000
2021	Lynchburg Public Library	Elevator upgrades (passenger)	13,500	121,500	135,000
2021	Parks Concord Turnpike Maintenance Facility	Upgrade/repair heating and air conditioning system units	2,000	18,000	20,000
2021	Peaks View Park	Backstop replacement	20,000	0	20,000
2021	Public Health Center	Upgrade/repair heating and air conditioning system units	0	30,000	30,000
2021	Public Works Equipment and Storage Sheds (3)	Reroof and refurbish metal building	15,240	137,160	152,400
2021	**Sub-Totals**		**$114,240**	**$1,355,160**	**$1,469,400**
2022	City Wide	Carpet and paint (annual allocation)	$0	$75,000	$75,000
2022	City Wide	Emergency and unscheduled building repairs (annual allocation)	40,000	460,000	500,000
2022	City Wide	Parking lot repairs (annual allocation)	0	50,000	50,000
2022	City Wide	Yard hydrants needing backflow (12 total, split over 5 years)	0	12,000	12,000
2022	Circuit Court	Upgrade/repair heating and air conditioning system units	35,000	0	35,000

Major Building Repair and Improvements

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2022 Continued					
2022	Circuit Court	20 toilets to be replaced	$0	$20,000	$20,000
2022	City Hall	Carpet 2nd and 3rd floor, Billings and Collections (split over 5 years)	0	35,000	35,000
2022	City Hall	Replace cast iron pipes/drains	17,500	157,500	175,000
2022	City Hall	Repair flashing, drains, and parapet	17,500	157,500	175,000
2022	City Hall	Wallpaper peeling / remove / skim and paint (split over 5 years)	0	20,000	20,000
2022	Expressway	Repair and stain privacy fence (4-year project beginning in FY 2022)	0	50,000	50,000
2022	Fire Maintenance Shop	Bathroom update from flooring, fixtures, and showers	0	18,000	18,000
2022	Fire Station 2	Install new gutters with gutter guards, remove downspouts	0	10,000	10,000
2022	Fire Station 4	Concrete apron front/back	0	8,500	8,500
2022	Fire Station 4	New bathroom sinks and faucets	0	10,000	10,000
2022	Fire Station 4	New carpet in bedrooms	0	15,000	15,000
2022	Fire Station 4	New floors in living areas	0	9,500	9,500
2022	Fire Station 4	Paint in living quarters and bay area	0	12,000	12,000
2022	Fleet Services	Replace heating and air conditioning system	7,000	63,000	70,000
2022	Human Services Elevator	Modernization	22,500	202,500	225,000
2022	Kemper Station	Exterior paint / rotted cornice to be replaced	6,500	58,500	65,000
2022	Monument Terrace Steps	Rehabilitation	10,000	90,000	100,000
2022	Peaks View Park	Backstop replacement	0	180,000	180,000
2022	Point of Honor	Upgrade/repair heating and air conditioning system	5,500	49,500	55,000
2022	Public Health Center	Upgrade/repair heating and air conditioning system	0	30,000	30,000
2022	Public Works Administration Building	Replace heating and air conditioning system	5,000	45,000	50,000
2022	Riverside Park	Packet boat shelter rehabilitation	5,000	45,000	50,000
2022	Salt Barn - Public Works Complex	Rehabilitation to siding and roof	10,000	90,000	100,000
2022	Traffic Maintenance	HVAC not properly sized and needs to be replaced	0	15,000	15,000
2022	Traffic Signal Building	Reroof and reskin building	13,200	118,800	132,000
2022	925 Church Street	Interior and exterior renovations	50,000	450,000	500,000
2022	**Sub-Totals**		**$244,700**	**$2,557,300**	**$2,802,000**
2023	City Wide	Carpet and paint (annual allocation)	$0	$75,000	$75,000
2023	City Wide	Emergency and unscheduled building repairs (annual allocation)	40,000	460,000	500,000
2023	City Wide	Parking lot repairs (annual allocation)	0	50,000	50,000

Major Building Repair and Improvements

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2023 Continued					
2023	City Wide	Yard hydrants needing backflow (12 total, split over 5 years)	$0	$12,000	$12,000
2023	Circuit Court	Add grate over window wells	0	15,000	15,000
2023	Circuit Court	Upgrade/repair heating and air conditioning system	0	300,000	300,000
2023	City Hall	Carpet 2nd and 3rd floor, Billings and Collections (split over 5 years)	0	35,000	35,000
2023	City Hall	Cooling Tower refurbishment	6,000	54,000	60,000
2023	City Hall	Replace brick pavers at ground floor entry	6,800	61,200	68,000
2023	City Hall	Wallpaper peeling / remove / skim and paint (split over 5 years)	0	20,000	20,000
2023	Expressway	Repair and stain privacy fence (4-year project beginning in FY 2022)	0	50,000	50,000
2023	Fire Station 7	Kitchen remodel	0	30,000	30,000
2023	Fire Station 8	New floors throughout the living quarters	0	12,500	12,500
2023	Fire Station 8	Update the bathroom fixtures, counters, and shower	0	25,000	25,000
2023	Salt Barn - Graves Mill Road	Rehabilitation to siding and roof	6,000	54,000	60,000
2023	**Sub-Totals**		**$58,800**	**$1,253,700**	**$1,312,500**
2024	City Wide	Carpet and paint (annual allocation)	$0	$75,000	$75,000
2024	City Wide	Emergency and unscheduled building repairs (annual allocation)	40,000	460,000	500,000
2024	City Wide	Parking lot repairs (annual allocation)	0	50,000	50,000
2024	City Wide	Yard hydrants needing backflow (12 total, split over 5 years)	0	12,000	12,000
2024	Aviary	Replace heating and air conditioning system	2,500	22,500	25,000
2024	Allen Morrison Building	Reroof and reskin building	30,000	270,000	300,000
2024	Armory	Redo bathrooms	7,500	67,500	75,000
2024	Armory	Replace piping, separate sewer and stormwater, redo kitchen piping	8,000	72,000	80,000
2024	Circuit Court	Add plumbing shut offs throughout building	0	50,000	50,000
2024	City Hall	Carpet 2nd and 3rd floor, Billings and Collections (split over 5 years)	0	35,000	35,000
2024	City Hall	HVAC, AHU and controls design	0	100,000	100,000
2024	City Hall	Wallpaper peeling / remove / skim and paint (split over 5 years)	0	20,000	20,000
2024	City Stadium	Seating replacement (one section)	0	30,000	30,000
2024	Expressway	Repair and stain privacy fence (4-year project beginning in FY 2022)	0	50,000	50,000
2024	Fire Station 5	Hood in kitchen for commercial stove with proper exhaust	0	12,500	12,500
2024	Fire Station 5	Kitchen cabinets replaced	0	18,500	18,500

Major Building Repair and Improvements

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Annual Total
2024 Continued					
2024	Fire Station 5	Repair concrete apron at back of the building	$3,500	$31,500	$35,000
2024	Landfill Garage	Sheds over ice machines and equipment	0	10,000	10,000
2024	Peaks View Park	New Lighting for Field #5	0	60,000	60,000
2024	Public Safety	Re-plaster ceiling	0	75,000	75,000
2024	**Sub-Totals**		**$91,500**	**$1,521,500**	**$1,613,000**
Grand Totals			**$600,040**	**$7,954,860**	**$8,554,900**

Service Area	Department	Location
Building	Public Works	Public Library

Project Title	Project Number	Project Type
Public Library Renovation/Reimagination	BM201	Maintenance

Department Priority
Project supports essential services

Project Description
Construct improvements to the existing main library to better accommodate the changing needs of the library system. Changes will accommodate future uses, differing technologies, and remedy deficiencies in the current structure and finishes. This project will be supported with local funds in addition to matching funding from local fundraising efforts.

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	Start Date	Completion Date
Clay Simmons, Deputy Director of Public Works	Mar-18	Jun-24

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q4 FY 2019
Construction	Q4 FY 2024

Operating Budget Impact
Newly implemented technologies may require additional support; overall building and custodial maintenance should remain the same.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	378,630	0	0	$378,630
Construction	714,080	3,500,000	0	$4,214,080
Total	**$1,092,710**	**$3,500,000**	**$0**	**$4,592,710**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Construction	0	0	0	0	3,500,000	$3,500,000
Total	**$0**	**$0**	**$0**	**$0**	**$3,500,000**	**$3,500,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Line of Credit	0	0	0	0	3,500,000	$3,500,000
Total	**$0**	**$0**	**$0**	**$0**	**$3,500,000**	**$3,500,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Building	Public Works	Various

Project Title	Project Number	Project Type
Roof Replacement	Multiple	Maintenance

Department Priority
Project supports essential services
Project Description
Annual program for repair and replacement of roofs at City-owned facilities. 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	Start Date	Completion Date
Randy Dalton, Construction Coordinator	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Continuing
Construction	Continuing

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	53,535	Continuing	Continuing
Construction	Continuing	1,717,465	Continuing	Continuing
Total	**Continuing**	**$1,771,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	3,500	3,500	22,000	0	24,535	$53,535
Construction	256,500	321,500	423,000	225,000	491,465	$1,717,465
Total	**$260,000**	**$325,000**	**$445,000**	**$225,000**	**$516,000**	**$1,771,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Line of Credit	260,000	325,000	445,000	225,000	516,000	$1,771,000
Total	**$260,000**	**$325,000**	**$445,000**	**$225,000**	**$516,000**	**$1,771,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Roof Replacement

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	College Hill Recreation Center	Replace Roof	3,500	31,500	35,000
2020	**Sub-Totals**		**$3,500**	**$256,500**	**$260,000**
2021	City Wide	Emergency roof repairs	0	150,000	150,000
2021	City Wide	Inspections and maintenance	0	75,000	75,000
2021	Public Elevator	Shaft roof replacement and steel repairs	0	65,000	65,000
2021	Fire Station #1	Replace Roof	3,500	31,500	35,000
2021	**Sub-Totals**		**$3,500**	**$321,500**	**$325,000**
2022	City Wide	Emergency roof repairs	0	150,000	150,000
2022	City Wide	Inspections and maintenance	0	75,000	75,000
2022	Public Health Center	Replace Roof	18,000	162,000	180,000
2022	Visitor's Center	Replace Roof	4,000	36,000	40,000
2022	**Sub-Totals**		**$22,000**	**$423,000**	**$445,000**
2023	City Wide	Emergency roof repairs	0	150,000	150,000
2023	City Wide	Inspections and maintenance	0	75,000	75,000
2023	**Sub-Totals**		**$0**	**$225,000**	**$225,000**
2024	Business Incubator	Replace Roof	20,000	180,000	200,000
2024	City Hall	Replace Roof	4,535	86,465	91,000
2024	City Wide	Emergency roof repairs	0	150,000	150,000
2024	City Wide	Inspections and maintenance	0	75,000	75,000
2024	**Sub-Totals**		**$24,535**	**$491,465**	**$516,000**
Grand Totals			**$53,535**	**$1,717,465**	**$1,771,000**

Five Year Proposed Appropriations to be Financed by the City

Project Title	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five-Year Estimated Net cost	Appropriations Through 12/31/2018	Estimated Cost Beyond Program Period	Total Accumulated Project Cost
Transportation - New Construction									
Public Transit Improvements and Bus Replacements (GLTC)	6,924,600	8,578,308	3,152,238	516,907	4,134,768	23,306,821	Continuing	Continuing	Continuing
Source of Funding									
Federal: Federal Grants	5,539,200	6,862,496	2,521,100	413,251	3,307,349				
State: State Grants	692,400	857,812	315,138	51,656	413,419				
Local: Pay-As-You-Go	693,000	858,000	316,000	52,000	414,000				
Lakeside Drive Bridge Over Blackwater Creek	26,000,000	0	0	0	0	26,000,000	2,500,000		28,500,000
Source of Funding									
Local: Line of Credit	26,000,000	0	0	0	0				
Florida Avenue Sidewalk	4,132,174	375,000	0	0	5,418,000	9,925,174			9,925,174
Source of Funding									
Transportation Alternatives	0	300,000	0	0	0				
State: Revenue Sharing	2,066,087		0	0	0				
Local: Line of Credit	2,066,087	75,000	0	0	5,418,000				
5th Street Phase IV	4,000,000	0	0	0	0	4,000,000			4,000,000
Source of Funding									
State: Revenue Sharing	1,836,522	0	0	0	0				
Local: Line of Credit	2,163,478	0	0	0	0				
Bedford Avenue Bridge	0	0	0	4,000,000	0	4,000,000			4,000,000
Source of Funding									
State: State of Good Repair	0	0	0	4,000,000	0				
Breezewood Drive Widening	0	0	0	0	1,287,125	1,287,125		3,664,000	4,951,125
Source of Funding									
State: Revenue Sharing	0	0	0	0	643,125				
Local: Line of Credit	0	0	0	0	644,000				

Five Year Proposed Appropriations to be Financed by the City

Project Title	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five-Year Estimated Net cost	Appropriations Through 12/31/2018	Estimated Cost Beyond Program Period	Total Accumulated Project Cost
Transportation - New Construction - Continued									
Route 501 & 221 One Way Pair	0	0	0	0	16,701,515	16,701,515	5,722,606		22,424,121
Source of Funding									
Federal: Federal Grants	0	0	0	0	16,701,515				
Campbell Avenue Adaptive Signal	0	0	0	0	800,000	800,000			800,000
Source of Funding									
Federal: Federal Highway Safety Improvement Program	0	0	0	0	800,000				
Total Estimates Proposed FY 2020-2024 CIP	$41,056,774	$8,953,308	$3,152,238	$4,516,907	$28,341,408	$86,020,635			
Source of Funding									
Federal: Federal Highway Safety Improvement Program	0	0	0	0	800,000	800,000			
Transporation Alternatives	0	300,000	0	0	0	300,000			
Federal: Federal Grants	5,539,200	6,862,496	2,521,100	413,251	20,008,864	35,344,911			
State: State of Good Repair	0	0	0	4,000,000	0	4,000,000			
State: State Grants	692,400	857,812	315,138	51,656	413,419	2,330,425			
State: Revenue Sharing	3,902,609	0	0	0	643,125	4,545,734			
Local: Line of Credit	30,229,565	75,000	0	0	6,062,000	36,366,565			
Local: Pay-As-You-Go	693,000	858,000	316,000	52,000	414,000	2,333,000			
Total Funding Sources	$41,056,774	$8,953,308	$3,152,238	$4,516,907	$28,341,408	$86,020,635			

Five Year Proposed Appropriations to be Financed by the City

Project Title	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five-Year Estimated Net cost	Appropriations Through 12/31/2018	Estimated Cost Beyond Program Period	Total Accumulated Project Cost
Transportation - Maintenance									
Bridge Maintenance	400,000	420,000	440,000	460,000	480,000	2,200,000	Continuing	Continuing	Continuing
Source of Funding									
State: Highway Maintenance	400,000	420,000	440,000	460,000	480,000				
Culvert Replacement Program	65,000	600,000	65,000	600,000	65,000	1,395,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Line of Credit	65,000	600,000	65,000	600,000	65,000				
General Street Improvements	500,000	850,000	875,000	900,000	925,000	4,050,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Pay As You Go	500,000	850,000	875,000	900,000	925,000				
Public Works Infrastructure	230,000	241,000	253,000	266,000	280,000	1,270,000	Continuing	Continuing	Continuing
Source of Funding									
State: Highway Maintenance	230,000	241,000	253,000	266,000	280,000				
Retaining Wall Replacement	50,000	400,000	50,000	400,000	50,000	950,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Pay As You Go	50,000	400,000	50,000	400,000	50,000				
Storm Drainage System Replacement/Repairs	135,000	150,000	160,000	170,000	180,000	795,000	Continuing	Continuing	Continuing
Source of Funding									
State: Highway Maintenance	135,000	150,000	160,000	170,000	180,000				
Street Overlay Program	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000	Continuing	Continuing	Continuing
Source of Funding									
State: Highway Maintenance	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000				
Traffic Signal Repair/Replacement	250,000	250,000	260,000	260,000	270,000	1,290,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Line of Credit	250,000	250,000	260,000	260,000	270,000				

Five Year Proposed Appropriations to be Financed by the City

Project Title	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five-Year Estimated Net cost	Appropriations Through 12/31/2018	Estimated Cost Beyond Program Period	Total Accumulated Project Cost
Transportation - Maintenance - Continued									
Timberlake Road Bridge West Bound	0	0	0	0	275,000	275,000		1,925,000	2,200,000
Source of Funding									
Local: Line of Credit	0	0	0	0	275,000				
Link Road Bridge	2,807,000	0	0	0	0	2,807,000	693,000		3,500,000
Source of Funding									
State: State of Good Repair	2,000,000	0	0	0	0				
Local: Line of Credit	807,000	0	0	0	0				
Total Estimates Proposed FY 2020-2024 CIP	$6,937,000	$5,411,000	$4,603,000	$5,556,000	$5,025,000	$27,532,000			
Source of Funding									
State: Highway Maintenance	3,265,000	3,311,000	3,353,000	3,396,000	3,440,000	16,765,000			
State: State of Good Repair	2,000,000	0	0	0	0	2,000,000			
Local: Pay As You Go	550,000	1,250,000	925,000	1,300,000	975,000	5,000,000			
Local: Line of Credit	1,122,000	850,000	325,000	860,000	610,000	3,767,000			
Total Funding Sources	$6,937,000	$5,411,000	$4,603,000	$5,556,000	$5,025,000	$27,532,000			

Service Area	Department	Location
Transportation	Greater Lynchburg Transit Company (GLTC)	419 Bradley Drive

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 maintenance and replacement of busses, expansion of the bus fleet, and bus shelter pads and has previously required a 10% city match. A detailed sub-project list is attached.

Relationship to Comprehensive Plan
Chapter3, 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	Start Date	Completion Date
Brian Booth, General Manager	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Bus Fleet	Continuing

Operating Budget Impact
Failure to upgrade equipment will increase operating and maintenance costs.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Bus Fleet	Continuing	23,306,821	Continuing	Continuing
Total	**Continuing**	**$23,306,821**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Bus Fleet	6,924,600	8,578,308	3,152,238	516,907	4,134,768	$23,306,821
Total	**$6,924,600**	**$8,578,308**	**$3,152,238**	**$516,907**	**$4,134,768**	**$23,306,821**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Federal Grants	5,539,200	6,862,496	2,521,100	413,251	3,307,349	$18,643,396
State Grants	692,400	857,812	315,138	51,656	413,419	$2,330,425
Local: Pay-As-You-Go	693,000	858,000	316,000	52,000	414,000	$2,333,000
Total	**$6,924,600**	**$8,578,308**	**$3,152,238**	**$516,907**	**$4,134,768**	**$23,306,821**

Source of Funding **Local: 10%** **State: 10%** **Federal: 80%** **Other: 0%**

Public Transit Improvements and Bus Replacements (GLTC)

Fiscal Year	Sub-Project	Bus Fleet	Annual Total
2020	Heavy Duty Transit Bus Replacements (8)	$4,576,000	$4,576,000
2020	Medium Duty Transit Bus Replacements (4)	2,288,000	2,288,000
2020	Route Signage	5,600	5,600
2020	Surveillance/Security - Transfer Station	55,000	55,000
2020		**$6,924,600**	**$6,924,600**
2021	Heavy Duty Transit Bus Replacements (11)	6,543,680	6,543,680
2021	Light Duty Paratransit Bus Replacements (6)	973,440	973,440
2021	Wards Road Transfer Improvements	148,000	148,000
2021	Spare Parts/ACM Items	300,000	300,000
2021	Bus Stop Shelters	109,188	109,188
2021	ADP Hardware	504,000	504,000
2021		**$8,578,308**	**$8,578,308**
2022	Heavy Duty Transit Bus Replacements	3,093,376	3,093,376
2022	Bus Stop Shelters	58,862	58,862
2022		**$3,152,238**	**$3,152,238**
2023	Support Vehicle Replacement (9)	389,563	389,563
2023	Bus Stop Shelters	127,344	127,344
2023		**$516,907**	**$516,907**
2024	Heavy Duty Transit Bus Replacements (4)	2,676,636	2,676,636
2024	Light duty Paratransit Bus Replacements (7)	1,277,486	1,277,486
2024	Support Vehicle Replacement (4)	180,646	180,646
2024		**$4,134,768**	**$4,134,768**
Grand Totals		**$23,306,821**	**$23,306,821**

Service Area	Department	Location
Transportation	Public Works	College Lake/Lakeside Drive

Project Title	Project Number	Project Type
Lakeside Drive Bridge Over Blackwater Creek	TB052	New

Department Priority
Project has 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 removed and replaced with a bridge, associated utilities, roadwork, and a roundabout at the intersection with Old Forest Road adjacent to the University of Lynchburg.

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 of the Code of Virginia.

Project Manager	Start Date	Completion Date
Dee Dee Conner, P.E., Principal Engineer	Dec-13	Jun-23

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q4 FY 2020
Construction	Q4 FY 2023

Operating Budget Impact
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 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Land Acquisition/Right-of-Way	612,400	0	0	$612,400
Consultant Engineering	1,887,600	0	0	$1,887,600
Construction	0	26,000,000	0	$26,000,000
Total	**$2,500,000**	**$26,000,000**	**$0**	**$28,500,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Construction	26,000,000	0	0	0	0	$26,000,000
Total	**$26,000,000**	**$0**	**$0**	**$0**	**$0**	**$26,000,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Line of Credit	2,300,000	10,000,000	13,000,000	3,000,000	0	$28,300,000
Total	**$2,300,000**	**$10,000,000**	**$13,000,000**	**$3,000,000**	**$0**	**$28,300,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Project originally included College Lake Dam Removal (ME018) but was broken out into a separate project.

Service Area	Department	Location
Transportation	Public Works	Grace St. to Greenfield Dr.

Project Title	Project Number	Project Type
Florida Avenue Sidewalk	T0324	New

Department Priority
Project has State and Federal funding, Project supports essential services.

Project Description
Install sidewalk along Florida Avenue from Grace Street to Greenfield Drive. This project will require elevated walkways and wall structures, a new drainage system, signals, a replacement guardrail, and curb and gutter. This project will require substantial coordination, potentially, significant alterations to the railroad trestle.

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, streetscapes and stormwater management improvements.

Project Manager	Start Date	Completion Date
Lee Newland, P.E., City Engineer	Jul-19	Dec-24

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q3 FY 2021
Construction	Q2 FY 2025

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	0	1,000,000	0	$1,000,000
Construction	0	8,925,174	0	$8,925,174
Total	**$0**	**$9,925,174**	**$0**	**$9,925,174**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	1,000,000	0	0	0	0	$1,000,000
Construction	3,132,174	375,000	0	0	5,418,000	$8,925,174
Total	**$4,132,174**	**$375,000**	**$0**	**$0**	**$5,418,000**	**$9,925,174**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Federal: Transportation Alternatives**	0	300,000	0	0	0	$300,000
State: Revenue Sharing*	500,000	700,000	700,000	166,087	0	$2,066,087
Local: Line of Credit	500,000	700,000	700,000	241,087	1,000,000	$3,141,087
Total	**$1,000,000**	**$1,700,000**	**$1,400,000**	**$407,174**	**$1,000,000**	**$5,507,174**

Source of Funding **Local: 76%** **State: 21%** **Federal: 3%** **Other: 0%**

*State Revenue Share Program funds of $2,066,087 were awarded for FY 2020.

**An application has been submitted to VDOT for the Transportation Alternatives Program FY 2021.

Service Area	Department	Location
Transportation	Public Works	5th St. at Taylor St.

Project Title	Project Number	Project Type
5th Street Phase IV - Taylor St to Railroad Bridge Reconstruction	T0329	New

Department Priority
Project has legal or regulatory mandate, Project supports essential services.

Project Description
Reconstruct roadway to remove concrete pavement base to eliminate joints and reconstruct sidewalks for safety and Americans with Disabilities Act accessibility, includes streetscapes.

Relationship to Comprehensive Plan
The Fifth Street Master Plan was adopted by City Council on May 23, 2006 as part of the City's Comprehensive Plan 2002 - 2020. 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	Start Date	Completion Date
Lee Newland, P.E., City Engineer	Jul-21	Dec-23

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q3 FY 2022
Construction	Q2 FY 2024

Operating Budget Impact
Reduce maintenance cost of repairing joints and sidewalks

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	0	600,000	0	$600,000
Construction	0	3,400,000	0	$3,400,000
Total	**$0**	**$4,000,000**	**$0**	**$4,000,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	600,000	0	0	0	0	$600,000
Construction	3,400,000	0	0	0	0	$3,400,000
Total	**$4,000,000**	**$0**	**$0**	**$0**	**$0**	**$4,000,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
State: Revenue Sharing*	0	0	300,000	850,000	686,522	$1,836,522
Local: Line of Credit	0	0	300,000	850,000	1,013,478	$2,163,478
Total	**$0**	**$0**	**$600,000**	**$1,700,000**	**$1,700,000**	**$4,000,000**

Source of Funding **Local: 54%** **State: 46%** **Federal: 0%** **Other: 0%**

*State Revenue Share Program funds of $1,836,522 of the $2,000,000 requested were awarded for FY 2020.

Service Area	Department	Location
Transportation	Public Works	Bedford Ave. at Norfolk Southern Rail

Project Title	Project Number	Project Type
Bedford Avenue Bridge	TB054	New

Department Priority
Project has legal or regulatory mandate, Project supports essential services.
Project Description
Replace deteriorating structure over Norfolk Southern Railway.
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, streetscapes and stormwater management improvements.

Project Manager	Start Date	Completion Date
Lee Newland, P.E., City Engineer	Jul-22	Jun-24

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q2 FY 2022
Construction	Q4 FY 2024

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	0	200,000	0	$200,000
Construction	0	3,800,000	0	$3,800,000
Total	**$0**	**$4,000,000**	**$0**	**$4,000,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	0	0	0	200,000	0	$200,000
Construction	0	0	0	3,800,000	0	$3,800,000
Total	**$0**	**$0**	**$0**	**$4,000,000**	**$0**	**$4,000,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
State: State of Good Repair	0	0	0	2,000,000	2,000,000	$4,000,000
Total	**$0**	**$0**	**$0**	**$2,000,000**	**$2,000,000**	**$4,000,000**

Source of Funding **Local: 0%** **State: 100%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Transportation	Public Works	Breezewood Drive

Project Title	Project Number	Project Type
Breezewood Drive Widening	T0331	New

Department Priority
Project supports essential services

Project Description
Widen and improve road and pedestrian features from the end of Virginia Department of Transportation's (VDOT's) 2007 project to end of the cul-de-sac.

Relationship to Comprehensive Plan
Chapter 3, Page 30, Goal 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	Start Date	Completion Date
Lee Newland, P.E., City Engineer	Jan-24	Dec-25

Completion Schedule

Activity	Complete – Quarter
Land Acquisition/Right-of-Way	Q1 FY 2025
Consultant Engineering	Q3 FY 2024
Construction	Q2 FY 2026

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Land Acquisition/Right-of-Way	0	105,000	0	$105,000
Consultant Engineering	0	1,182,125	0	$1,182,125
Construction	0	0	3,454,000	$3,454,000
Contingency	0	0	210,000	$210,000
Total	**$0**	**$1,287,125**	**$3,664,000**	**$4,951,125**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Land Acquisition/Right-of-Way	0	0	0	0	105,000	$105,000
Consultant Engineering	0	0	0	0	1,182,125	$1,182,125
Total	**$0**	**$0**	**$0**	**$0**	**$1,287,125**	**$1,287,125**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
State: Revenue Sharing*	0	0	0	0	643,125	$643,125
Local: Line of Credit	0	0	0	0	644,000	$644,000
Total	**$0**	**$0**	**$0**	**$0**	**$1,287,125**	**$1,287,125**

Source of Funding **Local: 50%** **State: 50%** **Federal: 0%** **Other: 0%**

*An application will be submitted to VDOT for State Revenue Sharing Program funds for FY 2024.

Service Area	Department	Location
Transportation	Public Works	Rte. 501/Rte. 221 Intersection

Project Title	Project Number	Project Type
Routes 501 & 221 One Way Pair	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 and to improve function and safety of the intersection/area.

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, streetscapes and stormwater management improvements.

Project Manager	Start Date	Completion Date
Lee Newland, P.E., City Engineer	Jul-16	Jun-25

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q1 FY 2020
Construction	Q4 FY 2029

Operating Budget Impact
Additional maintenance costs offset by additional lane mileage.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	5,722,606	0	0	$5,722,606
Construction**	0	16,701,515	0	$16,701,515
Total	**$5,722,606**	**$16,701,515**	**$0**	**$22,424,121**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Construction	0	0	0	0	16,701,515	$16,701,515
Total	**$0**	**$0**	**$0**	**$0**	**$16,701,515**	**$16,701,515**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Line of Credit	500,000	500,000	500,000	500,000	1,000,000	$3,000,000
State: Revenue Sharing*	500,000	500,000	500,000	418,261	0	$1,918,261
Total	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$918,261**	**$1,000,000**	**$4,918,261**

Source of Funding **Local: 0%** **State: 0%** **Federal: 100%** **Other: 0%**

*State Revenue Share Program funds of $1,918,261 of the $2,000,000 requested was awarded for FY 2019

**An application was submitted to VDOT for Federal Smart Scale Program funds for FY 2024

Note: Transfers of $6,481,495 will be made from anticipated surpluses on other Revenue Share projects. Total project cost will be $38,538,037

including the $10,000,000 in right of way value contributed to the City.

Service Area	Department	Location
Transportation	Public Works	Campbell Ave - Park Ave to Fort Ave

Project Title	Project Number	Project Type
Campbell Ave Adaptive Signal System	T0332	New

Department Priority
Project has Federal funding, Project supports essential services
Project Description
Install adaptive signal controls to improve traffic flow.
Relationship to Comprehensive Plan
Chapter 3, Page 31, Gotal T-1, Objective T-1.5: Manage access to promote safety and convenience along streets and on abutting properties for all modes of transportation.

Project Manager	Start Date	Completion Date
Lee Newland, P.E., City Engineer	Jul-23	Jun-26

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q3 FY 2024
Construction	Q4 FY 2026

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	0	100,000	0	$100,000
Construction	0	700,000	0	$700,000
Total	**$0**	**$800,000**	**$0**	**$800,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	0	0	0	0	100,000	$100,000
Construction	0	0	0	0	700,000	$700,000
Total	**$0**	**$0**	**$0**	**$0**	**$800,000**	**$800,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Federal: Highway Safety Imp. Program	0	0	0	0	100,000	$100,000
Total	**$0**	**$0**	**$0**	**$0**	**$100,000**	**$100,000**

Source of Funding **Local: 0%** **State: 0%** **Federal: 100%** **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-eight bridges and culverts, repairs to expansion joints, annual consultant bridge and 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, streetscapes and stormwater management improvements.

Project Manager	Start Date	Completion Date
Lee Newland, P.E., City Engineer	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Continuing
Construction	Continuing

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	420,000	Continuing	Continuing
Construction	Continuing	1,780,000	Continuing	Continuing
Total	**Continuing**	**$2,200,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	70,000	80,000	80,000	90,000	100,000	$420,000
Construction	330,000	340,000	360,000	370,000	380,000	$1,780,000
Total	**$400,000**	**$420,000**	**$440,000**	**$460,000**	**$480,000**	**$2,200,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
State: Highway Maintenance (VDOT)	400,000	420,000	440,000	460,000	480,000	$2,200,000
Total	**$400,000**	**$420,000**	**$440,000**	**$460,000**	**$480,000**	**$2,200,000**

Source of Funding **Local: 0%** **State: 100%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Transportation	Public Works	Various

Project Title	Project Number	Project Type
Culvert Replacement Program	T0258	Maintenance

Department Priority
Project supports essential services

Project Description
Managed program to replace and maintain over 100 city culverts. Upcoming culvert replacements include Bradley Drive, Moreview Drive, and Sunbury Drive.

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, streetscapes and stormwater management improvements.

Project Manager	Start Date	Completion Date
Dee Dee Conner, P.E., Principal Engineer	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Continuing
Construction	Continuing

Operating Budget Impact
Maintenance and operating costs will be reduced

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	195,000	Continuing	Continuing
Construction	Continuing	1,200,000	Continuing	Continuing
Total	**Continuing**	**$1,395,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	65,000	0	65,000	0	65,000	$195,000
Construction	0	600,000	0	600,000	0	$1,200,000
Total	**$65,000**	**$600,000**	**$65,000**	**$600,000**	**$65,000**	**$1,395,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Line of Credit	65,000	600,000	65,000	600,000	65,000	$1,395,000
Total	**$65,000**	**$600,000**	**$65,000**	**$600,000**	**$65,000**	**$1,395,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Transportation	Public Works	Various

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-1.4: 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 the 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	Start Date	Completion Date
Lee Newland, P.E., City Engineer	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Continuing
Construction	Continuing

Operating Budget Impact
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 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	250,000	Continuing	Continuing
Construction	Continuing	3,800,000	Continuing	Continuing
Total	**Continuing**	**$4,050,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	25,000	40,000	50,000	60,000	75,000	$250,000
Construction	475,000	810,000	825,000	840,000	850,000	$3,800,000
Total	**$500,000**	**$850,000**	**$875,000**	**$900,000**	**$925,000**	**$4,050,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	500,000	850,000	875,000	900,000	925,000	$4,050,000
Total	**$500,000**	**$850,000**	**$875,000**	**$900,000**	**$925,000**	**$4,050,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Transportation	Public Works	Various

Project Title	Project Number	Project Type
Public Works Infrastructure Improvements	T0259	Maintenance

Department Priority
Project supports essential services

Project Description
Curb, gutter, sidewalk, 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, streetscapes and stormwater management improvements.

Project Manager	Start Date	Completion Date
Lee Newland, P.E., City Engineer	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Construction	Continuing

Operating Budget Impact
Maintenance and operating costs will be reduced by timely replacement of curbs, gutters, and sidewalks; also allows the City to respond to changing conditions throughout the city

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Construction	Continuing	1,270,000	Continuing	Continuing
Total	**Continuing**	**$1,270,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Construction	230,000	241,000	253,000	266,000	280,000	$1,270,000
Total	**$230,000**	**$241,000**	**$253,000**	**$266,000**	**$280,000**	**$1,270,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
State: Highway Maintenance (VDOT)	230,000	241,000	253,000	266,000	280,000	$1,270,000
Total	**$230,000**	**$241,000**	**$253,000**	**$266,000**	**$280,000**	**$1,270,000**

Source of Funding **Local: 0%** **State: 100%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Transportation	Public Works	Various

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 Grace Street 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, streetscapes and stormwater management improvements.

Project Manager	Start Date	Completion Date
Dee Dee Conner, P.E., Principal Engineer	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Continuing
Construction	Continuing

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	150,000	Continuing	Continuing
Construction	Continuing	800,000	Continuing	Continuing
Total	**Continuing**	**$950,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	50,000	0	50,000	0	50,000	$150,000
Construction	0	400,000	0	400,000	0	$800,000
Total	**$50,000**	**$400,000**	**$50,000**	**$400,000**	**$50,000**	**$950,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	50,000	400,000	50,000	400,000	50,000	$950,000
Total	**$50,000**	**$400,000**	**$50,000**	**$400,000**	**$50,000**	**$950,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Transportation	Public Works	Various

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, streetscapes and stormwater management improvements.

Project Manager	Start Date	Completion Date
Lee Newland, P.E., City Engineer	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Construction	Continuing

Operating Budget Impact
Reduction in repairs to old system.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Construction	Continuing	795,000	Continuing	Continuing
Total	**Continuing**	**$795,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Construction	135,000	150,000	160,000	170,000	180,000	$795,000
Total	**$135,000**	**$150,000**	**$160,000**	**$170,000**	**$180,000**	**$795,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
State: Highway Maintenance (VDOT)	135,000	150,000	160,000	170,000	180,000	$795,000
Total	**$135,000**	**$150,000**	**$160,000**	**$170,000**	**$180,000**	**$795,000**

Source of Funding **Local: 0%** **State: 100%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Transportation	Public Works	Various

Project Title	Project Number	Project Type
Street Overlay Program	T0262	Maintenance

Department Priority
Project supports essential services
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, streetscapes and stormwater management improvements.

Project Manager	Start Date	Completion Date
Gaynelle Hart, Director of Public Works	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Construction	Continuing

Operating Budget Impact
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 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Construction	Continuing	12,500,000	Continuing	Continuing
Total	**Continuing**	**$12,500,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	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 Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
State: 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**

Source of Funding **Local: 0%** **State: 100%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Transportation	Public Works	Various

Project Title	Project Number	Project Type
Traffic Signal Repair and Replacement	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 along streets and on abutting properties for all modes of transportation.

Project Manager	Start Date	Completion Date
Lee Newland, P.E., City Engineer	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Continuing
Construction	Continuing

Operating Budget Impact
Reduction in electrical costs and staff maintenance time through a more energy efficient signal.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	290,000	Continuing	Continuing
Construction	Continuing	1,000,000	Continuing	Continuing
Total	**Continuing**	**$1,290,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	50,000	50,000	60,000	60,000	70,000	$290,000
Construction	200,000	200,000	200,000	200,000	200,000	$1,000,000
Total	**$250,000**	**$250,000**	**$260,000**	**$260,000**	**$270,000**	**$1,290,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Line of Credit	250,000	250,000	260,000	260,000	270,000	$1,290,000
Total	**$250,000**	**$250,000**	**$260,000**	**$260,000**	**$270,000**	**$1,290,000**

Source of Funding **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	TB053	Maintenance

Department Priority
Project has 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, streetscapes and stormwater management improvements.

Project Manager	Start Date	Completion Date
Lee Newland, P.E., City Engineer	Jul-23	Jun-25

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q1 FY 2024
Construction	Q4 FY 2025

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	0	275,000	0	$275,000
Construction	0	0	1,705,000	$1,705,000
Contingency	0	0	220,000	$220,000
Total	**$0**	**$275,000**	**$1,925,000**	**$2,200,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	0	0	0	0	275,000	$275,000
Total	**$0**	**$0**	**$0**	**$0**	**$275,000**	**$275,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Line of Credit	0	0	0	0	275,000	$275,000
Total	**$0**	**$0**	**$0**	**$0**	**$275,000**	**$275,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

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 2016 Comprehensive Bridge Condition Report. Construction cannot begin until the Indian Hill Bridge is 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, streetscapes and stormwater management improvements.

Project Manager	Start Date	Completion Date
Lee Newland, P.E., City Engineer	Oct-18	Jun-22

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q4 FY 2019
Construction	Q4 FY 2022

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	500,000	0	0	$500,000
Construction**	193,000	2,807,000	0	$3,000,000
Total	**$693,000**	**$2,807,000**	**$0**	**$3,500,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Construction	2,807,000	0	0	0	0	$2,807,000
Total	**$2,807,000**	**$0**	**$0**	**$0**	**$0**	**$2,807,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
State: Revenue Sharing*	0	0	688,696	0	0	$688,696
State: State of Good Repair**	400,000	1,100,000	500,000	0	0	$2,000,000
Local: Line of Credit	0	0	811,304	0	0	$811,304
Total	**$400,000**	**$1,100,000**	**$2,000,000**	**$0**	**$0**	**$3,500,000**

Source of Funding **Local: 29%** **State: 71%** **Federal: 0%** **Other: 0%**

*State Revenue Share Program funds of $688,696 of the $750,000 requested was awarded for FY 2020.

**VDOT State of Good Repair Program funds have been awarded for this project as follows FY2019 - $693,000, FY2020 - $84,000, FY 2021 - $662,000, FY 2022 - $488,000, FY 2023 - $73,000. Appropriating funds according to this award structure would require the project be delayed until the City is in receipt of all VDOT funding. Based on the condition of the bridge, construction should occur much sooner.

Interior and Exterior Views of the Greater Lynchburg Transit Company's Trolley, a Replica of an Original Streetcar

Service Area
Transportation

Department
Public Works

Location
Candlers Mountain Road

Project title
Liberty University Intramural Field Road Phase III

Project number
T0303

Project Desctiption
Phase I Created a City Street from Candlers Mountain Road to Liberty University Intramural fields in 2015. The 2016 Phase II extended the road to the new gymnasium and pool complex. The Phase III extension connects to the Odd Fellows Road Interchange in 2018.

Project Status
Project Start Date: March 2018
Project End Date: October 2019

Project Manager
Ryan Roberts, P.E.

Appropriation History

Date	Source of Appropriation	Amount
7/1/2017	FY 2018 CIP	$4,500,000
11/15/2017	FY 2018 First Quarter Adjustment to equal VDOT Revenue Sharing Award	1,730,000
8/13/2018	Transfer from Liberty University Road, Phase I and II	708,462
10/31/2018	Transfer from Liberty University Road, Phase II	485,766
Total		**$7,424,228**
12/31/2018	Expenditures to date	1,761,781
Available Appropriations		**$5,662,447**

Project Budget

Activity	Amount
Construction	$7,124,229
Contingency	300,000
Total	**$7,424,229**

Cash Flow Projection

Cash Available	Jan-June FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Other: LU Contribution	2,581,224	250,000	0	0	0	0	$2,831,224
State: Revenue Sharing	2,581,224	250,000	0	0	0	0	$2,831,224
Total Cash	**$5,162,448**	**$500,000**	**$0**	**$0**	**$0**	**$0**	**$5,662,448**

Expenditures Through 12/31/18	**$1,761,781**
Total Project Estimate	**$7,424,229**

Service Area
Transportation

Department
Public Works

Location
Fifth Street Between Jackson St. & Park Ave.

Project title
Fifth Street Streetscape Improvements Phase III

Project number
T0254

Project Desctiption

This project will continue the Fifth Street streetscape improvements as recommended by the Fifth Street Master Plan. Phase III includes 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 Water Capital Project that will include installation of new raw and domestic water lines.

Project Status
Project Start Date: October 2015
Project End Date: July 2019

Project Manager
Lee Newland, P.E., City Engineer

Appropriation History

Date	Source of Appropriation	Amount
7/1/2015	FY 2016 CIP	$1,180,695
9/22/2015	FY 2016 First Quarter Adjustment	39,305
3/1/2016	Transfer to Downtown Streetscape Project	-1,220,000
11/4/2016	Transfer from Downtown Streetscape Project	70,000
11/4/2016	Transfer From General Street Improvements	6,382
7/1/2017	FY 2018 CIP - CDBG	135,854
7/1/2017	FY 2018 CIP	1,863,969
3/19/2018	Transfer from Kemper Street Bridge	586,770
3/19/2018	Transfer from Two Way Traffic - Main Street and Church Street	315,468
3/19/2018	Transfer from Liberty University Intramural Field Road, Phase II	214,115
3/19/2018	Transfer from Liberty University Intramural Field Road, Phase I	48,217
Total		**$3,240,775**
12/31/2018	Expenditures to date	755,990
Available Appropriations		**$2,484,785**

Project Budget

Activity	Amount
Land Acquisition / Right-of-Way	$100,000
Consultant Engineering	70,000
Construction	3,070,775
Total	**$3,240,775**

Cash Flow Projection

Cash Available	Jan-June FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Line of Credit	1,092,393	150,000	0	0	0	0	$1,242,393
State: Revenue Sharing	1,092,392	150,000	0	0	0	0	$1,242,392
Total Cash	**$2,184,785**	**$300,000**	**$0**	**$0**	**$0**	**$0**	**$2,484,785**

Expenditures Through 12/31/18	**$755,990**
Total Project Estimate	**$3,240,775**

Planned Projects Beyond FY 2024

	Total
Rivermont Avenue and Bedford Avenue Intersection Improvements	$485,000
Vassar Street and Langhorne Road Intersection Improvements	6,100,000
Forest Brook Road Improvements	6,000,000
Breezewood Drive Widening	7,500,000
Wards Ferry Road at Atlanta Avenue Turn Lanes	1,000,000
Wards Ferry Road at CVCC Campus Drive Roundabout	7,630,000
Jefferson Ridge Extension	10,100,000
Odd Fellows Road / Expressway Interchange Improvements	7,320,000
Lynchburg Expressway / James Street / Stadium Road Interchange Improvements	12,200,000
Graves Mill Road / Expressway Interchange Improvements	20,000,000
Lakeside Drive / Murrell Street Roundabout	6,500,000
Route 501 (Expressway) - New Interchange to McConville Road	20,000,000
McConville Road - Development Access	6,500,000
Candlers Mountain Road / Expressway Interchange Improvements	35,000,000
Total	**$146,335,000**

Public Works crew working on a City street

Five Year Proposed Appropriations to be Financed by the City

Project Title	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five-Year Estimated Net cost	Appropriations Through 12/31/2018	Estimated Cost Beyond Program Period	Total Accumulated Project Cost
Economic Development - New Construction									
Downtown Development	900,000	200,000	0	0	540,000	1,705,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Pay-As-You-Go	900,000	200,000	0	0	540,000				
General Development Support	250,000	250,000	250,000	250,000	250,000	1,250,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Pay-As-You-Go	250,000	250,000	250,000	250,000	250,000				
Main Street Renewal	3,800,000	0	0	0	0	3,800,000	600,000		4,400,000
Source of Funding									
Local: Line of Credit	3,800,000	0	0	0	0				
Parking Stations (On Street)	0	0	1,000,000	0	0	1,000,000			1,000,000
Source of Funding									
Local: Line of Credit	0	0	1,000,000	0	0				
Streetscape Improvements	0	0	2,595,652	660,000	4,200,000	7,455,652	2,411,972	6,860,000	16,727,624
Source of Funding									
State: Revenue Sharing	0	0	1,147,826	0	2,000,000				
Local: Line of Credit	0	0	1,447,826	660,000	2,200,000				
Total Estimates Proposed FY 2020-2024 CIP	$4,950,000	$450,000	$3,845,652	$910,000	$4,990,000	$15,210,652			
Source of Funding									
State: Revenue Sharing	0	0	1,147,826	0	2,000,000	3,147,826			
Local: Line of Credit	3,800,000	0	2,447,826	660,000	2,200,000	9,107,826			
Local: Pay-As-You-Go	1,150,000	450,000	250,000	250,000	790,000	2,955,000			
Total Funding Sources	$4,950,000	$450,000	$3,845,652	$910,000	$4,990,000	$15,210,652			

Five Year Proposed Appropriations to be Financed by the City

Project Title	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five-Year Estimated Net cost	Appropriations Through 12/31/2018	Estimated Cost Beyond Program Period	Total Accumulated Project Cost
Economic Development - Maintenance									
Street and Utility Extensions to Promote Economic Development	250,000	250,000	250,000	250,000	250,000	1,250,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Pay-As-You-Go	250,000	250,000	250,000	250,000	250,000				
Total Estimates Proposed FY 2020-2024 CIP	$250,000	$250,000	$250,000	$250,000	$250,000	$1,250,000			
Source of Funding									
Local: Pay-As-You-Go	250,000	250,000	250,000	250,000	250,000	1,250,000			
Total Funding Sources	$250,000	$250,000	$250,000	$250,000	$250,000	$1,250,000			

Service Area	Department	Location
Economic Development	Public Works	Downtown
Project Title	**Project Number**	**Project Type**
Downtown Development	ED005	New

Department Priority
Project contributes to the generation of new revenue

Project Description
Beginning in FY 2002, City Council committed to invest $1.0 million per year for downtown development. In December 2015, City Council adopted a resolution to give $500,000 of Downtown development funding to the Academy Center of the Arts each year from FY 2018 through FY 2020. Beginning in FY 2020, projects from the Downtown 2040 Master Plan are included. A detailed sub-project list is attached.

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	Start Date	Completion Date
Cheree Taylor, Construction Manger	Jul-01	Continuing

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Continuing
Construction	Continuing

Operating Budget Impact
Increased maintenance costs

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	258,000	Continuing	Continuing
Construction	Continuing	882,000	Continuing	Continuing
Contribution	Continuing	500,000	0	$500,000
Total	**Continuing**	**$1,640,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	20,000	20,000	0	0	218,000	$258,000
Construction	380,000	180,000	0	0	322,000	$882,000
Academy Center of the Arts Contribution	500,000	0	0	0	0	$500,000
Total	**$900,000**	**$200,000**	**$0**	**$0**	**$540,000**	**$1,640,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	900,000	200,000	0	0	540,000	$1,640,000
Total	**$900,000**	**$200,000**	**$0**	**$0**	**$540,000**	**$1,640,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Downtown Development

Fiscal Year	Building Name	Consultant Engineering	Construction	Contribution	Annual Total
2020	Riverfront Park Restrooms	$20,000	$80,000	$0	$100,000
2020	Two-Way Traffic Conversion	0	300,000	0	300,000
2020	Academy Center of the Arts Contribution	0	0	500,000	500,000
2020	**Sub-Totals**	**$20,000**	**$380,000**	**$500,000**	**$900,000**
2021	Riverfront Permanent Fence	20,000	180,000	0	200,000
2021	**Sub-Totals**	**$20,000**	**$180,000**	**$0**	**$200,000**
2024	Dog Park	48,000	192,000	0	240,000
2024	Rivermont Ave. Bike/ Pedestrian Improvements	150,000	100,000	0	250,000
2024	Main Street Bike/ Pedestrian Improvements	20,000	30,000	0	50,000
2024	**Sub-Totals**	**$218,000**	**$322,000**	**$0**	**$540,000**
Grand Totals		**$258,000**	**$882,000**	**$500,000**	**$1,640,000**

Service Area	Department	Location
Economic Development	Economic Development	Various

Project Title	Project Number	Project Type
General Development Support	EG021	New

Department Priority
Projects and Initiatives support essential services, Projects and Initiatives contribute to generation of new revenue

Project Description
Provide funds for implementation 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	Start Date	Completion Date
Marjette Upshur, Director of Economic Development	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Contributions	Continuing

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Contributions	Continuing	1,250,000	Continuing	Continuing
Total	**Continuing**	**$1,250,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	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 Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	250,000	250,000	250,000	250,000	250,000	$1,250,000
Total	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,250,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Economic Development	Public Works	Downtown
Project Title	**Project Number**	**Project Type**
Main Street Renewal	ED007	New

Department Priority
Project contributes to the 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.

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	Start Date	Completion Date
Jim Talian and Cheree Taylor	Aug-18	Jun-21

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q4 FY 2019
Construction	Q4 2021

Operating Budget Impact
Additional expenses for maintenance, landscaping, trash collection, and street furniture (~$100,000).

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	600,000	100,000	0	$700,000
Construction	0	3,600,000	0	$3,600,000
Contingency	0	100,000	0	$100,000
Total	**$600,000**	**$3,800,000**	**$0**	**$4,400,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	100,000	0	0	0	0	$100,000
Construction	3,600,000	0	0	0	0	$3,600,000
Contingency	100,000	0	0	0	0	$100,000
Total	**$3,800,000**	**$0**	**$0**	**$0**	**$0**	**$3,800,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Line of Credit	1,900,000	1,900,000	0	0	0	$3,800,000
Total	**$1,900,000**	**$1,900,000**	**$0**	**$0**	**$0**	**$3,800,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Economic Development	Public Works	Downtown
Project Title	**Project Number**	**Project Type**
Parking Station (On Street)	ED008	New

Project Photograph Unavailable

Department Priority
Project contributes to the generation of new revenue, Project supports essential services

Project Description
Installation of a comprehensive on-street paid parking system downtown in accordance with the Downtown 2040 Master Plan.

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, streetscapes and stormwater management improvements.

Project Manager	Start Date	Completion Date
Jim Talian	Jul-21	Sep-21

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q1 FY 2022
Construction	Q1 FY 2022

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	0	150,000	0	$150,000
Construction	0	830,000	0	$830,000
Contingency	0	20,000	0	$20,000
Total	**$0**	**$1,000,000**	**$0**	**$1,000,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	0	0	150,000	0	0	$150,000
Construction	0	0	830,000	0	0	$830,000
Contingency	0	0	20,000	0	0	$20,000
Total	**$0**	**$0**	**$1,000,000**	**$0**	**$0**	**$1,000,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Line of Credit	0	0	1,000,000	0	0	$1,000,000
Total	**$0**	**$0**	**$1,000,000**	**$0**	**$0**	**$1,000,000**

Source of Funding **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	ED006	New

Department Priority
Project contributes to the 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. This project is a separate project from Main Street Renewal, ED007. This project will begin work upon the completion of the Main Street Renewal Project.

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	Start Date	Completion Date
Cheree Taylor, Construction Manger	Aug-17	Dec-26

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Continuing
Construction	Continuing

Operating Budget Impact
Additional expenses for maintenance, landscaping (~$30,000), trash collection, and street furniture.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	464,146	1,250,000	600,000	$2,314,146
Construction	1,847,826	6,045,652	6,000,000	$13,893,478
Miscellaneous	44,226	0	0	$44,226
Contingency	55,774	160,000	260,000	$475,774
Total	**$2,411,972**	**$7,455,652**	**$6,860,000**	**$16,727,624**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	0	0	550,000	150,000	550,000	$1,250,000
Construction	0	0	1,995,652	450,000	3,600,000	$6,045,652
Contingency	0	0	50,000	60,000	50,000	$160,000
Total	**$0**	**$0**	**$2,595,652**	**$660,000**	**$4,200,000**	**$7,455,652**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Line of Credit	0	1,147,826	1,447,826	660,000	2,200,000	$5,455,652
State: Revenue Sharing*	0	1,147,826	1,147,826	0	2,000,000	$4,295,652
Total	**$0**	**$2,295,652**	**$2,595,652**	**$660,000**	**$4,200,000**	**$9,751,304**

Source of Funding **Local: 58%** **State: 42%** **Federal: 0%** **Other: 0%**

*An application will be submitted to VDOT for Revenue Share Program for FY 2022 and FY 2024.

*State Revenue Share Program funds of $1,147,826 of the $1,250,000 requested was awarded for FY 2019.

Service Area	Department	Location
Economic Development	Economic Development	Various

Project Title	Project Number	Project Type
Street and Utility Extensions to Promote Economic Development	EX000	Maintenance

Project Photograph Unavailable

Department Priority
Projects and Initiatives support essential services, Projects and Initiatives contribute to generation of new revenue

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	Start Date	Completion Date
Marjette Upshur, Director of Economic Development	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Contributions	Continuing

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Contributions	Continuing	1,250,000	Continuing	Continuing
Total	**Continuing**	**$1,250,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	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 Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	250,000	250,000	250,000	250,000	250,000	$1,250,000
Total	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,250,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Downtown Bluffwalk

Five Year Proposed Appropriations to be Financed by the City

Project Title	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five-Year Estimated Net cost	Appropriations Through 12/31/2018	Estimated Cost Beyond Program Period	Total Accumulated Project Cost
Parks and Recreation - New Construction									
Parks and Recreation Needs Assessment	0	75,000	0	0	0	75,000			75,000
Source of Funding									
Local: Pay-As-You-Go	0	75,000	0	0	0				
Creekside Trail Bridge Replacement	0	0	0	275,000	0	275,000			275,000
Source of Funding									
Local: Pay-As-You-Go	0	0	0	275,000	0				
College Park Upgrade	0	0	0	0	250,000	250,000			250,000
Source of Funding									
Local: Pay-As-You-Go	0	0	0	0	250,000				
Miller Park Pool Replacement	0	0	0	0	160,000	160,000		4,000,000	4,160,000
Source of Funding									
Local: Pay-As-You-Go	0	0	0	0	160,000				
Total Estimates Proposed FY 2020-2024 CIP	$0	$75,000	$0	$275,000	$410,000	$760,000			
Source of Funding									
Local: Pay-As-You-Go	0	75,000	0	275,000	410,000	760,000			
Total Funding Sources	$0	$75,000	$0	$275,000	$410,000	$760,000			

Five Year Proposed Appropriations to be Financed by the City

Project Title	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five-Year Estimated Net cost	Appropriations Through 12/31/2018	Estimated Cost Beyond Program Period	Total Accumulated Project Cost
Parks and Recreation - Maintenance									
Athletic Field Maintenance	90,000	250,000	250,000	250,000	250,000	1,090,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Pay-As-You-Go	90,000	250,000	250,000	250,000	250,000				
General Park Maintenance	89,000	100,000	100,000	100,000	100,000	489,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Pay-As-You-Go	89,000	100,000	100,000	100,000	100,000				
Parks Paving and Lighting	251,000	305,000	278,000	278,000	278,000	1,390,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Pay-As-You-Go	251,000	305,000	278,000	278,000	278,000				
Hollins Mill Road Bridge Improvements	0	0	0	0	75,000	75,000		275,000	350,000
Source of Funding									
Local: Pay-As-You-Go	0	0	0	0	75,000				
Total Estimates Proposed FY 2020-2024 CIP	$430,000	$655,000	$628,000	$628,000	$703,000	$3,044,000			
Source of Funding									
Local: Pay-As-You-Go	430,000	655,000	628,000	628,000	703,000	3,044,000			
Total Funding Sources	$430,000	$655,000	$628,000	$628,000	$703,000	$3,044,000			

Service Area	Department	Location
Parks and Recreation	Parks and Recreation	Various
Project Title	**Project Number**	**Project Type**
Parks and Recreation Needs Assessment	P0157	New

Project Photograph Unavailable

Department Priority
Project required to support important but not essential services

Project Description
Produce needs assessment that defines the needs of the community and identifies surpluses and deficiencies with existing facilities; compare park needs to industry standards; prioritize current and future needs; effectively engage public to elicit park demands; and present the final Needs Assessment report to City Council.

Relationship to Comprehensive Plan
Chapter 3, Page 29, PR-1, 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 recreation facilities and programs.

Project Manager	Start Date	Completion Date
Jennifer Jones	Jul-19	Jun-21

Completion Schedule

Activity	Complete – Quarter
Architectural Services (Contractual)	Q1 - Q4 FY 2021

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Architectural Services (Contractual)	0	75,000	0	$75,000
Total	**$0**	**$75,000**	**$0**	**$75,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Architectural Services (Contractual)	0	75,000	0	0	0	$75,000
Total	**$0**	**$75,000**	**$0**	**$0**	**$0**	**$75,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	0	75,000	0	0	0	$75,000
Total	**$0**	**$75,000**	**$0**	**$0**	**$0**	**$75,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Parks and Recreation	Parks and Recreation	Blackwater Creek Nature Area

Project Title	Project Number	Project Type
Creekside Trail Bridge Replacement	P0159	New

Department Priority
Project required to support important but not essential services

Project Description
Replace the suspension bridge over Blackwater Creek connecting the Blackwater Creekside Trail to the Beaver Trail. The old bridge was destroyed in the flooding in August, 2018. Funding would be used to construct 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; & 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	Start Date	Completion Date
Andrew Reeder, Parks Service Manager	Jul-22	Jun-24

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q1 - Q4 FY 2023
Construction	Q1 - Q4 FY 2024

Operating Budget Impact
Maintenance costs are expected to be reduced.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	0	30,250	0	$30,250
Construction	0	222,750	0	$222,750
Contingency	0	22,000	0	$22,000
Total	**$0**	**$275,000**	**$0**	**$275,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	0	0	0	30,250	0	$30,250
Construction	0	0	0	222,750	0	$222,750
Contingency	0	0	0	22,000	0	$22,000
Total	**$0**	**$0**	**$0**	**$275,000**	**$0**	**$275,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	0	0	0	137,500	137,500	$275,000
Total	**$0**	**$0**	**$0**	**$137,500**	**$137,500**	**$275,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Parks and Recreation	Parks and Recreation	College Park

Project Title	Project Number	Project Type
College Park Upgrade	P0158	New

Department Priority
Project required to support important but not essential services, Project contributes to generation of new revenue

Project Description
Architecture, engineering, and construction improvements to College Park as recommended in the College Park Master Plan (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, Goal PFS 1.1: Plan and develop new facilities and/or maintain/renovate existing facilities to meet the City's needs.

Project Manager	Start Date	Completion Date
Andrew Reeder, Parks Service Manager	Jul-23	Jun-24

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q1 - Q4 FY 2024
Construction	Q1 - Q4 FY 2024
Furniture, Fixtures, and Equipment	Q1 - Q4 FY 2024

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	0	35,000	0	$35,000
Construction	0	100,000	0	$100,000
Furniture, Fixtures, and Equipment	0	105,000	0	$105,000
Contingency	0	10,000	0	$10,000
Total	**$0**	**$250,000**	**$0**	**$250,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	0	0	0	0	35,000	$35,000
Construction	0	0	0	0	100,000	$100,000
Furniture, Fixtures, and Equipment	0	0	0	0	105,000	$105,000
Contingency	0	0	0	0	10,000	$10,000
Total	**$0**	**$0**	**$0**	**$0**	**$250,000**	**$250,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	0	0	0	0	250,000	$250,000
Total	**$0**	**$0**	**$0**	**$0**	**$250,000**	**$250,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Parks and Recreation	Parks and Recreation	Miller Park Pool
Project Title	**Project Number**	**Project Type**
Miller Park Pool Replacement	P0160	New

Department Priority
Project required to support important but not essential services

Project Description
Needs assessment for replacing the Miller Park Pool, a 428,000 gallon outdoor pool, which will be 38 years old in 2024. Once the assessment has been completed, the design work can be initiated FY 2024, with construction to follow in FY 2025.

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	Start Date	Completion Date
Andrew Reeder, Parks Service Manager	Jul-23	Jun-25

Completion Schedule

Activity	Complete – Quarter
Architectural Services (Contractual)	Q1 - Q4 FY 2024
Consultant Engineering	Q1 - Q4 FY 2024
Construction	Q1 - Q4 FY 2025

Operating Budget Impact
Unknown at this time

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Architectural Services (Contractual)	0	160,000	0	$160,000
Construction	0	0	4,000,000	$4,000,000
Total	**$0**	**$160,000**	**$4,000,000**	**$4,160,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Architectural Services (Contractual)	0	0	0	0	160,000	$160,000
Total	**$0**	**$0**	**$0**	**$0**	**$160,000**	**$160,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	0	0	0	0	160,000	$160,000
Total	**$0**	**$0**	**$0**	**$0**	**$160,000**	**$160,000**

Source of Funding **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
Athletic Field Maintenance	Multiple	Maintenance

Department Priority
Project required to support important but not essential services, Project contributes to generation of new revenue

Project Description
Improvements to City-wide athletic fields and amenities. A detailed sub-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	Start Date	Completion Date
Andrew Reeder, Parks Service Manager	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Continuing
Construction	Continuing
Fencing, Lighting, and Signs	Contintinting

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	17,400	Continuing	Continuing
Construction	Continuing	788,700	Continuing	Continuing
Fencing, Lighting, and Signs	Continuing	194,350	Continuing	Continuing
Contingency	Continuing	89,550	Continuing	Continuing
Total	**Continuing**	**$1,090,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	0	0	9,000	0	8,400	$17,400
Construction	81,000	225,000	206,000	125,500	151,200	$788,700
Fencing, Lighting, and Signs	0	0	10,000	102,350	82,000	$194,350
Contingency	9,000	25,000	25,000	22,150	8,400	$89,550
Total	**$90,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,090,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	90,000	250,000	250,000	250,000	250,000	$1,090,000
Total	**$90,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,090,000**

Source of Funding **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
2020	Peaks View Park Sign Improvements	$0	$18,000	$0	$2,000	$20,000
2020	BWCAA Field Flood Damage Repairs	0	27,000	0	3,000	30,000
2020	Creekside Trail Flood Damage Repairs	0	36,000	0	4,000	40,000
2020	**Sub-Totals**	**$0**	**$81,000**	**$0**	**$9,000**	**$90,000**
2021	Miller Park Baseball Field Backstops	0	112,500	0	12,500	125,000
2021	Creekside Trail Flood Damage Repairs	0	112,500	0	12,500	125,000
2021	**Sub-Totals**	**$0**	**$225,000**	**$0**	**$25,000**	**$250,000**
2022	Sandusky Park Field Grading	9,000	62,000	10,000	9,000	90,000
2022	Creekside Trail Flood Damage Repairs	0	144,000	0	16,000	160,000
2022	**Sub-Totals**	**$9,000**	**$206,000**	**$10,000**	**$25,000**	**$250,000**
2023	Sandusky Park Field Lights	0	76,500	90,000	18,500	185,000
2023	Sandusky Park Bathroom Stockade	0	11,000	0	1,000	12,000
2023	Hutcherson Elementary School Baseball Field Upgrade	0	18,000	5,850	2,650	26,500
2023	Seeding, aeration and general field maintenance	0	20,000	6,500	0	26,500
2023	**Sub-Totals**	**$0**	**$125,500**	**$102,350**	**$22,150**	**$250,000**
2024	Sandusky Park Athletic Field Storage	8,400	67,200	0	8,400	84,000
2024	Seeding, aeration and general field maintenance	0	84,000	82,000	0	166,000
2024	**Sub-Totals**	**$8,400**	**$151,200**	**$82,000**	**$8,400**	**$250,000**
Grand Totals		**$17,400**	**$788,700**	**$194,350**	**$89,550**	**$1,090,000**

Service Area	Department	Location
Parks and Recreation	Parks and Recreation	Various

Project Title	Project Number	Project Type
General Park Maintenance	Multiple	Maintenance

Department Priority
Project required to support important but not essential services, Project contributes to generation of new revenue

Project Description
Improvements and renovations to park playgrounds, signage, fencing and other amenities and features. A detailed 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	Start Date	Completion Date
Andrew Reeder, Parks Service Manager	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Construction	Continuing
Fencing, Lighting, and Signs	Continuing

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Construction	Continuing	103,400	Continuing	Continuing
Fencing, Lighting, and Signs	Continuing	336,000	Continuing	Continuing
Contingency	Continuing	49,600	Continuing	Continuing
Total	**Continuing**	**$489,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Construction	16,000	31,000	31,000	12,700	12,700	$103,400
Fencing, Lighting, and Signs	64,000	59,000	59,000	77,000	77,000	$336,000
Contingency	9,000	10,000	10,000	10,300	10,300	$49,600
Total	**$89,000**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$489,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	89,000	100,000	100,000	100,000	100,000	$489,000
Total	**$89,000**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$489,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

General Park Maintenance

Fiscal Year	Building Name	Construction	Fencing, Lighting, and Signs	Contingency	Annual Total
2020	Peaks View Park Playground Equipment	$16,000	$64,000	$9,000	$89,000
2020	**Sub-Totals**	**$16,000**	**$64,000**	**$9,000**	**$89,000**
2021	Daniels Hill Playground Equipment	20,000	36,000	6,000	62,000
2021	General Signage, Fencing, and Amenities	11,000	23,000	4,000	38,000
2021	**Sub-Totals**	**$31,000**	**$59,000**	**$10,000**	**$100,000**
2022	Fort Avenue Playground Equipment	20,000	36,000	6,000	62,000
2022	General Signage, Fencing, and Amenities	11,000	23,000	4,000	38,000
2021	**Sub-Totals**	**$31,000**	**$59,000**	**$10,000**	**$100,000**
2023	Riverside Park Static Play	2,700	54,000	6,300	63,000
2023	General Signage, Fencing, and Amenities	10,000	23,000	4,000	37,000
2023	**Sub-Totals**	**$12,700**	**$77,000**	**$10,300**	**$100,000**
2024	Fairview Playground Equipment	2,700	54,000	6,300	63,000
2024	General Signage, Fencing, and Amenities	10,000	23,000	4,000	37,000
2024	**Sub-Totals**	**$12,700**	**$77,000**	**$10,300**	**$100,000**
Grand Totals		**$103,400**	**$336,000**	**$49,600**	**$489,000**

Service Area	Department	Location
Parks and Recreation	Parks and Recreation	Various

Project Title	Project Number	Project Type
Parks Paving and Lighting Reconstruction	Multiple	Maintenance

Department Priority
Project required to support important but not essential services, Project contributes to generation of new revenue

Project Description
Renovation of park athletic courts, trails, walks, steps, parking lots, and lighting. A detailed 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	Start Date	Completion Date
Andrew Reeder, Parks Service Manager	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Continuing
Construction	Continuing
Goals, Signs, and Lighting	Contінting

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	56,350	Continuing	Continuing
Construction	Continuing	1,052,000	Continuing	Continuing
Goals, Signs, and Lighting	Continuing	166,750	Continuing	Continuing
Contingency	Continuing	114,900	Continuing	Continuing
Total	**Continuing**	**$1,390,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	10,000	1,800	4,500	25,200	14,850	$56,350
Construction	215,000	253,000	197,000	189,000	198,000	$1,052,000
Goals, Signs, and Lighting	9,300	26,400	57,700	36,000	37,350	$166,750
Contingency	16,700	23,800	18,800	27,800	27,800	$114,900
Total	**$251,000**	**$305,000**	**$278,000**	**$278,000**	**$278,000**	**$1,390,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	251,000	305,000	278,000	278,000	278,000	$1,390,000
Total	**$251,000**	**$305,000**	**$278,000**	**$278,000**	**$278,000**	**$1,390,000**

Source of Funding **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
2020	Ivy creek Park spillway Repair	$10,000	$72,500	$0	$9,000	$91,500
2020	Peaks View Park - Ardmore Lot Overlay	0	60,000	9,300	7,700	77,000
2020	Bikeway Trail Patching/Overlay	0	82,500	0	0	82,500
2020	**Sub-Totals**	**$10,000**	**$215,000**	**$9,300**	**$16,700**	**$251,000**
2021	Westover Basketball Court Overlay	0	15,000	9,300	2,700	$27,000
2021	Miller Park Pool Parking Lot Overlay	0	103,500	13,500	13,000	130,000
2021	Miller Park Steps and Entrance Improvements	1,800	67,500	3,600	8,100	81,000
2021	Bikeway Trail Patching/Overlay	0	67,000	0	0	67,000
2021	**Sub-Totals**	**$1,800**	**$253,000**	**$26,400**	**$23,800**	**$305,000**
2022	Fairview Tennis courts Overlay	0	58,500	36,000	10,500	105,000
2022	Miscellaneous Lighting/Electrical Repairs	4,500	48,500	21,700	8,300	83,000
2022	Bikeway Trail Patching/Overlay	0	90,000	0	0	90,000
2022	**Sub-Totals**	**$4,500**	**$197,000**	**$57,700**	**$18,800**	**$278,000**
2023	Peaks View Park Fields 8 & 9 Lights	25,200	189,000	36,000	27,800	278,000
2023	**Sub-Totals**	**$25,200**	**$189,000**	**$36,000**	**$27,800**	**$278,000**
2024	Peaks View Park - Wiggington Lot (upper)	4,050	54,000	18,000	8,450	84,500
2024	Peaks View Park - Wiggington Lot (lower)	10,800	72,000	11,700	10,500	105,000
2024	Peaks View Park - Interior Trails	0	72,000	7,650	8,850	88,500
2024	**Sub-Totals**	**$14,850**	**$198,000**	**$37,350**	**$27,800**	**$278,000**
Grand Totals		**$56,350**	**$1,052,000**	**$166,750**	**$114,900**	**$1,390,000**

Service Area	Department	Location
Parks and Recreation	Parks and Recreation	Hollins Mill Park

Project Title	Project Number	Project Type
Hollins Mill Road Bridge Improvements	P0162	Maintenance

Department Priority
Project supports essential services, Project required to support important but not essential services

Project Description
Assess and design improvements to the existing bridge over Blackwater Creek on Hollins Mill Road to accommodate pedestrians using the bikeway trail to cross from Hollins Mill Park to the Point of Honor Trail; this would result in the elimination of the existing low-water creek crossing.

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	Start Date	Completion Date
Andrew Reeder, Parks Service Manager	Jul-23	Jun-24

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q1 - Q4 FY 2024

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	0	75,000	0	$75,000
Construction	0	0	275,000	$275,000
Total	**$0**	**$75,000**	**$275,000**	**$350,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	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 Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	0	0	0	0	75,000	$75,000
Total	**$0**	**$0**	**$0**	**$0**	**$75,000**	**$75,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Batteau on James River

Five Year Proposed Appropriations to be Financed by the City

Project Title	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five-Year Estimated Net cost	Appropriations Through 12/31/2018	Estimated Cost Beyond Program Period	Total Accumulated Project Cost
Miscellaneous									
Radio Replacement	203,908	211,208	211,208	211,208	100,000	937,532	101,556	100,000	1,139,088
Source of Funding									
Local: Pay-As-You-Go	203,908	211,208	211,208	211,208	100,000				
College Lake Lakebed Improvements / Dam Removal	10,000,000	0	0	10,000,000	0	20,000,000			20,000,000
Source of Funding									
State Grants	5,000,000	0	0	0	0				
Local: Line of Credit	5,000,000	0	0	10,000,000	0				
Total Estimates Proposed FY 2020-2024 CIP	$10,203,908	$211,208	$211,208	$10,211,208	$100,000	$20,937,532			
Source of Funding									
State Grants	5,000,000	0	0	0	0	5,000,000			
Local: Line of Credit	5,000,000	0	0	10,000,000	0	15,000,000			
Local: Pay-As-You-Go	203,908	211,208	211,208	211,208	100,000	937,532			
Total Funding Sources	$10,203,908	$211,208	$211,208	$10,211,208	$100,000	$20,937,532			

Service Area	Department	Location
Equipment	Emergency Services	3621 Candlers Mountain Rd

Project Title	Project Number	Project Type
Radio Replacement	ME017	Maintenance

Department Priority

Project Description
Funding is needed to replace aging mobile and portable radios currently in use by non-enterprise City departments. The radios are reaching "end of parts" status after which repair parts will no longer be available from the manufacturer. Radio models include the M7100 (end of parts on 3/6/2014), P7100 (end of parts on 9/2/2015), P5100 (end of parts on 9/2/2015), P5400 (end of parts on 10/30/2020).

Relationship to Comprehensive Plan
N/A

Project Manager	Start Date	Completion Date
Melissa D. Foster, Director, Department of Emergency Services	Jul-18	Jul-24

Completion Schedule

Activity	Complete – Quarter
Equipment	Q1 FY 2025

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Equipment	101,556	937,532	100,000	$1,139,088
Total	**$101,556**	**$937,532**	**$100,000**	**$1,139,088**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Equipment	203,908	211,208	211,208	211,208	100,000	$937,532
Total	**$203,908**	**$211,208**	**$211,208**	**$211,208**	**$100,000**	**$937,532**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	203,908	211,208	211,208	211,208	100,000	$937,532
Total	**$203,908**	**$211,208**	**$211,208**	**$211,208**	**$100,000**	**$937,532**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Miscellaneous	Water Resources	College Lake/Lakeside Drive

Project Title	Project Number	Project Type
College Lake Lakebed Improvements/Dam Removal	ME018	New

Department Priority
Project has legal or regulatory mandate

Project Description
The College Lake Dam Removal project will provide for the removal of the College Lake Dam, including reestablishment of the Blackwater Creek stream channel and ecological restoration of the former lakebed area. This project will also update the limits of the FEMA 100-year floodplain and remove the inundation zone associated with the dam.

Relationship to Comprehensive Plan
Chapter 3 , Page 27, Goal NS-1.4: Promote responsible management and development of lands adjacent to important natural resources that provide a pleasant, healthy and safe environment for human activities; Goal PU-2: Stormwater Management. Manage stormwater to protect residents, property and the environmental integrity of local/regional waterways and ecosystems; Goal PU-3: Improved Water Quality. Improve water quality in the City's streams and James River.

Project Manager	Start Date	Completion Date
Erin Hawkins, Water Quality Manager	Jul-20	Jul-24

Completion Schedule

Activity	Complete – Quarter
Construction	Q1 FY 2025

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	0	2,500,000	0	$2,500,000
Construction	0	17,500,000	0	$17,500,000
Total	**$0**	**$20,000,000**	**$0**	**$20,000,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	2,500,000	0	0	0	0	$2,500,000
Construction	7,500,000	0	0	10,000,000	0	$17,500,000
Total	**$10,000,000**	**$0**	**$0**	**$10,000,000**	**$0**	**$20,000,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Line of Credit	500,000	500,000	250,000	3,750,000	10,000,000	$15,000,000
State Grants	500,000	500,000	250,000	3,750,000	0	$5,000,000
Total	**$1,000,000**	**$1,000,000**	**$500,000**	**$7,500,000**	**$10,000,000**	**$20,000,000**

Source of Funding **Local: 75%** **State: 25%** **Federal: 0%** **Other: 0%**

Project was originally included in Lakeside Drive Bridge Over Blackwater Creek (TB052) but was broken out into a separate project.

Jefferson Park Trail Entrance

Five Year Proposed Appropriations to be Financed by the City

Project Title	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five-Year Estimated Net cost	Appropriations Through 12/31/2018	Estimated Cost Beyond Program Period	Total Accumulated Project Cost
Reserves									
Lynchburg City Stadium Capital Maintenance Reserve	100,000	100,000	100,000	100,000	100,000	500,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Pay-As-You-Go	100,000	100,000	100,000	100,000	100,000				
Snow, Street and Bridge Reserve	250,000	250,000	250,000	250,000	250,000	1,250,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Pay-As-You-Go	250,000	250,000	250,000	250,000	250,000				
Total Estimates Proposed FY 2020-2024 CIP	$350,000	$350,000	$350,000	$350,000	$350,000	$1,750,000			
Source of Funding									
Local: Pay-As-You-Go	350,000	350,000	350,000	350,000	350,000	1,750,000			
Total Funding Sources	$350,000	$350,000	$350,000	$350,000	$350,000	$1,750,000			

Service Area	Department	Location
Reserves	Public Works	Lynchburg City Stadium

Project Title	Project Number	Project Type
Lynchburg City Stadium Capital Maintenance Reserve	BMR01	Maintenance

Department Priority
Project contributes to the generation of new revenue

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. The reserve was established with the FY 2017 Adopted budget.

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	Start Date	Completion Date
Gaynelle Hart, Director of Public Works	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Maintenance	Continuing

Operating Budget Impact
Annual funding to be used for capital expenditures which have been mutually agreed upon by the City and the Lynchburg Baseball Corporation.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Stadium Maintenance	Continuing	500,000	Continuing	Continuing
Total	**Continuing**	**$500,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Stadium 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 Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	100,000	100,000	100,000	100,000	100,000	$500,000
Total	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$500,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Life of lease based on years in franchise agreement. Reserve was established in FY 2017 and will need to continue funding through FY 2026. The intent is for this reserve to have $1m at the end of the current franchise agreement. Agreement was signed Februruary 2016.

Service Area	Department	Location
Reserves	Various	N/A

Project Title	Project Number	Project Type
Snow, Street, and Bridge Reserve	TR004	Maintenance

Project Photograph Unavailable

Department Priority
Project supports essential services

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	Start Date	Completion Date
Gaynelle Hart, Director of Public Works, Lee Newland, City Engineer	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Snow Removal/Maintenance	Continuing

Operating Budget Impact
Requires project management time from the Public Works department, which is built into estimated costs.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Snow Removal/Maintenance	Continuing	1,250,000	Continuing	Continuing
Total	**Continuing**	**$1,250,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	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 Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	250,000	250,000	250,000	250,000	250,000	$1,250,000
Total	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,250,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Lynchburg Expressway

SCHOOL CAPITAL PROJECTS SUMMARY OF APPROPRIATIONS - This summary demonstrates project appropriations for each Fiscal Year along with the expected sources of funding.

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Resources					
Pay-As-You-Go	0	388,000	335,000	357,000	358,000
Local: Line of Credit	2,686,000	2,255,000	1,050,000	1,495,000	3,775,000
TOTAL ESTIMATED RESOURCES	**$ 2,686,000**	**$ 2,643,000**	**$ 1,385,000**	**$ 1,852,000**	**$ 4,133,000**
CAPITAL PROJECTS					
Athletic Complexes	0	0	550,000	650,000	700,000
Major Building Repairs and Improvements - Schools	1,250,000	750,000	500,000	450,000	200,000
Paving and Fencing	0	178,000	185,000	192,000	200,000
Playground Equipment Replacement	0	0	150,000	150,000	150,000
Roof Replacement - Schools	436,000	1,715,000	0	210,000	283,000
Elementary School Gym Additions	1,000,000	0	0	0	0
New Transportation Building	0	0	0	200,000	2,600,000
TOTAL PROPOSED CAPITAL PROJECTS	**$ 2,686,000**	**$ 2,643,000**	**$ 1,385,000**	**$ 1,852,000**	**$ 4,133,000**

SCHOOL CAPITAL PROJECTS FINANCING PLAN - This summary demonstrates projected expenditure cash flows for each Fiscal Year along with the expected sources of funding.

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Resources					
Pay-As-You-Go	900,000	388,000	335,000	357,000	358,000
Local: Line of Credit	2,686,000	2,255,000	1,050,000	1,645,000	3,625,000
TOTAL ESTIMATED RESOURCES	**$ 3,586,000**	**$ 2,643,000**	**$ 1,385,000**	**$ 2,002,000**	**$ 3,983,000**
CAPITAL PROJECTS					
Athletic Complexes	0	0	550,000	650,000	700,000
Major Building Repairs and Improvements - Schools	1,295,000	750,000	500,000	450,000	200,000
Paving and Fencing	171,000	178,000	185,000	192,000	200,000
Playground Equipment Replacement	0	0	150,000	150,000	150,000
Roof Replacement - Schools	1,120,000	1,715,000	0	360,000	133,000
Elementary School Gym Additions	1,000,000	0	0	0	0
New Transportation Building	0	0	0	200,000	2,600,000
TOTAL PROPOSED CAPITAL PROJECTS	**$ 3,586,000**	**$ 2,643,000**	**$ 1,385,000**	**$ 2,002,000**	**$ 3,983,000**

Five Year Proposed Appropriations to be Financed by the City

Project Title	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five-Year Estimated Net cost	Appropriations Through 12/31/2018	Estimated Cost Beyond Program Period	Total Accumulated Project Cost
Schools - New Construction									
Elementary School Gym Additions	1,000,000	0	0	0	0	1,000,000	1,500,000		2,500,000
Source of Funding									
Local: Line of Credit	1,000,000	0	0	0	0				
New Transportation Building	0	0	0	200,000	2,600,000	2,800,000			2,800,000
Source of Funding									
Local: Line of Credit	0	0	0	200,000	2,600,000				
Total Estimates Proposed FY 2020-2024 CIP	$1,000,000	$0	$0	$200,000	$2,600,000	$3,800,000			
Source of Funding									
Local: Line of Credit	1,000,000	0	0	200,000	2,600,000	3,800,000			
Total Funding Sources	$1,000,000	$0	$0	$200,000	$2,600,000	$3,800,000			

Five Year Proposed Appropriations to be Financed by the City

Project Title	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five-Year Estimated Net cost	Appropriations Through 12/31/2018	Estimated Cost Beyond Program Period	Total Accumulated Project Cost
Schools - Maintenance									
Athletic Complexes	0	0	550,000	650,000	700,000	1,900,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Line of Credit	0	0	550,000	650,000	700,000				
Major Building Repairs and Improvements - Schools	1,250,000	750,000	500,000	450,000	200,000	3,150,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Line of Credit	1,250,000	750,000	500,000	450,000	200,000				
Paving and Fencing	0	178,000	185,000	192,000	200,000	755,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Pay-As-You-Go	0	178,000	185,000	192,000	200,000				
Playground Equipment Replacement	0	0	150,000	150,000	150,000	450,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Pay-As-You-Go	0	0	150,000	150,000	150,000				
Roof Replacement - Schools	436,000	1,715,000	0	210,000	283,000	2,644,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Pay-As-You-Go	0	210,000	0	15,000	8,000				
Local: Line of Credit	436,000	1,505,000	0	195,000	275,000				
Total Estimates Proposed FY 2020-2024 CIP	$1,686,000	$2,643,000	$1,385,000	$1,652,000	$1,533,000	$8,899,000			
Source of Funding									
Local: Pay-As-You-Go	0	388,000	335,000	357,000	358,000	1,438,000			
Local: Line of Credit	1,686,000	2,255,000	1,050,000	1,295,000	1,175,000	7,461,000			
Total Funding Sources	$1,686,000	$2,643,000	$1,385,000	$1,652,000	$1,533,000	$8,899,000			

Service Area	Department	Location
Schools	Schools	Various Schools

Project Title	Project Number	Project Type
Elementary School Gym Additions	YS071	New

Project Photograph Unavailable

Department Priority
Project supports essential services

Project Description
Gym additions will be added at 2 elementary schools (ES). Bedford Hills ES and Sheffield ES

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	Start Date	Completion Date
Ben Copeland, Deputy Superintendent, LCS	Jul-18	Aug-21

Completion Schedule

Activity	Complete – Quarter
Architectural Services (Contractual)	1st Qtr, FY 19
Consultant Engineering	1st Qtr, FY 19
Construction	1st Qtr, FY 22

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Architectural Services (Contractual)	50,000	25,000	0	$75,000
Consultant Engineering	50,000	25,000	0	$75,000
Construction	1,400,000	950,000	0	$2,350,000
Total	**$1,500,000**	**$1,000,000**	**$0**	**$2,500,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Architectural Services (Contractual)	25,000	0	0	0	0	$25,000
Consultant Engineering	25,000	0	0	0	0	$25,000
Construction	950,000	0	0	0	0	$950,000
Total	**$1,000,000**	**$0**	**$0**	**$0**	**$0**	**$1,000,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Line of Credit	1,000,000	0	0	0	0	$1,000,000
Total	**$1,000,000**	**$0**	**$0**	**$0**	**$0**	**$1,000,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Schools	Schools	3525 John Capron Rd

Project Title	Project Number	Project Type
New Transportation Building - Schools	YS080	New

Project Photograph Unavailable

Department Priority
Project supports essential services

Project Description
A new building for transportation to support the administration and maintenance needs of a 115 vehicle bus fleet.

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	Start Date	Completion Date
Ben Copeland, Deputy Superintendent, LCS	Jul-23	Jun-24

Completion Schedule

Activity	Complete – Quarter
Architectural Services (Contractual)	1st Qtr, FY 23
Consultant Engineering	4th Qtr, FY 23
Construction	4th Qtr, FY 24
Furniture, Fixtures and Equipment	4th Qtr, FY 24

Operating Budget Impact
None Anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Architectural Services (Contractual)	0	200,000	0	$200,000
Consultant Engineering	0	50,000	0	$50,000
Construction	0	2,400,000	0	$2,400,000
Furniture, Fixtures, and Equipment	0	150,000	0	$150,000
Total	**$0**	**$2,800,000**	**$0**	**$2,800,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Architectural Services (Contractual)	0	0	0	200,000	0	$200,000
Consultant Engineering	0	0	0	0	50,000	$50,000
Construction	0	0	0	0	2,400,000	$2,400,000
Furniture, Fixtures, and Equipment	0	0	0	0	150,000	$150,000
Total	**$0**	**$0**	**$0**	**$200,000**	**$2,600,000**	**$2,800,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Line of Credit	0	0	0	200,000	2,600,000	$2,800,000
Total	**$0**	**$0**	**$0**	**$200,000**	**$2,600,000**	**$2,800,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Schools	Schools	Various Schools

Project Title	Project Number	Project Type
Athletic Complexes	Multiple	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	Start Date	Completion Date
Ben Copeland, Deputy Superintendent, LCS	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Continuing
Construction	Continuing

Operating Budget Impact
Reduced cost of maintenance and upkeep of existing facilities.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Construction	Continuing	1,900,000	Continuing	Continuing
Total	**Continuing**	**$1,900,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Construction	0	0	550,000	650,000	700,000	$1,900,000
Total	**$0**	**$0**	**$550,000**	**$650,000**	**$700,000**	**$1,900,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Line of Credit	0	0	550,000	650,000	700,000	$1,900,000
Total	**$0**	**$0**	**$550,000**	**$650,000**	**$700,000**	**$1,900,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Athletic Complexes

Fiscal Year	Building Name	Sub-Project	Construction	Annual Total
2022	Heritage High School	Replace baseball field turf	$550,000	$550,000
2022	**Sub-Totals**		**$550,000**	**$550,000**
2023	EC Glass High school	Replace football field turf	650,000	650,000
2023	**Sub-Totals**		**$650,000**	**$650,000**
2024	Heritage High School	Replace football field turf	700,000	700,000
2024	**Sub-Totals**		**$700,000**	**$700,000**
Grand Totals			**$1,900,000**	**$1,900,000**

Service Area	Department	Location
Schools	Schools	Various Schools
Project Title	**Project Number**	**Project Type**
Major Building Repairs and Improvements - Schools	Multiple	Maintenance

Project Photograph Unavailable

Department Priority
Project supports essential services

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	Start Date	Completion Date
Ben Copeland, Deputy Superintendent, LCS	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Continuing
Construction	Continuing

Operating Budget Impact
Reduced cost of maintenance and upkeep of existing facilities.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	160,000	Continuing	Continuing
Construction	Continuing	2,945,000	Continuing	Continuing
Contingency	Continuing	45,000	Continuing	Continuing
Total	**Continuing**	**$3,150,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	100,000	20,000	0	40,000	0	$160,000
Construction	1,125,000	730,000	500,000	390,000	200,000	$2,945,000
Contingency	25,000	0	0	20,000	0	$45,000
Total	**$1,250,000**	**$750,000**	**$500,000**	**$450,000**	**$200,000**	**$3,150,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	45,000	0	0	0	0	$45,000
Local: Line of Credit	1,250,000	750,000	500,000	450,000	200,000	$3,150,000
Total	**$1,295,000**	**$750,000**	**$500,000**	**$450,000**	**$200,000**	**$3,195,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Appropriations of $45,000 were provided by Council action on Febrary 26, 2019.

Major Building Repairs and Improvements - Schools

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Contingency	Annual Total
2020	Bass Elementary School	HVAC Replacement	$45,000	$530,000	$25,000	$600,000
2020	Perrymont Elementary School	Plumbing & Restroom Renovation	0	45,000	0	45,000
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**	**$1,170,000**	**$25,000**	**$1,295,000**
2021	Dearington Elementary School	Chiller Replacement	20,000	230,000	0	250,000
2021	Dunbar Middle School	Steam line replacement or another heating alternative	0	500,000	0	500,000
2021	**Sub-Totals**		**$20,000**	**$730,000**	**$0**	**$750,000**
2022	Dunbar Middle School	Steam line replacement or another heating alternative	0	500,000	0	500,000
2022	**Sub-Totals**		**$0**	**$500,000**	**$0**	**$500,000**
2023	Perrymont Elementary School	HVAC Replacement	40,000	390,000	20,000	450,000
2023	**Sub-Totals**		**$40,000**	**$390,000**	**$20,000**	**$450,000**
2024	Sandusky Middle School	Chiller Rebuild (Two Chillers)	0	200,000	0	200,000
2024	**Sub-Totals**		**$0**	**$200,000**	**$0**	**$200,000**
Grand Totals			**$160,000**	**$2,990,000**	**$45,000**	**$3,195,000**

Service Area	Department	Location
Schools	Schools	Various Schools
Project Title	**Project Number**	**Project Type**
Paving and Fencing	Multiple	Maintenance

Project Photograph Unavailable

Department Priority
Project supports essential services
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	Start Date	Completion Date
Ben Copeland, Deputy Superintendent, LCS	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Construction	Continuing

Operating Budget Impact
None Anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Construction	Continuing	755,000	Continuing	Continuing
Total	**Continuing**	**$755,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Construction	0	178,000	185,000	192,000	200,000	$755,000
Total	**$0**	**$178,000**	**$185,000**	**$192,000**	**$200,000**	**$755,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	171,000	178,000	185,000	192,000	200,000	$926,000
Total	**$171,000**	**$178,000**	**$185,000**	**$192,000**	**$200,000**	**$926,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Appropriations of $171,000 were provided by Council action on Febrary 26, 2019.

Service Area	Department	Location
Schools	Schools	Various Schools

Project Title	Project Number	Project Type
Playground Equipment Replacement	YS045	Maintenance

Project Photograph Unavailable

Department Priority
Project supports essential services

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	Start Date	Completion Date
Ben Copeland, Deputy Superintendent, LCS	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Construction	Continuing

Operating Budget Impact
None Anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Construction	Continuing	450,000	Continuing	Continuing
Total	**Continuing**	**$450,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Construction	0	0	150,000	150,000	150,000	$450,000
Total	**$0**	**$0**	**$150,000**	**$150,000**	**$150,000**	**$450,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	0	0	150,000	150,000	150,000	$450,000
Total	**$0**	**$0**	**$150,000**	**$150,000**	**$150,000**	**$450,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Schools	Schools	Various Schools
Project Title	**Project Number**	**Project Type**
Roof Replacement - Schools	Multiple	Maintenance

Project Photograph Unavailable

Department Priority
Project supports essential services

Project Description
This project involves the replacement of roof systems that are at the end of their estimated useful life and need replacement. A detailed Sub-project list is attached.

Relationship to Comprehensive Plan
Chapter 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	Start Date	Completion Date
Ben Copeland, Deputy Superintendent, LCS	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Continuing
Construction	Continuing

Operating Budget Impact
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 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	340,000	Continuing	Continuing
Construction	Continuing	2,136,000	Continuing	Continuing
Contingency	Continuing	168,000	Continuing	Continuing
Total	**Continuing**	**$2,644,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	85,000	160,000	0	35,000	60,000	$340,000
Construction	321,000	1,440,000	0	160,000	215,000	$2,136,000
Contingency	30,000	115,000	0	15,000	8,000	$168,000
Total	**$436,000**	**$1,715,000**	**$0**	**$210,000**	**$283,000**	**$2,644,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	684,000	210,000	0	15,000	8,000	$917,000
Local: Line of Credit	436,000	1,505,000	0	195,000	275,000	$2,411,000
Total	**$1,120,000**	**$1,715,000**	**$0**	**$210,000**	**$283,000**	**$3,328,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Appropriations of $684,000 were provided by Council action on Febrary 26, 2019.

Roof Replacement - Schools

Fiscal Year	Building Name	Sub-Project	Consultant Engineering	Construction	Contingency	Annual Total
2020	Heritage Elementary School	Replace Roof	$60,000	$630,000	$30,000	$720,000
2020	R. S. Payne Elementary School	Replace Roof	25,000	375,000	0	400,000
2020	**Sub-Totals**		**$85,000**	**$1,005,000**	**$30,000**	**$1,120,000**
2021	Dunbar Middle School (West - Low Roof)	Replace Roof	35,000	160,000	15,000	210,000
2021	Paul Munro Elementary School	Replace Roof	40,000	575,000	55,000	670,000
2021	Linkhorne Elementary School	Replace Roof	50,000	500,000	25,000	575,000
2021	Sheffield Elementary School	Replace Roof (2001 addition)	35,000	205,000	20,000	260,000
2021	**Sub-Totals**		**$160,000**	**$1,440,000**	**$115,000**	**$1,715,000**
2023	Laurel - Section A & B	Replace Roof	35,000	160,000	15,000	210,000
2023	**Sub-Totals**		**$35,000**	**$160,000**	**$15,000**	**$210,000**
2024	Dearington Section B	Replace Roof	25,000	125,000	0	150,000
2024	Hutcherson ELC	Replace Roof	35,000	90,000	8,000	133,000
2024	**Sub-Totals**		**$60,000**	**$215,000**	**$8,000**	**$283,000**
Grand Totals			**$340,000**	**$2,820,000**	**$168,000**	**$3,328,000**

AIRPORT CAPITAL PROJECTS SUMMARY OF APPROPRIATIONS - This summary demonstrates project appropriations for each Fiscal Year along with the expected sources of funding.

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Resources					
Federal Aviation Admin	2,340,000	6,120,000	1,800,000	3,150,000	2,880,000
VA Dept of Aviation	1,335,000	680,000	200,000	350,000	320,000
Airport Pay-As-You-Go	150,000	0	0	0	0
TOTAL ESTIMATED RESOURCES	**$ 3,825,000**	**$ 6,800,000**	**$ 2,000,000**	**$ 3,500,000**	**$ 3,200,000**
CAPITAL PROJECTS					
Service Road Rehabilitation	600,000	0	0	0	0
Aircraft Self-Service Fueling Facility	225,000	0	0	0	0
Terminal Exit Lane Modification	1,000,000	0	0	0	0
Mid-Field Apron / Taxiway "G" Rehabilitation	2,000,000	0	0	0	0
Runway 4-22 Rehabilitation	0	4,500,000	0	0	0
North GA Development Area Phase II	0	2,300,000	0	0	0
Taxiway "B" Rehabilitation	0	0	2,000,000	0	0
North GA Development Area, Phase III	0	0	0	3,500,000	0
Runway 4-22 Parallel Taxiway	0	0	0	0	3,200,000
TOTAL PROPOSED CAPITAL PROJECTS	**$ 3,825,000**	**$ 6,800,000**	**$ 2,000,000**	**$ 3,500,000**	**$ 3,200,000**

AIRPORT CAPITAL PROJECTS FINANCING PLAN - This summary demonstrates projected expenditure cash flows for each Fiscal Year along with the expected sources of funding.

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Resources					
Federal Aviation Admin	2,340,000	6,120,000	1,800,000	3,150,000	2,880,000
VA Dept of Aviation	1,335,000	680,000	200,000	350,000	320,000
Airport Pay-As-You-Go	150,000	0	0	0	0
TOTAL ESTIMATED RESOURCES	**$ 3,825,000**	**$ 6,800,000**	**$ 2,000,000**	**$ 3,500,000**	**$ 3,200,000**
CAPITAL PROJECTS					
FY 2020-2024 CIP Projects	3,825,000	6,800,000	2,000,000	3,500,000	3,200,000
TOTAL PROPOSED CAPITAL PROJECTS	**$ 3,825,000**	**$ 6,800,000**	**$ 2,000,000**	**$ 3,500,000**	**$ 3,200,000**

Five Year Proposed Appropriations to be Financed by the City

Project Title	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five-Year Estimated Net cost	Appropriations Through 12/31/2018	Estimated Cost Beyond Program Period	Total Accumulated Project Cost
Airport - New Construction									
Aircraft Self-Service Fuel Facility	225,000	0	0	0	0	225,000			225,000
Source of Funding									
State: VA Dept of Aviation	75,000	0	0	0	0				
Local: Pay-As-You-Go	150,000	0	0	0	0				
Terminal Exit Lane Modification	1,000,000	0	0	0	0	1,000,000			1,000,000
Source of Funding									
State: VA Dept of Aviation	1,000,000	0	0	0	0				
North GA Development Phase II	0	2,300,000	0	0	0	2,300,000			2,300,000
Source of Funding									
Federal: Federal Aviation Admin	0	2,070,000	0	0					
State: VA Dept of Aviation	0	230,000	0	0	0				
North GA Development Phase III	0	0	0	3,500,000	0	3,500,000			3,500,000
Source of Funding									
Federal: Federal Aviation Admin	0	0	0	3,150,000	0				
State: VA Dept of Aviation	0	0	0	350,000	0				
Runway 4-22 Parallel Taxiway	0	0	0	0	3,200,000	3,200,000			3,200,000
Source of Funding									
Federal: Federal Aviation Admin	0	0	0	0	2,880,000				
State: VA Dept of Aviation	0	0	0	0	320,000				
Total Estimates Proposed FY 2020-2024 CIP	$1,225,000	$2,300,000	$0	$3,500,000	$3,200,000	$10,225,000			
Source of Funding									
Federal: Federal Aviation Admin	0	2,070,000	0	3,150,000	2,880,000	8,100,000			
State: VA Dept of Aviation	1,075,000	230,000	0	350,000	320,000	1,975,000			
Local: Pay-As-You-Go	150,000	0	0	0	0	150,000			
Total Funding Sources	$1,225,000	$2,300,000	$0	$3,500,000	$3,200,000	$10,225,000			

Five Year Proposed Appropriations to be Financed by the City

Project Title	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five-Year Estimated Net cost	Appropriations Through 12/31/2018	Estimated Cost Beyond Program Period	Total Accumulated Project Cost
Airport - Maintenance									
Service Road Rehabilitation	600,000	0	0	0	0	600,000			600,000
Source of Funding									
Federal: Federal Aviation Admin	540,000	0	0	0	0				
State: VA Dept of Aviation	60,000	0	0	0	0				
Mid-Field Apron/Taxiway "G" Rehabiliation	2,000,000	0	0	0	0	2,000,000			2,000,000
Source of Funding									
Federal: Federal Aviation Admin	1,800,000	0	0	0	0				
State: VA Dept of Aviation	200,000	0	0	0	0				
Runway 4-22 Rehabilitation	0	4,500,000	0	0	0	4,500,000			4,500,000
Source of Funding									
Federal: Federal Aviation Admin	0	4,050,000	0	0	0				
State: VA Dept of Aviation	0	450,000	0	0	0				
Taxiway "B" Rehabilitation	0	0	2,000,000	0	0	2,000,000			2,000,000
Source of Funding									
Federal: Federal Aviation Admin	0	0	1,800,000	0	0				
State: VA Dept of Aviation	0	0	200,000	0	0				
Total Estimates Proposed FY 2020-2024 CIP	$2,600,000	$4,500,000	$2,000,000	$0	$0	$9,100,000			
Source of Funding									
Federal: Federal Aviation Admin	2,340,000	4,050,000	1,800,000	0	0	8,190,000			
State: VA Dept of Aviation	260,000	450,000	200,000	0	0	910,000			
Total Funding Sources	$2,600,000	$4,500,000	$2,000,000	$0	$0	$9,100,000			

Service Area	Department	Location
Airport	Airport	Lynchburg Regional Airport

Project Title	Project Number	Project Type
Aircraft Self-Service Fueling Facility		New

Department Priority
Project has State and Federal Funding, Project contributes to the generation of revenue

Project Description
An aircraft self-service fueling facility would serve general aviation customers by offering more competitive prices. The project would involve installing a self-contained 10,000 - 12,000 gallon AVGAS tank with integrated pumping and credit card equipment to serve the Mid-Field apron at the airport.

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	Start Date	Completion Date
Mark Courtney, Airport Director	Aug-19	Nov-19

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q1 - FY2020
Construction	Q2 - FY2020

Operating Budget Impact
There would be some benefit to the Airport operating fund from the mark-up on the fuel sales. State Funding of 33% of project cost up to a maximum of $75,000 is available. The remainder of the cost would come from pay-as-you-go Airport capital reserves.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	0	25,000	0	$25,000
Construction	0	200,000	0	$200,000
Total	**$0**	**$225,000**	**$0**	**$225,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	25,000	0	0	0	0	$25,000
Construction	200,000	0	0	0	0	$200,000
Total	**$225,000**	**$0**	**$0**	**$0**	**$0**	**$225,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Airport Pay-As-You-Go	150,000	0	0	0	0	$150,000
State: VA Dept of Aviation	75,000	0	0	0	0	$75,000
Total	**$225,000**	**$0**	**$0**	**$0**	**$0**	**$225,000**

Source of Funding **Local: 67%** **State: 33%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Airport	Airport	Lynchburg Regional Airport

Project Title	Project Number	Project Type
Terminal Exit Lane Modification		New

Project Photograph Unavailable

Department Priority
Project has State and Federal Funding, Project supports essential services.

Project Description
The existing passenger exit lane at the Airport has experienced increased passenger congestion due to building constraints caused by structural columns. This project will alleviate the current congestion in the areas including the outbound passenger queuing, the passenger screening area, and in-bound passenger flow.

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	Start Date	Completion Date
Mark Courtney, Airport Director	Jul-19	May-20

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q1 - FY2020
Construction	Q4 - FY2020

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	0	175,000	0	$175,000
Construction	0	825,000	0	$825,000
Total	**$0**	**$1,000,000**	**$0**	**$1,000,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	175,000	0	0	0	0	$175,000
Construction	825,000	0	0	0	0	$825,000
Total	**$1,000,000**	**$0**	**$0**	**$0**	**$0**	**$1,000,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
State: VA Dept of Aviation	1,000,000	0	0	0	0	$1,000,000
Total	**$1,000,000**	**$0**	**$0**	**$0**	**$0**	**$1,000,000**

Source of Funding **Local: 0%** **State: 100%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Airport	Airport	Lynchburg Regional Airport

Project Title	Project Number	Project Type
North GA Development Area Phase II		New

Department Priority
Project has State and Federal funding, Project contributes to the generation of new revenue

Project Description
Area was identified in the current 2010 Airport Master Plan update as a prime area for development for General Aviation (GA) use. Phase II would include engineering design & construction of ramp and apron areas as well as additional 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	Start Date	Completion Date
Mark Courtney, Airport Director	Aug-20	May-21

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q4 - FY2021
Construction	Q4 - FY2021

Operating Budget Impact
Potential rent from new tennants

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	0	300,000	0	$300,000
Construction	0	2,000,000	0	$2,000,000
Total	**$0**	**$2,300,000**	**$0**	**$2,300,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	0	300,000	0	0	0	$300,000
Construction	0	2,000,000	0	0	0	$2,000,000
Total	**$0**	**$2,300,000**	**$0**	**$0**	**$0**	**$2,300,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Federal: Federal Aviation Admin	0	2,070,000	0	0	0	$2,070,000
State: VA Dept of Aviation	0	230,000	0	0	0	$230,000
Total	**$0**	**$2,300,000**	**$0**	**$0**	**$0**	**$2,300,000**

Source of Funding **Local: 0%** **State: 10%** **Federal: 90%** **Other: 0%**

Service Area	Department	Location
Airport	Airport	Lynchburg Regional Airport

Project Title	Project Number	Project Type
North GA Development Area, Phase III		New

Department Priority
Project has State and Federal funding, Project contributes to the generation of new revenue

Project Description
Area was identified in the current 2010 Airport Master Plan update as a prime area for development for General Aviation (GA) use. Phase III would complete engineering design & construction of ramp and apron areas as well as final 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	Start Date	Completion Date
Mark Courtney, Airport Director	Aug-22	May-23

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q4 - FY2023
Construction	Q4 - FY2023

Operating Budget Impact
Potential rent from new tennants

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	0	500,000	0	$500,000
Construction	0	3,000,000	0	$3,000,000
Total	**$0**	**$3,500,000**	**$0**	**$3,500,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	0	0	0	500,000	0	$500,000
Construction	0	0	0	3,000,000	0	$3,000,000
Total	**$0**	**$0**	**$0**	**$3,500,000**	**$0**	**$3,500,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Federal: Federal Aviation Admin	0	0	0	3,150,000	0	$3,150,000
State: VA Dept of Aviation	0	0	0	350,000	0	$350,000
Total	**$0**	**$0**	**$0**	**$3,500,000**	**$0**	**$3,500,000**

Source of Funding **Local: 0%** **State: 10%** **Federal: 90%** **Other: 0%**

Service Area	Department	Location
Airport	Airport	Lynchburg Regional Airport

Project Title	Project Number	Project Type
Runway 4-22 Parallel Taxiway		New

Department Priority
Project has a legal or regulatory mandate, Project has State and Federal funding

Project Description
The current 2010 Airport Master Plan anticipates the need for a new partial "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	Start Date	Completion Date
Mark Courtney, Airport Director	Jul-23	Jun-24

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q1 - FY2024
Construction	Q4 - FY2024

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	0	200,000	0	$200,000
Construction	0	3,000,000	0	$3,000,000
Total	**$0**	**$3,200,000**	**$0**	**$3,200,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	0	0	0	0	200,000	$200,000
Construction	0	0	0	0	3,000,000	$3,000,000
Total	**$0**	**$0**	**$0**	**$0**	**$3,200,000**	**$3,200,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Federal: Federal Aviation Admin	0	0	0	0	2,880,000	$2,880,000
State: VA Dept of Aviation	0	0	0	0	320,000	$320,000
Total	**$0**	**$0**	**$0**	**$0**	**$3,200,000**	**$3,200,000**

Source of Funding **Local:** **0%** **State:** **10%** **Federal:** **90%** **Other:** **0%**

Service Area	Department	Location
Airport	Airport	Lynchburg Regional Airport

Project Title	Project Number	Project Type
Service Road Rehabilitation		Maintenance

Department Priority
Project has State and Federal Funding, Project supports essential services

Project Description
The airfield's vehicle service road that connects the air carrier ramp on the east side of the airport with the west side of the airport is approaching 20 years old and certain sections are in need of rehabilitation. This project is expected to increase the useful life of the service road and delay the need for a full, more costly rehabilitation.

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	Start Date	Completion Date
Mark Courtney, Airport Director	Aug-19	Nov-19

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q1 - FY2020
Construction	Q2 - FY2020

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	0	50,000	0	$50,000
Construction	0	550,000	0	$550,000
Total	**$0**	**$600,000**	**$0**	**$600,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	50,000	0	0	0	0	$50,000
Construction	550,000	0	0	0	0	$550,000
Total	**$600,000**	**$0**	**$0**	**$0**	**$0**	**$600,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Federal: Federal Aviation Admin	540,000	0	0	0	0	$540,000
State: VA Dept of Aviation	60,000	0	0	0	0	$60,000
Total	**$600,000**	**$0**	**$0**	**$0**	**$0**	**$600,000**

Source of Funding **Local: 0%** **State: 10%** **Federal: 90%** **Other: 0%**

Service Area	Department	Location
Airport	Airport	Lynchburg Regional Airport

Project Title	Project Number	Project Type
Mid-Field Apron / Taxiway "G" Rehabilitation		Maintenance

Project Photograph Unavailable

Department Priority
Project has State and Federal Funding, Project required to support important but not essential services

Project Description
The Mid-Field Apron accomodates much of the heavier, non-airline aircraft traffic operating at LYH. Due to its age and the high volume of traffic, the apron is in need of rehabilitation to extend its useful life. This project will include the apron as well as portions of Taxiway G that provide direct access to the apron.

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	Start Date	Completion Date
Mark Courtney, Airport Director	Oct-19	Jun-19

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q2 - FY2020
Construction	Q4 - FY2020

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	0	250,000	0	$250,000
Construction	0	1,750,000	0	$1,750,000
Total	**$0**	**$2,000,000**	**$0**	**$2,000,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	250,000	0	0	0	0	$250,000
Construction	1,750,000	0	0	0	0	$1,750,000
Total	**$2,000,000**	**$0**	**$0**	**$0**	**$0**	**$2,000,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Federal: Federal Aviation Admin	1,800,000	0	0	0	0	$1,800,000
State: VA Dept of Aviation	200,000	0	0	0	0	$200,000
Total	**$2,000,000**	**$0**	**$0**	**$0**	**$0**	**$2,000,000**

Source of Funding **Local:** **0%** **State:** **10%** **Federal:** **90%** **Other:** **0%**

Service Area	Department	Location
Airport	Airport	Lynchburg Regional Airport

Project Title	Project Number	Project Type
Runway 4-22 Rehabilitation		Maintenance

Department Priority
Project has State and Federal funding, Project supports essential services

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	Start Date	Completion Date
Mark Courtney, Airport Director	Jul-20	Jun-21

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q1 - FY2021
Construction	Q4 - FY2021

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	0	700,000	0	$700,000
Construction	0	3,800,000	0	$3,800,000
Total	**$0**	**$4,500,000**	**$0**	**$4,500,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	0	700,000	0	0	0	$700,000
Construction	0	3,800,000	0	0	0	$3,800,000
Total	**$0**	**$4,500,000**	**$0**	**$0**	**$0**	**$4,500,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Federal: Federal Aviation Admin	0	4,050,000	0	0	0	$4,050,000
State: VA Dept of Aviation	0	450,000	0	0	0	$450,000
Total	**$0**	**$4,500,000**	**$0**	**$0**	**$0**	**$4,500,000**

Source of Funding **Local:** **0%** **State:** **10%** **Federal:** **90%** **Other:** **0%**

Service Area	Department	Location
Airport	Airport	Lynchburg Regional Airport

Project Title	Project Number	Project Type
Taxiway "B" Rehabilitation		Maintenance

Department Priority
Project has State and Federal Funding, Project required to support important but not essential services

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	Start Date	Completion Date
Mark Courtney, Airport Director	Jul-21	Jun-22

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q1 - FY2022
Construction	Q4 - FY2022

Operating Budget Impact
None anticipated

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	0	300,000	0	$300,000
Construction	0	1,700,000	0	$1,700,000
Total	**$0**	**$2,000,000**	**$0**	**$2,000,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	0	0	300,000	0	0	$300,000
Construction	0	0	1,700,000	0	0	$1,700,000
Total	**$0**	**$0**	**$2,000,000**	**$0**	**$0**	**$2,000,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Federal: Federal Aviation Admin	0	0	1,800,000	0	0	$1,800,000
State: VA Dept of Aviation	0	0	200,000	0	0	$200,000
Total	**$0**	**$0**	**$2,000,000**	**$0**	**$0**	**$2,000,000**

Source of Funding **Local:** **0%** **State:** **10%** **Federal:** **90%** **Other:** **0%**

Lynchburg Regional Airport Terminal at Twilight

WATER CAPITAL PROJECTS SUMMARY OF APPROPRIATIONS - This summary demonstrates project appropriations for each Fiscal Year along with the expected sources of funding.

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Resources					
Pay-As-You-Go	3,800,000	1,075,000	1,250,000	2,013,000	1,000,000
Line of Credit	2,400,000	2,564,000	3,677,000	3,304,000	1,322,000
TOTAL ESTIMATED RESOURCES	**$ 6,200,000**	**$ 3,639,000**	**$ 4,927,000**	**$ 5,317,000**	**$ 2,322,000**
Locally Financed Projects					
Water Tank Rehabilitation	450,000	130,000	530,000	1,415,000	320,000
Distribution System Improvements	3,800,000	2,434,000	1,402,000	1,502,000	1,602,000
Main St Renewal & Downtown Business Area Improvements Phase II & III	1,700,000	0	2,500,000	0	300,000
College Hill Space Utilization Study and Improvements	250,000	100,000	0	0	0
Water Facility Improvements	0	975,000	495,000	2,400,000	100,000
TOTAL PROPOSED CAPITAL PROJECTS	**$ 6,200,000**	**$ 3,639,000**	**$ 4,927,000**	**$ 5,317,000**	**$ 2,322,000**

WATER CAPITAL PROJECTS FINANCING PLAN - This summary demonstrates projected expenditure cash flows for each Fiscal Year along with the expected sources of funding.

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Resources					
Pay-As-You-Go	3,800,000	1,250,000	1,250,000	1,150,000	1,000,000
Line of Credit	3,835,011	4,499,022	3,952,000	4,880,000	1,500,000
TOTAL ESTIMATED RESOURCES	**$ 7,635,011**	**$ 5,749,022**	**$ 5,202,000**	**$ 6,030,000**	**$ 2,500,000**
CAPITAL PROJECTS					
Annual Water Petitions	50,000	50,000	0	0	0
Water Tank Rehabilitation	745,000	205,000	605,000	1,415,000	320,000
Distribution System Improvements	4,869,841	3,132,000	1,604,000	1,502,000	1,602,000
Main St Renewal & Downtown Business Area Improvements Phase II & III	2,005,000	1,267,582	1,500,000	1,000,000	300,000
College Hill Space Utilization Study and Improvements	250,000	100,000	0	0	0
Water Facility Improvements	301,000	1,030,000	1,395,000	2,300,000	200,000
TOTAL PROPOSED CAPITAL PROJECTS	**$ 8,220,841**	**$ 5,784,582**	**$ 5,104,000**	**$ 6,217,000**	**$ 2,422,000**

Five Year Proposed Appropriations to be Financed by the City

Project Title	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five-Year Estimated Net cost	Appropriations Through 12/31/2018	Estimated Cost Beyond Program Period	Total Accumulated Project Cost
Water - New Construction									
Distributions System Improvements	3,800,000	2,434,000	1,402,000	1,502,000	1,602,000	10,740,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Pay-As-You-Go	3,130,000	920,000	675,000	698,000	280,000				
Local: Line of Credit	670,000	1,514,000	727,000	804,000	1,322,000				
Water Facility Improvements	0	975,000	495,000	2,400,000	100,000	3,970,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Pay-As-You-Go	0	0	120,000	900,000	100,000				
Local: Line of Credit	0	975,000	375,000	1,500,000	0				
Water Tank Rehabilitation	450,000	130,000	530,000	1,415,000	320,000	2,845,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Pay-As-You-Go	420,000	55,000	455,000	415,000	320,000				
Local: Line of Credit	30,000	75,000	75,000	1,000,000	0				
Main St Renewal & Downtown Business Area Phase II & III	1,700,000	0	2,500,000	0	300,000	4,500,000	2,396,000	3,000,000	9,896,000
Source of Funding									
Local: Pay-As-You-Go	0	0	0	0	300,000				
Local: Line of Credit	1,700,000	0	2,500,000	0	0				
College Hill Space Utilization Study and Improvements	250,000	100,000	0	0	0	350,000		1,800,000	2,150,000
Source of Funding									
Local: Pay-As-You-Go	250,000	100,000	0	0	0				
Total Estimates Proposed FY 2020-2024 CIP	$6,200,000	$3,639,000	$4,927,000	$5,317,000	$2,322,000	$22,405,000			
Source of Funding									
Local: Pay-As-You-Go	3,800,000	1,075,000	1,250,000	2,013,000	1,000,000	9,138,000			
Local: Line of Credit	2,400,000	2,564,000	3,677,000	3,304,000	1,322,000	13,267,000			
Total Funding Sources	$6,200,000	$3,639,000	$4,927,000	$5,317,000	$2,322,000	$22,405,000			

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 and undersized water infrastructure at locations throughout the City.

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	Start Date	Completion Date
Scott Parkins, Water Resources Engineering Manager	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Continuing
Construction	Continuing

Operating Budget Impact
Lessens the impact on overall water operating budget for repairs and line breaks.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	1,074,000	Continuing	Continuing
Construction	Continuing	9,666,000	Continuing	Continuing
Total	**Continuing**	**$10,740,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	380,000	243,400	140,200	150,200	160,200	$1,074,000
Construction	3,420,000	2,190,600	1,261,800	1,351,800	1,441,800	$9,666,000
Total	**$3,800,000**	**$2,434,000**	**$1,402,000**	**$1,502,000**	**$1,602,000**	**$10,740,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	3,340,830	1,072,000	502,000	822,000	202,000	$5,938,830
Local: Line of Credit	1,529,011	2,060,000	1,102,000	680,000	1,400,000	$6,771,011
Total	**$4,869,841**	**$3,132,000**	**$1,604,000**	**$1,502,000**	**$1,602,000**	**$12,709,841**

Source of Funding **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 at two water treatment facilities and raw water and distribution pump stations. 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	Start Date	Completion Date
Scott Parkins, Water Resources Engineering Manager	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Continuing
Construction	Continuing

Operating Budget Impact
Minor increase in operation budget for long term maintenance.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	397,000	Continuing	Continuing
Construction	Continuing	3,573,000	Continuing	Continuing
Total	**Continuing**	**$3,970,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	0	97,500	49,500	240,000	10,000	$397,000
Construction	0	877,500	445,500	2,160,000	90,000	$3,573,000
Total	**$0**	**$975,000**	**$495,000**	**$2,400,000**	**$100,000**	**$3,970,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	25,000	30,000	120,000	100,000	100,000	$375,000
Local: Line of Credit	276,000	1,000,000	1,275,000	2,200,000	100,000	$4,851,000
Total	**$301,000**	**$1,030,000**	**$1,395,000**	**$2,300,000**	**$200,000**	**$5,226,000**

Source of Funding **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 recomendations.

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	Start Date	Completion Date
Scott Parkins, Water Resources Engineering Manager	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Continuing
Construction	Continuing

Operating Budget Impact
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 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Construction	Continuing	2,845,000	Continuing	Continuing
Total	**Continuing**	**$2,845,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Construction	450,000	130,000	530,000	1,415,000	320,000	$2,845,000
Total	**$450,000**	**$130,000**	**$530,000**	**$1,415,000**	**$320,000**	**$2,845,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	715,000	130,000	530,000	415,000	320,000	$2,110,000
Local: Line of Credit	30,000	75,000	75,000	1,000,000	0	$1,180,000
Total	**$745,000**	**$205,000**	**$605,000**	**$1,415,000**	**$320,000**	**$3,290,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Water	Water Resources	Downtown

Project Title	Project Number	Project Type
Main Street Renewal & Downtown Business Area Improvements Phase II & III	U0498	New

Department Priority
Project has 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.

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	Start Date	Completion Date
James Talian, Special Projects Engineer	Aug-17	Dec-26

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Continuing
Construction	Continuing

Operating Budget Impact
Lessens the impact on overall water operating budget for repairs and line breaks.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	2,396,000	300,000	0	$2,696,000
Construction	0	4,200,000	3,000,000	$7,200,000
Total	**$2,396,000**	**$4,500,000**	**$3,000,000**	**$9,896,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	0	0	0	0	300,000	$300,000
Construction	1,700,000	0	2,500,000	0	0	$4,200,000
Total	**$1,700,000**	**$0**	**$2,500,000**	**$0**	**$300,000**	**$4,500,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	5,000	3,560	0	0	300,000	$308,560
Local: Line of Credit	2,000,000	1,264,022	1,500,000	1,000,000	0	$5,764,022
Total	**$2,005,000**	**$1,267,582**	**$1,500,000**	**$1,000,000**	**$300,000**	**$6,072,582**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Water	Water Resources	College Hill Water Treatment Plant Campus

Project Title	Project Number	Project Type
College Hill Space Utilization Study and Improvements		New

Department Priority
Project supports essential services

Project Description
The Department of Water Resources College Hill site is utilized by the department for administration and field services in meeting the department goals. This study will review current space utilization for staff and materials and make recommendations for future capital projects on the campus. This project has funding from water, sewer, and stormwater funds.

Relationship to Comprehensive Plan
Chapter 3, Page 35, Goal PU-1: Comply with all regulatory requirements to 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	Start Date	Completion Date
Scott Parkins, Water Resources Engineering Manager	Jul-19	Continuing

Completion Schedule

Activity	Complete – Quarter
Construction	Continuing

Operating Budget Impact
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 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	0	250,000	0	$250,000
Construction	0	100,000	1,800,000	$1,900,000
Total	**$0**	**$350,000**	**$1,800,000**	**$2,150,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	250,000	0	0	0	0	$250,000
Construction	0	100,000	0	0	0	$100,000
Total	**$250,000**	**$100,000**	**$0**	**$0**	**$0**	**$350,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	250,000	100,000	0	0	0	$350,000
Total	**$250,000**	**$100,000**	**$0**	**$0**	**$0**	**$350,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

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	Start Date	Completion Date
Scott Parkins, Water Resources Engineering Manager	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Construction	Continuing

Operating Budget Impact
Increases revenue from new water service customers, and increases costs to maintain new lines.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Construction	Continuing	0	Continuing	Continuing
Total	**Continuing**	**$0**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Construction	0	0	0	0	0	$0
Total	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	50,000	50,000	0	0	0	$100,000
Total	**$50,000**	**$50,000**	**$0**	**$0**	**$0**	**$100,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

College Hill Water Filtration Plant

SEWER CAPITAL PROJECTS SUMMARY OF APPROPRIATIONS - This summary demonstrates project appropriations for each Fiscal Year along with the expected sources of funding.

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Resources					
Virginia Water Facilities Loan Fund Proceeds	2,900,000	3,300,000	1,600,000	0	0
Pay-As-You-Go	2,500,000	775,600	1,798,000	1,241,600	615,000
Line of Credit	2,560,000	3,410,000	2,725,000	5,014,301	3,260,000
TOTAL ESTIMATED RESOURCES	**$ 7,960,000**	**$ 7,485,600**	**$ 6,123,000**	**$ 6,255,901**	**$ 3,875,000**
Locally Financed Projects					
Sewer Extensions	530,000	200,000	200,000	200,000	200,000
Sewer Collection System Improvements	2,000,000	2,600,000	2,415,000	330,000	1,450,000
Wastewater Treatment Plant Improvements	2,100,000	530,600	553,000	646,600	470,000
Blue Ridge Farms Sewer Rehabilitation/Replacement	80,000	0	0	0	0
Combined Sewer Overflow Projects	100,000	755,000	1,055,000	2,579,301	1,755,000
Fishing Creek Interceptor	0	0	300,000	2,500,000	0
College Hill Space Utilization Study and Improvements	250,000	100,000	0	0	0
TOTAL LOCALLY FINANCED PROJECTS	**$ 5,060,000**	**$ 4,185,600**	**$ 4,523,000**	**$ 6,255,901**	**$ 3,875,000**
VIRGINIA WATER FACILITIES LOAN FUND FINANCED PROJECTS					
Combined Sewer Overflow Projects	2,900,000	3,300,000	1,600,000	0	0
TOTAL VWFLF FINANCED PROJECTS	**$2,900,000**	**$3,300,000**	**$1,600,000**	**$0**	**$0**
TOTAL LOCALLY FINANCED PROJECTS	**$ 7,960,000**	**$ 7,485,600**	**$ 6,123,000**	**$ 6,255,901**	**$ 3,875,000**

SEWER CAPITAL PROJECTS FINANCING PLAN - This summary demonstrates projected expenditure cash flows for each Fiscal Year along with the expected sources of funding.

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Resources					
State Grant Proceeds	322,169	0	0	0	0
Virginia Water Facilities Loan Funds Proceeds	42,159,225	17,255,430	3,130,000	1,170,000	300,000
Pay-As-You-Go	2,500,000	2,000,000	2,000,000	1,500,000	1,500,000
Line of Credit	1,407,059	2,645,000	3,210,000	3,012,301	2,710,000
TOTAL ESTIMATED RESOURCES	**$ 46,388,453**	**$ 21,900,430**	**$ 8,340,000**	**$ 5,682,301**	**$ 4,510,000**
CAPITAL PROJECTS					
Sewer Extensions	530,000	200,000	200,000	200,000	200,000
Sewer Collection System Improvements	2,745,732	2,835,000	3,490,000	2,733,000	2,725,000
Sewer System Separation and Rehabilitation	738,961	755,000	755,000	1,079,301	755,000
Wastewater Treatment Plant Improvements	3,061,751	720,462	553,600	646,600	470,000
Blue Ridge Farms Sewer Rehabilitation/Replacement	316,000	300,000	0	0	0
Rainleader Disconnect Program & Other	5,000	5,000	5,000	5,000	5,000
Fishing Creek Interceptor	0	0	300,000	1,500,000	1,000,000
College Hill Space Study Utilization Study and Improvements	250,000	100,000	0	0	0
CSO Long Term Control Plan Projects - State Grant Funded	322,169	0	0	0	0
CSO Long Term Control Plan Projects - VWFLF Funded	21,979,613	10,077,715	3,130,000	1,170,000	300,000
Wastewater Treatment Plant Headquarters	20,501,782	7,177,715	0	0	0
TOTAL PROPOSED CAPITAL PROJECTS	**$ 50,451,008**	**$ 22,170,892**	**$ 8,433,600**	**$ 7,333,901**	**$ 5,455,000**

Five Year Proposed Appropriations to be Financed by the City

Project Title	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five-Year Estimated Net cost	Appropriations Through 12/31/2018	Estimated Cost Beyond Program Period	Total Accumulated Project Cost
Sewer - New Construction									
Wastewater Treatment Plant Improvements	2,100,000	530,600	553,000	646,600	470,000	4,300,200	Continuing	Continuing	Continuing
Source of Funding									
Local: Pay-As-You-Go	1,190,000	420,600	443,000	536,600	360,000				
Local: Line of Credit	910,000	110,000	110,000	110,000	110,000				
Blue Ridge Farms Neighborhood Rehabilitation and Replacement	80,000	0	0	0	0	80,000	1,886,000		1,966,000
Source of Funding									
Local: Pay-As-You-Go	80,000	0	0	0	0				
Combined Sewer Overflow	3,000,000	4,055,000	2,655,000	2,579,301	1,755,000	14,044,301	Continuing	Continuing	Continuing
Source of Funding									
State: VWFLF	2,900,000	3,300,000	1,600,000	0	0				
Local: Pay-As-You-Go	100,000	255,000	1,055,000	705,000	255,000				
Local: Line of Credit	0	500,000	0	1,874,301	1,500,000				
Fishing Creek Interceptor	0	0	300,000	2,500,000	0	2,800,000			2,800,000
Source of Funding									
Local: Pay-As-You-Go	0	0	300,000	0	0				
Local: Line of Credit	0	0	0	2,500,000	0				
College Hill Space Utilization Study and Improvements	250,000	100,000	0	0	0	350,000		1,800,000	2,150,000
Source of Funding									
Local: Pay-As-You-Go	250,000	100,000	0	0	0				
Total Estimates Proposed FY 2020-2024 CIP	$5,430,000	$4,685,600	$3,508,000	$5,725,901	$2,225,000	$21,574,501			
Source of Funding									
State: VWFLF	2,900,000	3,300,000	1,600,000	0	0	7,800,000			
Local: Pay-As-You-Go	1,620,000	775,600	1,798,000	1,241,600	615,000	6,050,200			
Local: Line of Credit	910,000	610,000	110,000	4,484,301	1,610,000	7,724,301			
Total Funding Sources	$5,430,000	$4,685,600	$3,508,000	$5,725,901	$2,225,000	$21,574,501			

Five Year Proposed Appropriations to be Financed by the City

Project Title	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five-Year Estimated Net cost	Appropriations Through 12/31/2018	Estimated Cost Beyond Program Period	Total Accumulated Project Cost
Sewer - Maintenance									
Sewer Extensions	530,000	200,000	200,000	200,000	200,000	1,330,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Pay-As-You-Go	530,000	0	0	0	0				
Local: Line of Credit	0	200,000	200,000	200,000	200,000				
Sewer Collection System Improvements	2,000,000	2,600,000	2,415,000	330,000	1,450,000	8,795,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Pay-As-You-Go	350,000	0	0	0	0				
Local: Line of Credit	1,650,000	2,600,000	2,415,000	330,000	1,450,000				
Total Estimates Proposed FY 2020-2024 CIP	$2,530,000	$2,800,000	$2,615,000	$530,000	$1,650,000	$10,125,000			
Source of Funding									
Local: Pay-As-You-Go	880,000	0	0	0	0	880,000			
Local: Line of Credit	1,650,000	2,800,000	2,615,000	530,000	1,650,000	9,245,000			
Total Funding Sources	$2,530,000	$2,800,000	$2,615,000	$530,000	$1,650,000	$10,125,000			

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.

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	Start Date	Completion Date
Scott Parkins, Water Resources Engineering Manager	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Continuing
Construction	Continuing

Operating Budget Impact
Minor impacts to operational budget for additional yearly maintenance costs on new equipment.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	430,020	Continuing	Continuing
Construction	Continuing	3,870,180	Continuing	Continuing
Total	**Continuing**	**$4,300,200**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	210,000	53,060	55,300	64,660	47,000	$430,020
Construction	1,890,000	477,540	497,700	581,940	423,000	$3,870,180
Total	**$2,100,000**	**$530,600**	**$553,000**	**$646,600**	**$470,000**	**$4,300,200**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	2,747,759	610,462	443,600	536,600	360,000	$4,698,421
Local: Line of Credit	313,993	110,000	110,000	110,000	110,000	$753,993
Total	**$3,061,752**	**$720,462**	**$553,600**	**$646,600**	**$470,000**	**$5,452,414**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Sewer	Water Resources	Blue Ridge Farms

Project Title	Project Number	Project Type
Blue Ridge Farms Neighborhood Rehabilitation and Replacement	U0318	New

Department Priority
Project has legal or regulatory mandate, Project supports essential services.

Project Description
Inspection and evaluation of the stormwater system in this area has revealed major issues necessitating rehab or replacement of the system. Phase IV will include Water, Sewer and Stormwater improvements on Ashbourne, Ramsgate and Tunbridge.

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	Start Date	Completion Date
Eric Schrader, Water Resources Engineer	Continuing	Dec-20

Completion Schedule

Activity	Complete – Quarter
Construction	Q2 FY 2021

Operating Budget Impact
Lessens routine maintenance of sewer collection system in the completed project areas.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	386,000	0	0	$386,000
Construction	1,500,000	80,000	0	$1,580,000
Total	**$1,886,000**	**$80,000**	**$0**	**$1,966,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Construction	80,000	0	0	0	0	$80,000
Total	**$80,000**	**$0**	**$0**	**$0**	**$0**	**$80,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	316,000	300,000	0	0	0	$616,000
Total	**$316,000**	**$300,000**	**$0**	**$0**	**$0**	**$616,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Sewer	Water Resources	Various

Project Title	Project Number	Project Type
Combined Sewer Overflow Program	U0018 & U0021	New

Department Priority
Project has legal or regulatory mandate, Project supports essential services.

Project Description
Funding for Combined Sewer Overflows (CSO) program projects and projects that continue to reduce Stormwater flows to the Wastewater Treatment Plant

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	Start Date	Completion Date
James Talian, Special Projects Engineer	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Continuing
Construction	Continuing

Operating Budget Impact
No increase of staff. Increase of operating expenses anticipated.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing	1,200,000	Continuing	Continuing
Construction	Continuing	12,844,301	Continuing	Continuing
Total	**Continuing**	**$14,044,301**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	290,000	330,000	160,000	250,000	170,000	$1,200,000
Construction	2,710,000	3,725,000	2,495,000	2,329,301	1,585,000	$12,844,301
Total	**$3,000,000**	**$4,055,000**	**$2,655,000**	**$2,579,301**	**$1,755,000**	**$14,044,301**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
State: Grants	322,169	0	0	0	0	$322,169
State: VWFLF	21,979,613	10,077,715	3,130,000	1,170,000	300,000	$36,657,328
Local: Pay-As-You-Go	688,961	255,000	755,000	705,000	255,000	$2,658,961
Local: Line of Credit	50,000	500,000	0	374,301	500,000	$1,424,301
Total	**$23,040,743**	**$10,832,715**	**$3,885,000**	**$2,249,301**	**$1,055,000**	**$41,062,759**

Source of Funding **Local: 10%** **State: 90%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Sewer	Water Resources	Murray Place

Project Title	Project Number	Project Type
Fishing Creek Interceptor Replacement		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	Start Date	Completion Date
Eric Schrader, Water Resources Engineer	Jul-21	Jun-24

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Q4 FY 2022
Construction	Q4 FY 2024

Operating Budget Impact
No increase of staff. Increase of operating expenses anticipated.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Construction	0	2,800,000	0	$2,800,000
Total	**$0**	**$2,800,000**	**$0**	**$2,800,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	0	0	300,000	0	0	$300,000
Construction	0	0	0	2,500,000	0	$2,500,000
Total	**$0**	**$0**	**$300,000**	**$2,500,000**	**$0**	**$2,800,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	0	0	300,000	0	0	$300,000
Local: Line of Credit	0	0	0	1,500,000	1,000,000	$2,500,000
Total	**$0**	**$0**	**$300,000**	**$1,500,000**	**$1,000,000**	**$2,800,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Sewer	Water Resources	College Hill Water Treatment Plant Campus

Project Title	Project Number	Project Type
College Hill Space Utilization Study and Improvements		New

Department Priority
Project supports essential services

Project Description
The Department of Water Resources College Hill site is utilized by the department for administration and field services in meeting the department goals. This study will review current space utilization for staff and materials and make recommendations for future capital projects on the campus. This project has funding from water, sewer, and stormwater funds.

Relationship to Comprehensive Plan
Chapter 3, Page 35, Goal PU-1: Comply with all regulatory requirements to 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	Start Date	Completion Date
Scott Parkins, Water Resources Engineering Manager	Jul-19	Continuing

Completion Schedule

Activity	Complete – Quarter
Construction	Continuing

Operating Budget Impact
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 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	0	350,000	0	$350,000
Construction	0	0	1,800,000	$1,800,000
Total	**$0**	**$350,000**	**$1,800,000**	**$2,150,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	250,000	100,000	0	0	0	$350,000
Total	**$250,000**	**$100,000**	**$0**	**$0**	**$0**	**$350,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	250,000	100,000	0	0	0	$350,000
Total	**$250,000**	**$100,000**	**$0**	**$0**	**$0**	**$350,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Sewer	Water Resources	Various

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 construction of 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	Start Date	Completion Date
Eric Schrader, Water Resources Engineer	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Construction	Continuing

Operating Budget Impact
Increases revenue from new sewer service customers, and increases costs to maintain new sewer lines.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Construction	Continuing	1,330,000	Continuing	Continuing
Total	**Continuing**	**$1,330,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Construction	530,000	200,000	200,000	200,000	200,000	$1,330,000
Total	**$530,000**	**$200,000**	**$200,000**	**$200,000**	**$200,000**	**$1,330,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	530,000	0	0	0	0	$530,000
Local: Line of Credit	0	200,000	200,000	200,000	200,000	$800,000
Total	**$530,000**	**$200,000**	**$200,000**	**$200,000**	**$200,000**	**$1,330,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Sewer	Water Resources	Various

Project Title	Project Number	Project Type
Sewer Collections System Improvements	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.

Project Manager	Start Date	Completion Date
Eric Schrader, Water Resources Engineer	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Construction	Continuing

Operating Budget Impact
Lessens routine maintenance of sewer collection system in the completed project areas.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Construction	Continuing	8,795,000	Continuing	Continuing
Total	**Continuing**	**$8,795,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Construction	2,000,000	2,600,000	2,415,000	330,000	1,450,000	$8,795,000
Total	**$2,000,000**	**$2,600,000**	**$2,415,000**	**$330,000**	**$1,450,000**	**$8,795,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	1,702,666	1,000,000	590,000	405,000	825,000	$4,522,666
Local: Line of Credit	1,043,066	1,835,000	2,900,000	2,328,000	1,900,000	$10,006,066
Total	**$2,745,732**	**$2,835,000**	**$3,490,000**	**$2,733,000**	**$2,725,000**	**$14,528,732**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Sewer	Water Resources	Various

Project Title	Project Number	Project Type
Rainleader Disconnect Program	U0074	Maintenance

Department Priority
Project has legal or regulatory mandate.

Project Description
As part of the CSO program, the project involves the removal of storm water by disconnection of rainleaders, downspouts and area drais from the sanitary sewer system.

Relationship to Comprehensive Plan
Chapter 3, Page 35, Goal PU-1.4: Maintain the priority of commitment to execution of the City's Combined Sewer Overflow elimination program with a goal of program completion of 2030.

Project Manager	Start Date	Completion Date
Gregory Poff, Deputy Director of Water Resources	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Consultant Engineering	Continuing
Inspections (Contractual)	Continuing
Miscellaneous	Contintinting

Operating Budget Impact
Reduces treatment cost by reducing flows to the Wastewater Treatment Plant.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	Continuing		Continuing	Continuing
Inspections (Contractual)	Continuing		Continuing	Continuing
Miscellaneous	Continuing		Continuing	Continuing
Total	**Continuing**	**$0**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering						$0
Inspections (Contractual)						$0
Miscellaneous						$0
Total	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	5,000	5,000	5,000	5,000	5,000	$25,000
Total	**$5,000**	**$5,000**	**$5,000**	**$5,000**	**$5,000**	**$25,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Service Area
Sewer

Department
Water Resources

Location
Wastewater Treatment Plant Concord Turnpike

Project title
Wastewater Treatment Plant Headworks

Project number
U0348

Project Desctiption

Construction for upgrades to existing headworks facilities and new wet weather storage tanks at the wastewater treatment plant to increase combined sewer flow during rainfall events to 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. This project is listed as high priority under the current Combined Sewer Overflow (CSO) Long Term Control Plan as stated by the Special consent Order issued by the State Water Control Board.

Project Status
Project Start Date: October 2015
Project End Date: October 2021

Project Manager
Eric Schrader, Water Resources Engineer

Appropriation History

Date	Source of Appropriation	Amount
FY 2014	VWFRF Funds Realignment	$16,976,770
FY 2016	Grant Funds Realignment	-1,971,675
FY 2017	Grant Funds Realignment	1,898,412
FY 2018	Grant Funds Realignment	-180,593
FY 2019	Grant and VWFLF Funds Realignment	30,962,074
Total		**$47,684,988**
12/31/2018	Expenditures to date	2,113,968
Available Appropriations		**$45,571,020**

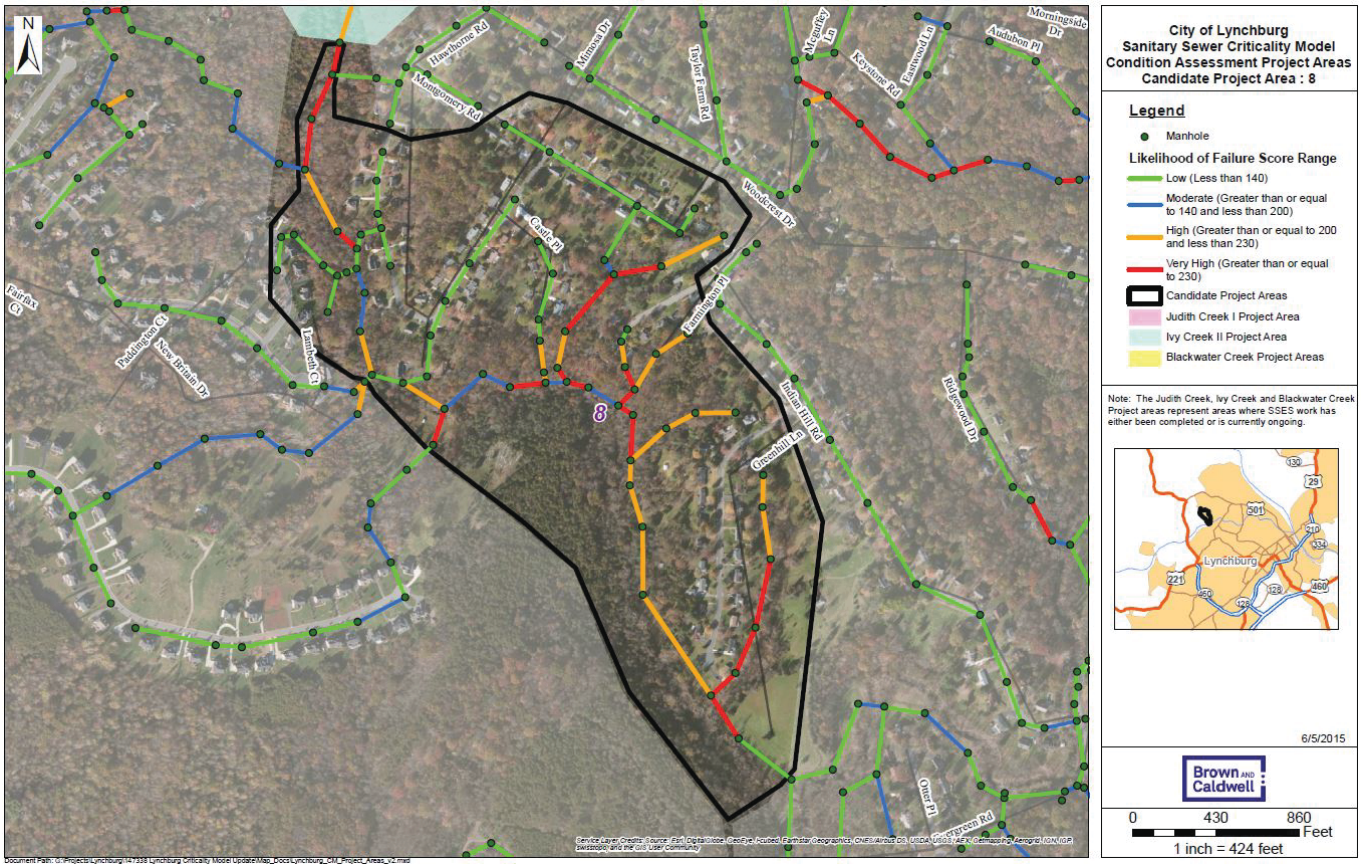
Project Budget

Activity	Amount
Construction Administration & Inspection	$2,742,824
Construction	41,783,342
Railroad	11,500
Miscellaneous	7,000
Contingency	3,140,322
Total	**$47,684,988**

Cash Flow Projection

Cash Available	Jan-June FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
State: VWFLF	4,000,640	20,179,613	7,177,715	0	0	0	$31,357,968
State: Grants	13,890,883	322,169	0	0	0	0	$14,213,052
Total Cash	**$17,891,523**	**$20,501,782**	**$7,177,715**	**$0**	**$0**	**$0**	**$45,571,020**

Expenditures Through 12/31/18	**$2,113,968**
Total Project Estimate	**$47,684,988**



Sewer System Evaluation Study Priority Area

STORMWATER CAPITAL PROJECTS SUMMARY OF APPROPRIATIONS - This summary demonstrates project appropriations for each Fiscal Year along with the expected sources of funding.

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Resources					
Virginia Water Facilities Loan Fund Proceeds	0	0	7,250,000	0	0
Pay-As-You-Go	300,000	400,000	60,000	410,000	360,000
Line of Credit	2,450,000	460,000	1,130,000	185,000	445,000
TOTAL ESTIMATED RESOURCES	**$ 2,750,000**	**$ 860,000**	**$ 8,440,000**	**$ 595,000**	**$ 805,000**
Locally Financed Projects					
Blue Ridge Farms Rehabilitation/Replacement	900,000	0	0	0	0
Stormwater System Infrastructure Renewal	1,400,000	780,000	1,140,000	545,000	755,000
Water Quality Improvements	350,000	50,000	50,000	50,000	50,000
College Hill Space Utilization Study and Improvements	100,000	30,000	0	0	0
TOTAL LOCALLY FINANCED PROJECTS	**$ 2,750,000**	**$ 860,000**	**$ 1,190,000**	**$ 595,000**	**$ 805,000**
VIRGINIA WATER FACILITIES LOAN FUND FINANCED PROJECTS					
Water Quality Improvements	0	0	7,250,000	0	0
TOTAL VWFLF FINANCED PROJECTS	**$0**	**$0**	**$7,250,000**	**$0**	**$0**
TOTAL LOCALLY FINANCED PROJECTS	**$ 2,750,000**	**$ 860,000**	**$ 8,440,000**	**$ 595,000**	**$ 805,000**

STORMWATER CAPITAL PROJECTS FINANCING PLAN - This summary demonstrates projected expenditure cash flows for each Fiscal Year along with the expected sources of funding.

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Resources					
Pay-As-You-Go	300,000	300,000	200,000	200,000	200,000
State Grants	725,000	0	0	0	0
Line of Credit	1,225,000	1,625,885	900,000	385,000	545,000
Virginia Water Facilities Loan Fund	1,407,059	2,645,000	3,210,000	3,012,301	2,710,000
TOTAL ESTIMATED RESOURCES	**$ 3,657,059**	**$ 4,570,885**	**$ 4,310,000**	**$ 3,597,301**	**$ 3,455,000**
CAPITAL PROJECTS					
Blue Ridge Farms Sewer Rehabilitation/Replacement	250,000	975,000	0	0	0
Stormwater System Infrastructure Renewal	1,370,000	990,701	910,000	745,000	755,000
Water Quality Improvements	450,000	50,000	50,000	50,000	50,000
College Hill Space Study Utilization Study and Improvements	100,000	30,000	0	0	0
VWFRF Projects	725,000	0	250,000	7,000,000	0
Grant Projects	725,000	0	0	0	0
TOTAL PROPOSED CAPITAL PROJECTS	**$ 3,620,000**	**$ 2,045,701**	**$ 1,210,000**	**$ 7,795,000**	**$ 805,000**

Five Year Proposed Appropriations to be Financed by the City

Project Title	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five-Year Estimated Net cost	Appropriations Through 12/31/2018	Estimated Cost Beyond Program Period	Total Accumulated Project Cost
Stormwater - New Construction									
Blue Ridge Farms Neighborhood Rehabilitation and Replacement	900,000	0	0	0	0	900,000	715,000		1,615,000
Source of Funding									
Local: Line of Credit	900,000	0	0	0	0				
Virginia Water Facilities Loan Fund	0	0	7,250,000	0	0	7,250,000	1,705,275	Continuing	Continuing
Source of Funding									
State: VWFLF	0	0	7,250,000	0	0				
Stormwater System Infrastructue	1,400,000	780,000	1,140,000	545,000	755,000	4,620,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Pay-As-You-Go	200,000	320,000	60,000	410,000	210,000				
Local: Line of Credit	1,200,000	460,000	1,080,000	135,000	545,000				
Water Quality Improvements	350,000	50,000	50,000	50,000	50,000	550,000	Continuing	Continuing	Continuing
Source of Funding									
Local: Pay-As-You-Go	0	50,000	0	0	50,000				
Local: Line of Credit	350,000	0	50,000	50,000	0				
College Hill Space Utilization Study and Improvements	100,000	30,000	0	0	0	130,000		668,000	798,000
Source of Funding									
Local: Pay-As-You-Go	100,000	30,000	0	0	0				
Total Estimates Proposed FY 2020-2024 CIP	$2,750,000	$860,000	$8,440,000	$595,000	$805,000	$13,450,000			
Source of Funding									
State: VWFLF	0	0	7,250,000	0	0	7,250,000			
Local: Pay-As-You-Go	300,000	400,000	60,000	410,000	260,000	1,430,000			
Local: Line of Credit	2,450,000	460,000	1,130,000	185,000	545,000	4,770,000			
Total Funding Sources	$2,750,000	$860,000	$8,440,000	$595,000	$805,000	$13,450,000			

Service Area	Department	Location
Stormwater	Water Resources	Blue Ridge Farms

Project Title	Project Number	Project Type
Blue Ridge Farms Neighborhood Rehabilitation and Replacement	U0318	New

Department Priority
Project supports essential services

Project Description
Inspection and evaluation of the stormwater system in this area has revealed major issues necessitating rehab or replacement of the system. Phase IV will include Water, Sewer and Stormwater improvements on Ashbourne, Ramsgate and Tunbridge.

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	Start Date	Completion Date
Eric Schrader, Water Resources Engineer	Continuing	Dec-20

Completion Schedule

Activity	Complete – Quarter
Construction	Q2 FY 2021

Operating Budget Impact
Lessens routine maintenance of sewer collection system in the completed project areas.

Total Project Cost

Activity	Prior Appropriations Through 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Construction	715,000	900,000	0	$1,615,000
Total	**$715,000**	**$900,000**	**$0**	**$1,615,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Construction	900,000	0	0	0	0	$900,000
Total	**$900,000**	**$0**	**$0**	**$0**	**$0**	**$900,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Line of Credit	250,000	975,000	0	0	0	$1,225,000
Total	**$250,000**	**$975,000**	**$0**	**$0**	**$0**	**$1,225,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Stormwater	Water Resources	Various

Project Title	Project Number	Project Type
Stormwater Projects - Virginia Water Facilities Loan Fund	U0413	New

Department Priority
Project has legal or regulatory mandate, Project supports essential services.

Project Description
This program will provide funding from the Virginia Water Facilities Revolving Fund 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 Permits 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	Start Date	Completion Date
Erin Hawkins, Water Quality Manager	Jul-15	Continuing

Completion Schedule

Activity	Complete – Quarter
Construction	Continuing

Operating Budget Impact
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 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Construction	1,705,275	7,250,000	Continuing	Continuing
Total	**$1,705,275**	**$7,250,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Construction	0	0	7,250,000	0	0	$7,250,000
Total	**$0**	**$0**	**$7,250,000**	**$0**	**$0**	**$7,250,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
State: VWFLF	725,000	0	250,000	7,000,000	0	$7,975,000
Total	**$725,000**	**$0**	**$250,000**	**$7,000,000**	**$0**	**$7,975,000**

Source of Funding **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 and replacement of the City's stormwater conveyance systems, including piping, and channels, 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	Start Date	Completion Date
Erin Hawkins, Water Quality Manager	Continuing	Continuing

Completion Schedule

Activity	Complete – Quarter
Construction	Continuing

Operating Budget Impact
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 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Construction	Continuing	4,620,000	Continuing	Continuing
Total	**Continuing**	**$4,620,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Construction	1,400,000	780,000	1,140,000	545,000	755,000	$4,620,000
Total	**$1,400,000**	**$780,000**	**$1,140,000**	**$545,000**	**$755,000**	**$4,620,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	495,000	369,816	60,000	410,000	210,000	$1,544,816
Local: Line of Credit	875,000	620,885	850,000	335,000	545,000	$3,225,885
Total	**$1,370,000**	**$990,701**	**$910,000**	**$745,000**	**$755,000**	**$4,770,701**

Source of Funding **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 legal or regulatory mandate, Project supports essential services.

Project Description
The 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	Start Date	Completion Date
Erin Hawkins, Water Quality Manager	Jul-05	Continuing

Completion Schedule

Activity	Complete – Quarter
Construction	Continuing

Operating Budget Impact
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 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Construction	Continuing	550,000	Continuing	Continuing
Total	**Continuing**	**$550,000**	**Continuing**	**Continuing**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Construction	350,000	50,000	50,000	50,000	50,000	$550,000
Total	**$350,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$550,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
State: Grants	725,000	0	0	0	0	$725,000
Local: Pay-As-You-Go	450,000	50,000	0	0	50,000	$550,000
Local: Line of Credit	0	0	50,000	50,000	0	$100,000
Total	**$1,175,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$1,375,000**

Source of Funding **Local: 47%** **State: 53%** **Federal: 0%** **Other: 0%**

Service Area	Department	Location
Stormwater	Water Resources	College Hill Water Treatment Plant Campus

Project Title	Project Number	Project Type
College Hill Space Utilization Study and Improvements		New

Department Priority
Project supports essential services

Project Description
The Department of Water Resources College Hill site is utilized by the department for administration and field services in meeting the department goals. This study will review current space utilization for staff and materials and make recommendations for future capital projects on the campus. This project has funding from water, sewer, and stormwater funds.

Relationship to Comprehensive Plan
Chapter 3, Page 35, Goal PU-1: Comply with all regulatory requirements to 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	Start Date	Completion Date
Scott Parkins, Water Resources Engineering Manager	Jul-19	Continuing

Completion Schedule

Activity	Complete – Quarter
Construction	Continuing

Operating Budget Impact
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 12/31/18	FY 2020-2024 Appropriations	Beyond FY 2024 Appropriations	Total Project Appropriations
Consultant Engineering	0	100,000	0	$100,000
Construction	0	30,000	668,000	$698,000
Total	**$0**	**$130,000**	**$668,000**	**$798,000**

Five Year Proposed Appropriations by Activity

Activity	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Estimate
Consultant Engineering	100,000	0	0	0	0	$100,000
Construction	0	30,000	0	0	0	$30,000
Total	**$100,000**	**$30,000**	**$0**	**$0**	**$0**	**$130,000**

Five Year Proposed Expenditure Cash Flow Projections

Funding Source	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Program Period Total
Local: Pay-As-You-Go	100,000	30,000	0	0	0	$130,000
Total	**$100,000**	**$30,000**	**$0**	**$0**	**$0**	**$130,000**

Source of Funding **Local: 100%** **State: 0%** **Federal: 0%** **Other: 0%**