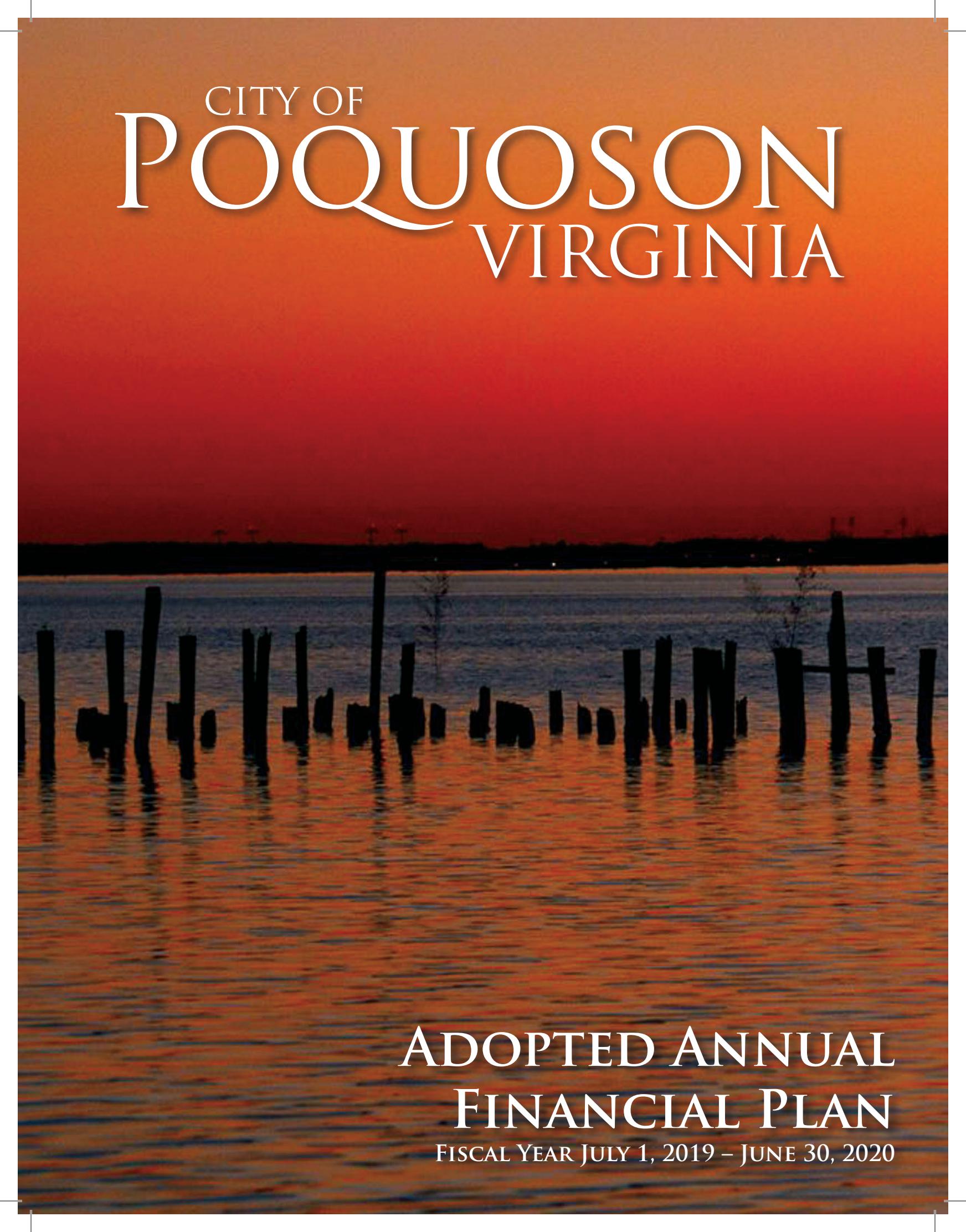


CITY OF
POQUOSON
VIRGINIA



**ADOPTED ANNUAL
FINANCIAL PLAN**
FISCAL YEAR JULY 1, 2019 – JUNE 30, 2020

Photo by: Diane Holloway, Poquoson, VA

**CITY OF POQUOSON, VIRGINIA
ADOPTED ANNUAL FINANCIAL PLAN
FISCAL YEAR 2020**

TABLE OF CONTENTS

<u>Title</u>	<u>Pages</u>
GFOA DISTINGUISHED BUDGET PRESENTATION AWARD ORGANIZATIONAL CHARTS	
EXECUTIVE SUMMARY	i
GENERAL INFORMATION	
The Budget Process in Poquoson	xix
Operations/Accounting Structure	xxv
Fund Structure.....	xxvi
FY 2020 Budget Calendar	xxvii
SUMMARIES	
Summary of Tax Rates and Fees	1
Personnel Positions	3
Summary of Revenues and Transfers In by Fund.....	4
Summary of Expenditures and Transfers Out by Fund	5
Summary of Revenues and Expenditures by Category	6
Summary of Fund Balance or Net Assets/Liability	8
GENERAL FUND	
Summary	9
General Fund Revenue Summary	12
General Fund Revenue Detail	14
General Fund Expenditure Summary	22
City Council	24
City Manager	26
Legal Services	28
Independent Auditor	30
Commissioner of the Revenue	32
Assessor/Equalization Board	34
Treasurer	36
Finance	38
Technology	40
Risk Management	42
Registrar/Electoral Board	44

TABLE OF CONTENTS (Continued)

<u>Title</u>	<u>Pages</u>
Courts and Sheriff	46
Police	48
Fire	50
Corrections and Detentions	52
Inspections	54
Animal Control	56
Engineering	58
Public Works	60
Street Lights	62
Facilities	64
Health Department	66
Mosquito and Drainage	68
Mental Health	70
Welfare/Social Services	72
School Contribution	74
Parks and Recreation Programs	76
Parks and Recreation Pool	78
Parks and Recreation Special Events	80
Library	82
Planning	84
Planning/BZA/Wetlands/ARB	86
Economic Development	88
Community Development	90
Non-Departmental	92
DMV Select	94
Transfer to Other Funds	96

DEBT SERVICE FUND

Summary	99
Revenue	101
Expenditures	102
Long-Term Debt Obligations	105
Amortization of Long-Term Debt	108

CAPITAL PROJECTS FUND

Summary	111
Revenue	114
Expenditures	115
CCIP Plan Summary	116
CCIP FY 2020 Project Descriptions	117

TABLE OF CONTENTS (Continued)

<u>Title</u>	<u>Pages</u>
SOLID WASTE FUND	
Summary	119
Revenue	123
Expenditures – Garbage and Recycling	124
Expenditures – Bulky Item and Landscaping	126
UTILITIES FUND	
Summary	129
Revenue	132
Expenditures	134
CCIP FY 2020 Project Descriptions	136
FLEET MANAGEMENT FUND	
Summary	139
Revenue	143
Expenditures	144
SPECIAL REVENUE FUND/GRANTS	
Summary	147
Revenue	148
Expenditures	149
SPECIAL REVENUE FUND/OPEB	
Summary	151
Revenue	154
Expenditures	155
APPENDIX.....	
APPENDIX.....	A1
GLOSSARY	G1
FREQUENTLY USED ACRONYMS & ABBREVIATIONS	G5

The Government Finance Officers Association of the United States and Canada (GFOA) presented the City of Poquoson an Award for Distinguished Budget Presentation for the Fiscal Year beginning July 1, 2018. In order to receive this award, a governmental unit must publish a document that meets program criteria as a policy document, an operations guide, a financial plan and a communications medium.

This award is valid for a period of one year only. We believe our current budget continues to conform to the program requirements and we are submitting it to the GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Poquoson
Virginia**

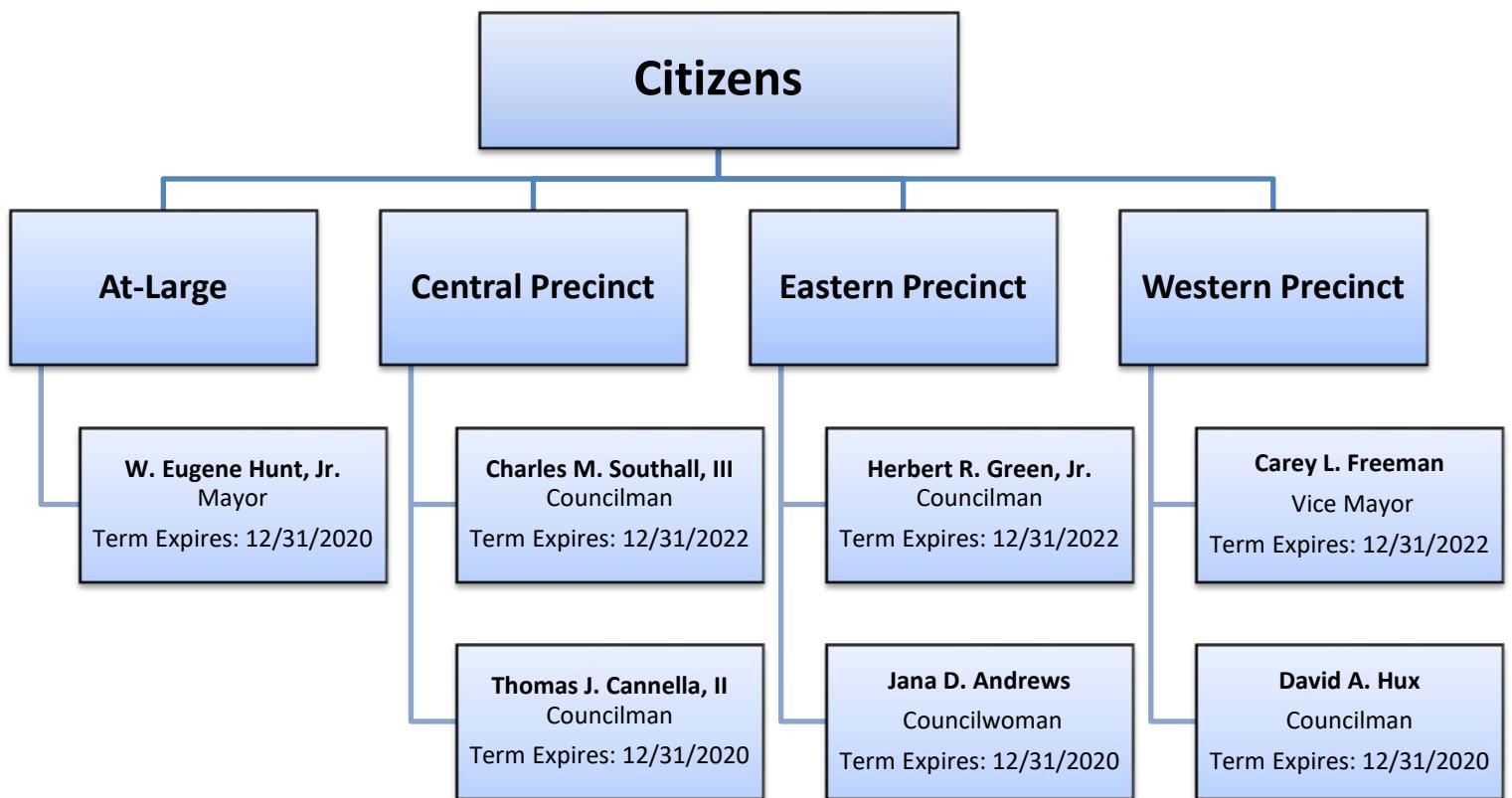
For the Fiscal Year Beginning

July 1, 2018

Christopher P. Monell

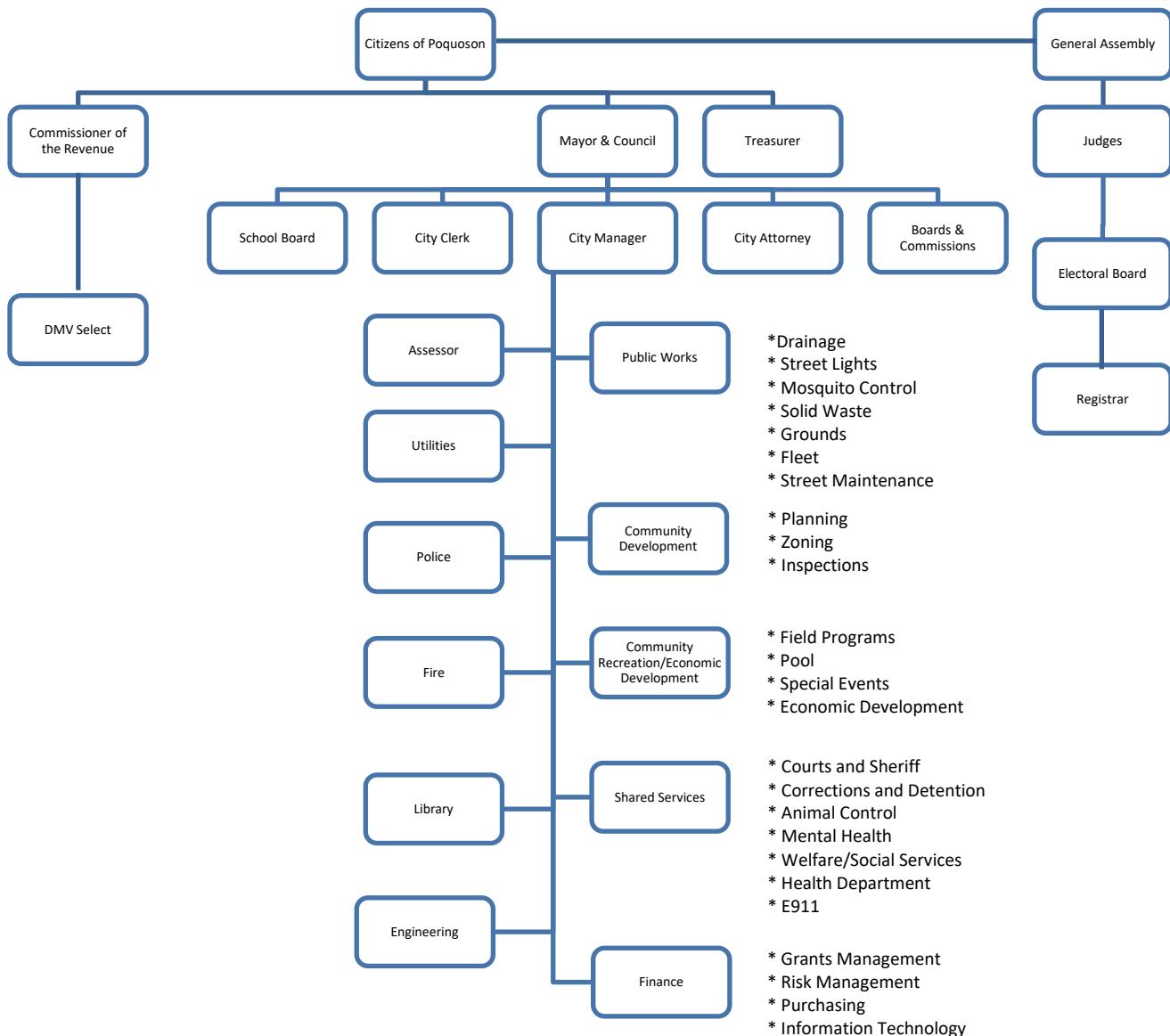
Executive Director

POQUOSON CITY COUNCIL



CITY OF POQUOSON, VIRGINIA

CITY GOVERNMENT ORGANIZATION CHART



THIS PAGE LEFT INTENTIONALLY BLANK

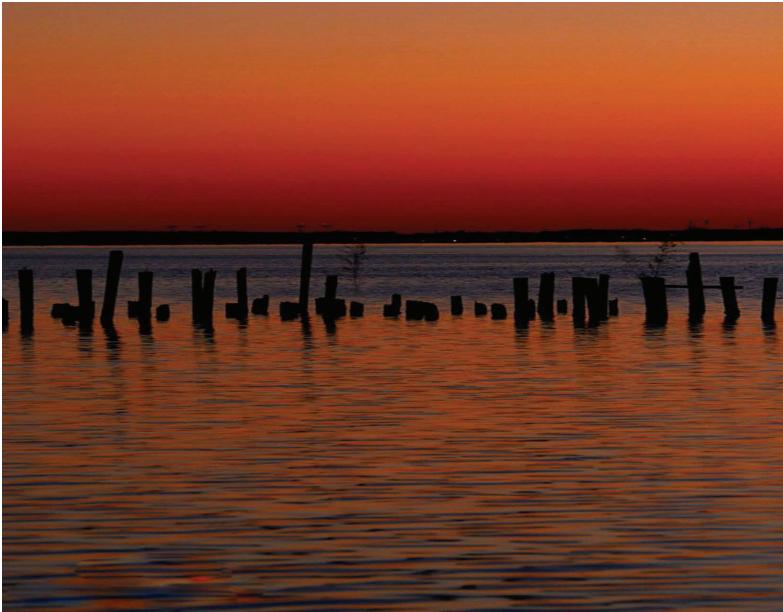
THIS PAGE LEFT INTENTIONALLY BLANK

The Executive Summary includes the City Manager's budget message and a general overview of the Annual Financial Plan for Fiscal Year 2020 for the City of Poquoson. The summary provides a quick overview of the fiscal plans of the City for the upcoming fiscal year. It highlights some of the more significant items in the City's budget and addresses some of City Council's goals. The information following the Executive Summary has a considerable amount of detail for those who desire a more thorough review of the budget document.

The General Fund is the primary focus of the Executive Summary. This is the primary operating fund of the City and is used to account for most of the City's financial resources. The spending requirements of this fund determine the rates of local taxation.

In addition, budgets have been prepared for the Debt Service Fund, the Capital Projects Fund, the Solid Waste Enterprise Fund, the Utilities Enterprise Fund, the Fleet Management Internal Service Fund, the Special Revenue Fund/Grant, and Special Revenue Fund/OPEB.

The budget is available for public review in the City Manager's Office, the City Library, and online at www.poquoson-va.gov.



- **Budget Message from the City Manager**
- **The Adopted Budget in Brief**
- **General Fund**
- **Debt Service Fund**
- **Capital Projects Fund**
- **Solid Waste Fund**
- **Utilities Fund**
- **Fleet Management**
- **Special Revenue Fund/Grants**
- **Special Revenue Fund/OPEB**
- **Unbudgeted Needs**
- **GFOA Distinguished Budget Award**
- ◆ **Summary**

Executive Summary

Fiscal Year July 1, 2019 to June 30, 2020

Budget Message

May 13, 2019

Honorable Mayor and Members of City Council
Poquoson, Virginia:

Thank you for the opportunity to present the City Manager's Adopted Budget of FY 2020, submitted in accordance with Article V of the Poquoson City Charter.

Introduction:

Each year we began the budget development process with a detailed review of the current fiscal year. I am pleased to report that based on our mid-year analysis our overall fiscal health remains strong. We expect a modest budget surplus at the end of Fiscal Year 2019, we continue to meet or exceed all of the City's adopted financial management policies and the City's AAA Bond Rating was reaffirmed during Fiscal Year 2019.

Also, during the last year the City Council adopted Poquoson's first Constrained Capital Improvements Plan (CCIP), approved the 2018-2038 Comprehensive Plan and issued approximately \$18.1M in debt to support the CCIP, more than \$17M of which is for the Poquoson Middle School Renovation Project. The updated Comprehensive Plan, the CCIP, the Fiscal Year 2019 Budget and associated mid-year analysis each have been important contributors to the Adopted Budget. In fact, it was the combination of these three documents that provided the framework for the City's first multi-year Strategic Budget Retreat (Retreat) which was held with City Council in early December of 2018.

During the Retreat Council and staff worked together to examine the various budgetary elements of the Comprehensive Plan, the Constrained CCIP and the annual operating budget as organized into five Strategic Focus Areas; Education, Public Safety, Quality of Life, Quality of Services and Fiscal Stability. Through this process the Council reaffirmed its commitment to its historic budgetary practices such as adherence to the City's Adopted Financial Guidelines and Policies and identified two strategic initiatives to be areas of special focus for Fiscal Years 2020 and 2021, 1) competitive pay for public employees and 2) the completion of the City's first Master Infrastructure Plan (MIP). This budget focuses available new resources in supporting our base

Budget Message (Continued)

budget and the Council's identified strategic initiatives. As a result there are no new City government positions proposed in this budget or significant new departmental initiatives. Additionally, there are no changes proposed to the City's tax rates.

Strategic Focus Area #1 – Public Education:

The Adopted Budget includes the necessary funding to provide the debt service payments for the Poquoson Middle School Renovation Project, as well as the other School Board prioritized capital projects included in the \$20M debt-funded capital budget approved for the School Division by City Council last year. The Architectural and Engineering work for the project is underway and the construction phase of the project is anticipated to begin in the fourth quarter of Fiscal Year 2020. This budget also continues the outstanding working partnership between the City Government and the School Division in the shared services areas of fleet maintenance, information technology, the School Resource Officers (SRO) Program and shared facilities.

The Adopted Budget also includes an increase in local support of \$211,284 for the School Division operating budget. This level of increase, when combined with increases in state funding will allow the School Division to provide a minimum salary increase for all School Division employees of 3% and an average compensation increase for teachers of 3.17%. This increased local investment in public education supports the Council's #1 Strategic Initiative - Competitive Pay for Public Employees and fully funds the School Division's Adopted Budget for Fiscal Year 2020. This level of local support will also enable the School Division to staff the entry vestibules it will be installing this summer at the Poquoson Primary School and the Poquoson High School. The physical improvements and related staff are in support of the 2018 School Safety Committee's recommendations.

Strategic Focus Area #2 – Public Safety:

The Adopted Budget maintains staffing levels in both the Fire and Police Departments. Efforts continue to update and replace public safety equipment. We have recently received the new mini pumper previously approved by Council and we are working with the Poquoson Volunteer Rescue Squad to help raise funds to support the local cash match for a grant we recently received to replace Medic 21. In March of 2019, Council appropriated \$50,000 to a new public safety equipment replacement line item in the Capital Projects Fund and the Adopted Budget contains an additional \$25,000 allocation to this line item. During the current fiscal year the Police Department has been able to utilize existing funds, particularly vacancy savings, to purchase two replacement police cars.

Pursuant to the City Council's #2 Strategic Initiative – The completion of the City's first Master Infrastructure Plan, the City Council recently approved \$50,000 for consulting support to augment the efforts of City staff with the primary use of these funds to be a Public Safety Building Feasibility Study. The Request for Proposals for this study was advertised in March 2019 with consultant services expected to begin in early summer. The goal is to complete the study in time for the results to be considered during the next CCIP and Budget Process, i.e. Fiscal Year 2021, which would mean we are expecting the results before the end of calendar year 2019. In addition, the Engineering Department is working to refine the design for the Ship Wreck Island Intersection Project which will be presented for Council consideration and decision in early next fiscal year.

Budget Message (Continued)

Strategic Focus Area #3 - Quality of Life

There are several things underway or planned as quality of life initiatives that I would like to highlight for the Council and the public's attention. The three most significant are the Master Infrastructure Plan (MIP), the Wythe Creek Road Widening Project and the Poquoson Avenue Sidewalk Project.

The MIP is a very complex planning process which can be seen as the long term planning and implementation manual that helps tie together the long term objectives outlined in the Comprehensive Plan with the shorter term Constrained Capital Projects Plan and annual budget. Over the next two years, City staff with limited consultant support will work to develop this plan which has been identified by City Council as one of its two Strategic Initiatives for Fiscal Year 2020-2021. MIP elements, particularly bike paths and sidewalks, roads, public facilities, recreational facilities and water access will all be important contributors to future quality of life initiatives.

While the staff is working hard in support of the MIP, we also have several projects underway that could be considered quality of life projects. Council has approved the use of VDOT grant money and design is underway for a sidewalk project which will connect our two school complexes. Initial work has already begun on the Wythe Creek Road Widening Project which will bring a new sidewalk and multi-use path along the length of the project in addition to increased road capacity and a second all-weather ingress/egress route for our City.

Additionally, the City is working on a second phase of streetscape improvements for Fiscal Year 2020 to compliment the tree replacement project completed fall of 2018. Also, the Parks and Recreation Advisory Board is working with staff to develop a plan for additional recreational amenities near City Hall.

Strategic Focus Area #4 - Quality of Services:

There are three items I would like to highlight especially in this focus area. First, is the Adopted Budget's investment in the Council's Competitive Pay Strategic Initiative. The Adopted Budget fully funds the pay adjustments approved by City Council in December of 2018 which were targeted to address significant issues related to salary compression within the City's pay ranges. Additionally, the Adopted Budget includes a two percent cost of living adjustment for all permanent employees effective July 1, 2019. These two budgetary initiatives, in conjunction with the increase in the local contribution to the School Division to support planned pay increases in Fiscal Year 2020, collectively support the City Council's strategic initiative of providing competitive pay for public employees and represent individually and collectively the most significant new initiatives in the Adopted Budget.

Secondly, over the course of the next two fiscal years the Master Infrastructure Plan will review existing and future needs in terms of public buildings as outlined in the Comprehensive Plan.

Lastly, over the past year and continuing into Fiscal Years 2020-2021 staff has worked with Council to identify alternative funding methods to help us replace a small number of high priority pieces of equipment, particularly for Public Works. Recently, the Council approved funding for the replacement of a dump truck and solid waste debris truck for Public Works. The Adopted Budget also includes the replacement of a second debris truck utilizing funds available in the Solid Waste Fund fund balance. The two referenced debris trucks are 18 and 16 years old respectively.

Budget Message (Continued)

Strategic Focus Area #5 – Fiscal Stability:

This strategic focus area is the cornerstone of City budgeting and fiscal management. This budget was developed in conformance with all of the City's Adopted Financial Guidelines and Policies. During the City's mid-year budget review process, the City was able to add to the Fiscal Stability Reserve, make an additional deposit to our Other Post-Employment Benefits (OPEB) Trust Fund, and transfer a small portion of the General Fund balance to the Capital Projects Fund. In addition, the Council recently established a public safety equipment replacement line item in the Capital Projects Fund and utilized funds available within the General Fund fund balance to accelerate the salary compression pay adjustment for City employees by six months. All of these actions are made possible by the City's strong fiscal position and active financial management.

Additional Budgetary Items of Note:

There are two additional budgetary elements that I wanted to specifically bring to your attention. First, this budget anticipates an overall real property reassessment increase of 2.63%. Second, this budget does contain an average increase in the bi-monthly solid waste fee of \$10 due to the significant cost increases associated with curbside recycling. In an effort to help mitigate the cost to our property owners we are also proposing a reduction in the bi-monthly City sewer fee of \$4 for an average net change of \$6 in the combined bi-monthly bill.

Conclusion:

I would like to thank the many people including the City Council, Planning Commission, School Division and staff that have each played an important role of the formulation of this fiscal plan. The recently approved Comprehensive Plan, the Constrained Capital Improvements Plan, the in-process Master Infrastructure Plan and the Council's multi-year Strategic Budgeting focus have each contributed to the quality of our short term and long term budgetary planning and overall fiscal management. I look forward to working with the City Council in the coming weeks as you begin your formal consideration of this budget proposal.

Respectfully,



James. R. Wheeler

The Adopted Budget in Brief

The total revenue budgeted for FY 2020 by fund is as follows:	
General Operating Fund	\$29,982,000
Debt Service Fund	3,795,082
Use of Fund Balance	<u>25,000</u>
Debt Service Fund	3,820,082
Capital Projects Fund	580,520
Solid Waste Fund	1,152,034
Use of Reserve	<u>157,000</u>
Solid Waste Fund	1,309,034
Utilities Fund	2,117,145
Use of Reserve	<u>268,431</u>
Utilities Fund	2,385,576
Fleet Fund	824,084
Special Revenue Fund/OPEB	<u>197,972</u>
Revenues & Transfers In	39,099,268
Less Interfund Transfers:	
Utilities Fund	(150,000)
Debt Service Fund	(3,795,082)
Capital Projects Fund	(55,520)
Solid Waste Fund	(50,000)
Special Revenue Fund/OPEB	<u>(97,125)</u>
Total Revenues	<u>\$34,951,541</u>

The total expenditures budgeted for FY 2020 by fund is as follows:	
General Operating Fund	\$29,982,000
Less Interfund transfers:	
Debt Service	(3,795,082)
Capital Projects	(55,520)
Special Revenue Fund (OPEB)	<u>(97,125)</u>
	(3,952,260)
Debt Service Fund	3,820,082
Capital Projects	580,520
Solid Waste Fund	1,309,034
Less Interfund transfers	
General Fund	(50,000)
Utilities Fund	2,385,576
Less Interfund transfers	
General Fund	(150,000)
Fleet Management Fund	824,084
Special Revenue Fund/OPEB	<u>197,972</u>
Total Expenditures	<u>\$34,951,541</u>

General Fund

Revenues by Category:

The General Fund derives its revenue from a variety of sources as the pie chart on page vii illustrates. The largest source is from general property taxes, which includes real estate taxes, personal property taxes, public service corporation taxes, delinquent taxes and penalties and interest.

The City expects to receive \$18,200,000 in real estate tax revenue in FY 2020. Real estate taxes are projected to increase \$543,000 or 3.1%. The following factors make up the change in real estate:

- Growth projections for FY 2020 are based on new homes and other improvements to be built throughout the year, or \$8,850,024 in new assessments. Growth will bring approximately \$54,481 of additional tax revenue during FY 2020.
- Fiscal year 2020 is a reassessment year and the assessments will be effective 7/1/2019. There is a 2.6% overall increase in assessments. The adopted real estate tax rate is \$1.14 per \$100 of assessed value.

General Fund (Continued)

Revenues by Category: (Continued)

Public services corporation taxes are expected to be \$267,000, the same as FY 2019.

Personal property taxes and the State Personal Property Tax Relief Act (PPTRA) are projected to be \$4,709,207, a \$237,173 increase from the FY 2019 estimate. PPTRA established a statewide program by which the Commonwealth of Virginia was to provide relief for owners of personal use motor vehicles from personal property taxation. Due to soaring costs associated with PPTRA, the 2004 and 2005 General Assembly sessions made significant changes to PPTRA. The changes include converting the program from an entitlement program to a block grant formula that caps statewide relief to local governments at \$950 million annually. The cap for Poquoson as identified by the State Auditor of Public Accounts for Personal Property Tax Relief is \$1,923,435.

The City adopted the “specific relief” method of computing and reflecting tax relief. The “specific relief” method allows a set single tax rate and applies tax relief at a specific percentage to each qualifying vehicle. One hundred percent of the personal property tax will continue to qualify for tax relief for qualifying personal use vehicles used for non-business purposes with a value of one thousand dollars (\$1,000) or less. Tax relief percentage will be at 52% for calendar year 2020.

Since not all personal property is affected by PPTRA, the City has estimated that citizens and businesses will pay 59% of personal property tax in FY 2020. FY 2020 budget for the local personal property tax is \$2,785,772 and State non-categorical aid remains level at \$1,923,435.

The adopted personal property tax rate is \$4.15 per \$100 of assessed value, which is the same rate since FY 2008. The adopted boat tax rate is \$0.00001, the same since January 1, 2014. The adopted recreational vehicle tax rate is \$1.50, the same rate as previous years.

The General Fund also realizes revenue from a variety of smaller local taxes such as local sales tax, communication sales and use tax, meals tax, consumer utility tax, and business licenses. The total of \$3,017,370 other local taxes accounts for 10% of total General Fund revenues and is expected to increase by \$46,370 or .2% from the FY 2019 budget. The adopted meals tax rate is 6%. The adopted cigarette tax rate is 20 cents.

Other local revenue totals \$503,500 and includes permits; licenses and fees; fines and forfeitures; interest on investments; rental of property; and miscellaneous revenue.

Charges for services include library fines, passport fees, copying charges, charges for shared grounds maintenance for the schools, EMS fees and Parks & Recreation activities for a total of \$770,530.

General Fund (Continued)

The EMS Fee will remain the same, total revenue for EMS fees is expected to be \$334,000.

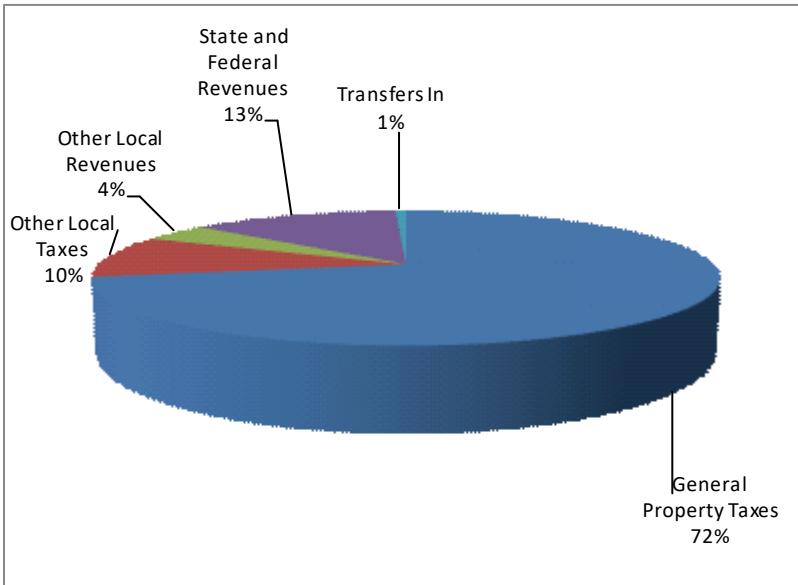
In FY 2020, revenue from parks and recreation programs is expected to be \$131,600. The pool revenue is expected to be \$61,300. The special events revenue is expected to be \$124,680, and \$18,350 in revenue is projected for the workboat race.

The total of all local revenue of taxes, licenses and fees is \$25,867,172.

State and Federal revenue is expected to be \$3,914,828 in FY 2020, a \$23,528 decrease from the FY 2019 revised budget.

Transfers include \$150,000 from the Utilities Fund and \$50,000 from the Solid Waste Fund. These Funds reimburse the General Fund for services that are provided by the staff of the Engineering, Public Works, Treasurer and Finance Departments.

The FY 2020 budget does not use funds from the General Fund restricted fund balance for 1/10 forgiveness of the Museum Deed of Trust note. This money is included in the operating expenses for FY 2020. Also, the budget does use the restricted fund balance for \$20,000 for debt forgiveness for the relocation of a business to the City. The business must meet certain requirements before the debt is forgiven. If requirements are not met, the business is required to pay \$20,000 to reduce the debt. The City is working with the business to determine if the business has met the requirements for calendar year 2018.



GENERAL FUND SOURCES OF REVENUE

General Property Taxes	\$21,575,772
Other Local Taxes	3,017,370
Other Local Revenues	1,274,030
State and Federal Revenues	3,914,828
Transfers In	<u>200,000</u>
 Total Revenues	 <u>\$29,982,000</u>

- **Real Estate Rate \$1.14 per \$100 Assessed Value**
- **Personal Property Tax Rate \$4.15 per \$100 Assessed Value**

General Fund (Continued)

Expenditures By Category:

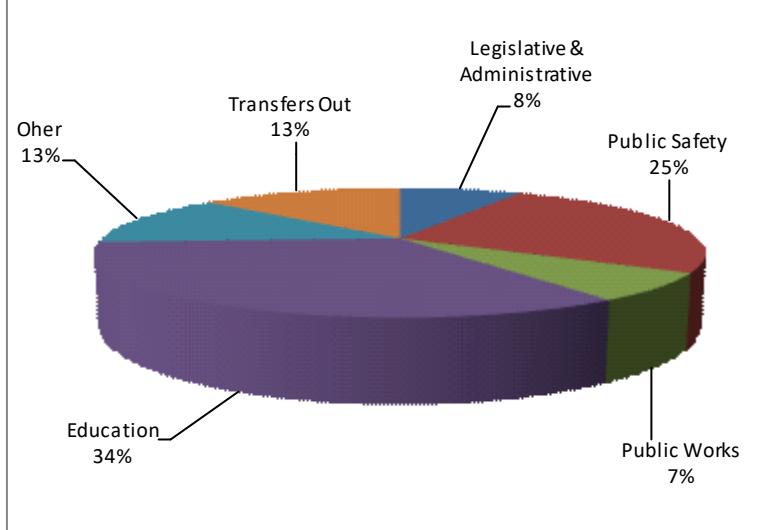
School Expenditures: The contribution to Schools accounts for 34% of the total General Fund budget. The FY 2020 budget includes funding of \$10,146,687 to Schools, which fully funds the Superintendent's FY 2020 request from the City. The School's budget is based on an average daily membership of 2,136 students for the FY 2020 school year.

In the past the School Division has had unexpended transfers at the end of the year which were returned to the City. At the end of FY 2018, there was \$110,986 in unexpended transfers. These funds were reappropriated to the School Division in FY 2019. If there are unexpended transfers at the end of FY 2019, they may be reappropriated in FY 2020.

City Personnel Services: Employee salaries, overtime, and benefits account for personnel services. City personnel services are \$10,649,896 in FY 2020, a \$419,458 or 4.1% increase. Employee benefits account for 31% of personnel services. Health insurance premiums increased an average of 8%. The VRS rate remains at 10.41% for FY 2020.

GENERAL FUND EXPENDITURE USES

Legislative & Administrative	\$2,392,878
Public Safety	7,598,899
Public Works	2,081,888
Education	10,146,687
Other	3,796,868
Transfers Out	<u>3,964,780</u>
 Total Expenditures	 <u>\$29,982,000</u>



General Fund Expenditure Uses

Uses	FY 2019	FY 2020	\$ Inc/(Dec)	% Inc/(Dec)
School	\$ 10,046,389	\$ 10,146,687	\$ 100,298	1.0%
City	19,616,483	19,835,313	218,830	1.1%
Total	\$ 29,662,872	\$ 29,982,000	\$ 319,128	1.1%

General Fund Contribution to Schools

Category	FY 2019	FY 2020	\$ Inc/(Dec)	% Inc/(Dec)
School Contribution	\$ 9,935,403	\$10,146,687	\$ 211,284	2.1%
Reappropriation	110,986	-	(110,986)	(100%)
Total	\$ 10,046,389	\$10,146,687	\$100,298	1.0%

General Fund City Expenditures by Category

Category	FY 2019	FY 2020	\$ Inc/(Dec)	% Inc/(Dec)
Personnel Services	\$ 10,230,438	\$10,649,896	\$ 419,458	4.1%
Operations/Transfers	5,151,405	5,039,229	(112,176)	(3.2%)
Debt Service	3,813,627	3,795,082	(18,545)	(0.5%)
Capital Outlay	421,013	351,106	(69,907)	(16.6%)
Total	\$ 19,616,483	\$19,835,313	\$ 218,830	1.1%

Expenditures By Category: (Continued)

City Operations/Transfers: The City's operational costs are \$4,869,531 and transfers are \$169,698 for a total of \$5,039,229 in FY 2020.

Debt Service: In FY 2020, the City will transfer \$3,795,082 to the Debt Service Fund a decrease of \$18,545. The transfer is explained in the Debt Service Fund section.

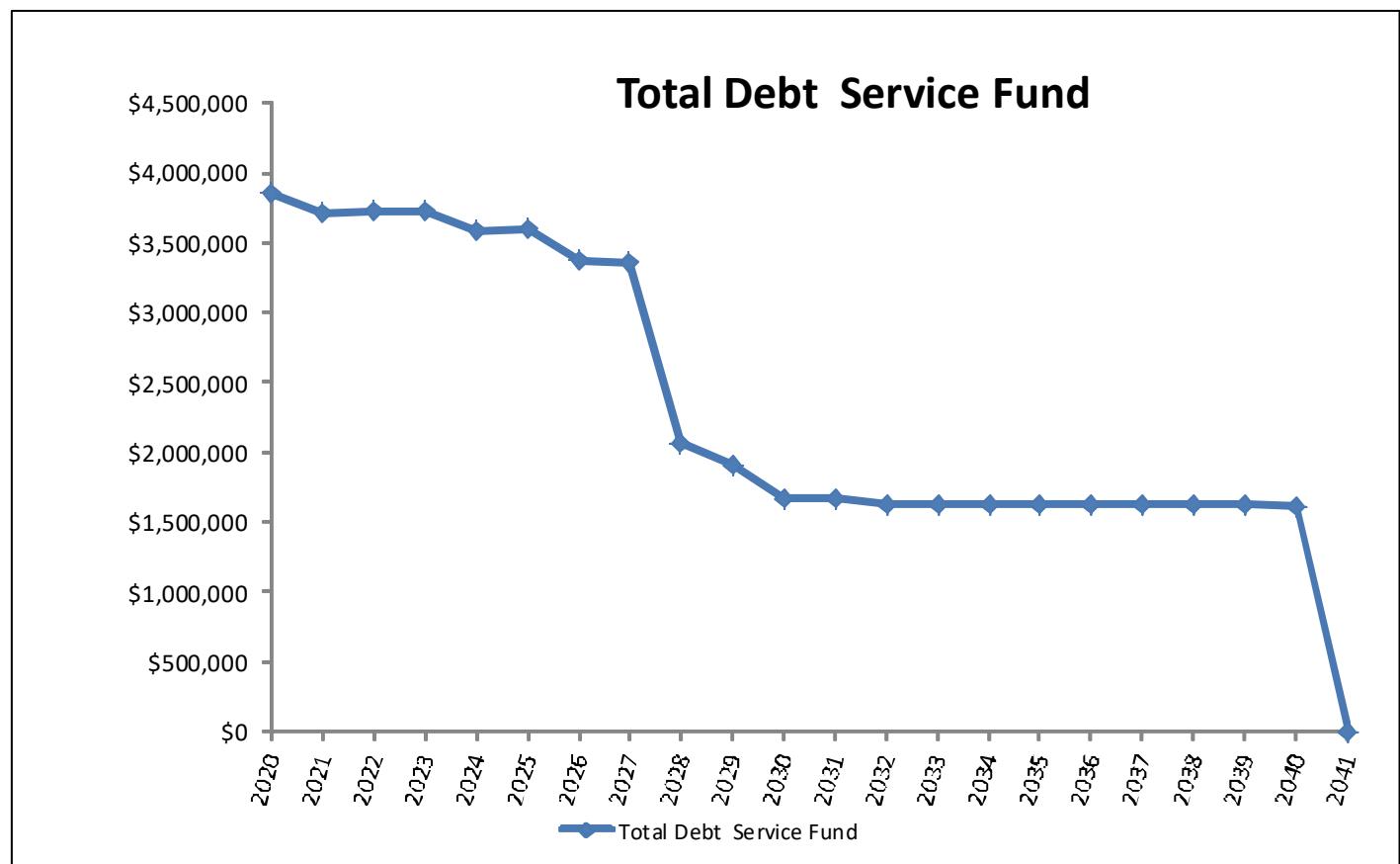
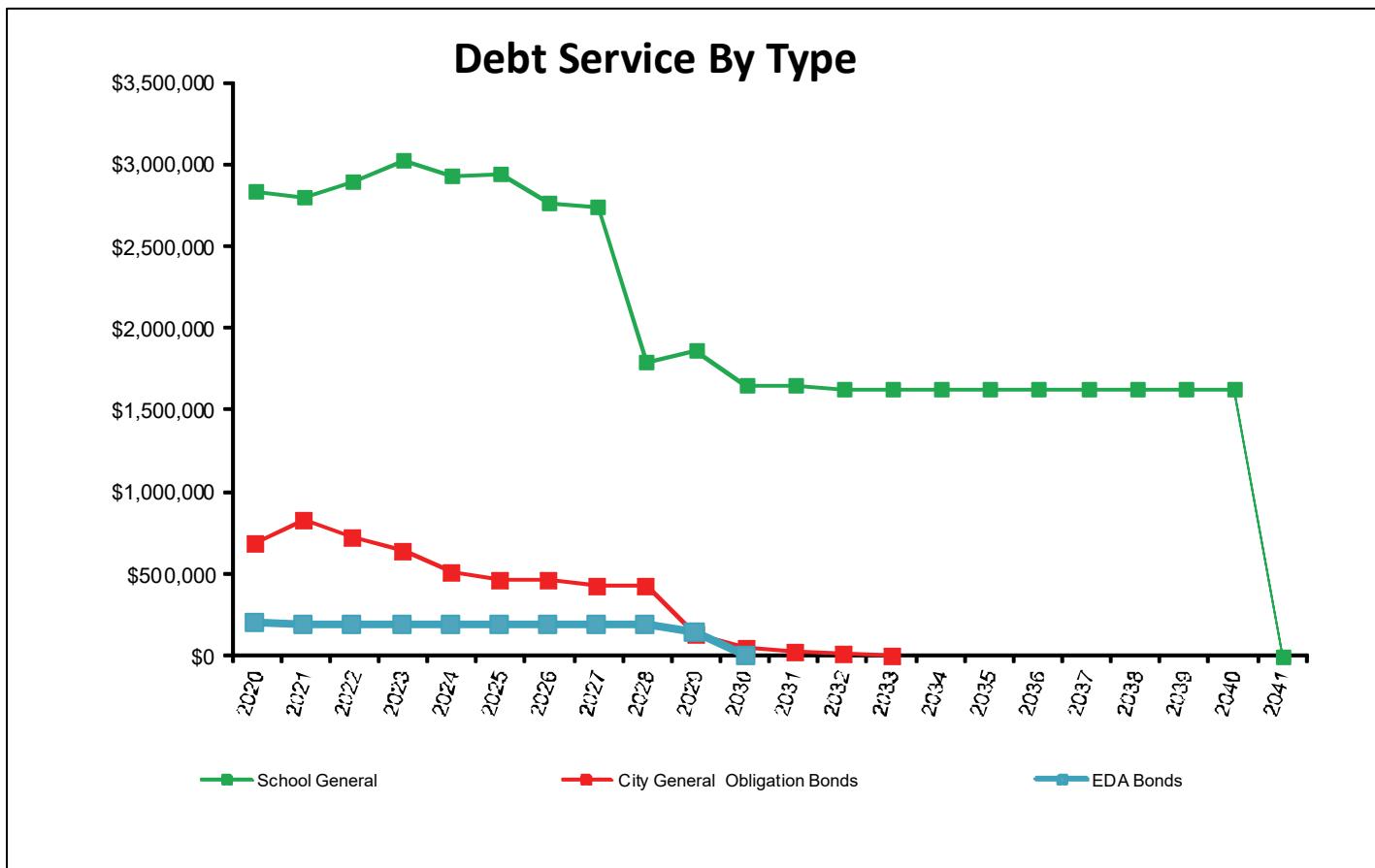
Capital Outlay: The City's capital outlay for FY 2020 is \$351,106, a \$69,907 or 16.6% decrease from FY 2019. This category consists of smaller capital outlay in various departments, including library books, computers, equipment, tools, fire hose, and vehicle.

Expenditures By Category: (Continued)**Debt Service Fund****DEBT SERVICE FUND USES**

School Debt	\$2,827,546
City Debt	832,536
EDA Debt	<u>160,000</u>
Total	<u>\$3,820,082</u>

Debt Service Fund projected expenditures in FY 2020 are \$3,820,082 of which \$3,795,082 is transferred from the General Fund and the remaining \$25,000 is a planned use of the debt service reserves.

The graphs on the next page depict the City's debt service over the years. The City's largest outstanding debt is for School Obligation Bonds which were used for School construction projects. The City also has other bonds and notes which have been used to pay for various School and City projects.



Capital Projects Fund

The Capital Projects Fund accounts for financial resources used for the acquisition or construction of major City or School capital facilities, infrastructure, and equipment other than those financed by proprietary funds.

Capital Project revenues include \$525,000 in State Highway Funds for street and drainage improvements and a transfer of \$55,520 from the General Fund. The FY 2020 - Beyond FY 2024 Constrained Capital Improvements Plan (CCIP) prepared by staff was presented to the Poquoson Planning Commission, who held a public hearing in February and made a recommendation to City Council. City Council after the public hearing and discussions adopted the CCIP on March 25, 2019.

Total FY 2020 year expenditures for the Capital Projects Fund are \$580,520. Unspent funds from FY 2019 are allowed to be carried forward for two additional years. If the project is not completed in three years, City Council must reappropriate the unspent funds to complete the project. If there are any unspent funds when the project is completed, funds can revert to the General Fund.

Historically the City has not included in the budget the revenue and expenditures of the projects that the City anticipated to issue new debt service for. At such time the debt is issued, the revenue and expenditures will be presented to City Council to appropriate to the Capital Projects Fund. In FY 2019, City Council appropriated the 2018 Bond sale of approximately \$18 million for the projects approved in the CCIP.

CAPITAL PROJECTS FUND REVENUE SOURCES

State Funds	\$525,000
Transfer from the General Fund	<u>55,520</u>
Total	<u>\$580,520</u>

CAPITAL PROJECTS FUND EXPENDITURE USES

Street Paving	\$525,000
Wythe Creek Road Signal Upgrade	18,000
Public Safety Equipment	<u>37,520</u>
Total	<u>\$580,520</u>

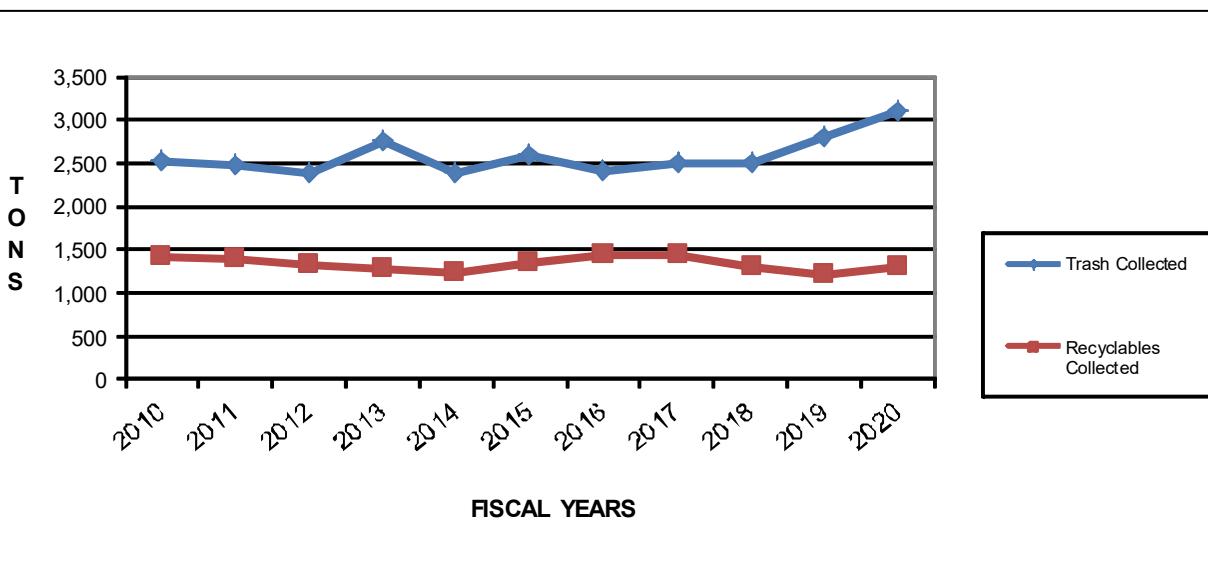
Solid Waste Fund

The Solid Waste Fund is an enterprise fund which accounts for the collection, disposal, and recycling of household and municipal solid waste, residential hazardous materials, bulky items, and landscaping debris. The projected revenues for FY 2020 are \$1,309,034 which reflects an average increase of \$10 per household. The cost to recycle has significantly increased due to the declining nationwide market for recyclables. The current contract administered by VPPSA was placed for bid. A new provider was selected for recycle disposal and the cost to the fund will significantly increase in FY 2020. Further detailed explanation can be found under the Solid Waste section of this document.

Citizens are provided a standard recycle container and have the option to select household trash container/cart size. The solid waste fee is billed bi-monthly along with the sewer service fee. Trash bags are available for those residents who exceed the capacity of their trash container/cart.

The City provides curbside pickup services for woody waste at a rate of \$60 per pickup and bulky waste item pickup at a rate of \$63. Each household gets one free bulk item or landscape curbside pickup each year. The fee is intended to cover a small portion of the cost incurred in picking up landscaping debris and bulky items, not to cover the cost of the programs. Residents may also take their landscaping debris to the VPPSA regional composting facility located at the York County landfill at no charge. The City is estimated to pay VPPSA \$35,696 to operate the composting/disposal facility in FY 2020.

This will be the tenth year that the City offers a program whereby residents of the City may drop off their bulky and landscaping debris at a temporary convenience site on two Saturdays a month. There is no charge for these services. The City offers a leaf pickup program. During the months of November through February, residents may put their leaves at curbside to be picked up by the City as long as the requirements of packing the leaves are met.



Solid Waste Fund (continued)**SOLID WASTE
SOURCES OF REVENUE**

Solid Waste Fees	\$1,114,497
Bag Fees	17,500
Landscaping & Bulky Item Charges	8,000
Miscellaneous	12,037
Use of Reserve	<u>157,000</u>
Total	<u>\$1,309,034</u>

**SOLID WASTE
EXPENDITURE USES**

Personnel Services	\$ 91,957
Garbage Disposal	453,862
Recycling	324,992
Bulky Item/Landscaping	122,831
Hazardous Material	30,8220
Other Costs	77,572
Capital Outlay	157,000
Transfer to General Fund	<u>50,000</u>
Total	<u>\$1,309,034</u>

Utilities Fund

The Utilities Fund is operated as an enterprise fund and provides for the maintenance of sewer lines and pump stations. The FY 2020 budget is \$2,385,576 which is 1.3% more than the FY 2019 budget.

Each household that is available to sewer, pays a fee whether connected to the system or not unless a waiver is granted by City Council. The adopted sewer service fee is \$58 bi-monthly for FY 2020 or a \$4 rate reduction. The reduction is reflective on the overall health of the fund which is an enterprise fund and fees collected go towards current and future cost of maintaining the sewer system. The sewer availability fee remains at \$6,000 for newly created lots. Commercial users also pay a fee based on water consumption. The consumption fee also remains at \$1.75 hcf.

Approximately 30% of the expenditures in the Utilities Fund covers debt service on various improvements and extension of the sewer system. \$877,000 or 37% of the expenditures are for maintenance and capital needs. Personnel services accounts for 14% of expenditures and includes salaries and benefits for 5 full time employees for FY 2020.

- **Sewer Fee \$58 Bi-monthly**
- **Availability Fee \$6,000 for new lots**
- **Commercial consumption fee \$1.75 hcf**

UTILITIES SOURCES OF REVENUE

Sewer Service Fees	\$1,790,145
Sewer Availability Fee	276,000
Other	51,000
Other	<u>268,431</u>
Total	<u>\$2,385,576</u>

UTILITIES EXPENDITURE USES

Personnel Services	\$ 336,034
Operating Expenses	315,359
Debt Service	707,183
Capital Outlay	877,000
Transfer to General Fund	<u>150,000</u>
Total	<u>\$2,385,576</u>

Fleet Management Fund

The Fleet Management Fund is used to account for financing the costs of vehicle parts, vehicle contracted services, gas and oil, and labor for all City and School vehicles and equipment. Costs are charged to City departments and the School Division for the services of the Fleet Management Fund. The budget is \$824,024 in FY 2020, a \$66,268 increase from the FY 2019 revised budget.

FLEET MANAGEMENT SOURCES OF REVENUE

Parts and Contracted Services	\$248,490
Garage Labor and Overhead	310,767
Gas and Oil Revenues	<u>264,827</u>
Total	<u>\$824,024</u>

FLEET MANAGEMENT EXPENSE USES

Personnel Services	\$283,516
Fuel and Lubricants	264,827
Parts and Contractors	248,490
Other	<u>27,251</u>
Total	<u>\$824,024</u>

Special Revenue Fund/Grants

The Special Revenue Fund/Grants accounts for revenues and expenditures related to State and Federal grants for community development and public safety.

Currently, the City has an Enhancement Grant that is federally funded. The Enhancement Grant is a pass-through from the Virginia Department of Transportation (VDOT). This grant was obtained to move and renovate the Tom Hunt Store to the Poquoson Museum property for public visitation.

Special Revenue Fund/OPEB

The Special Revenue Fund/OPEB accounts for revenues and expenditures related to Other Post Employment Benefits (OPEB). Specifically, retiree health insurance.

In November 2016, City Council approved an enhanced change to OPEB effective July 1, 2017. Retirees who meet required conditions are able to continue health insurance coverage in the City sponsored plan with the City subsidizing 50% of the cost of coverage until age 65, less the VRS Health Insurance Credit amount.

As part of the long-term plan for the benefit, the City joined in a Trust Fund with other Virginia localities to begin funding a portion of the projected liability.

SPECIAL REVENUE FUND/OPEB SOURCES OF REVENUE

Retiree Contributions	\$100,847
Transfer from General Fund	<u>97,125</u>
Total	<u>\$197,972</u>

SPECIAL REVENUE FUND/OPEB EXPENSE USES

Retiree Benefits	\$100,847
City Share	82,125
Contribution to Trust	<u>15,000</u>
Total	<u>\$197,972</u>

Unbudgeted Needs

There are a number of items which have not been included in the budget due to budget constraints. Some of the more important items include:

Personnel: The Fire Department needs an additional firefighter/paramedic based on National Fire Protection Association (NFPA) recommendations for staffing of firefighter/paramedics. It is the Fire Department goal to meet NFPA 1710 and has requested an EMT-T or EMT-P to be included in the budget. The Police Department needs additional administrative support above and beyond the 0.50 FTE. The request for administrative support takes the current FTE into consideration and would allow the police department to effectively address the amount of citizen interactions and record processing. (An additional 0.25 FTE is provided in the approved budget.) There is also a need for a human resources manager to help address the complexity of regulations relating to labor relations. Lastly, should development activity increase in the future, the City will need to reassess its staffing to meet increased service requirements.

Unbudgeted Needs (continued)

Operating Costs: This budget limits the amount budgeted for maintaining existing infrastructure and equipment and also does not include any new services or programs. Existing services and programs are budgeted at adequate levels. Requests were made by the departments, but were not recommended for this budget. The requests ranged from increased contracted services, software and furniture replacement.

Capital: The majority of the capital outlay funds in this budget are for library books, AV materials and street materials, curb and gutter repair, and periodical subscriptions. While this budget has addressed some replacements of capital equipment, vehicles and small computer equipment it still does not fund these capital outlays to the extent needed by the departments. In addition, capital replacement or maintenance needs to be addressed concerning the City facilities. The Police station is more than 65 years old and the Municipal building is more than 40 years old. Additionally, the City's capital equipment replacements have not been addressed in this budget. The City will continue to look for future opportunities when replacing the aging fleet.

GFOA Distinguished Budget Award

The Government Finance Officers Association of the United States and Canada (GFOA), a national organization, each year nationally recognizes budgets which meet certain rigorous standards. GFOA presented the City of Poquoson an Award for Distinguished Budget Presentation for the Fiscal Year Beginning July 1, 2019. In order to receive this award, a governmental unit must publish a document that meets program criteria as a policy document, an operations guide, a financial plan, and a communications medium. This award is valid for a period of one year only. After receiving the award for twenty seventh consecutive years, we believe our current budget continues to conform to the program requirements. We have tried to incorporate comments for improvement in this document, and will submit this FY 2020 Annual Financial Plan to the GFOA to determine eligibility for another award.

THE BUDGET PROCESS IN POQUOSON

The Commonwealth of Virginia requires each municipality in Virginia to adopt an annual budget which conforms to certain minimum standards. The purpose of this requirement is to ensure accountability for the public funds entrusted to the City's elected officials. While accountability is certainly an important element, our approach to budget development in Poquoson goes beyond accounting.

The Annual Financial Plan is one of the most important accomplishments by City Council during any fiscal year. Expressed in very simple terms, this budget document is the City's "Plan of Action" for the next year. The document tells the reader where and in what priority the City will apply its resources and what the City expects to accomplish. If we have been successful in our efforts, a reading of this document should give our citizens a good idea of the financial status of our City as well as the progress being made in many service areas.

Departmental budget and agency requests are submitted to the Finance Department in mid-January. The Finance Department reviews the budget with the Departments. Every line item in a departmental budget must be fully justified.

The City Manager and Director of Finance meet with department heads as necessary to review requests. Inevitably, revenue estimates fall short of total departmental requests. It is the responsibility of the City Manager to prepare a budget in which available revenues are budgeted with the proposed expenditures of City departments, regional agencies and the local funding of the School system. In order to accomplish this, the City Manager must recommend reductions in departmental requests and tax or fee increases or a combination of both if necessary.

As a final step, the City Manager's recommended budget is presented to City Council during the month of April. Subsequently, a public hearing and several work sessions take place. During this period City Council may insert expenditures or may increase, decrease, or strike out any expenditure in the recommended budget except for already approved debt service. Within forty days of the budget being presented to Council, but in no event later than the thirty-first day of May, City Council shall approve a budget. If for any reason the Council fails to approve a budget on or before such date, then the budget as submitted by the City Manager shall be the budget for the ensuing year.

It is hoped that the Budget document will assist end users in better understanding the workings of Poquoson City Government.

BUDGET POLICIES

The following brief summary of financial and budgetary principles and policies serve to guide the City in developing the Annual Financial Plan. The major components are as follows:

Financial Planning Policies

Balanced Budgets: All funds are subject to the annual budget process. All operating and capital fund budgets must be balanced – total anticipated revenues plus fund balances or reserves brought forward must equal total estimated expenditures each year. The Utilities Fund will be self-supporting. All budgets will be formulated and adopted on the basis of accounting consistent with generally accepted accounting principles (GAAP). The budget process will include coordinating development of the capital improvement budget with development of the operating budget.

Long-Range Planning: Budgets will be adopted annually, taking into consideration input from all organizational levels of the City. The Planning Commission recommends the Constrained Capital Improvement Plan (CCIP); the document then goes to City Council for approval. Approved capital projects are included in the annual budget document to the extent funds are available. The long-term revenue,

THE BUDGET PROCESS IN POQUOSON

expenditure, and service implications of continuing or ending existing programs or adding new programs, services, and debt will be considered while formulating budgets annually. The City will assess the condition of all major capital assets, including buildings, roads, sewer lines, vehicles, and equipment annually.

In preparing the current Annual Financial Plan, the City also looks to its vision included in its Comprehensive Plan. This is the City's long range plan for the physical development of the City. The vision of the City of Poquoson is building a sustainable community. This sustainable community provides financial stability, retention of citizen disposable income, attraction of outside investment and spending, better circulation for mobility, improved transportation, enhanced recreation and amenities, increased quantity and quality in commercial goods and services.

The General Fund will maintain a minimum of 12% - 15% of total operating expenditures as its unassigned fund balance. Fund Balance of the General Fund shall be used only for emergencies, nonrecurring expenditures, major capital purchases that cannot be accommodated through current year revenues, financial opportunities to enhance the well being of the City or State budget shortfalls.

Annually, the financial advisors meet with City Council to review policies to ensure the continuing compliances are met.

Revenue Policies

Revenue Diversification: The City will strive to maintain a diversified and stable revenue system to protect the City from short-run fluctuation in any one revenue source and ensure its ability to provide ongoing services. The City will identify all revenue and grant options available to the City each year. All revenue collection rates, especially for real estate and personal property taxes, will be reviewed annually, and all efforts to maximize receipt of revenues due will be made by the Treasurer's Office.

User Fees and Charges: Fees will be reviewed and updated on an ongoing basis to ensure that they keep pace with changes in the cost-of-living as well as changes in methods or levels of service delivery. Building permit and inspection fees are reviewed annually.

Recreation program charges will be reviewed annually. In general all efforts will be made to provide programs and activities at an affordable level for the residents while still recovering a major portion of direct costs of programs, not to include administrative costs or the use of facilities. Charges for specialty classes such as baton, drama, etc. will be set at a level to encourage maximum participation, and also enable 70% to 80% of program receipts to be used to compensate instructors. Team sports participation fees will also be set to encourage maximum participation, while still recovering all direct program costs.

Admission and rental fees for the City pool are intended to provide an affordable service to citizens. Fees are not intended to recover 100% of the costs of operating the facility. The City encourages membership passes at a minimum fee, which provide an even more affordable opportunity for residents to enjoy the pool.

The City's Utilities Fund and Solid Waste Fund will be self-supporting. Sewer and solid waste charges will be reviewed annually and set at levels which fully cover the total direct and indirect costs – including operations, capital outlay, and debt service.

Use of One-time or Limited-time Revenues: To minimize disruptive effects on services due to non-recurrence of these sources, the City will not use one-time revenues to fund operating expenditures.

Expenditure Policies

Operating/Capital Expenditure Accountability: The City will finance all current expenditures with current revenues. The City will not short-term borrow to meet cash flow needs. Future operating costs associated

THE BUDGET PROCESS IN POQUOSON

with new capital improvements will be projected and included in operating budgets. Capital Improvement Program budgets will provide for adequate maintenance of capital equipment and facilities and for their orderly replacement.

The budgets for all funds shall be controlled at the fund level. Expenditures may not exceed total appropriations for any fund without approval from the City Council. All operating fund appropriations will lapse at fiscal year-end, except appropriations in the Capital Fund. These monies can be used over a three year period. The City will include a contingency line item in the General Fund to be administered by the City Manager to meet unanticipated expenditures of a nonrecurring nature. The City will maintain a budgetary control system to ensure adherence to the budget and will prepare and present to City Council monthly financial reports comparing actual revenues and expenditures with budgeted amounts.

Fund Balance Reserve

Fund Balance reflects the accumulation of excess revenues over expenditures. The City adopted the current fund balance policy in FY 2010. The Unassigned General Fund balance at the close of the fiscal year shall be no less than 12% - 15% of the total General Fund expenditures. During the current operating year, City Manager and City Council review the unassigned General Fund balance as compared to the total General Fund expenditures to ensure compliance of the policy. The City has begun to build a fiscal stability reserve of at least \$1 million. As of FY 2019, the City has allocated \$687,373 towards the \$1 million reserve which is an increase of \$87,373 from FY 2018. This unobligated portion of fund balance provides sufficient working capital for the City and serves as a "rainy day" fund for emergencies or unforeseen circumstances.

Debt Policy

The objective of the City's debt policy is to maintain the City's ability to incur present and future debt at the lowest interest rates in amounts needed for financing the adopted Capital Improvement Program without adversely affecting the City's ability to finance essential City services. During FY 2010, the City adopted three debt policies to help ensure and promote long term financial stability. The City's tax supported debt service as a percentage of General government expenditures should not exceed 10%, the tax supported debt of the City shall not exceed 3% of the total assessed value and the City shall retire at least 50% of the principle amount of the City's tax supported debt within 10 years. (General Government expenditures shall be equal to general fund operating expenditures, plus the school operating fund expenditures, less the general fund transfer to the schools operating fund.) The City does not issue long-term debt to finance current operations.

A five-year Constrained Capital Improvements Plan is developed and updated annually along with corresponding anticipated funding sources. Capital projects financed through either bank qualified borrowing or the issuance of bonded debt will be financed for a period not to exceed the useful life of the project.

Investment Policy

The following is a brief synopsis of the investment policy of the City of Poquoson. The Treasurer of the City of Poquoson is an elected Constitutional Officer, whose responsibility, in part, is to invest funds in an expedient and prudent manner, meeting or exceeding all statutes and guidelines governing the investment of public funds in Virginia.

Cash and reserve balances from all funds will be consolidated to maximize investment earnings and to increase efficiencies with regard to investment pricing, safekeeping and administration. Investment income will be allocated to the funds based on their respective participation and in accordance with generally accepted accounting principles. Each month, the Treasurer reports to City Council the cash and investment activity and balances.

THE BUDGET PROCESS IN POQUOSON

The primary objectives of investment activities shall be safety, liquidity and yield. Investments shall be undertaken in a manner that seeks to ensure preservation of capital in the overall portfolio. The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. The portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs.

Copies of the City's comprehensive investment policy, including the objectives, allowable investments, quality, maturity restrictions, prohibited securities, and additional requirements are available at the Treasurer's Office.

BUDGET AMENDMENT PROCESS

The adopted General Fund Budget may be amended in one of two ways as outlined by the Code of Virginia. The City Manager is authorized to transfer funds within a fund for transfers of \$50,000 or less. Revisions that alter total appropriations for a fund must be approved by City Council. Therefore, the level of control at which expenditures may not exceed appropriations is the total expenditure level of each fund. In certain instances, as outlined in the State Code, a public hearing may be required before the governing body can amend the budget.

ORGANIZATION OF BUDGET

The financial transactions of the City are recorded in individual funds. Each fund is accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, reserves, fund equity, revenues and expenditures. The various funds are reported by generic classification within the financial statements of the Comprehensive Annual Financial Report. The City Budget includes all funds where financial transactions are recorded. The following fund types are used by the City:

Governmental Funds

- * **General Fund:** Used to account for all revenues and expenditures applicable to the general operations of the City, which are not accounted for in other funds.
- * **Debt Service Fund:** Used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.
- * **Capital Projects Fund:** Used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary funds.)
- * **Special Revenue Fund/Grants:** Used to account for resources and expenditures related to State and Federal grants for community development and public safety.
- * **Special Revenue Fund/OPEB:** Used to account for resources and expenses related to Other Post Employment Benefits, mainly health insurance.

The General Fund of the City is divided into functional areas, such as General Administration, Public Safety, Public Works, Health & Welfare, Parks, Recreation & Cultural, Community Development, etc. Each department within a functional area has its own budget, for example, Police and Fire within the functional area of Public Safety. The Budget format presents expenditures by functional area and departments within a specific function.

THE BUDGET PROCESS IN POQUOSON

Proprietary Funds

Proprietary Funds are used to account for operations: (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that costs of operating and providing services to the general public is completely or partially financed from user charges; or (b) where the governing body has determined that the periodic determination of net results of operations is appropriate for management control and accountability.

Proprietary Funds include:

- * **Solid Waste Enterprise Fund**
- * **Utilities Enterprise Fund**
- * **Fleet Management Internal Service Fund**

BUDGETARY BASIS

Budgets are prepared on the modified accrual basis of accounting for all funds. Encumbrance accounting, under which applicable appropriations are reserved for outstanding purchase orders, is employed as an extension of the formal budgetary integration in the General Fund. Encumbrances outstanding at year-end are reported as a Reservation of Fund Balance since they do not constitute expenditures or liabilities. Unexpended and unencumbered appropriations lapse at the end of the fiscal year. Program and project budgets are utilized in the Capital Projects Fund where appropriations remain open for three years.

Governmental Funds use the modified accrual basis for financial reporting purposes. Proprietary Funds are budgeted on the modified accrual basis but use full accrual basis for financial reporting purposes. For budget purposes, Proprietary Funds include capital expenditures that are paid for out of the funds, but capitalize these for financial reporting purposes. Large capital expenditures in the Utilities Fund that are paid for out of bond proceeds are not budgeted, rather capitalized when incurred.

In the Utilities Fund, payments received on Notes Receivable are considered revenue and payments made on debt principal are considered expenditures for budget purposes. For financial reporting purposes these items affect the balance sheet.

DIRECTIONS, PERFORMANCE, MEASUREMENT AND MONITORING

The City Manager imparts to the Departments at the beginning of the budget cycle the tone and the focus of the overall Budget. This information is based on revenue estimates and guidance from City Council on staffing changes, controlling costs, and tax rates. Routinely, the Department of Finance provides updates to the City Manager and City Council on the current and projected positions of the funds.

During the fall of every year, each Department develops individually their overall goals and objectives to be attained during the coming year. The aforementioned provides the basic operating direction for each Department. This information is presented within each Department's budget.

THE BUDGET PROCESS IN POQUOSON

The Budget document provides information regarding performance or the measurement of performance per Department. However, departmental objectives are usually monitored by the City Manager through frequent meetings with the Department Head. In addition, each Department establishes efficiency and effectiveness measures in regards to their operations.

Budgetary control is maintained on a line-item basis. The Budget is monitored by the issuance of Monthly Management Reports. These reports indicate actual financial results compared to Budget and are reviewed thoroughly by the Finance Department. These reports are forwarded to City Departments, the City Manager and City Council.

Purchases of goods and services must be accomplished by the use of a formal purchase order. Funds are encumbered based on purchase orders to ensure that an over-spent condition does not exist per Budget line item.

CONSTRAINED CAPITAL IMPROVEMENTS PROGRAM

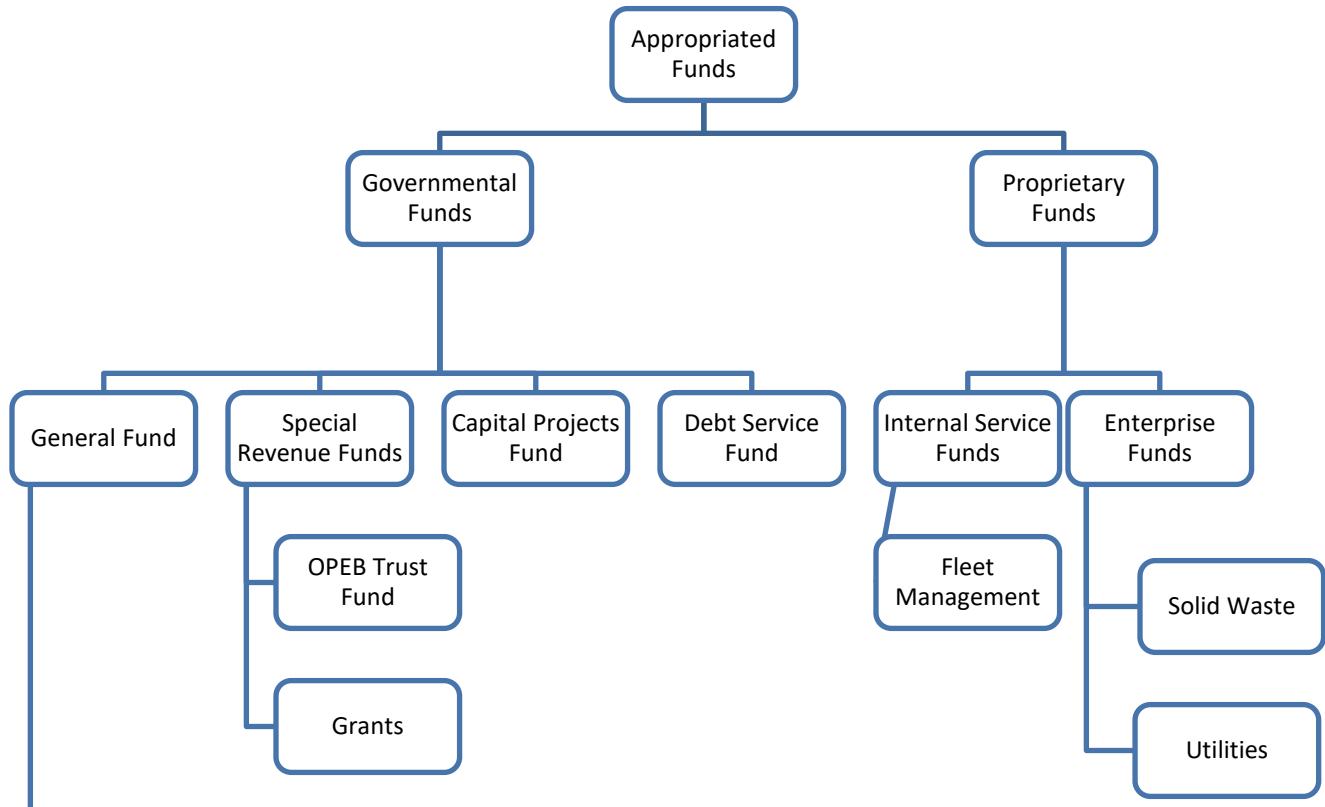
The CCIP is a planning and budgeting tool that identifies the necessary capital projects for the City of Poquoson over a five-year period. The Plan is reviewed and updated annually. The City's proposed Constrained Capital Improvements Plan for FY 2020 – FY 2024 was presented to the Planning Commission on January 24, 2019. The City Manager provided the Proposed CCIP based on the constraints given by City Council for the next five years which includes a second borrowing up to \$5,000,000. The Planning Commission held a public hearing on February 21, 2019 and made their recommendation to City Council. City Council held a public hearing on March 25, 2019 at which time the recommended CCIP was presented. City Council approved the recommended CCIP as presented by a vote of 7-0. The second year of the Proposed CCIP is incorporated into the City Manager's Recommended Budget as the Capital Budget for the upcoming fiscal year.

OPERATIONS/ACCOUNTING STRUCTURE

<u>Department</u>	General Fund	Debt Fund	Capital Projects Fund	Utilities Fund	Solid Waste Fund	Special Revenue Funds	Fleet Fund
General Govt Admin			X				
City Council	X						
City Manager	X						
Legal Services	X						
Independent Auditor	X						
Commissioner of the Revenue	X						
Assessor/Equalization Board	X						
Treasurer	X						
Finance	X						
Technology	X						
Risk Management	X						
Electoral Board	X						
Judicial	X		X				
Courts and Sheriff	X						
Public Safety			X				
Police Department	X						
Fire Department	X						
Corrections & Detention	X						
Inspections	X						
Animal Control	X						
Public Works			X				
General Engineering	X						
Public Works	X						
Street Lights	X						
Facilities	X						
Health & Welfare			X				
Health Department	X						
Mosquito Control	X						
Mental Health	X						
Welfare/Social Services	X						
School Transfer	X						
Parks, Recreation & Cultural			X				
Parks & Recreation	X						
Parks & Recreation-Pool	X						
Parks & Recreation-Special Events	X						
Library	X						
Community Development			X			X	
Planning	X						
Planning, Zoning, Wetland & ARB	X						
Economic Development	X						
Community Development	X						
Non Departmental	X					X	
DMV Select	X						
Debt Service		X					
Utilities					X		
Solid Waste-Garbage & Recycling						X	
Solid Waste-Bulky Item & Landscaping						X	
Internal Service/Fleet Fund							X
Other Post Employment Benefits	X						X

CITY OF POQUOSON, VIRGINIA

FUND STRUCTURE



City Council	City Manager	Planning/BZA/Wetlands/ARB
Treasurer	Finance	Independent Auditor
Technology	Police	Commissioner of the Revenue
Fire	Engineering	Risk Management
Public Works	Animal Control	Assessor/Equalization Board
Facilities	Inspections	Registrar/Electoral Board
Courts & Sheriff	Street Lights	Corrections & Detentions
Health Department	Mosquito Control	Parks & Recreation Programs
School Contribution	Library	Welfare/Social Services
DMV Select	Non-Departmental	Parks & Recreation Pool
Planning	Legal Services	Economic Development
Parks & Recreation	Special Events	Community Development

FY 2020 BUDGET CALENDAR

DECEMBER 2018

3	Monday	City Council Budget Retreat
3	Monday	Budget letter request mailed to Outside Agencies.
7	Friday	Budget preparation instructions distributed to Department Heads Including FY 2017 and FY 2018 Actual Expenses, FY 2019 Revised Budget and FY 2020 Request Departmental Budgets.

JANUARY 2019

4	Friday	FY 2020 Outside Agency budget requests due.
7	Monday	FY 2020 Departmental Expenditure Budget Requests due to Finance.
7	Monday	Finance begins review of Departmental Budget Requests.
17	Thursday	Advertise Pre-Budget Public Hearing on January 28, 2019
28	Monday	FY 2020 Pre-Budget Public Hearing and Work Session.
29	Tuesday	School Board budget public forum in which Superintendent's proposed budget is presented depending on the Virginia General Assembly.
30	Wednesday	Departmental Budget meetings with Finance Director begins.

FEBRUARY 2019

14	Thursday	Departmental Budget meetings with Finance Director completed.
----	----------	---

MARCH 2019

18	Monday	Final adjustments by Finance Department and City Manager to FY 2020 Proposed Revenue and Expenditures.
26	Tuesday	School Board adoption of FY 2020 Budget.
27	Wednesday	School Board approved budget forwarded to City Council.

FY 2020 BUDGET CALENDAR

APRIL 2019

4	Thursday	Proposed Budget FY 2020 Budget distributed to City Council Members.
5	Friday	Publish notice of April 22, 2019 Budget Public Hearing and proposed tax rates and fees.
8	Monday	Presentation to City Council and public of proposed real estate and personal property tax rate and fees for FY 2020.
12	Friday	Publish notice of April 22, 2019 Budget Public Hearing and proposed tax rates and fees.
22	Monday	Public Hearing on Budget at City Council Meeting. Budget Work Session prior to Council Meeting with City Manager and Director of Finance. Joint Work Session with Schools with Superintendent.

MAY 2019

13	Monday	Adoption of FY 2020 Budget at City Council meeting.
----	--------	---

SUMMARY OF TAX RATES AND FEES

	FY 2017 Approved	FY 2018 Approved	FY 2019 Approved	FY 2020 Approved
<u>General Fund Taxes and Fees</u>				
Real Estate Tax	\$1.07/\$100 AV	\$1.07/\$100 AV	\$1.14/\$100 AV	\$1.14/\$100 AV
Public Service Corporation	\$1.07/\$100 AV	\$1.07/\$100 AV	\$1.14/\$100 AV	\$1.14/\$100 AV
Personal Property Tax				
Automobile	\$4.15/\$100 AV	\$4.15/\$100 AV	\$4.15/\$100 AV	\$4.15/\$100 AV
Boat	\$.00001/\$100 AV 1st half			
Boat	\$.00001/\$100 AV 2nd half			
Trailer (Utility, Boat, etc.)	\$4.15/\$100 AV	\$4.15/\$100 AV	\$4.15/\$100 AV	\$4.15/\$100 AV
Recreation Vehicle	\$1.50/\$100 AV	\$1.50/\$100 AV	\$1.50/\$100 AV	\$1.50/\$100 AV
Mobile Home	\$1.07/\$100 AV 1st Half	\$1.07/\$100 AV 1st Half	\$1.07/\$100 AV 1st Half	\$1.14/\$100 AV 1st Half
Mobile Home	\$1.07/\$100 AV 2nd Half	\$1.07/\$100 AV 2nd Half	\$1.14/\$100 AV 2nd Half	\$1.14/\$100 AV 2nd Half
Local Sales Tax	6.0%	6.0%	6.0%	6.0%
Meals Tax (food and beverage)	6.0%	6.0%	6.0%	6.0%
Consumer Utility Tax				
Commercial	\$10	\$10	\$10	\$10
Residential	\$3	\$3	\$3	\$3
Cigarette Tax	\$.20 per pack	\$.20 per pack	\$.20 per pack	\$.20 per pack
Recovery (EMS) Fees:				
ALS-2	\$750	\$775	\$775	\$775
ALS	\$525	\$550	\$550	\$550
BLS	\$430	\$450	\$450	\$450
Transport Declined Fee	n/a	n/a	\$375	\$375
Oxygen Usage Fee	n/a	n/a	\$50	\$50
Mileage	\$9	\$12	\$12	\$12
Parks & Recreation Fees:**				
Youth Athletics	\$65 - \$70	\$65 - \$70	\$65 - \$80	\$65 - \$80
Adult Athletics	\$235 - \$400/team	\$235 - \$400/team	\$235 - \$400/team	\$235 - \$400/team
Camps	\$75 - \$225	\$75 - \$225	\$75 - \$250	\$75 - \$250
Exercise Classes	\$48 - \$65	\$48 - \$65	\$48 - \$65	\$48 - \$65
Pool Admission	\$3 - \$5	\$3 - \$5	\$3 - \$5	\$3 - \$5
Swimming Lessons	\$30 - \$60	\$30 - \$60	\$30 - \$60	\$30 - \$60
Swim Team - Summer	\$165	\$165	\$165	\$180
Pool Rental	\$175	\$175	\$185	\$185
Pool Passes	\$35 - \$55	\$35 - \$55	\$35 - \$55	\$40 - \$60

**Additional Non-Resident Fees Apply

SUMMARY OF TAX RATES AND FEES

	FY 2017 Approved	FY 2018 Approved	FY 2019 Approved	FY 2020 Approved
Facility Use Fees:				
Community Designated Groups per member	\$10 resident \$20 non-resident	\$10 resident \$20 non-resident	\$10 resident \$20 non-resident	\$10 resident \$20 non-resident
Non-Community Groups (based on field location/lights/time)	\$20 - \$110 per hour			
DMV Commission				
1st \$500,000 of gross collection	4.5%	4.5%	4.5%	4.5%
over \$500,000 of gross collection	5.0%	5.0%	5.0%	5.0%
<u>Solid Waste Fund Fees</u>				
Bag Fees	\$1.75 per bag	\$1.75 per bag	\$1.75 per bag	\$1.75 per bag
Container/Cart--bimonthly fee	Fee based on Size	Fee based on Size	Fee based on Size	***Fee based on Size
Landscaping Debris Charges	**\$60 per pickup	**\$60 per pickup	**\$60 per pickup	**\$60 per pickup
Bulky Item Pickup	**\$63 per pickup	**\$63 per pickup	**\$63 per pickup	**\$63 per pickup
Drop-Off of Debris or Bulky	Free	Free	Free	Free
<u>Utilities Fund Fees</u>				
Sewer Service Fees				
Commercial	\$62 bi-monthly plus \$1.75/hcf	\$62 bi-monthly plus \$1.75/hcf	\$62 bi-monthly plus \$1.75/hcf	\$58 bi-monthly plus \$1.75/hcf
Residential	\$62 bi-monthly	\$62 bi-monthly	\$62 bi-monthly	\$58 bi-monthly
Sewer Availability Fees	\$6,000 per vacant lot	\$6,000 per vacant lot	\$6,000 per vacant lot	\$6,000 per vacant lot

Note: The Personal Property tax is billed at calendar year rate.

***Rate changes are shown in bold.**

**** Homeowner receives one free pickup per year, either Landscaping Debris or Bulky Item.**

***** Average increase of \$10.00 per billing cycle.**

AV = Assessed Valuation

SC = Service Charge

hcf = 100 cubic feet

PERSONNEL POSITIONS

Departments and Funds	FY 2017 Authorized FTE	FY 2018 Authorized FTE	FY 2019 Authorized FTE	FY 2020 Dept Head Request FTE	FY 2020 City Council Adopted FTE
City Council	0.40	0.40	0.40	0.40	0.40
City Manager	3.80	4.80	4.80	4.80	4.80
Commissioner of the Revenue	4.00	4.00	4.00	4.00	4.00
Assessor	2.00	2.00	2.00	2.00	2.00
Treasurer	4.00	4.00	4.00	4.00	4.00
Finance	4.00	4.00	4.00	4.00	4.00
Registrar	2.10	2.10	2.10	2.10	2.10
Police -- Sworn Officers	25.50	26.50	28.50	28.50	28.50
Police -- Civilian	1.50	1.50	1.50	2.00	1.75
Fire	33.00	33.00	33.00	34.00	33.00
Inspections	3.75	4.75	4.75	4.75	4.75
Engineering	2.00	2.00	2.00	2.00	2.00
Public Works	17.50	17.50	17.50	17.50	17.50
Mosquito Control	2.00	2.00	3.00	3.00	3.00
Parks & Recreation Programs	3.80	3.80	3.80	3.80	3.80
Parks & Recreation Pool	5.00	5.00	5.00	5.00	5.00
Parks & Recreation Special Events	1.00	1.00	1.00	1.00	1.00
Library	12.45	12.45	12.45	12.45	12.45
Planning	4.00	4.00	4.00	4.00	4.00
Economic Development	1.00	1.00	1.00	1.00	1.00
DMV Select	2.00	2.00	2.00	2.00	2.00
Total General Fund	134.80	137.80	140.80	142.30	141.05
Solid Waste	1.00	1.00	1.00	1.00	1.00
Utilities	4.00	5.00	5.00	5.00	5.00
Fleet Management	3.50	3.50	3.50	3.50	3.50
Total Departments and Funds	143.30	147.30	150.30	151.80	150.55

SUMMARY OF REVENUES AND TRANSFERS IN BY FUND

Fund	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Revised Budget	FY 2020 Dept Head Requested Budget	FY 2020 City Council Adopted Budget
General Fund	\$ 27,237,538	\$ 28,624,156	\$ 29,079,938	\$ 29,662,875	\$ 30,251,297	\$ 29,982,000
Debt Service	2,888,155	2,902,671	3,842,821	4,775,946	3,820,082	3,820,082
Capital Projects	783,648	629,585	384,886	18,496,343	580,520	580,520
Solid Waste Enterprise	819,925	846,553	892,260	897,113	1,157,497	1,309,034
Utilities Enterprise	2,224,896	2,139,631	2,372,053	2,416,488	2,382,917	2,385,576
Fleet Management Internal Service	704,324	754,958	757,816	763,296	824,084	824,084
Special Revenue/Grants	1,017,353	1,474,445	210,013	210,013	-	-
Special Revenue/OPEB	59,909	117,409	159,333	246,706	197,972	197,972
TOTAL REVENUE AND TRANSFERS	35,735,748	37,489,408	37,699,120	57,468,780	39,214,369	39,099,268
Less: Interfund Transfers	3,216,988	3,102,671	4,094,347	5,209,551	4,147,727	4,147,727
TOTAL REVENUE	\$ 32,518,760	\$ 34,386,737	\$ 33,604,773	\$ 52,259,229	\$ 35,066,642	\$ 34,951,541

SUMMARY OF EXPENDITURES AND TRANSFERS OUT BY FUND

Fund	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Revised Budget	FY 2020 Dept Head Requested Budget	FY 2020 City Council Adopted Budget
General Fund	\$ 27,318,197	\$ 27,799,716	\$ 29,079,938	\$ 29,662,875	\$ 30,251,297	29,982,000
Debt Service	2,777,371	2,935,581	3,842,821	4,775,946	3,820,082	3,820,082
Capital Projects	1,340,851	1,431,408	384,886	18,496,343	580,500	580,520
Solid Waste Enterprise	852,043	806,232	892,260	897,113	1,157,497	1,309,034
Utilities Enterprise	1,638,407	1,589,189	2,372,053	2,416,488	2,382,917	2,385,576
Fleet Management Internal Service	695,814	730,539	757,816	763,296	824,084	824,084
Special Revenue/Grants	974,832	1,479,220	210,013	210,013	-	-
Special Revenue/OPEB	59,909	92,171	159,333	246,706	197,972	197,972
TOTAL EXPENDITURES AND TRANSFERS	35,657,424	36,864,056	37,699,120	57,468,780	39,214,349	39,099,268
Less: Interfund Transfers	3,216,988	2,994,536	4,094,347	5,209,551	4,135,207	4,147,727
TOTAL EXPENDITURES	\$ 32,440,436	\$ 33,869,520	\$ 33,604,773	\$ 52,259,229	\$ 35,079,142	34,951,541

SUMMARY OF REVENUES AND EXPENDITURES BY CATEGORY

Revenues	Expenditures
General Fund	
General Property Taxes	\$ 21,575,772
Other Local Taxes	3,017,370
Permits Licenses & Fees	138,200
Fines & Forfeitures	42,000
Use of Money & Property	323,300
Charges for Services	770,530
State Non-Categorical Aid	2,059,435
State Categorical Aid	235,428
State Other Categorical Aid	1,616,840
Federal Revenue	3,125
Transfer from Sewer Fund	150,000
Transfer from Solid Waste Fund	50,000
Transfer from Fund Balance	-
Total	<u>\$ 29,982,000</u>
	Total
	<u>\$ 29,982,000</u>
Debt Service Fund	
Transfer from General Fund	\$ 3,795,082
Use of Reserve	<u>25,000</u>
Total	<u>\$ 3,820,082</u>
	Total
	<u>\$ 3,820,082</u>
Capital Projects Fund	
State Revenue	\$ 525,000
Transfer from General Fund	<u>55,520</u>
Total	<u>\$ 580,520</u>
	Total
	<u>\$ 580,520</u>
Solid Waste Fund	
Charges for Services - Solid Waste Fees	\$ 1,114,497
Charges for Services - Other	37,537
Transfer from Unrestricted Net Position	<u>157,000</u>
Total	<u>\$ 1,309,034</u>
	Total
	<u>\$ 1,309,034</u>

SUMMARY OF REVENUES AND EXPENDITURES BY CATEGORY

Revenues	Expenditures
Utilities Fund	
Charges for Services - Sewer Service Fees	\$ 1,790,145
Sewer Availability Fees	276,000
Late Payment Fees	41,000
Miscellaneous Revenue	10,000
Transfer from Retained Earnings	<u>268,431</u>
Total	<u>\$ 2,385,576</u>
Fleet Fund	
Internal Service Revenue - City	\$ 587,584
Internal Service Revenue - Schools	<u>236,500</u>
Total	<u>\$ 824,084</u>
Special Revenue Fund/OPEB	
Retiree Contributions	\$ 100,847
Transfer from General Fund:	
City Contribution	82,125
Trust Contribution	15,000
Total	<u>\$ 197,972</u>
Personnel Services	\$ 241,679
Employee Benefits	94,355
Purchased Services	155,200
Internal Services	29,209
Other Charges	123,450
Materials & Supplies	7,500
Debt Service	707,183
Transfer to General Fund	150,000
Capital Outlay	877,000
Total	<u>\$ 2,385,576</u>

SUMMARY OF FUND BALANCE OR NET ASSETS BY FUND

	General Fund	Debt Service	Capital Projects Fund	Solid Waste Fund	Utilities Fund	Fleet Management Fund	Special Revenue Fund/Grants	Special Revenue Fund/OPEB
Fund Balance - 6/30/2016	\$ 7,416,222	\$ 311,800	\$ 2,548,417	\$ 294,977	\$ 6,328,575	\$ (134,101)	\$ (47,902)	\$ 59,910
Actual FY 2017 Revenues	27,237,538	2,888,155	783,648	819,925	2,224,896	704,324	1,017,353	59,909
Actual FY 2017 Expenditures	(27,318,197)	(2,777,371)	(1,340,851)	(855,564)	(1,674,308)	(725,097)	(891,573)	(59,909)
Fund Balance - 6/30/2017	\$ 7,335,563	\$ 422,584	\$ 1,991,214	\$ 259,338	\$ 6,879,163	\$ (154,874)	\$ 77,878	\$ 59,910
Fund Balance - 7/1/2017	7,335,563	422,584	1,991,214	259,338	6,879,163	(154,874)	77,878	59,910
Actual FY 2018 Revenues	28,624,156	2,902,671	629,585	846,553	2,139,631	754,958	1,474,445	117,409
Actual FY 2018 Expenditures	(27,799,711)	(2,935,581)	(1,431,408)	(806,231)	(1,589,188)	(730,538)	(1,464,849)	(92,171)
Fund Balance - 6/30/2018	\$ 8,160,008	\$ 389,674	\$ 1,189,391	\$ 299,660	\$ 7,429,606	\$ (130,454)	\$ 87,474	\$ 85,148
Beginning Fund Balance - 7/1/2018	8,160,008	389,674	1,189,391	299,660	7,429,606	(130,454)	87,474	85,148
Estimated FY 2019 Revenues	29,136,882	4,746,752	18,463,583	856,207	2,386,713	763,296	661,184	246,706
Estimated FY 2019 Expenditures	(29,662,872)	(4,026,790)	(2,164,154)	(892,260)	(2,416,488)	(763,296)	(672,553)	(144,333)
Projected Fund Balance - 6/30/2019	\$ 7,634,018	\$ 1,109,636	\$ 17,488,820	\$ 263,607	\$ 7,399,831	\$ (130,454)	\$ 76,105	\$ 187,521
Beginning Fund Balance - 7/1/2019	7,634,018	1,109,636	17,488,820	263,607	7,399,831	(130,454)	76,105	187,521
Estimated FY 2020 Revenues	29,982,000	3,795,082	580,520	1,152,034	2,117,145	824,084	-	197,972
Estimated FY 2020 Expenditures	(29,982,000)	(3,820,082)	(18,069,340)	(1,309,034)	(2,385,576)	(824,084)	-	(182,972)
Projected Fund Balance - 6/30/2020	\$ 7,634,018	\$ 1,084,636	\$ -	\$ 106,607	\$ 7,131,400	\$ (130,454)	\$ 76,105	\$ 202,521

Note: Included in the General Fund projected fund balance is a note receivable from the Poquoson Economic Development Authority with a projected balance of \$1,647,904 as well as the Revenue Stabilization Fund of \$687,373 at the end of the second quarter of the fiscal year

GENERAL FUND - SUMMARY

General Fund Description

The General Fund accounts for all revenues and expenditures applicable to the general operations of the City which are not accounted for in other funds. Principal sources of revenue are property taxes and other local taxes, licenses and permit fees, and intergovernmental revenues. A significant part of the General Fund's revenues is transferred to the Poquoson Public Schools (the component unit) to fund the operation of the City's school system. Primary expenditures are for public safety, public works, health and welfare, parks, recreation and cultural, and the general administration of the City.

General Fund Projection of Fund Balance (Budgetary Basis)

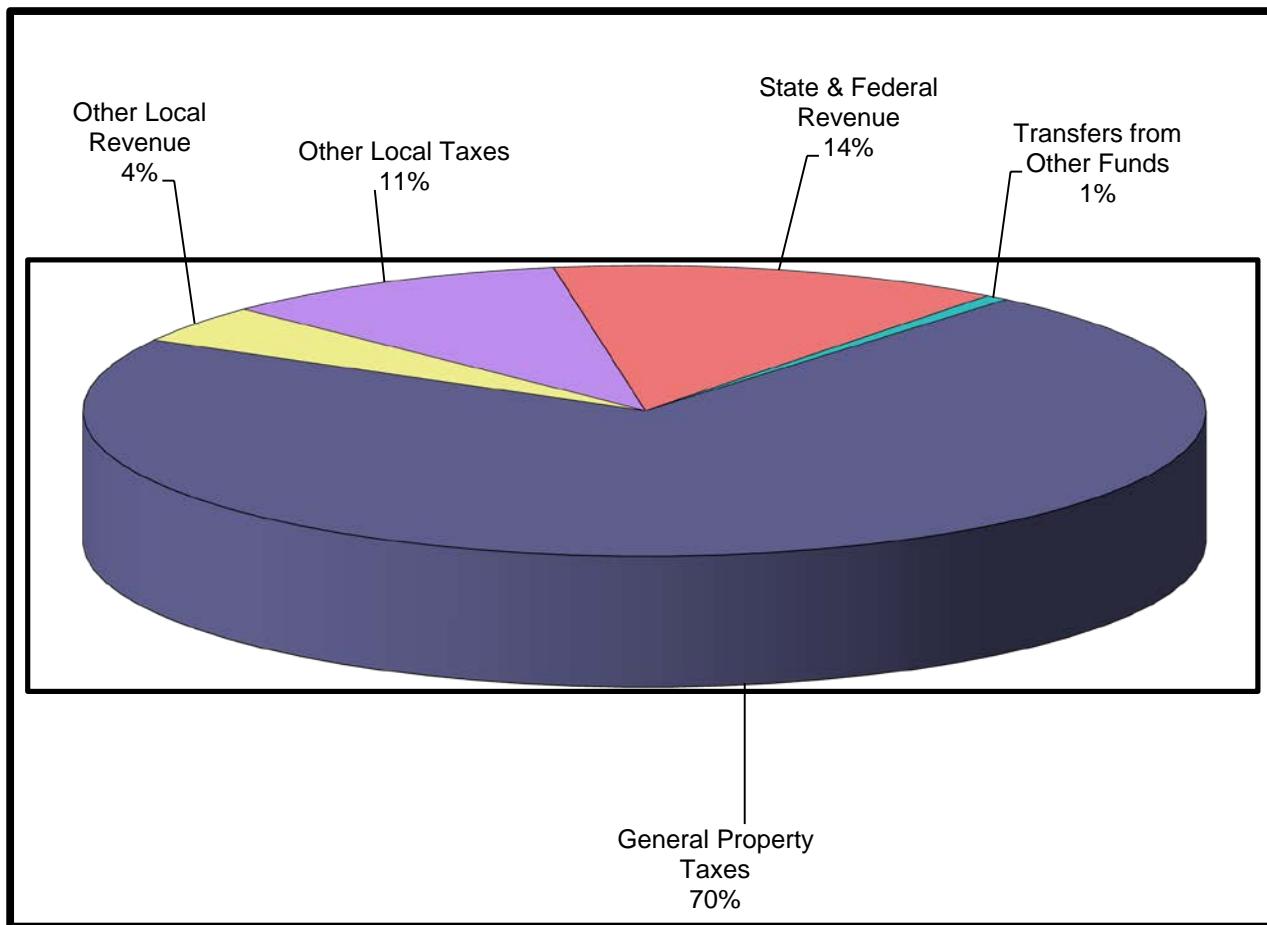
Beginning Fund Balance - 6/30/2016		\$ 7,416,222
Actual FY 2017 Revenues	\$ 27,237,538	
Actual FY 2017 Expenditures	<u>(27,318,197)</u>	<u>(80,659)</u>
Fund Balance - 6/30/2017		\$ 7,335,563
Actual FY 2018 Revenues	\$ 28,624,156	
Actual FY 2018 Expenditures	<u>(27,799,711)</u>	<u>824,445</u>
Fund Balance - 6/30/2018		* \$ 8,160,008
Estimated FY 2019 Revenues	\$ 29,136,882	
Estimated FY 2019 Expenditures	<u>(29,662,872)</u>	<u>(525,990)</u>
Projected Fund Balance - 6/30/2019		** \$ 7,634,018
Estimated FY 2020 Revenues	\$ 29,982,000	
Estimated FY 2020 Expenditures	<u>(29,982,000)</u>	<u>-</u>
Projected Fund Balance - 6/30/2020		\$ 7,634,018

* Fund balance includes a note receivable of \$1,709,587 from the Poquoson Economic Development Authority as well as the fiscal stability reserve of \$600,000. It should be noted that the total fund balance that is **unassigned** is \$5,343,537.

** In December of 2018, City Council approved mid-year budget recommendations that provided the use of the fund balance. The approved recommendations provided for an increase in the fiscal stability reserve, an additional payment to the trust fund for OPEB, a pay as you go local funding to the Capital Projects Fund and a lump sum bonus along with a half year compensation increase for permanent employees. Due to the transfer, the fiscal stability reserve will increase by \$87,373 to \$687,373. Additionally, the EDA sold two properties in FY 2019 and made a payment of \$61,684 towards the note receivable reducing the note to \$1,647,903.

GENERAL FUND - SUMMARY

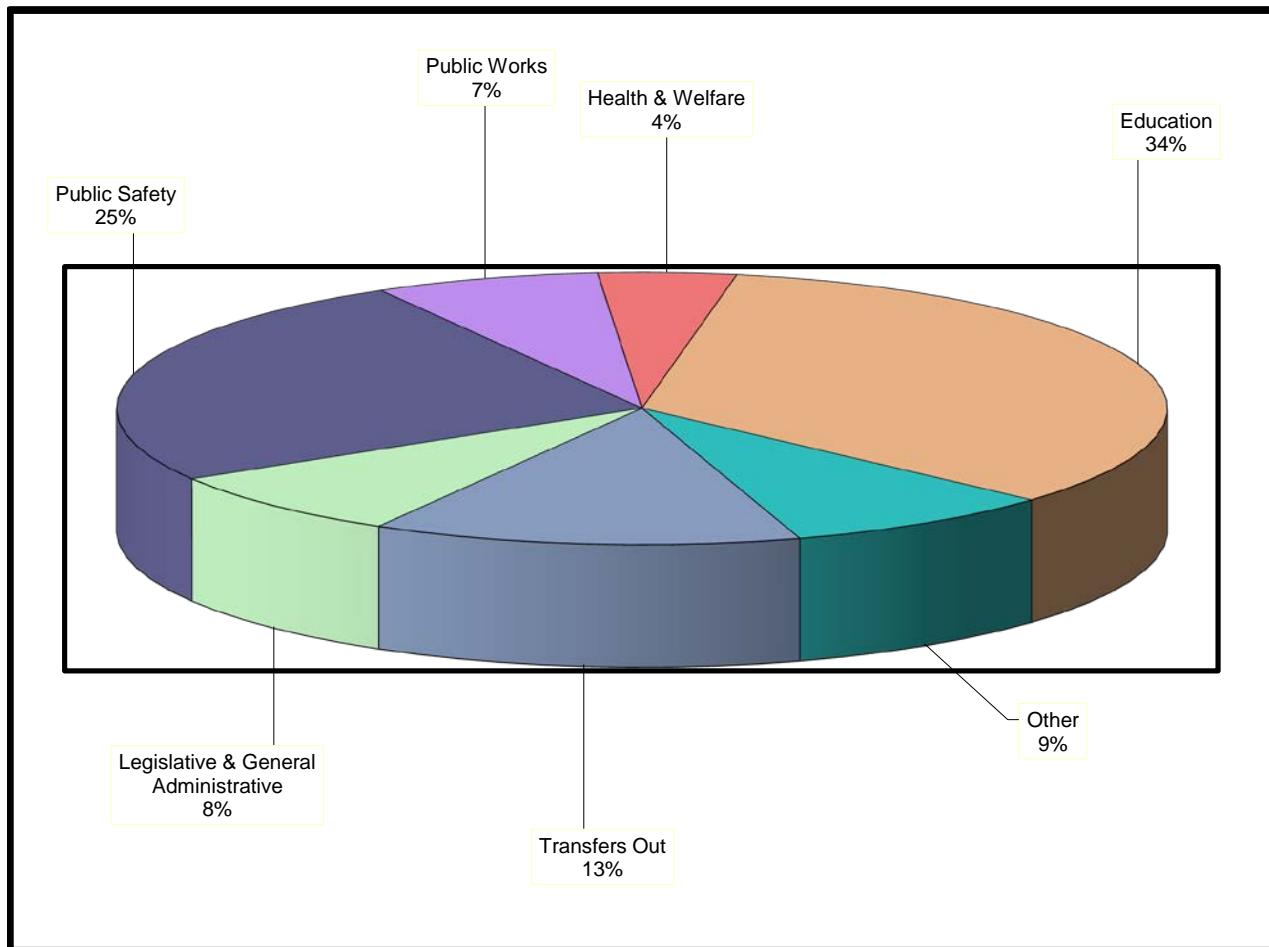
General Fund Revenue



<u>General Fund Revenue</u>	<u>Revised FY 2019</u>	<u>Adopted FY 2020</u>
General Property Taxes	\$ 20,797,499	\$ 21,575,772
Other Local Revenue	1,230,027	1,274,030
Other Local Taxes	2,971,000	3,017,370
State & Federal Revenue	3,938,356	3,914,828
Transfers from Other Funds	200,000	200,000
Use of Unappropriated Fund Balance	525,990	-
TOTAL	\$ 29,662,872	\$ 29,982,000

GENERAL FUND - SUMMARY

General Fund Expenditures



<u>General Fund Expenditures</u>	<u>Estimated FY 2019</u>	<u>Adopted FY 2020</u>
Legislative & General Administrative	\$ 2,298,439	\$ 2,396,203
Public Safety	7,516,042	7,608,502
Public Works	2,018,928	2,081,888
Health & Welfare	1,235,385	1,274,286
Education	10,046,389	10,146,687
Other	2,454,846	2,522,174
Transfers Out	4,092,843	3,952,260
TOTAL	\$ 29,662,872	\$ 29,982,000

GENERAL FUND REVENUE SUMMARY

<u>General Fund Revenues Summary</u>												%						
<u>Account Title</u>	FY 2017 Actual	FY 2018		FY 2019		FY 2019		FY 2020		FY 2020		<u>\$ Change</u>	<u>Change From 2019</u>	<u>From 2019</u>				
		Original Budget	Adopted Budget	Revised Budget	Estimated Revenue	Department Requested Budget	City Council Adopted Budget	Revised Budget	Revised Budget	Revised Budget	Revised Budget							
LOCAL REVENUE:																		
GENERAL PROPERTY TAXES																		
Real Estate-Current Tax	\$ 15,862,502	\$ 16,515,295	\$ 17,656,900	\$ 17,656,900	\$ 17,656,900	\$ 18,469,297	\$ 18,200,000	\$ 543,100					3.1%					
Delinquent Real Estate Taxes	179,804	164,466	140,000	140,000	140,000	140,000	140,000					-	0.0%					
Public Service Corp.	222,993	253,698	267,000	267,000	267,000	267,000	267,000					-	0.0%					
Personal Property-Current Tax	2,482,368	2,693,590	2,548,599	2,548,599	2,548,599	2,785,772	2,785,772					237,173	9.3%					
Delinquent Personal Property Taxes	49,311	12,649	40,000	40,000	40,000	40,000	40,000					-	0.0%					
Penalties and Interest	143,018	124,536	145,000	145,000	145,000	143,000	143,000					(2,000)	-1.4%					
TOTAL GENERAL PROPERTY TAXES	18,939,996	19,764,234	20,797,499	20,797,499	20,797,499	21,845,069	21,575,772	778,273	3.7%									
OTHER LOCAL TAXES																		
Local Sales Tax	634,736	671,177	656,000	656,000	656,000	697,370	697,370					41,370	6.3%					
Communications Sales & Use Tax	389,840	378,240	400,000	400,000	400,000	400,000	400,000					-	0.0%					
Meals Tax	735,971	747,407	755,000	755,000	755,000	755,000	755,000					-	0.0%					
Consumer Utility Tax	308,236	304,417	305,000	305,000	305,000	305,000	305,000					-	0.0%					
Consumption Tax	39,631	42,231	40,000	40,000	40,000	40,000	40,000					-	0.0%					
Business License Tax	435,698	444,987	435,000	435,000	435,000	435,000	435,000					-	0.0%					
Cigarette Tax	102,758	88,044	100,000	100,000	100,000	100,000	100,000					-	0.0%					
Other Local Taxes	310,440	288,037	280,000	280,000	280,000	280,000	280,000					5,000	1.8%					
TOTAL OTHER LOCAL TAXES	2,957,310	2,964,540	2,971,000	2,971,000	2,971,000	3,012,370	3,017,370	46,370	1.6%									
TOTAL PERMITS, LICENSES & FEES	157,800	119,995	147,000	147,000	147,000	143,200	138,200	(8,800)	-6.0%									
TOTAL FINES & FORFEITURES	34,665	42,695	42,000	42,000	42,000	42,000	42,000					-	0.0%					
USE OF MONEY & PROPERTY																		
Interest on Investments	52,286	100,286	70,000	70,000	70,000	132,000	132,000					62,000	88.6%					
Rental of Property	199,336	183,271	191,300	191,300	191,300	191,300	191,300					-	0.0%					
TOTAL USE OF MONEY & PROPERTY	251,622	283,557	261,300	261,300	261,300	323,300	323,300	62,000	23.7%									
CHARGES FOR SERVICES																		
Other Charges for Services	355,572	389,685	413,200	413,200	413,200	434,600	434,600					21,400	5.2%					
Parks & Recreation Programs	138,790	143,295	134,600	134,600	134,600	131,600	131,600					(3,000)	-2.2%					
Parks & Recreation Pool Programs	57,422	63,005	65,300	65,300	65,300	61,300	61,300					(4,000)	-6.1%					
Parks & Recreation Special Events	121,489	141,172	136,002	136,002	136,002	124,680	124,680					(11,322)	-8.3%					
Workboat Race	16,550	21,253	16,500	16,500	16,500	18,350	18,350					1,850	11.2%					
TOTAL CHARGES FOR SERVICES	689,823	758,410	765,602	765,602	765,602	770,530	770,530	4,928	0.6%									
TOTAL MISCELLANEOUS REVENUE	68,927	433,270	6,000	14,125	14,125	-	-	(14,125)	-100.0%									
TOTAL LOCAL REVENUE	\$ 23,100,143	\$ 24,366,701	\$ 24,990,401	\$ 24,998,526	\$ 24,998,526	\$ 26,136,469	\$ 25,867,172	\$ 868,646	3.5%									

GENERAL FUND REVENUE SUMMARY

<u>General Fund Revenues Summary</u>										%
Account Title	FY 2017	FY 2018	FY 2019	FY 2019	FY 2019	FY 2020	FY 2020	\$	Change	
	Actual	Actual	Original Adopted Budget	Revised Budget	Estimated Revenue	Department Requested Budget	City Council Adopted Budget	From 2019 Revised Budget	From 2019 Revised Budget	
STATE REVENUE:										
<u>NON-CATEGORICAL AID</u>										
PPTRA AID	\$ 1,923,431	\$ 1,923,431	\$ 1,923,435	\$ 1,923,435	\$ 1,923,435	\$ 1,923,435	\$ 1,923,435	\$ 1,923,435	\$ 1,923,435	0.0%
DMV Commission	131,253	124,515	128,000	128,000	128,000	124,000	124,000	(4,000)	(4,000)	-3.1%
Reimbursement to Commonwealth	-	11	-	-	-	-	-	-	-	n/a
Mobile Home Titling	6,478	15,034	12,000	12,000	12,000	12,000	12,000	12,000	12,000	0.0%
TOTAL NON-CATEGORICAL AID	2,061,162	2,062,991	2,063,435	2,063,435	2,063,435	2,059,435	2,059,435	(4,000)	(4,000)	-0.2%
<u>CATEGORICAL AID</u>										
TOTAL SHARED EXPENSES	239,660	241,806	235,327	235,327	235,327	235,428	235,428	101	101	0.0%
<u>OTHER CATEGORICAL AID:</u>										
State 599 Funds (Police)	240,712	240,712	249,610	249,610	249,610	249,610	249,610	249,610	249,610	0.0%
Street & Highway Maintenance	880,394	886,038	880,000	880,000	880,000	880,000	880,000	880,000	880,000	0.0%
Library Aid	144,976	144,199	143,481	145,789	145,789	152,887	152,887	7,098	7,098	4.9%
Children's Services Act	279,406	321,388	252,000	252,000	252,000	252,000	252,000	252,000	252,000	0.0%
Police Grants	15,035	800	62,584	63,625	63,625	82,343	82,343	18,718	18,718	100.0%
Fire and EMS Grants	40,128	107,017	-	20,520	20,520	-	-	(20,520)	(20,520)	-100.0%
Other State Revenue	8,441	4,170	-	-	-	-	-	0	0	n/a
TOTAL OTHER CATEGORICAL AID	1,609,092	1,704,324	1,587,675	1,611,544	1,611,544	1,616,840	1,616,840	5,296	5,296	0.3%
TOTAL CATEGORICAL AID	1,848,752	1,946,130	1,823,002	1,846,871	1,846,871	1,852,268	1,852,268	5,397	5,397	0.3%
TOTAL STATE REVENUE	3,909,914	4,009,121	3,886,437	3,910,306	3,910,306	3,911,703	3,911,703	1,397	1,397	0.0%
FEDERAL REVENUE:										
Police Grants	13,583	10,450	-	-	-	-	-	-	-	n/a
Plum Tree Island Refuge	3,090	2,514	2,300	2,300	2,300	2,300	2,300	2,300	2,300	0.0%
Fire Grants	14,015	7,500	-	-	-	-	-	-	-	100.0%
DHS and Citizen Corps Grants	-	-	24,950	24,950	24,950	-	-	(24,950)	(24,950)	n/a
Other Federal Revenue	960	27,870	800	800	800	825	825	25	25	3.1%
TOTAL FEDERAL REVENUE	31,648	48,334	3,100	28,050	28,050	3,125	3,125	(24,925)	(24,925)	-88.9%
TOTAL GENERAL FUND REVENUE	27,041,705	28,424,156	28,879,938	28,936,882	28,936,882	30,051,297	29,782,000	845,118	845,118	2.9%
TRANSFERS IN:										
Transfer from Sewer Fund	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	0.0%
Transfer from Solid Waste	45,833	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	0.0%
Sale of Bonds	-	-	-	-	-	-	-	-	-	n/a
Transfer from Revenue Stabilization	-	-	-	-	-	-	-	-	-	n/a
Transfer from Fund Balance	-	-	-	525,990	525,990	-	-	(525,990)	(525,990)	-100.0%
TOTAL TRANSFERS IN	195,833	200,000	200,000	725,990	725,990	200,000	200,000	(525,990)	(525,990)	-72.5%
TOTAL REVENUE & TRANSFERS IN	\$ 27,237,538	\$ 28,624,156	\$ 29,079,938	\$ 29,662,872	\$ 29,662,872	\$ 30,251,297	\$ 29,982,000	\$ 319,128	\$ 319,128	1.1%

REVENUE DETAIL

LOCAL REVENUE

General Property taxes account for 84% of locally generated revenues. Included in this category are levies made on real estate and personal property of City residents and businesses.

REAL ESTATE TAX:

The real estate property tax on residential, commercial land and buildings in the City is proposed at a rate of \$1.14 per \$100 of assessed value. Each cent of tax brings approximately \$169,348 of revenue to the City.

The tax rate is applied to the assessed value of individual property, as determined by the Real Estate Assessor during the assessment. The Commonwealth of Virginia requires localities to assess real property at 100% of fair market value. FY 2020 is a reassessment year. Tax rate and value are effective July 1, 2019.

Residential growth projections in FY 2020 are based on new houses and other residential improvements and commercial improvements estimated in value at \$8,850,024, to be built throughout the year. This will bring approximately \$54,481 in additional tax revenue during FY 2020.

FY 2020 Real Estate Revised Budget Estimate	\$18,510,519
Tax Relief and Deferral	(365,000)
FY 2020 Residential growth on new assessments of new homes and other improvements	<u>54,481</u>
FY 2020 Real Estate Budget	<u>\$18,200,000</u>

Real estate taxes are due on December 5th and June 5th. Past due balances paid by the end of the month the taxes are due are assessed a 2% penalty. A penalty of \$10 or 10%, whichever is greater, is assessed on past due balances on the first day of the month following the month in which the tax is due. In addition, interest of 10% per annum is assessed on unpaid balances beginning in the month in which the tax was due.

PUBLIC SERVICE CORPORATION TAXES:

The State Corporation Commission assesses a tax on the value of the real estate and personal property of all public service corporations; such as, Dominion Virginia Power, Virginia Natural Gas, Verizon and Cox Communications. The Commissioner of the Revenue certifies the levy as submitted by the State Corporation Commission.

Public service corporations are taxed at the same rate as real estate. The State Corporation Commission assesses public service corporations and the City estimates that assessments will be \$23,033,372 in FY 2020.

REVENUE DETAIL

PERSONAL PROPERTY TAX:

The City imposes a tax on tangible personal property of businesses and individuals, including motor vehicles, business equipment, boats, recreational vehicles (RVs), and trailers.

The City uses the NADA loan value to determine the assessment of automobiles and recreational vehicles. In the FY 2020 budget, the tax rate for automobiles is based on a \$4.15 tax rate per \$100 of assessed value; for recreational vehicles a \$1.50 tax rate per \$100 of assessed value and \$0.00001 for boats. Mobile homes are assessed as personal property on a calendar year basis, and taxed at the real estate rate of \$1.14 per \$100 of assessed value. The low value in the ABOS book is used to determine the assessment for boats.

The FY 2020 personal property tax revenue is \$4,709,207 a \$237,173 increase over the FY 2019 estimated budget. Personal property taxes are due on December 5th and June 5th. A penalty of \$10 or 10%, whichever is greater, is assessed on past due balances. Interest at the rate of 10% per annum accrues on all delinquent taxes on the first day following the due date on which such taxes become delinquent.

The Personal Property Tax Relief Act of 1998 (PPTRA) established a statewide program by which the Commonwealth of Virginia was to provide relief for owners of personal use motor vehicles from personal property taxation. Due to soaring costs associated with PPTRA, the 2004 and 2005 General Assemblies made significant changes to PPTRA. The changes include converting the program from an entitlement program to a block grant formula that caps statewide relief to local governments at \$950 million annually which became effective in FY 2008. The cap for Poquoson as identified by the State Auditor of Public Accounts for Personal Property Tax Relief is \$1,923,435.

In 2006, the City adopted the "specific relief" method of computing and reflecting tax relief. The "specific relief" method allows a set single tax rate and applies tax relief at a specific percentage to each qualifying vehicle. One hundred percent of the personal property tax will continue to qualify for tax relief for qualifying personal use vehicles used for non-business purposes with a value of one thousand dollars (\$1,000) or less. Tax relief percentage will be at 52% for calendar year 2020.

Since not all personal property is affected by PPTRA, the City has estimated that citizens and businesses will pay 59% of personal property tax in FY 2020. The break out between local taxes and state aid is as follows for FY 2020 Personal Property tax revenue.

<u>Local Taxes</u>	<u>State Aid</u>	<u>Total</u>
\$ 2,785,772	\$ 1,923,435	\$ 4,709,207

REVENUE DETAIL

LOCAL SALES TAX:

The general Virginia State Sales Tax rate is 5.3% and an additional 0.7% imposed in localities that make up the Northern Virginia and Hampton Roads areas. Poquoson is one of the Hampton Roads localities. The State returns to the City 1% of the sales tax collected within the City of Poquoson. In FY 2020, it is expected to be \$697,370 or an increase of \$41,370 from FY 2019. This projection is based on commercial retail sales in the City.

MEALS TAX:

The meals tax rate for FY 2020 is 6%. This tax has been imposed on all prepared food and beverages sold in the City since FY 2002. In FY 2020, revenue is expected to remain level for a total of \$755,000.

COMMUNICATIONS SALES & USE TAX:

The 2006 Virginia General Assembly completed a major restructuring of telecommunication taxes. Effective January 1, 2007, a statewide Communications Sales and Use Tax applies to retail communication and video services. The tax rate is 5% on local exchange telephone service, paging, inter-exchange (interstate and intrastate), cable and satellite television, wireless and Voice over Internet Protocol (VoIP).

This tax replaces the local consumer utility tax the City collected from both residential and commercial customers of telephone companies. The local E-911 tax was replaced with a \$0.75 "E-911 tax" applied to each local landline and a \$0.75 "State E-911 fee" applied to each wireless number. The Cable Franchise Fee was replaced by the Communications Sales Tax. The tax is collected by the companies and paid to the State, which administers distribution of the tax revenue. The redistribution of taxes is intended to be revenue neutral to the City. In FY 2020, it is expected to remain \$400,000.

CONSUMER UTILITY TAX:

The City collects a tax based upon consumption from residential and commercial users of the service provided by Dominion Virginia Power and Virginia Natural Gas. The monthly charge for residential and commercial users shall not exceed \$3 and \$10 respectively. It is estimated that the City will receive \$305,000 for FY 2020.

CONSUMPTION TAX:

This is a tax instituted by the State to replace the business license tax that electric and gas utilities are no longer required to pay. It is estimated that the City will receive \$40,000 for FY 2020.

BUSINESS LICENSE TAX:

A tax based upon gross receipts is imposed on local businesses, trades, professions and occupations operating within the City. The rates vary depending upon the type of business or occupation. While there have been changes in local businesses, this tax varies for contractors building new homes and commercial establishments in Poquoson. The amount budgeted for FY 2020 is expected to remain level at \$435,000.

CIGARETTE TAX:

This tax is based on a rate of 20 cents per pack. This tax went into effect October 1, 2001. The amount budgeted for FY 2020 is expected to be \$100,000.

REVENUE DETAIL

OTHER LOCAL TAXES:

Included in this category are:

Bank Franchise Tax	\$ 45,000
Recordation Tax	200,000
Deed of Conveyance	<u>40,000</u>
	<u>\$285,000</u>

The Bank Franchise Tax is a fee that is imposed on the net capital of local banks based on returns filed with the Commissioner of the Revenue. The amount budgeted for Bank Franchise Tax is based on prior years' experience and anticipated economic trends.

Recordation Tax represents fees paid to record any document with the Circuit Court. The Deed of Conveyance is a fee that is charged by the Clerk of the York/Poquoson Circuit Court for recording land transfers.

PERMITS, LICENSES, AND FEES:

Included in this category of revenue are:

Dog Licenses*	\$ 1,000
Subdivision Plan Review Fees	10,000
Zoning Advertising Fees	2,000
Building Permits	45,000
Electrical Permits	15,000
Plumbing Permits	12,000
Mechanical Permits	16,000
Erosion and Sediment Fees	15,000
Right-of-Way Permits	4,000
Drainage Pipe Permits	1,000
Site Plan Inspection Fees	15,000
Other Fees	<u>2,200</u>
	<u>\$ 138,200</u>

*Citizens can purchase one dog license for the life of the dog.

In FY 2020, this represents a decrease of \$8,800 from the FY 2019 budget to reflect the anticipated permits, licenses, and fees that will be collected.

FINES AND FORFEITURES:

This represents fines for violation of local ordinances upon conviction. The amount budgeted for FY 2020 is \$42,000.

INTEREST ON INVESTMENTS:

For FY 2020 revenue of \$132,000 is an increase from the FY 2019 budget due to change in the structure of accounts by the Treasurer with the bank institution coupled with the anticipation of continued favorable interest rates.

REVENUE DETAIL

RENTAL OF PROPERTY:

The City rents property to the School Board for administrative office space in City Hall. In FY 2020, the amount will be \$26,300, which is the same since FY 2009. This rental fee is for the maintenance costs on the building space that the School Administration occupies. Also budgeted is \$160,000 for tower rental for communications companies to place their towers on City property. The rental of the Odd Road Community Center is expected to be \$3,800. Messick Point pier rental is expected to be \$1,200 for FY 2020.

CHARGES FOR SERVICES:

Included in this category of revenue are:

EMS Fees	\$360,000
Library Fees/Test Proctor	16,600
Passport Processing	52,000
Copying Charges	<u>6,000</u>
<u>\$434,600</u>	

EMS fees are charges for ambulance services. The City began charging for ambulance services in October 2009 and increased the rates utilized in FY 2018 which aligned with the Medicare allowable charges and similar to rates charged by surrounding localities. In FY 2019, the City assessed the fees associated with a patient declining transportation and oxygen use fee. The rates for FY 2020 Budget remains level for ALS-2, ALS, BLS transport fees, medic transport decline fee and oxygen usage fee.

Library fees are book fines, etc. that are charged to patrons for returning items late and Test Proctor fees are to administer on-line tests to patrons. Locally, the Library issues Passports and the Passport Processing have decreased for FY 2020 a total of \$52,000 is anticipated to be collected for the service.

CHARGES FOR SERVICES – PARKS AND RECREATION:

Parks & Recreation Programs	\$131,600
Pool Programs	61,300
Special Events	124,680
Workboat Race	<u>18,350</u>
<u>\$335,930</u>	

Parks and Recreation Programs represent fees charged for participating in various activities, such as athletics, arts and crafts, and instructional classes. Pool Programs are fees charged for all activities relating to the pool, including swim lessons, recreational swimming and swim team. Rates for these programs are set to attempt to cover the cost of running the programs.

Special Events are event fees that provide family oriented programs and festivals which includes the annual Seafood Festival, Easter Egg Hunt and the Holiday parade.

Workboat Race is for the sponsor fees paid for the workboat race as part of the annual Seafood Festival. The race promotes the history of the water for Poquoson.

REVENUE DETAIL

MISCELLANEOUS REVENUE:

The City does not anticipate any miscellaneous revenue for FY 2020. Therefore the budget reflects accordingly.

STATE REVENUE

NON-CATEGORICAL AID:

The City receives from the State revenues for the following categories:

Personal Property Tax Relief Act	\$1,923,435
Mobile Home Titling	12,000
DMV Reimbursement	<u>124,000</u>
<u>\$2,059,435</u>	

Total personal property in FY 2020 is \$4,709,207. Of this amount, \$2,785,772 is recorded as general property taxes and \$1,923,435 is recorded as State Non-Categorical Aid. Personal Property is expected to increase by \$237,173; however, the revenue from the State will remain level.

The City opened a Department of Motor Vehicles – Select office (DMV) on January 2, 2002. As part of the City's agreement with DMV, the City receives a commission of 4.5% of the first \$500,000 of gross collections and 5% on gross collection over \$500,000. It is projected the City will receive \$124,000 for FY 2020. The office staff salaries and the majority of office expenses are paid by the City. The total DMV Select expenditure budget is \$134,225.

REVENUE DETAIL

CATEGORICAL AID - SHARED EXPENSES:

The State assists in funding the offices of the Commissioner of the Revenue, Treasurer and Registrar. For the two constitutional officers, the level of State funding is established by the State Compensation Board within certain parameters established by the General Assembly. A portion of the Registrar's salary is paid through the State Department of Elections with the other expenses of the office paid by the City.

The FY 2020 budget is \$235,428 which reflects a slight increase from FY 2019.

The revenues are:

Commissioner of the Revenue	\$ 98,830
Treasurer	101,598
Registrar	<u>35,000</u>
<u>\$235,428</u>	

OTHER CATEGORICAL AID:

The City also receives funding from the State to be used for specific purposes. Included in this category is State 599 funding for the Police Department, Street and Highway Maintenance funds, Library Aid, and other certain grants. State 599 funding is intended for the operation of the City Police Department. The 599 funding for FY 2020 is anticipated to be \$249,610.

Street and Highway Maintenance aid is received for the upkeep of City roads and streets and is based upon the number of lane miles in the City system. Street and Highway Maintenance funds are also reflected in the Capital Projects Fund. The City estimates a total of \$1,405,000 in FY 2020 for Street and Highway Maintenance funding, which is the same as FY 2019. In the General Fund, \$880,000 is budgeted for Public Works and Mosquito Control departments and \$525,000 is budgeted in the Capital Projects Fund to be used for paving and drainage projects.

Library Aid is provided on a per capita basis for the operation of the public library. State money must be expended either for book purchases or partial funding of Library professional employees' salaries. The amount the City estimates in FY 2020 is \$152,887.

Children's Services Act (CSA) funds are provided to partially fund mandated foster care and special education expenses. The State contribution is expected to be \$252,000 and a local cost of \$98,000 for a total of \$350,000 for CSA expenditures.

Various websites from State agencies and the Virginia Municipal League (VML) determined the FY 2020 estimates for State Categorical Aid. VML is an advocate for Virginia localities at the General Assembly.

REVENUE DETAIL

FEDERAL REVENUE

CATEGORICAL AID:

Plum Tree Island Refuge revenue represents payment in lieu of taxes for the Big Marsh area administered by the U.S. Department of Interior.

TRANSFERS IN

The Utilities Fund reimburses the General Fund for expenses incurred in the overall administration of the sewer system. In FY 2020 \$150,000 will be transferred for this purpose. The Solid Waste Fund reimburses the General Fund for expenses incurred for administration of the City's solid waste programs in the amount of \$50,000.

There is no planned use of Fund Balance in FY 2020 to balance the General Fund Budget.

GENERAL FUND EXPENDITURES SUMMARY

General Fund Expenditures Summary

Account Title	FY 2017	FY 2018	FY 2019	FY 2020	FY 2020	\$	%
	Actual	Actual	Original Adopted Budget	Revised Budget	Department Request Budget	City Council Adopted Budget	Change From 2019 Revised Budget
<u>LEGISLATIVE</u>							
City Council	\$ 68,709	\$ 72,564	\$ 66,402	\$ 66,402	\$ 66,402	\$ 66,906	\$ 504 0.8%
<u>GENERAL ADMINISTRATION</u>							
City Manager	459,250	448,080	444,247	452,314	466,357	474,282	21,968 4.9%
Legal Services	118,111	107,834	119,305	119,305	119,305	119,305	- 0.0%
Independent Auditor	41,076	38,757	45,000	45,000	48,000	48,000	3,000 6.7%
Commissioner of the Revenue	296,879	282,385	286,106	289,072	329,600	328,649	39,577 13.7%
Assessor/Equalization Board	191,738	182,602	206,261	209,634	217,186	219,156	9,522 4.5%
Treasurer	323,590	337,237	347,093	350,866	327,333	329,974	(20,892) -6.0%
Finance	402,138	417,065	429,654	435,672	458,481	462,897	27,225 6.2%
Technology	114,857	75,151	97,200	97,200	103,860	105,860	8,660 8.9%
Risk Management	47,692	51,871	52,061	66,827	63,343	59,511	(7,316) -10.9%
TOTAL ADMINISTRATION	1,995,331	1,940,982	2,026,927	2,065,890	2,133,465	2,147,634	81,744 4.0%
<u>ELECTIONS</u>							
Registrar/Electoral Board	162,371	203,247	163,848	166,147	177,404	178,338	12,191 7.3%
<u>PUBLIC SAFETY</u>							
Courts and Sheriff	444,949	442,663	477,020	477,020	504,443	504,443	27,423 5.7%
Police	2,730,434	2,788,537	3,109,806	3,136,071	3,048,816	3,055,501	(80,570) -2.6%
Fire	2,902,319	3,285,708	3,113,534	3,244,617	3,370,533	3,380,671	136,054 4.2%
Corrections & Detention	304,853	339,601	329,058	329,058	300,498	300,498	(18,957) -5.8%
Inspections	278,133	245,659	250,792	254,811	270,153	273,016	18,205 7.1%
Animal Control	103,482	80,325	74,465	74,465	84,770	84,770	10,305 13.8%
TOTAL PUBLIC SAFETY	6,764,170	7,182,493	7,354,675	7,516,042	7,579,213	7,598,899	82,857 1.1%
<u>PUBLIC WORKS</u>							
Engineering	165,462	174,898	201,507	203,543	311,750	221,756	18,213 8.9%
Public Works	1,432,865	1,359,880	1,519,565	1,539,385	1,600,562	1,588,058	48,673 3.2%
Street Lights	87,112	86,037	90,000	90,000	86,000	86,000	(4,000) -4.4%
Facilities	211,670	203,220	171,000	186,000	212,874	186,074	74 0.0%
TOTAL PUBLIC WORKS	1,897,109	1,824,035	1,982,072	2,018,928	2,211,186	2,081,888	62,960 3.1%
<u>HEALTH & WELFARE</u>							
Health Department	35,158	33,573	40,219	40,219	40,595	40,595	376 0.9%
Mosquito Control	242,363	281,057	297,403	300,169	313,288	302,766	2,597 0.9%
Mental Health	235,708	249,899	251,793	251,793	270,645	270,645	18,852 7.5%
Welfare/Social Services	710,606	798,716	643,204	643,204	660,280	660,280	17,076 2.7%
TOTAL HEALTH & WELFARE	\$ 1,223,835	\$ 1,363,245	\$ 1,232,619	\$ 1,235,385	\$ 1,284,808	\$ 1,274,286	\$ 38,901 3.1%

GENERAL FUND EXPENDITURES SUMMARY

General Fund Expenditures Summary

Account Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Original Adopted Budget	FY 2019 Revised Budget	FY 2020 Department Request Budget	FY 2020 City Council Adopted Budget	\$ Change From 2019 Revised Budget	% Change From 2019 Revised Budget
	FY 2017 Actual	FY 2018 Actual	FY 2019 Original Adopted Budget	FY 2019 Revised Budget	FY 2020 Department Request Budget	FY 2020 City Council Adopted Budget	\$ Change From 2019 Revised Budget	% Change From 2019 Revised Budget
<u>EDUCATION</u>								
School Contribution	\$ 9,711,046	\$ 9,824,417	\$ 9,935,403	\$ 9,935,403	\$ 10,146,687	\$ 10,146,687	\$ 211,284	2.1%
Reappropriation	27,124	29,361	-	110,986	-	-	(110,986)	n/a
TOTAL EDUCATION	9,738,170	9,853,778	9,935,403	10,046,389	10,146,687	10,146,687	100,298	1.0%
<u>PARKS, RECREATION & CULTURAL</u>								
Parks & Recreation Programs	443,119	433,194	455,689	463,156	510,736	483,099	19,943	4.3%
Parks & Recreation Pool	128,979	130,925	136,064	136,064	153,898	139,620	3,556	2.6%
Parks & Recreation Special Events	214,695	213,681	222,140	225,451	236,663	234,494	9,043	4.0%
Library	858,646	865,366	873,605	903,046	912,327	915,003	11,957	1.3%
TOTAL PARKS, REC & CULTURAL	1,645,439	1,643,166	1,687,498	1,727,717	1,813,624	1,772,216	44,499	2.6%
<u>COMMUNITY DEVELOPMENT</u>								
Planning	320,094	348,524	330,337	334,608	337,664	342,629	8,021	2.4%
Planning/BZA/Wetlands/ARB	9,407	3,002	9,450	9,450	9,750	9,450	-	0.0%
Economic Development	114,337	99,092	101,471	102,475	198,759	105,462	2,987	2.9%
Community Development	157,968	157,037	133,691	133,691	134,570	134,570	879	0.7%
TOTAL COMMUNITY DEVELOPMENT	601,806	607,655	574,949	580,224	680,743	592,111	11,887	2.0%
<u>NON-DEPARTMENTAL</u>								
Non-Departmental	39,741	8,086	24,200	24,200	24,200	24,030	(170)	-0.7%
DMV Select	103,621	105,929	120,581	122,705	133,785	134,225	11,520	9.4%
TOTAL NON-DEPARTMENTAL	143,362	114,015	144,781	146,905	157,985	158,255	11,350	7.7%
<u>TRANSFERS OUT</u>								
Debt Service Fund	2,888,155	2,902,671	3,813,627	3,813,627	3,820,082	3,795,082	(18,545)	-0.5%
Capital Projects Fund	133,000	40,000	10,186	97,559	55,520	55,520	(54,559)	-55.9%
Economic Development Authority	-	5,000	16,417	16,417	17,053	17,053	636	n/a
Solid Waste Fund	-	-	-	1,853	-	-	(1,853)	n/a
Special Revenue Fund OPEB	56,740	46,865	70,534	157,907	107,125	97,125	(60,782)	-38.5%
Fleet Fund	-	-	-	5,480	-	-	(5,480)	n/a
TOTAL TRANSFERS OUT	3,077,895	2,994,536	3,910,764	4,092,843	3,999,780	3,964,780	(128,063)	-3.1%
TOTAL GENERAL FUND	\$ 27,318,197	\$ 27,799,716	\$ 29,079,938	\$ 29,662,872	\$ 30,251,297	\$ 29,982,000	\$ 319,128	1.1%

CITY COUNCIL

Expenditures Summary

			FY 2019		FY 2020		FY 2020		\$		%	
			Original	Revised	Department	Request	City Council	Adopted	From 2019	Change	From 2019	Change
	FY 2017	FY 2018	Adopted	Budget	Budget	Budget	Budget	Budget	Revised	Budget	Revised	Budget
	FY 2017 Actual	FY 2018 Actual										
Personnel Services	\$ 52,136	\$ 57,269	\$ 54,762	\$ 54,762	\$ 54,762	\$ 54,762	\$ 55,266	\$ 504				0.9%
Operating Expenses	16,573	15,295	11,640	11,640	11,640	11,640	11,640					0.0%
Capital Outlay	-	-	-	-	-	-	-				n/a	n/a
Totals	\$ 68,709	\$ 72,564	\$ 66,402	\$ 66,402	\$ 66,402	\$ 66,402	\$ 66,906	\$ 504				0.8%

Personnel Summary

			FY 2020		FY 2020	
			Department	City Council		
	FY 2017	FY 2018	FY 2019	Request	Adopted	
	Authorized	Authorized	Authorized	Positions	Positions	
City Clerk						
	0.4	0.4	0.4	0.4	0.4	
Totals	0.4	0.4	0.4	0.4	0.4	

* In Personnel Services, a minimal amount is budgeted as a stipend to the City Mayor and six City Council Members. All 7 members' stipends total \$8,700 a year. In addition to the stipends, a portion of the City Clerk's salary is budgeted here with the remaining portion in the City Manager's office.



Goals and Objectives

- * Promote economic development opportunities as a means of bringing balance to local revenue generation.
- * Provide outstanding leadership on behalf of the citizens.

CITY COUNCIL

Major Departmental Functions

- * The City of Poquoson is organized under the Council-Manager form of government. The Poquoson City Council is composed of seven members who are elected by the voters and serve four year staggered terms. The City is divided into three precincts, each of which is entitled to two representatives. The City Mayor is elected at large. Persons elected to City Council take office on the first day of January following the election which is held in November of even numbered years.
- * Council appoints the City Manager, City Clerk, City Attorney, and members to various Boards and Commissions.
- * Council adopts the City Budget and Constrained Capital Improvements Plan.
- * Council adopts ordinances and resolutions relating to municipal affairs and imposes fines and penalties for noncompliance.
- * Council is served by a City Clerk who is responsible for transcribing the minutes of Council meetings and generally managing City Council's affairs. The City Clerk provides administrative support to the Mayor and Council and maintains City records in accordance with the Code of Virginia.

Performance Measures

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
Regular Meetings	18	18	19	19
Work Sessions	10	10	9	9
Special Sessions/Retreats	2	2	1	1

Significant Budget Items

- * Increase in Personnel Services due to increase in pay adjustment and health insurance.

CITY MANAGER

Expenditures Summary

							\$		%	
			FY 2019		FY 2020		FY 2020		Change	Change
	FY 2017	FY 2018	Original	FY 2019	Department	City Council	From 2019	From 2019	Revised	Revised
	Actual	Actual	Adopted	Revised	Request	Adopted	Revised	Revised	Budget	Budget
Original	Adopted	Budget	Revised	Budget	Budget	Budget	Revised	Revised	Budget	Budget
Personnel Services	\$ 443,675	\$ 420,519	\$ 423,247	\$ 431,314	\$ 440,157	\$ 448,082	\$ 16,768	\$ 16,768	4.0%	4.0%
Operating Expenses	14,651	27,516	21,000	21,000	26,200	26,200	5,200	5,200	24.8%	24.8%
Capital Outlay	924	45	-	-	-	-	-	-	n/a	n/a
Totals	\$ 459,250	\$ 448,080	\$ 444,247	\$ 452,314	\$ 466,357	\$ 474,282	\$ 21,968	\$ 21,968	4.9%	4.9%

Personnel Summary

			FY 2020		FY 2020	
	FY 2017	FY 2018	FY 2019	Department	City Council	
	Authorized	Authorized	Authorized	Request	Adopted	
				Positions	Positions	
City Manager	1	1	1	1	1	1
Assistant City Manager	0.6	1	1	1	1	1
Assistant to the City Manager	1	0.6	0.6	0.6	0.6	0.6
Executive Assistant	1	1	1	1	1	1
Graduate Management Assistant*	-	1	1	1	1	1
Part-time (FTE)	0.2	0.2	0.2	0.2	0.2	0.2
Totals	3.8	4.8	4.8	4.8	4.8	4.8

*Approved but unfunded FTE.



Goals and Objectives

- * Provide outstanding leadership to the City Government.
- * Increase economic growth in the City.
- * Effectively manage governmental services.
- * Maintain an excellent working partnership with the Superintendent and Poquoson City Public Schools.
- * Continue work on the Master Infrastructure Plan.

CITY MANAGER

Major Departmental Functions

- * The City Manager is appointed by City Council to serve as Chief Administrative Officer of the City.
- * Execute and implement ordinances, resolutions and policies established by Council.
- * Oversee the daily administrative operations of the City. Recommend service and policy improvements.
- * Oversee the operations of all City departments, guide the performance of City staff, and encourage excellence in service through problem solving, integrity, responsiveness, innovation, and teamwork.
- * Provide ongoing community/employee relations program.
- * Keep internal and external customers advised of City related media events via public service announcements, press releases, public and employee newsletters, communications to Council members.
- * The City Manager serves as the Director of Emergency Services.
- * The City Manager serves as the Zoning Administrator.
- * The City Manager serves as the Purchasing Agent.



Significant Budget Items

- * Increase in Personnel Services due to increase in pay adjustment and health insurance.
- * Increase in operating expenses for additional travel and training for conferences.

LEGAL SERVICES

Expenditures Summary

			FY 2019		FY 2020		FY 2020		\$		%	
	FY 2017	Actual	FY 2018	Actual	Original	Adopted	FY 2019	Department	City Manager	Adopted	Change	From 2019
	FY 2017	Actual	Actual	Original	Revised	Request	Budget	Budget	Revised	Budget	Revised	Revised
Personnel Services	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		n/a
Operating Expenses	114,833		105,902	117,105	117,105	117,105	117,105	117,105	117,105	117,105	-	0.0%
Capital Outlay	3,278		1,932	2,200	2,200	2,200	2,200	2,200	2,200	2,200	-	0.0%
Totals	\$ 118,111		\$ 107,834	\$ 119,305	-	0.0%						

Personnel Summary

N/A



Goals and Objectives

- * Practice preventive law on behalf of the City of Poquoson by regular meetings with the City Manager and recommendations to improve the legal position of the City.
- * Handle legal matters concerning the City in accordance with law in a timely and efficient manner.

LEGAL SERVICES

Major Departmental Functions

- * The City Attorney is appointed by City Council to serve as legal advisor to the City Council, the City Manager, and all Departments and Boards and Commissions of the City.
- * Prepares and reviews ordinances for introduction to Council.
- * Drafts and reviews all contracts, licenses, permits, deeds, leases, and other legal documents to which the City is a party.
- * Represents the City in all legal proceedings and prosecutes violations of City ordinances.



Significant Budget Items

- * Budget is projected to be stable with no increase in operating expenses anticipated.

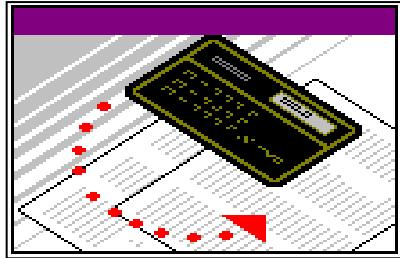
INDEPENDENT AUDITOR

Expenditures Summary

			FY 2019		FY 2020		FY 2020		\$		%	
			Original	FY 2019	Department	City Council	From 2019	Change	From 2019	Change	From 2019	Change
	FY 2017	FY 2018	Adopted	Revised	Request	Adopted	Revised	Revised	Revised	Revised	Revised	Revised
	Actual	Actual	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	n/a		
Operating Expenses	41,076	38,757	45,000	45,000	48,000	48,000	48,000	48,000	3,000	6.7%		
Capital Outlay	-	-	-	-	-	-	-	-	n/a	n/a		
Totals	\$ 41,076	\$ 38,757	\$ 45,000	\$ 45,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 3,000	6.7%		

Personnel Summary

N/A



Goals and Objectives

- * Provide City Council and City administration analysis, recommendations, counsel and information concerning financial related activities of the City in accordance with generally accepted government auditing standards promulgated by the Comptroller General of the United States and the Auditor of Public Accounts of the Commonwealth of Virginia.
- * Perform FY 2019 audits of the City, School Board, School Activity Funds and Economic Development Authority (EDA) and draft the Comprehensive Annual Financial Report (CAFR) by November 30, 2019.
- * Prepare the Comparative Cost Report for the City.
- * Provide suggestions to strengthen internal accounting and administrative controls.

INDEPENDENT AUDITOR

Major Departmental Functions

* Accounts for an independent accounting firm to conduct an audit of the City's, Schools', and EDA's financial records for the preceding fiscal year, in accordance with law.

Performance Measures

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
Auditing Hours	750	875	775	850

Significant Budget Items

* The increase is due to a new audit contract entered after a successful request for proposal process. The fee reflects the implementation of the newest Governmental Account Standards Board pronouncement.

Program Accomplishments

* Assisted in reviewing Government Finance Officers Association (GFOA) prior year comments and financial statement checklist in order to apply for the GFOA Award for Certification of Achievement for Excellence in Financial Reporting for FY 2019.
* Properly implemented GASB 75 relating to other post employment benefits.

COMMISSIONER OF THE REVENUE

Expenditures Summary

			FY 2019		FY 2019		FY 2020		FY 2020		\$ Change	% Change
			Original	Revised	Department	City Council	From 2019	From 2019	Revised	Revised	Revised	Revised
	FY 2017	FY 2018	Adopted	Adopted	Request	Adopted	Revised	Revised	Budget	Budget	From 2019	From 2019
			Actual	Actual	Budget	Budget	Budget	Budget	Revised	Budget	Revised	Revised
Personnel Services	\$ 286,197	\$ 268,152	\$ 273,556	\$ 276,522	\$ 315,000	\$ 315,049	\$ 38,527	\$ 38,527	\$ 38,527	\$ 38,527	13.9%	13.9%
Operating Expenses	10,682	14,233	12,550	12,550	14,100	13,600	1,050	1,050	1,050	1,050	8.4%	8.4%
Capital Outlay	-	-	-	-	500	-	-	-	-	-	n/a	n/a
Totals	\$ 296,879	\$ 282,385	\$ 286,106	\$ 289,072	\$ 329,600	\$ 328,649	\$ 39,577	\$ 39,577	\$ 39,577	\$ 39,577	13.7%	13.7%

Personnel Summary

			FY 2020		FY 2020	
			Department	City Council	Department	City Council
	FY 2017	FY 2018	FY 2019	Request	Adopted	Adopted
	Authorized	Authorized	Authorized	Positions	Positions	Positions
Commissioner of the Revenue		1	1	1	1	1
Deputy Commissioner II		1	1	1	1	1
Deputy Commissioner I		1	1	1	1	1
Assessment Technician/DMV Clerk		1	1	1	1	1
Totals		4	4	4	4	4

Goals and Objectives

- * Prepare the Real Estate Land Book and all necessary supplements. Execute deferral and exemption of real estate taxes for elderly and disabled persons who meet requirements.
- * Maintain, print and mail personal property forms. Have all personal property assessed and the assessment book printed by April 1st.
- * Process business licenses by March 1st of each year.
- * Enforce prepared food and beverage tax and cigarette taxation.
- * Continue to audit the Virginia Department of Taxation for proper remittance of Poquoson's sales tax.
- * Assist residents with their state tax preparation and submission.

COMMISSIONER OF THE REVENUE

Major Departmental Functions

- * Maintain owners of record for all real estate parcels; prepare land book in accordance with State Code.
- * Ensure that all personal property, business property and public utility taxes are assessed.
- * Render fair and consistent assessments with regards to all personal property.
- * Audit all locally filed Virginia State income tax returns and provide reports to State and City Treasurer.
- * Utilize the online computer system with the Department of Taxation for processing refunds.
- * Administer tax exemption and deferral program for elderly and handicapped.
- * Issue business licenses to all businesses operating within the City and non-city businesses which gross \$25,000 or more in business within the City of Poquoson.
- * Prepare food and beverage tax forms and enforce such tax.
- * Administer and enforce the rules and regulations relating to cigarette taxation.

<u>Performance Measures</u>	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
Business License	830	865	825	830
Meals Tax	44	53	45	50
Personal Property Abatements	3,340	3,702	3,500	3,500
Personal Property Assessments	20,925	21,649	21,500	21,000
Property Transfers	488	422	425	425
Public Service Corporations	10	10	10	10
Real Estate Abatements	46	82	40	50
Real Estate Parcels	5,322	5,443	5,350	5,550
State Estimated Returns	234	232	230	220
State Tax Returns Audited	1,020	915	1,000	900
Tax Exemption & Deferral Applications	136	165	150	150

Significant Budget Items

- * In FY 2020, the City expects to receive \$98,830 in State Categorical Aid towards expenses of this office.
- * Within the Personnel Services an increase was reflected for pay adjustment and health insurance.

Program Accomplishments

- * Continue providing efficiency and stability to the DMV Select office by cross-training employees in the Commissioner's office.

ASSESSOR / EQUALIZATION BOARD

Expenditures Summary

			FY 2019		FY 2020		FY 2020		\$ Change		% Change
			Original	Revised	Department	City Council	From 2019	Revised	From 2019	Revised	From 2019
	FY 2017	FY 2018	Adopted Budget	Budget	Request Budget	Adopted Budget	Revised Budget	Revised Budget	Revised Budget	Revised Budget	From 2019
	FY 2017 Actual	FY 2018 Actual									
Personnel Services	\$ 180,443	\$ 176,885	\$ 183,211	\$ 186,584	\$ 195,577	\$ 198,681	\$ 12,097				6.5%
Operating Expenses	11,142	5,617	23,050	23,050	20,809	20,475	(2,575)				-11.2%
Capital Outlay	153	100	-	-	800	-	-				0.0%
Totals	\$ 191,738	\$ 182,602	\$ 206,261	\$ 209,634	\$ 217,186	\$ 219,156	\$ 9,522				4.6%

Personnel Summary

			FY 2020		FY 2020	
			Department	City Council		
	FY 2017	FY 2018	FY 2019	Request	Adopted	Positions
	Authorized	Authorized	Authorized	Positions	Positions	
City Real Estate Assessor	1	1	1	1	1	1
Assessor Technician	1	1	1	1	1	1
Totals	2	2	2	2	2	2

Ratio of property sales during time period

		<u>6/16-12/16</u>	<u>6/17-12/17</u>	<u>6/18-12/18</u>
Sold 41% or more	over Assessed Value	-	5	3
Sold 31% -- 40%	over Assessed Value	5	2	1
Sold 11% -- 30%	over Assessed Value	11	6	7
Sold 1% -- 10%	over Assessed Value	21	27	14
Sold at Assessed Value		2	6	4
Sold 1% -- 10%	under Assessed Value	44	48	36
Sold 11% -- 30%	under Assessed Value	18	24	13
Sold 31% -- 40%	under Assessed Value	1	1	1
Sold 41% or more	under Assessed Value	1	1	-

The above shows the shift in properties selling at or over assessed value.

Goals and Objectives

- * Continue to utilize property surveys and aerial photographs to improve the accuracy of property identification maps.
- * Continue to work with the contractor to maintain property tax maps and the Geographic Information System (GIS).
- * Continue to maintain and provide real estate sales information for the City web site.
- * Continue to modernize the office and the services that are provided to the public.
- * Continue to maintain one of the highest Assessment Ratios among all of the localities in the State of Virginia.
- * Implement the NEW Vision Assessment Software Package.
- * Complete FY 2020 reassessment cycle.
- * Balance database with the Commissioner of the Revenue and print the land book in accordance with State Code.

ASSESSOR / EQUALIZATION BOARD

Major Departmental Functions

- * Maintain owners of record with descriptive information of each real estate parcel within the City.
- * Analyze sales information and monitor new construction costs in order to keep abreast of local property value trends.
- * Inspect and visit properties that transfer. Post to ratio map and perform periodic ratio studies.
- * Inspect and value all new construction. Make scaled drawing and photograph each main improvement.
- * Assist GIS vendor with maintenance of City property tax maps and property information website.
- * Liaison between city departments, various groups with GIS needs and GIS vendor.
- * Conduct the biennial reassessment of real estate within the City.
- * Assist in organizing the Board of Equalization Hearings.

<u>Performance Measures</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Estimated**</u>
Assessor				
Real Estate Parcels	5,405	5,443	5,500	5500
Total Assessed Value	\$1,520,227,500	\$1,582,741,600	\$1,597,471,000	\$1,639,484,487
Property Transfers	395	490	450	450
Abatement & Supplements	127	229	150	200
Assessed Value - Abate./Sup.	\$9,356,600	\$19,446,200	\$17,258,400	\$17,258,400
**reassessment year FY 2020				
Equalization Board				
# of Property Owners Appealing	-	4	-	4
# of Parcels Reviewed	-	5	-	4
# of Parcels Increased	-	1	-	1
Value of Increases	\$ -	\$ 6,000	\$ -	\$ 10,000
# of Assessments Decreased	-	4	-	1
Value of Decreases	\$ -	\$ 251,317	\$ -	\$ 10,000

*Assessments are performed every two years; therefore the Equalization Board only meets every two years.

Significant Budget Items

- * Increase in Personnel Services due to increase in pay adjustment and health insurance
- * Decrease in operating expenses due decrease in computer consulting and postage services.

Program Accomplishments

- * Began the FY 2020 Reassessment.
- * Picked up and valued new construction at percentage that was completed as of July 1, 2018.
- * Balanced the database with Commissioner of the Revenue database for printing of the FY 2019 Landbook
- * Continued to maintain one of the best assessment ratios in the state, per the Virginia Department of Taxation.

TREASURER

Expenditures Summary

			FY 2019		FY 2020		FY 2020		\$		%	
			Original	Revised	Department	City Council	Change	From 2019	Revised	Revised	Change	
	FY 2017	FY 2018	Adopted	Budget	Budget	Budget	From 2019	Revised	Budget	From 2019		
	FY 2017 Actual	FY 2018 Actual										
Personnel Services	\$ 295,155	\$ 298,069	\$ 309,767	\$ 313,540	\$ 282,675	\$ 287,316	\$ (26,224)				-8.4%	
Operating Expenses	28,435	39,168	37,326	37,326	44,658	42,658	5,332				14.3%	
Capital Outlay	-	-	-	-	-	-	-				n/a	
Totals	\$ 323,590	\$ 337,237	\$ 347,093	\$ 350,866	\$ 327,333	\$ 329,974	\$ (20,892)				-6.0%	

Personnel Summary

			FY 2020		FY 2020 City Council
	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Authorized	Request Positions	
Treasurer	1	1	1	1	1
Deputy Treasurer	1	1	1	1	1
Accounting Technician	1	1	1	1	1
Account Clerk	1	1	1	1	1
Totals	4	4	4	4	4



Goals and Objectives

- * Maintain high collection rates and customer service.
- * Continue training/certification program for Treasurer and deputies. The Treasurer and one deputy will maintain their certifications as Master Governmental Treasurer and Master Governmental Deputy Treasurers.
- * Pursue collections of delinquent accounts through use of DMV stops, debt setoff programs, liens and warrants.
- * Maintain State office accreditation which was received in 2014.

TREASURER

Major Departmental Functions

- * Collect all revenues due to the City and School Division including real estate and personal property taxes, service fees, prepared meals taxes, license fees, and utility fees.
- * Administer online-payment website, direct-debit program and credit cards.
- * Pursue delinquent taxes and fees through warrants, DMV stops, wage liens, and debt setoff.
- * Maintain proper accounting of all cash receipts.
- * Invest idle cash and assist in debt service management.
- * Maintain and reconcile bank accounts used by the City and School Division.
- * Collect and deposit State income taxes and State estimated taxes.
- * Process and mail all original and delinquent personal property and real estate tax bills.
- * Maintain mortgage files so real estate taxes can be conveyed against escrowed funds for taxpayers.

Performance Measures

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
First Year Personal Property Collection Rate	91.56%	90.52%	91.75%	91.00%
First Year Real Estate Collection Rate	98.63%	98.68%	98.25%	98.50%
Business Licenses Processed	890	920	920	925
Dog Tags Processed	1,516	396	200	200
Estimated Tax Payments	645	612	600	600
Meals Tax Payments Processed	369	363	360	370
Personal Property Tax Tickets Processed	39,370	41,357	39,350	39,400
Real Estate Tax Tickets Processed	11,878	12,039	11,720	11,900
Utility Account Payments Processed	26,999	27,018	26,650	27,100

Significant Budget Items

- * In FY 2020, the City expects to receive \$101,598 in State Categorical Aid towards expenses of this office.
- * Decrease in Personnel Services due to a retirement in FY 2019 offset by increase in pay adjustment and health insurance.
- * Increase in Operating Expenses due to fee structure charged by the bank and reflect the increase in postage.

Program Accomplishments

- * Treasurer's Office collected taxes on a timely basis. As of December 31, 2018, the collection rate for 2018 personal property was 90.52%. The collection rate for the 2019 first half of real estate was 97.98%.
- * Two employees are certified with the Treasurers Association of Virginia (TAV).
- * Currently 398 utility participants utilize the automatic debit program which is an increase of 25 from the prior year.
- * Continued to grow a monthly auto debit program for the pre-payment of taxes. There are currently 84 participants accounting for approximately \$22,000 per month.
- * Filed 149 liens in calendar year 2018 for the benefit of collecting \$8,123 in delinquent taxes, fees and library fines.
- * Office maintained State Accreditation from the Treasurer's Association of Virginia.

FINANCE

Expenditures Summary

	FY 2019			FY 2020		FY 2020		\$ Change	% Change
	Original		FY 2019	Department	City Council	From 2019			
	FY 2017	FY 2018	Adopted	Revised	Request	Adopted	Revised		
	Actual	Actual	Budget	Budget	Budget	Budget	Budget	From 2019	From 2019
Personnel Services	\$ 342,410	\$ 360,842	\$ 365,754	\$ 371,772	\$ 389,881	\$ 396,097	\$ 24,325		6.5%
Operating Expenses	59,381	56,223	63,900	63,900	68,600	66,800	2,900		4.5%
Capital Outlay	347		-	-	-	-	-		n/a
Totals	\$ 402,138	\$ 417,065	\$ 429,654	\$ 435,672	\$ 458,481	\$ 462,897	\$ 27,225		6.3%

Personnel Summary

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Authorized	FY 2020	
				Department Request Positions	City Council Adopted Positions
Director of Finance	1	1	1	1	1
Assistant Finance Director	1	1	1	1	1
Account Analyst	1	1	1	1	1
Finance Specialist	1	1	1	1	1
Totals	4	4	4	4	4



Goals and Objectives

- * Oversee annual audit, risk management activities, and employee benefits; maintain and monitor all financial records and prepare annual financial plan.
- * Continue to identify areas for cost savings on a City-wide basis.
- * Identify areas where City financial policies should be developed such as cash management, fund balance requirements and equipment replacement.
- * Prepare a budget that meets or exceeds the requirements of the GFOA Distinguished Budget Award.
- * Prepare the annual CAFR that meets or exceeds the requirements of the GFOA Award in Financial Reporting.

FINANCE

Major Departmental Functions

- * Oversee revenues and expenditures of the City.
- * Maintain the City's financial records.
- * Prepare, at the direction of the City Manager, the City's annual operating budget.
- * Prepare the City's bi-weekly payroll.
- * Process the City's accounts payable.
- * Administer the City's utility and solid waste billing system.
- * Manage the City's Risk Management Program.
- * Administer employee benefits such as health insurance, retirement, life insurance and optional life insurance, flexible spending program, other optional benefits, and workers' compensation.
- * Provide assistance to independent auditors during the annual audit of City financial records.
- * Administer and maintain data processing functions.
- * Manage the City's Purchasing policies.
- * Manage internal controls of the City.
- * Maintain the City's Webpage.

Performance Measures

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
Accounts Payable Checks Issued	3,662	3,586	3,800	3,800
Invoices Paid	8,289	7,839	8,314	8,300
Payroll Checks Issued	662	681	300	100
Payroll Direct Deposits	3,317	3,463	3,700	4,000
Deposits to Different Financial Institutions	24	24	24	24
Utility Bills Printed	30,888	31,342	31,800	32,300
Utility Customers	5,016	5,057	5,098	5,123
Utility Customers with Special Rates	136	127	129	129

Significant Budget Items

- * Increase in Personnel Services due to increase in pay adjustment and health insurance and employee change in health insurance subscription.
- * Increase in Operating Expenses due to increase in postage and membership to professional organizations.

Program Accomplishments

- * Received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for FY 2018 and Distinguished Budget Presentation Award for FY 2019.
- * Converted all employees to Direct Deposit with the assistance of the Treasurer.

TECHNOLOGY

Expenditures Summary

	FY 2019		FY 2020		FY 2020		Change		% Change	
	Original		Department		City Council		From 2019	Revised	From 2019	Revised
	FY 2017	FY 2018	Adopted	Revised	Request	Adopted	Revised	Budget	Budget	Budget
	Actual	Actual	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	n/a	n/a
Operating Expenses	56,880	55,544	67,200	67,200	72,860	72,860	5,660	5,660	8.4%	8.4%
Capital Outlay	57,977	19,607	30,000	30,000	31,000	33,000	3,000	3,000	10.0%	10.0%
Totals	\$ 114,857	\$ 75,151	\$ 97,200	\$ 97,200	\$ 103,860	\$ 105,860	\$ 8,660		8.9%	

Personnel Summary

N/A

Goals and Objectives

- * Maintenance and technical support for the City's GIS database, computer systems and purchase of technology equipment.
- * Continue City-wide replacement plan for technology equipment.

TECHNOLOGY

Major Departmental Functions

- * This department supports the contractor that maintains and assists with the City's GIS database as well as the shared information technology support from Poquoson City Public Schools.
- * Purchases technology equipment for the City.



Significant Budget Items

- * Includes the City's contract for GIS maintenance and technical support with contractor.
- * Includes support provided by the Poquoson City Public School Division's Information Technology Department.

Program Accomplishments

- * Increased server redundancy to prevent downtime in case of a failure.
- * Continued to centralize technology purchasing, therefore reducing costs.
- * Continued City-wide replacement plan of technology equipment.
- * Replaced 31 computers in various City departments

RISK MANAGEMENT

Expenditures Summary

			FY 2019		FY 2020		FY 2020		\$ Change		% Change	
	FY 2017	FY 2018	Original	Adopted	Department	City Council	From 2019	Revised	From 2019	Revised	Revised	Revised
	Actual	Actual	Adopted	Budget	Revised	Budget	Request	Budget	Adopted	Budget	Budget	Budget
Personnel Services	\$ 7,711	\$ 24,273	\$ 13,471	\$ 28,237	\$ 21,553	\$ 17,721	\$ (10,516)					-37.2%
Operating Expenses	\$ 39,981	\$ 27,598	\$ 38,590	\$ 38,590	\$ 41,790	\$ 41,790						8.3%
Capital Outlay	-	-	-	-	-	-	-	-	-		n/a	n/a
Totals	\$ 47,692	\$ 51,871	\$ 52,061	\$ 66,827	\$ 63,343	\$ 59,511	\$ (7,316)					-10.9%

Personnel Summary

N/A



Goals and Objectives

- * Work to minimize liability exposure and to seek coverage wherever exposure exists. Continue to stress the importance of safety programs and other preventive measures for reducing loss.
- * Work with departments on safety, conduct inspections and various types of safety training.

RISK MANAGEMENT

Major Departmental Functions

- * Contain expenses relating to the City's property, liability, and automobile insurance coverage for general administration departments.
- * Fund other fringe benefits that cannot be allocated to a particular department.
- * Fund Risk Management Consultant.

Performance Measures *

	Actual 2014 Policy Year	Actual 2015 Policy Year	Actual 2016 Policy Year	Actual 2017 Policy Year
<u>Worker's Compensation</u>				
Claims Filed	15	21	14	19
Cost of Claims	\$18,119	\$22,818	\$11,324	\$12,410
<u>Line of Duty</u>				
Claims Filed	-	-	-	-
Cost of Claims	-	-	-	-
<u>Auto Liability</u>				
Claims Filed	3	7	3	5
Cost of Claims	\$4,676	\$2,242	\$2,103	\$3,715
<u>Property</u>				
Claims Filed	1	3	1	1
Cost of Claims	-	\$2,908	\$39,633	\$382
<u>Inland Marine</u>				
Claims Filed	-	-	-	-
Cost of Claims	-	-	-	-

* Most recent statistics available from insurance provider.

Significant Budget Items

- * Cost of premiums for property and automobile insurance coverage is allocated to the respective City departments.
- * Increase in administrative fees associated with the increase in participation of the flexible spending account.
- * Increase in requests from employees to be reimbursed for higher education courses.

Program Accomplishments

- * Continual protection of the City's assets through emphasis on safety, proper insurance coverage, and other preventive measures to minimize the adverse effects of accidental losses.
- * Safety Committee reviews accidents to limit exposure of claims, reviews potential liability areas throughout City buildings and grounds.
- * Conduct driver license check to ensure employees are eligible to drive City vehicles.

REGISTRAR / ELECTORAL BOARD

Expenditures Summary

	FY 2019				FY 2020		FY 2020		\$ Change		% Change
	FY 2017		Original	FY 2019	Department	City Council	From 2019	Revised	From 2019	Revised	
	Actual	Actual	Adopted Budget	Revised Budget	Request Budget	Adopted Budget	Revised Budget	Revised Budget	Revised Budget	Revised Budget	
Personnel Services	\$ 139,207	\$ 136,347	\$ 141,851	\$ 144,150	\$ 145,113	\$ 147,297	\$ 3,147	\$ 3,147	\$ 3,147	\$ 3,147	2.2%
Operating Expenses	23,149	19,045	21,997	21,997	31,791	31,041	9,044	9,044	9,044	9,044	41.1%
Capital Outlay	15	47,855	-	-	500	-	-	-	-	-	n/a
Totals	\$ 162,371	\$ 203,247	\$ 163,848	\$ 166,147	\$ 177,404	\$ 178,338	\$ 12,191	\$ 12,191	\$ 12,191	\$ 12,191	7.4%

Personnel Summary

	FY 2020				FY 2020	
	Department		City Council		Adopted	Positions
	FY 2017	FY 2018	FY 2019	Request		
	Authorized	Authorized	Authorized	Positions	Adopted	Positions
Registrar	1	1	1	1	1	1
Assistant Registrar	1	1	1	1	1	1
Part Time (FTE)	0.1	0.1	0.1	0.1	0.1	0.1
Totals	2.1	2.1	2.1	2.1	2.1	2.1



Goals and Objectives

- * Assist citizens in understanding requirements for voter registration, provide citizens with information and referral for services and inform citizens about absentee voting and photo identification requirements.
- * Protect the integrity of the electoral process and efficiently conduct the elections in FY 2019 within the provisions of the Code of Virginia.
- * Assure that registration opportunities will be equally available to all Poquoson citizens and throughout the United States.
- * Maintain accurate and up-to-date voter records.
- * Increase voter registrations through use of National Voter Registration Act (NVRA).
- * Train Officers of Election so they will be informed of duties on election day.
- * Assist candidates with filing requirements and verify Certificates of Candidate Qualifications, Declarations of Candidacy and all petitions filed by candidates or groups seeking a referendum.

REGISTRAR / ELECTORAL BOARD

Major Departmental Functions

- * Process registrations of residents not only in Poquoson but throughout Virginia and United States.
- * Assist registrations at Poquoson High School, Bayside Convalescent Center and Dominion Village.
- * Maintain accurate records of all registered voters. Process and enter all registrations, deletions, and name and address changes into the Voter Registration System.
- * Oversee all elections and absentee voting ensuring that they are handled in accordance with Virginia Election Laws.
- * Verify Certificate of Candidate Qualifications, Declarations of Candidacy and all petitions filed by candidates or groups seeking a referendum.
- * Verify results of each election and certify to State Board of Elections.
- * Recruit and train Officers of Election and schedule officers to work at each polling place.

<u>Performance Measures</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Estimated</u>
Changes in Address	620	611	550	600
Deletions	825	622	700	700
New Registrants	589	278	350	350
Other Changes	1,259	582	700	750
Registered Voters	8,979	9,014	9,000	8,900
Voters Transferred In	475	384	400	350

Significant Budget Items

- * Increase in Personnel Services due to increased in pay adjustment and health insurance.
- * Increase in Operating Expenses due to dual presidential primary, general primary and general election.

Program Accomplishments

- * Successfully conducted the June Dual Primary Elections and the November General and Special Elections.
- * Trained new Election Officials on the AutoMark and optical scan voting machines.
- * Trained Election Officials on Advocate Electronic Poll Books.
- * Worked with the Department of Elections to verify voters received credit for voting in elections.
- * Researched and confirmed the National Change of Address list provided by the Department of Elections.
- * Successfully maintained Voter Photo ID processing photo ID's for Poquoson and other localities.
- * Worked to implement 2 Factor Authentication for added voter information security.

COURTS AND SHERIFF

Expenditures Summary

							\$	%
			FY 2019	FY 2020	FY 2020	Change	Change	
	FY 2017	FY 2018	Original	Department	City Council	From 2019	From 2019	
	FY 2017 Actual	FY 2018 Actual	Adopted Budget	Revised Budget	Request Budget	Adopted Budget	Revised Budget	Revised Budget
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	n/a
Operating Expenses	444,949	442,663	477,020	477,020	504,443	504,443	27,423	5.7%
Capital Outlay	-	-	-	-	-	-	n/a	n/a
Totals	\$ 444,949	\$ 442,663	\$ 477,020	\$ 477,020	\$ 504,443	\$ 504,443	\$ 27,423	5.7%

Personnel Summary

N/A



* York County sets the Poquoson Courts and Sheriff budgets. By legislation Poquoson pays 19.9% of the total budget of \$2,363,764 plus a 6% management fee to York County to administer the services. Poquoson receives an agreed credit that will be utilized until the next census is performed. The credit is taken against the courthouse requested budget. In FY 2018, Poquoson agreed to pay York County a projection of estimated cost with the following budget cycle to correct for any overage/shortage of funding. Prior to FY 2018, Poquoson had paid actuals for a given fiscal year in the next budget cycle which provided challenges when determining the budget for any given year. (ie. Actual FY 2016 was recommended in FY 2017).

COURTS AND SHERIFF

Major Departmental Functions

* This department includes the cost of judicial services which are shared with York County. Included are the prorated costs of the Commonwealth Attorney, Juvenile/Domestic Relations Court, services provided by the Clerk of Court, Sheriff services, and certain capital and maintenance costs for the Court buildings. All court activity is located in Yorktown.

* This department also includes Colonial Community Corrections whose mission is to enhance public safety, empower clients and improve the quality of the community by providing judicial alternatives to adult incarceration, transitional services, and criminal justice planning to the localities served in the region.



Significant Budget Items

* The projections provided by York County reflects an increase in Sheriff's operating expenses. An increase in the courthouse expenses due to cost to administer court cases and the request for capital improvements plan (CIP). The CIP will be used to perform building maintenance and replace equipment in the court rooms.

Budget Detail

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original Adopted Budget	FY 2019 Revised Budget	FY 2020 City Council Adopted Budget
York/Poquoson Courthouse	\$ 220,815	\$ 213,451	\$ 242,156	\$ 242,156	\$ 244,415
Sheriff	209,295	214,602	212,166	212,166	233,702
9th District Court	5,957	4,524	6,360	6,360	6,360
Colonial Community Corrections	8,882	10,087	16,338	16,338	19,966
Totals	\$444,949	\$442,664	\$ 477,020	\$ 477,020	\$ 504,443

POLICE

Expenditures Summary

			FY 2019		FY 2020		FY 2020		\$		%	
			Original	FY 2019	Department	City Council	Change	From 2019	Change	From 2019	Revised	Revised
	FY 2017	FY 2018	Adopted	Revised	Request	Adopted	Revised	Revised	Revised	Budget	Budget	Budget
	FY 2017 Actual	FY 2018 Actual	Budget	Budget	Budget	Budget	Budget	Budget	Budget			
Personnel Services	\$ 2,050,366	\$ 2,081,961	\$ 2,227,224	\$ 2,361,788	\$ 2,327,926	\$ 2,349,561	\$ (12,227)	\$ (12,227)	\$ (12,227)	\$ (12,227)	\$ (12,227)	-0.5%
Operating Expenses	640,400	610,251	857,582	682,283	681,490	670,440	(11,843)	(11,843)	(11,843)	(11,843)	(11,843)	-1.7%
Capital Outlay	39,668	96,326	25,000	92,000	39,400	35,500	(56,500)	(56,500)	(56,500)	(56,500)	(56,500)	-61.4%
Totals	\$ 2,730,434	\$ 2,788,538	\$ 3,109,806	\$ 3,136,071	\$ 3,048,816	\$ 3,055,501	\$ (80,570)	-2.6%				

Personnel Summary

			FY 2020		FY 2020	
	FY 2017	FY 2018	Department	City Council	Request	Adopted
	Authorized	Authorized	Authorized	Positions	Positions	Positions
Police Chief	1	1	1	1	1	1
Captain/Assistant Police Chief	1	1	1	1	1	1
Lieutenant	2	2	2	2	2	2
Planning and Administration Sergeant	-	-	-	1	1	1
Investigations Sergeant	2	2	2	1	1	1
Patrol Sergeant	4	4	4	4	4	4
Detective	2	2	2	2	2	2
Corporal	4	4	4	4	4	4
School Resources Officer	-	-	2	2	2	2
Police Officer - Patrol	8	9	9	9	9	9
Records Administrator	1	1	1	1	1	1
Administrative Secretary	-	-	-	1	1	-
Part Time Clerical (FTE)	0.5	0.5	0.5	-	-	0.75
Part Time Police (FTE)	1.5	1.5	1.5	1.5	1.5	1.5
Totals	27	28	30	30.5	30.5	30.25

* Department requested funding to convert part time clerical position to full time.

Goals and Objectives

- * Continue to expand training and leadership development opportunities for all department personnel, including personal safety and conducting complex criminal investigations.
- * Continue the replacement program for aging body armor and personal protective equipment for all sworn members.
- * Make improvements and upgrades to the software and hardware systems that support the in-car cameras and incident based reporting system.
- * Continue to expand the "Holiday Patrol Program".
- * Continue to make crime prevention a priority while focusing on alcohol and drug violations, larceny, and vandalism.
- * Expand crime prevention programs and opportunities for community outreach through participation in community events, information sharing and involvement in Hampton Roads Crime Line.
- * Continue to develop partnership with PCPS through SRO'S, new programs, informational classes, and teacher and staff training.

POLICE

Major Departmental Functions

- * Enforce the laws of the Commonwealth of Virginia and the ordinances of the City of Poquoson.
- * Prevent and deter crime so as to provide for the safety of the public.
- * Preserve and maintain a safe and secure living and business environment in Poquoson.
- * Provide assistance and friendly service to all persons within the City.
- * Assist in providing on-scene emergency medical assistance to persons in need.
- * Provide quality investigative services to the community and pursue those who violate the law or threaten the safety of our community.

<u>Performance Measures</u>	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated
Accidents	157	157	162	178
Arrests/Charges/Apprehensions	270	263	244	268
Calls for Service	16,787	16,794	17,409	17,590
First Responder Calls	325	278	302	325
Traffic Tickets	824	841	545	600
Training Man-hours	2,267	2,143	2,047	2,250

Significant Budget Items

- * Decrease in Personnel Services due to a retirement in FY 2019 offset by increase in pay adjustment and health insurance.
- * Decrease in capital outlay due to decrease in funds available to purchase police vehicles. The City provided funds to purchase two vehicles for the newly created SRO positions.

Program Accomplishments

- * Initiated a School Resource Officer program, placing a full time uniformed officer in both the High School and Middle School.
- * Enhanced the quality and frequency of departmental personnel training, including but not limited to Active Shooters, Critical Incident Management, Advanced Supervision and Management, Defensive Tactics, Basic Crash Investigations, death Investigations, Cultural Diversity, Blood Borne Pathogens, Crisis Intervention Team, Firearms Training, Media Relations, Driving Under the Influence of Alcohol, First Responder Training and legal updates.
- * Continued preparing and developing employees for promotion.
- * Partnered with Poquoson City Public Public Schools to assist in updating the Crisis Management Plans and Emergency Response Policies.
- * Continued the Holiday Patrol program in November and December.
- * Police Chief is a member of the Board of Directors for the Hampton Roads Criminal Justice Training Academy (HRCJTA) which provides oversight of the daily operations of the Academy and its success.
- * Continue to focus on dangerous drugs and narcotics violations through membership of Tri-Rivers Drug Task Force.
- * With a focus on community and crime prevention programs members of the Police department spoke at various civic and church meetings on a number of topics such as crime trends, identity theft, the Code Red Emergency Weather Alert program, and Police enforcement operations.
- * Supported "Shop with a Cop" program held in support with Target Stores.
- * Joined the Southern Virginia Internet Crimes Against Children Task Force, assisting local agencies with high tech investigations of soliciting minors and other associated crimes.
- * Received grant and training for Naloxone Auto Injectors.

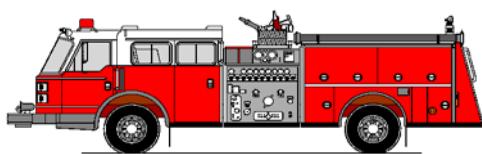
FIRE

Expenditures Summary

	FY 2019			FY 2020		FY 20120		\$ Change		% Change	
	FY 2017		Original	FY 2019	Department	City Council	From 2019	Revised	From 2019	Revised	
	Actual	Actual	Adopted Budget	Revised Budget	Request Budget	Adopted Budget	Revised Budget	Revised Budget	Revised Budget	Revised Budget	
Personnel Services	\$ 2,437,275	\$ 2,681,411	\$ 2,720,654	\$ 2,759,826	\$ 2,942,483	\$ 2,967,721	\$ 207,895		7.5%		
Operating Expenses	461,883	602,805	390,880	482,791	426,050	410,950	(71,841)		-14.9%		
Capital Outlay	3,161	1,492	2,000	2,000	2,000	2,000	-		0.0%		
Totals	\$ 2,902,319	\$ 3,285,708	\$ 3,113,534	\$ 3,244,617	\$ 3,370,533	\$ 3,380,671	\$ 136,054		4.2%		

Personnel Summary

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Authorized	FY 2020	
				Department Request Positions	City Council Adopted Positions
Fire Chief/Fire Official	1	1	1	1	1
Deputy Fire Chief/Emergency Mgt Coordinator	1	1	1	1	1
Battalion Chief	3	3	3	3	3
Fire Lieutenant	3	3	3	3	3
Firefighter: Paramedic, Enhanced or EMT	24	24	24	25	24
Office Manager	1	1	1	1	1
Totals	33	33	33	34	33



Goals and Objectives

- * Continue to improve training program through increased teaching aids, equipment, and class offerings.
- * Continue a basic community education program.
- * Continue to refine and improve our fire prevention program.
- * To further develop our Marine Program.
- * Start an Ambulance Fund Drive.
- * Continue to secure the Burn Training Trailer from the Virginia Department of Fire Programs for annual training with all staff.
- * Begin to replace all SCBA's with new updated equipment using Aid to Locality Money.
- * Seek out and apply for various grants to assist with training, equipment or programs enhancing the department.

FIRE

Major Departmental Functions

- * Provide twenty-four hour emergency services for fire suppression, ambulance service, rescue service, hazardous material spills, water rescue, and radiological monitoring.
- * Provide non-emergency services in fire prevention, education, and training.

<u>Performance Measures</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Estimated</u>
Average Fire/EMT calls per month	186	183	230	240
Training hours	7,560	7,945	8,600	8,700
Fire Calls:				
Structure Fire	7	8	9	10
Brush Fire	9	10	11	12
Miscellaneous Fire	920	974	1,022	1,066
Ambulance Calls:				
Advanced Life Support	656	618	710	651
Basic Life Support	247	312	358	447
Miscellaneous	393	568	653	738

Significant Budget Items

- * Increase in Personnel Services due to increase in pay adjustment and health insurance.
- * Decrease in operating expenses due to a reduction of carryover Fire Grant Funding in FY 2019.



Program Accomplishments

- * All Drone Pilots have completed and received certification as Drone Pilots by the FAA.
- * Completed an ISO review and received a Class Rating of 2. We are currently 1.14 points from Class 1. We hope to achieve Class 1 rating shortly.
- * Conducted multiple promotional processes and one hiring process resulting in hiring 2 new employees and promoting 2 Battalion Chiefs, 2 Lieutenants, and 3 Master Firefighter/EMTs.
- * Replaced all personnel's Personal Protective Clothing.
- * Developed and implemented an Awards/Recognition Program.
- * Purchased permanent drone.

CORRECTIONS AND DETENTIONS

Expenditures Summary

							\$		%	
			FY 2019		FY 2020		FY 2020		Change	Change
	FY 2017	FY 2018	Original	FY 2019	Department	City Council	From 2019	From 2019	From 2019	From 2019
	FY 2017 Actual	FY 2018 Actual	Adopted Budget	Revised Budget	Request Budget	Adopted Budget	Revised Budget	Revised Budget	Revised Budget	Revised Budget
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	n/a	n/a
Operating Expenses	304,853	339,601	329,058	329,058	300,498	300,498	(28,560)	(28,560)	(28,560)	-8.7%
Capital Outlay	-	-	-	-	-	-	-	n/a	n/a	n/a
Totals	\$ 304,853	\$ 339,601	\$ 329,058	\$ 329,058	\$ 300,498	\$ 300,498	\$ (28,560)	\$ (28,560)	\$ (28,560)	-8.7%

Personnel Summary

N/A

Budget Detail							FY 2019		FY 2020		FY 2020	
			Original		FY 2019		Department		City Council			
	FY 2017	FY 2018	Adopted	Revised	Request	Adopted	Request	Adopted	Request	Adopted	Request	Adopted
	FY 2017 Actual	FY 2018 Actual	Budget									
Adult Detention	\$ 296,199	\$ 266,203	\$ 255,139	\$ 255,139	\$ 232,917	\$ 232,917	\$ 232,917	\$ 232,917	\$ 232,917	\$ 232,917	\$ 232,917	\$ 232,917
Juvenile Services												
Juvenile Detention	1,920	53,498	48,879	25,040	42,444	42,444	42,444	42,444	42,444	42,444	42,444	42,444
Project Insight	6,734	19,900	25,040	48,879	25,137	25,137	25,137	25,137	25,137	25,137	25,137	25,137
Totals	\$ 304,853	\$ 339,601	\$ 329,058	\$ 329,058	\$ 300,498							

CORRECTIONS AND DETENTIONS

Major Departmental Functions

- * The City of Poquoson shares the Virginia Peninsula Regional Jail Authority with York County, James City County and the City of Williamsburg. Poquoson's financial share is determined by a cost formula based on an overall percentage of use history.
- * The City of Poquoson shares the Middle Peninsula Juvenile Detention Center with 18 other localities.
- * Prior to FY 2018, Poquoson's financial share was based on a per diem rate for each day a juvenile offender from Poquoson was incarcerated. Beginning in FY 2018, Poquoson's financial share will be determined by a cost formula based on overall percentage of use history.
- * Along with jail costs, other rehabilitative and correctional programs are accounted for in this department; which include Family Group Homes, Project Insight which is a work program that provides opportunity for young people to perform public service work in lieu of traditional sanctions and other services.

<u>Performance Measures</u>	FY 2017 Actual	FY 2018 Actual	FY 2019 To Date	FY 2020 Estimated
Adult Detention:				
Average Daily Population	22.4	17.2	16.1	16.8
Percentage of Use	5.5%	4.0%	4.2%	4.0%
Jail Days	8,160	6,273	n/a	n/a
	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
Juvenile Services:				
Juvenile Detention (Days)	10	6	6	5
Per Diem Rate	\$192.00	n/a	n/a	n/a
Average 5 year usage days	n/a	n/a	n/a	244
Member usage percentage	n/a	n/a	n/a	n/a

Significant Budget Items

- * Decrease in adult detention due to an expected decrease of percentage use by the City.
- * Juvenile Detention: Beginning with the budget for FY 2018 and each year thereafter, the Juvenile Detention Center Commission shall establish each member jurisdiction's annual charge "Member Usage Fee" for the fiscal year based on the ratio of such Member Jurisdiction's usage of space in the Detention Center during the preceding five fiscal years to the aggregate usage of space by all Member Jurisdictions during the same five fiscal years.

INSPECTIONS

Expenditures Summary

	FY 2019				FY 2020		FY 2020		\$ Change		% Change
	FY 2017		Original	FY 2019	Department	City Council	From 2019	Revised	From 2019	Revised	
	Actual	Actual	Adopted Budget	Revised Budget	Request Budget	Adopted Budget	Revised Budget	Revised Budget	Revised Budget	Revised Budget	
Personnel Services	\$ 264,818	\$ 231,957	\$ 236,406	\$ 240,425	\$ 253,742	\$ 257,105	\$ 16,680				6.9%
Operating Expenses	12,535	13,019	14,386	14,386	16,411	15,911		1,525			10.6%
Capital Outlay	780	683	-	-	-	-		-			n/a
Totals	\$ 278,133	\$ 245,659	\$ 250,792	\$ 254,811	\$ 270,153	\$ 273,016	\$ 18,205				7.3%

Personnel Summary

	FY 2020			City Council
	Department	Request Positions	Adopted Positions	
	FY 2017	FY 2018	FY 2019	
	Authorized	Authorized	Authorized	
Building Official	1	1	1	1
Senior Building Inspector	1	1	1	1
Inspector	-	1	1	1
Administrative Assistant	1	1	1	1
Part Time (FTE)	0.75	0.75	0.75	0.75
Totals	3.75	4.75	4.75	4.75



Goals and Objectives

- * Continue staff education in various building related trades.
- * Provide the citizens and contractors the most updated information on codes and ordinances.
- * Continue to improve the methods used to obtain compliance with zoning, property maintenance and building codes.
- * Work toward Class 7 Community Rating Service rate to increase percentage of discounts on flood insurance rates.
- * Continue to implement and improve on the electronic method of field inspections.
- * Continue to build an electronic database of permit information.
- * Facilitate an update of the GIS to include flood zone information and elevation certificates.
- * Create an additional building inspector's position to perform city-wide building maintenance functions and assist with inspections.
- * Prepare for potential Building Code cycle changes adopted by the Virginia General Assembly.
- * Hold public meetings related to major changes in the Building Code cycle within 60 days of adoption.
- * Prepare and host a minimum of two citizen workshops related to flood issues.

INSPECTIONS

Major Departmental Functions

- * Ensure through inspection process, plan review and issuing permits that construction performed in the City is in accordance with all applicable City ordinances, State Codes and Federal requirements.
- * Provide information to contractors, the public and any interested parties as requested.
- * Issue building, electrical, plumbing, mechanical, sign, driveway, land disturbance and demolition permits.
- * Verify that contractors are licensed with the City and through the Commonwealth of Virginia.
- * Enforce zoning, building, and property maintenance requirements as specified by City ordinance and State law.
- * Ensure, through the permitting process, that requirements for new and existing structures are in compliance with Federal Emergency Management Agency (FEMA) regulations.
- * Assign addresses to new structures located on existing and newly created lots.
- * Review all building plans.
- * Manage CRS program.

Performance Measures

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
Building Permits Issued	445	310	500	500
Certificate of Occupancies Issued	52	25	75	75
Code Violations Cited & Enforced	450	150	450	450
Inspections Performed	2,067	1,875	2,700	2,700
Meetings	350	350	350	350
Plans Reviewed	250	310	275	275
Other Permits (Elect, Plumbing, Mech, etc.)	400	410	600	600

Significant Budget Items

- * Increase in Personnel Services due to increase in pay adjustment and health insurance.
- * Included in salary is a portion of the inspection position that will be funded at the start of a project slated to begin in the last quarter of the fiscal year.

Program Accomplishments

- * Continued the development of efficient methods of notifying violators the City Code and Policies.
- * Continued to update/maintain a database of all elevation certificates currently on file with the department.
- * Continued to put elevation certificates online through the City's GIS program.
- * Maintained CRS Class 8 Program rating.
- * Continued education of staff in related building trades.
- * Communicated with the community and contractors on the most updated information in regard to codes and ordinances.
- * Hosted Regional VAZO and CRS meetings.
- * Expanded the usage of the Civicgov permit program.
- * Assisted 8 citizens in obtaining a LOMA from FEMA.
- * Continued to help citizens reduce flood insurance premiums.
- * Expanded work with realtors related to flood issues, how to lower flood insurance premium costs and helping with the sale

ANIMAL CONTROL

Expenditures Summary

			FY 2019		FY 2020	FY 2020	\$		% Change	
	FY 2017	FY 2018	Original Adopted Budget	FY 2019 Revised Budget			From 2019 Revised Budget	From 2019 Revised Budget		
	Actual	Actual								
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	n/a
Operating Expenses	103,482	80,325	74,465	74,465	84,770	84,770	10,305	10,305	13.8%	
Capital Outlay	-	-	-	-	-	-	n/a	n/a		
Totals	\$ 103,482	\$ 80,325	\$ 74,465	\$ 74,465	\$ 84,770	\$ 84,770	\$ 10,305	\$ 10,305	13.8%	

Personnel Summary

N/A



Goals and Objectives

- * Continue to provide education and intervention when needed to prevent animal suffering and facilitate compatibility between our citizens and the animals in our community.
- * Train humane officers in mandated animal control training school.
- * Answer citizen complaints involving wild as well as domestic animals.
- * Enforce animal control and cruelty laws and ordinances of the City of Poquoson, issuing summonses for violations of any applicable ordinances.
- * Pick up dogs running loose, feral cats, and dead animals on public roadways and dispose of animals.
- * Continue to enforce dog licensing law which requires proof of rabies, one of the most effective means of limiting the number of rabies cases.

ANIMAL CONTROL

Major Departmental Functions

- * Animal Control is handled by City of Newport News Animal Control. The fully certified officers pick up stray animals, nuisance wildlife, deceased animals on public roadways, and investigate cruelty complaints.
- * The City of Poquoson joined the Peninsula Regional Animal Shelter along with the cities of Newport News, Hampton and York County. Poquoson's financial share of the operating costs is determined by a cost formula based on overall percentage. Debt service share is based on total population at the time of debt issuance.

Budget Detail

	FY 2019			FY 2020		FY 2020	
	FY 2017 Actual	FY 2018 Actual	Original Adopted Budget	FY 2019 Revised Budget	Department Request Budget	City Council Adopted Budget	
Newport News Animal Control	\$ 42,394	\$ 42,458	\$ 42,543	\$ 42,543	\$ 45,940	\$ 45,940	
Regional Animal Shelter	61,088	37,867	31,922	31,922	38,830	38,830	
Totals	\$ 103,482	\$ 80,325	\$ 74,465	\$ 74,465	\$ 84,770	\$ 84,770	

Significant Budget Items

- * Increase in expenses due to increase in percentage of use of the Regional Animal Shelter.

	Year 2017 Actual	Year 2018 Actual	Year 2019 Estimated	Year 2020 Estimated
Calls for Service	155	192	158	200
Written Warnings	22	21	21	22
Summons Issued	3	1	5	5
Calls for Stray Animals	38	22	17	20
Calls for Animal Bites	17	19	16	17
Calls for Sick/Injured Animal	15	5	9	10
Calls for Nuisance Wildlife	75	102	71	75
Other Calls	5	11	12	12
Dogs Impounded	18	16	19	19
Cats Impounded	6	6	5	5
Wildlife Impounded	45	61	39	40
Cruelty	15	22	17	17

ENGINEERING

Expenditures Summary

	FY 2019			FY 2020		FY 2020		\$		%	
	FY 2017		Original	FY 2019		Department	City Council	Change	Change		
	Actual	Actual	Adopted	Revised	Request	Adopted	Revised	From 2019	Revised	From 2019	Revised
Personnel Services	\$ 149,346	\$ 157,209	\$ 180,897	\$ 182,933	\$ 189,840	\$ 188,646	\$ 5,713	3.1%			
Operating Expenses	16,676	17,689	20,610	20,610	120,410	33,110	12,500	60.7%			
Capital Outlay	(560)	-	-	-	1,500	-	-	n/a			
Totals	\$ 165,462	\$ 174,898	\$ 201,507	\$ 203,543	\$ 311,750	\$ 221,756	\$ 18,213	9.0%			

Personnel Summary

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Authorized	FY 2020	
				Department	City Council
City Engineer	1	1	1	1	1
Engineer I	1	1	1	1	1
Totals	2	2	2	2	2

Goals and Objectives

- * Provide sound engineering solutions to technical problems. Respond to citizen, City Council and City staff concerns and requests for information.
- * Provide close oversight of consultant work needed to supplement engineering staff in order to ensure use of funds and final products are the most cost effective.
- * Provide professional engineering oversight of City's road system, in accordance with VDOT requirements; coordinate technical issues on Wythe Creek Road design.
- * Provide engineering/technical information required for Comprehensive Plan, Multi-Hazard Mitigation Plan updates, and the Emergency Operations Center.
- * Represent the City on regional environmental, utility and other technical panels. Continue to advocate for sound technical guidelines that will not adversely impact Poquoson and its citizens.
- * Develop grant-eligible projects to improve City infrastructure.
- * Review development submittals.
- * Lead staff efforts in developing a Master Infrastructure Plan.

ENGINEERING

Major Departmental Functions

- * Provide or oversee all engineering services required by the City of Poquoson.
- * Direct City's storm water permit; lead development of new environmental programs; provide engineering and technical services required for new permits.
- * Develop, lead design and construction of infrastructure projects, with an emphasis on storm water, public right-of-way, and flood control projects.
- * Manage special projects, studies and analyses related to the City's infrastructure.
- * Lead development and implementation of the Chesapeake Bay TMDL program.
- * Provide technical reviews/guidance on Consent Order work.
- * Provide solutions for drainage, transportation, environmental and other civil engineering issues.
- * Represent the City in negotiations and meetings with various Federal and State agencies on technical issues.
- * Provide technical input to DEQ during its development of a Bacterial TMDL implantation plan.
- * Handle all storm water issues within the City. This includes response to citizen concerns, flood mitigation, water quality issues, and water-related environmental programs.

Performance Measures

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
Right of Way Permits Issued	68	75	78	75
Major Capital Projects	4	4	6	5
Citywide Permits Reissued/Maintained	2	2	2	2
Request for Engineering Information	180	200	150	150

Significant Budget Items

- * Increase in Personnel Services due to pay adjustments and health insurance.
- * It should be noted that the department requested an increase in engineering services that was not recommended this budget.

Program Accomplishments

- * Completed a repaving project on southern Wythe Creek Road.
- * Developed a conceptual sidewalk project on Poquoson Avenue.
- * Developed an intersection improvement concept at the intersection of Poquoson Avenue and Little Florida Road.
- * Worked with Hampton, VDOT, and citizens to keep Wythe Creek Road widening project on track. Provided information to citizens on right of way acquisition phase and provided input on environmental permitting.
- * Completed new VDOT Smart Scale Application for Victory Boulevard Improvement Project.
- * Wrote and submitted annual report and re-registration documents for MS4 permit. Completed approximately 100 tasks in support of the permit.
- * Received a "no actions" or successful finding on a Virginia DEQ audit of the City's stormwater program.
- * Developed a new Messick Point breakwater design and procurement documents.
- * Reviewed subdivision plans; construction cost estimates. Responded to citizen, staff, & Council inquiries on a variety of technical issues including drainage, road safety, and signal timing.

PUBLIC WORKS

Expenditures Summary

							\$		%	
			FY 2019		FY 2020		FY 2020		Change	Change
	FY 2017	FY 2018	Original	FY 2019	Department	City Council	From 2019	From 2019	Revised	Revised
	Actual	Actual	Adopted	Revised	Request	Adopted	Revised	Revised	Budget	Budget
Personnel Services	\$ 990,461	\$ 914,423	\$ 1,075,789	\$ 1,095,609	\$ 1,147,031	\$ 1,155,404	\$ 59,795	\$ 59,795		5.5%
Operating Expenses	346,094	286,739	356,276	341,276	366,031	\$ 345,154	3,878	3,878		1.1%
Capital Outlay	96,310	158,718	87,500	102,500	87,500	\$ 87,500	(15,000)	(15,000)		-14.6%
Totals	\$ 1,432,865	\$ 1,359,880	\$ 1,519,565	\$ 1,539,385	\$ 1,600,562	\$ 1,588,058	\$ 48,673	\$ 48,673		3.2%

Personnel Summary

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Authorized	FY 2020	
				Department Request Positions	City Council Adopted Positions
Director of Public Works	1	1	1	1	1
Construction Inspector	1	1	1	1	1
Street Maintenance Supervisor	1	1	1	1	1
Senior Crew Leader	-	-	-	1	1
Crew leader	2	2	2	1	1
Equipment Operator II	1	1	1	1	1
Equipment Operator I	2	2	2	2	2
Maintenance Worker IV	1	1	1	1	1
Maintenance Worker III	2	2	2	2	2
Maintenance Worker II	1	1	1	1	1
Maintenance Worker I	2	2	1	2	2
Parks Maintenance Supervisor	1	1	1	1	1
Parks Maintenance Worker	2	2	2	2	2
Administrative Assistant	-	-	1	-	-
Office Manager	0.5	0.5	0.5	0.5	0.5
Totals	17.5	17.5	17.5	17.5	17.5

Goals and Objectives

- * Oversee construction and maintenance of all City streets in accordance with Virginia Department of Transportation (VDOT) standards to ensure safe vehicle operation for all motorists.
- * Maintain all City public right-of-ways to create a positive City image and promote safety and environmental quality throughout the City. Maintenance includes cleaning streets twice a year, mowing grass and medians during normal growing season, beautification and maintenance of landscaped areas.
- * Schedule at least one in-house training session per month to train employees for more versatility in infrastructure maintenance; "on and off the job" safety issues, and teach correct procedures for performance of specific tasks.
- * Continue to complete 100% of all work orders within the same week of receipt of request.
- * Regrade various roadside ditches - Little Florida Road, Hudgins Road, Poquoson Avenue.
- * Conduct regular maintenance to keep all equipment in good running order.
- * If needed, remove any and all storm (snow/hurricane) debris in a timely and safe manner.

PUBLIC WORKS

Major Departmental Functions

- * Construct and maintain all City streets to Virginia Department of Transportation (VDOT) standards.
- * Keep roadside drainage ditches clean to eliminate standing water and to reduce pavement failure.
- * Maintain road shoulders by placing stone along edge of pavement, mowing grass and policing litter.
- * Maintain traffic control devices, traffic lines, traffic lights, and traffic signs.
- * Provide safe travel for the public on City right-of-ways.
- * Oversee the maintenance of parks and athletic fields.
- * Continue to upgrade roadside and outfall drainage systems throughout the City in accordance with the City's drainage study.
- * Review new construction plans and perform inspections of all new infrastructure work.
- * Maintain 39 acres of recreation, park, and municipal property, including 7 baseball/softball fields, 7 soccer fields, 3 tennis courts, 2 playgrounds, 4 picnic areas, Oxford Run Trail, and the City's public boat launching facilities.

Performance Measures

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
--	-------------------	-------------------	----------------------	----------------------

Street Maintenance:

Asphalt Material Used for Patching (tons)	43	54	46	55
Asphalt Paving Material Applied (tons)	3,840	4,088	7,350	4,213
Delivery of cases of Green Bags	61	56	85	60
Installation of New Drainage Pipe (feet)	48	8	50	24
Regrading of Roadside Ditches (feet)	9,036	4,130	6,000	4,000
Stone Used for Street Maintenance (tons)	321	37	350	200
Work Orders Completed	49	43	50	50

Construction Inspections Performed:

Driveways	76	55	55	50
Erosion & Sediment Control	15	11	25	15
Sewer	6	1	5	5
Curb & Gutter (feet)	3,752	3,515	4,000	4,000
Sanitary Sewer Pipeline (feet)	2,351	12,281	1,500	1,500
Storm Pipe & Drainage Ditches (feet)	4,652	6,081	3,500	3,000
New Street Construction (feet)	5,000	3,369	3,000	3,000

Significant Budget Items

- * Increase in Personnel Services due to increase in pay adjustment and health insurance.
- * It should be noted that the department requested additional part time pay which is not recommended for this budget.

Program Accomplishments

- * Replaced ADA ramp and roof on glider at Kids Island.
- * Completed second half of mulch at Kids Island.
- * Updated cement swale on Woodrum Place.
- * Replaced sections of concrete containment system for stone, slect fill etc. in Compound.
- * Regraded various roadside ditches - Ridge Road, Messick Road, Church Street.

STREET LIGHTS

Expenditures Summary

			FY 2019		FY 2020		FY 2020		\$ Change		% Change
			Original	Revised	Department	City Council	From 2019	Revised	From 2019	Revised	
	FY 2017	FY 2018	Adopted Budget	Budget	Request Budget	Adopted Budget	Revised Budget	Revised Budget	Revised Budget	Revised Budget	
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Operating Expenses	\$ 87,112	\$ 86,037	\$ 89,000	\$ 89,000	\$ 85,000	\$ 85,000	\$ (4,000)	\$ (4,000)	\$ (4,000)	\$ (4,000)	-4.5%
Capital Outlay	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	n/a
Totals	\$ 87,112	\$ 86,037	\$ 90,000	\$ 90,000	\$ 86,000	\$ 86,000	\$ (4,000)	\$ (4,000)	\$ (4,000)	\$ (4,000)	-4.4%

Personnel Summary

N/A



Goals and Objectives

* Provide electricity for the City streetlights in order to maintain a safe community.

STREET LIGHTS

Major Departmental Functions

* This department contains funding for electricity for existing streetlights and the installation of new streetlights. Developers pay the cost of installing streetlights in new subdivisions. The City is responsible for paying the cost of installing new streetlights in already developed areas.

Performance Measures

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
Number of Street Lights	586	591	595	595
New Lights Installed:				
City Installed	-	1	1	-
Developer Installed	-	4	3	-

Program Accomplishments

* Provided the necessary electrical services essential for public safety.
* Arranged for Dominion Energy to replace burnt out light bulbs in the City.

FACILITIES

Expenditures Summary

			FY 2019		FY 2020		FY 2020		\$ Change		% Change
			Original	FY 2019	Department	City Council	From 2019	From 2019	Revised	Revised	Revised
	FY 2017	FY 2018	Adopted	Revised	Request	Adopted	Revised	Revised	Budget	Budget	Budget
	Actual	Actual	Budget	Budget	Budget	Budget	From 2019	From 2019	Revised	Revised	Revised
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Operating Expenses	164,475	186,768	149,000	163,000	195,874	169,074	6,074	3.7%			
Capital Outlay	47,195	16,452	22,000	23,000	17,000	17,000	(6,000)	-26.1%			
Totals	\$ 211,670	\$ 203,220	\$ 171,000	\$ 186,000	\$ 212,874	\$ 186,074	\$ 74	0.0%			

Personnel Summary

N/A

Goals and Objectives

- * Maintenance of all facilities used by the staff and citizens of the City of Poquoson.
- * Update and improve facilities as approved or requested by City Manager and City Council.
- * Control and improve costs of building operations.
- * Replace fire alarm panel in City Hall.
- * Continue to update light fixtures to LED throughout the City.
- * Replace HVAC controls at City Hall.
- * Replaced coils and condensing units for units 6, 7, and 8 at City Hall.

FACILITIES

Major Departmental Functions

- * A portion of this department's cost is supported by the PCPS Administration's rent of \$26,300 per year.
- * Operating items include general liability and property insurance; building heating, ventilation, and air conditioning repairs; and janitorial services.
- * To maintain the appearance of all City properties and to address every day maintenance needs as they become apparent.
- * Maintain and repair facilities.
- * On call 24/7 for emergency operations.



Performance Measures

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
Facilities Maintained	7	7	7	7

Significant Budget Items

- * Decrease in Capital Expense due to replacement of HVAC at City Hall.

HEALTH DEPARTMENT

Expenditures Summary

			FY 2019		FY 2020		FY 2020		\$		%	
	FY 2017	FY 2018	Original Adopted Budget	FY 2019 Revised Budget	Department Request Budget	City Council Adopted Budget	From 2019 Revised Budget	From 2019 Revised Budget	Change From 2019 Revised Budget	Change From 2019 Revised Budget		
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	n/a		
Operating Expenses	\$ 35,158	\$ 33,573	\$ 40,219	\$ 40,219	\$ 40,595	\$ 40,595	\$ 376	\$ 376	376	0.9%		
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	n/a		
Totals	\$ 35,158	\$ 33,573	\$ 40,219	\$ 40,219	\$ 40,595	\$ 40,595	\$ 376	\$ 376	376	0.9%		

Personnel Summary

N/A

Goals and Objectives

* Continue to provide funding for the regional Public Health Department's services.



HEALTH DEPARTMENT

Major Departmental Functions

- * Provide for the City's contribution to the Poquoson Health Department, which is an organizational unit of the Peninsula Health District. The Peninsula Health District is funded through a cooperative agreement between its five local governments and the Commonwealth of Virginia. The City's minimum "match" requirement is 32.545% of the City's portion of the total Peninsula Health District budget. The total Health Department budget for Poquoson is \$141,211. The required "match" is estimated at 28.677% of \$40,595 based on receiving funds from the state and other sources. The total Health District's budget for FY 2020 is \$8,069,173 net of estimated revenues.
- * The Health Department offers a wide range of preventative, diagnostic and rehabilitative medical and health services to City residents. Clinics are held regularly for family planning, immunization, pediatrics, and senior citizen medical exams, among others. Nurses provide home care for homebound patients. Sanitarians inspect all eating establishments, train food handlers, supervise the installation and proper operation of septic tanks, inspect housing, and provide rabies surveillance for all animal bites.

Significant Budget Items

- * Health Department contribution is calculated based on population data from the Weldon Cooper Center for Public Service.

MOSQUITO AND DRAINAGE

Expenditures Summary

							\$		% Change	
			FY 2019		FY 2020		FY 2020		Change	Change
	FY 2017	FY 2018	Original	FY 2019	Department	City Council	From 2019	From 2019	From 2019	From 2019
	Actual	Actual	Adopted	Revised	Request	Adopted	Revised	Received	Budget	Budget
Personnel Services	\$ 147,138	\$ 194,183	\$ 202,737	\$ 205,503	\$ 224,529	\$ 220,060	\$ 14,557		7.1%	
Operating Expenses	94,496	84,893	93,266	93,266	86,559	80,506	(12,760)		-13.7%	
Capital Outlay	729	1,981	1,400	1,400	2,200	2,200	800		57.1%	
Totals	\$ 242,363	\$ 281,057	\$ 297,403	\$ 300,169	\$ 313,288	\$ 302,766	\$ 2,597		0.9%	

Personnel Summary

					FY 2020	FY 2020
					Department	City Council
	FY 2017	FY 2018	FY 2019	Request		
	Authorized	Authorized	Authorized	Positions	Adopted	Positions
PW Manager/Mosq & Drainage Coordinator	1	1	1	-	-	-
Crew leader	1	1	1	2	2	2
M&D Technician I	-	-	1	1	1	1
Totals	2.0	2.0	3.0	3.0	3.0	3.0

Goals and Objectives

- * Obtain drainage easements in areas where outfall ditches need to be upgraded.
- * Educate the public on mosquito prevention and have property owners remove obstructions from drainage easements to allow proper cleaning with City equipment.
- * Continue to stress on and off the job safety through departmental training.
- * Improve drainage maintenance and mosquito prevention with additional manpower and equipment.
- * Clean the outfall ditches throughout the City on a preventative maintenance schedule.
- * Work with the City Engineer on drainage projects.
- * Larvicide and treat all drop inlets, catch basins in the City for mosquito control.
- * Pipe in outfall ditches necessary to improve drainage maintenance.



MOSQUITO AND DRAINAGE

Major Departmental Functions

- * Provide good drainage in the City's Rights-of-way to improve pavement life.
- * Eliminate or treat standing water to reduce mosquito breeding.
- * Keep outfall drainage ditches clean to improve water runoff from streets and reduce property flooding.
- * Spray mosquito adulticide and larvicide to reduce chance of infectious diseases carried by mosquitoes.
- * Educate employees through in-house training.
- * Maintain 26.22 miles of outfall ditches and cement swales as part of regular maintenance of storm system.

Performance Measures

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
Cleaning Outfall Ditches by Hand (Feet)	142,495	5,680	125,000	120,000
Cleaning Outfall Ditches with Equip (Feet)	-	400	1,300	1,000
Drainage Pipe Installed (Feet)	92	-	250	-
Drainage Structures Maintained	825	522	845	531
Larvicide for Mosquito Control (Pounds)	30	-	50	30
Mosquito Spray Applied (Gallons)	30	17	70	35
Weed Killer Applied (Gallons)	25	27.5	50	35

Significant Budget Items

- * Increase in Personnel Services due to increase in pay adjustment, health insurance and seasonal laborers.
- * Decrease in Operating Expenses due to decrease in contracted labor. The cost associated with the contracted labor has been moved to Personnel Services to employ seasonal laborer to assist in the improve drainage maintenance and mosquito control.

Program Accomplishments

- * Outfall drainage ditches cleaned by using contracted labor in conjunction with staff.
- * Provided education programs at the Public Library on mosquito awareness and prevention.
- * Attended recertification courses to keep Pesticide Users' Certificates up-to-date.
- * Hand dug outfall ditches that equipment could not reach to help eliminate standing water and improve drainage.
- * Received fewer complaints from residents.
- * Completed and submitted our application to the Pentagon for continued aerial spraying in our jurisdiction.
- * Delivered educational materials to all homes within the City on mosquito control.
- * Lined 210' of concrete drainage pipe on Cedar Road and 150' on Canal Drive due to continued maintenance and deteriorating drainage system.
- * Moved forward with drainage projects per Engineers' plan.
- * Upgrade pipes in City park and Poquoson Ave/Cedar Rd for drainage issues.



MENTAL HEALTH

Expenditures Summary

			FY 2019		FY 2020		FY 2020		Change		% Change	
			Original	FY 2019	Department	City Council	From 2019	Revised	From 2019	Revised	From 2019	
	FY 2017	FY 2018	Adopted	Revised	Request	Adopted	Change	Revised	Revised	Change	From 2019	
	Actual	Actual	Budget	Budget	Budget	Budget	From 2019	Revised	Revised	Change	Revised	
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	n/a	n/a	n/a	n/a	
Operating Expenses	235,708	249,899	251,793	251,793	270,645	270,645	18,852	18,852	18,852	7.5%	7.5%	
Capital Outlay	-	-	-	-	-	-	-	-	-	n/a	n/a	
Totals	\$ 235,708	\$ 249,899	\$ 251,793	\$ 251,793	\$ 270,645	\$ 270,645	\$ 18,852	\$ 18,852	\$ 18,852	7.5%	7.5%	

Personnel Summary

N/A

Goals and Objectives

- * Provide funding to Colonial Behavioral Health for Poquoson's share of needed programming for mental health, mental retardation, or substance abuse. The total budget for Colonial Behavioral Health is \$17,737,487 with the local share of \$2,848,768. Poquoson's share is 7% or \$203,000; James City County's share is 55% or \$1,578,768; York County's share is 29% or \$825,000 and Williamsburg's share is 9% or \$255,000.
- * Provide services for outreach detention, community supervision and Crossroads Teen House.

MENTAL HEALTH

Major Departmental Functions

* Provide the City's contribution to Colonial Behavioral Health, a regional agency that provides overall administration and coordination of mental health, mental retardation and substance abuse programs for Poquoson, Williamsburg, York County and James City County. Services include psychiatric evaluation and treatment, individual and group counseling, drug and alcohol abuse treatment, vocational workshops for the developmentally disabled, special education and rehabilitation programs for handicapped children. Local funding is shared according to a predetermined formula. Funding for administrative expenses is based on 20% of the City's population and 80% of current utilization figures. The headquarters for Colonial Behavioral Health is located in Williamsburg.

* Provide for City contribution to the Crossroads Teen House, located in Williamsburg, which serves youth who are removed from a home setting but for whom traditional institutional care would not be appropriate.

Budget Detail

			FY 2019	FY 2020	
	FY 2017	FY 2018	Original Adopted Budget	FY 2019 Revised Budget	City Council Adopted Budget
	Actual	Actual			
Colonial Behavioral Health	\$190,000	\$190,000	\$190,000	\$190,000	\$203,000
Crossroads Programs	45,708	59,899	61,793	61,793	67,645
Totals	\$235,708	\$249,899	\$251,793	\$251,793	\$270,645

Significant Budget Items

* Crossroads programs funding formula changes effective FY 2018 resulting in an increased funding share for the City of Poquoson.

* Increase in funding was requested from Colonial Behavioral Health for FY 2020.

WELFARE / SOCIAL SERVICES

Expenditures Summary

			FY 2019		FY 2020		FY 2020		\$ Change		% Change	
			Original	Adopted	Department	City Council	From 2019	Revised	From 2019	Revised	From 2019	Revised
	FY 2017	FY 2018	Adopted	Revised	Request	Adopted	Revised	Revised	Revised	Revised	Revised	Revised
	Actual	Actual	Budget	Budget	Budget	Budget	From 2019	Revised	Revised	Revised	Revised	Revised
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	n/a		
Operating Expenses	710,606	798,716	643,204	643,204	660,280	660,280	17,076	17,076	2.7%			
Capital Outlay	-	-	-	-	-	-	-	-	n/a	n/a		
Totals	\$ 710,606	\$ 798,716	\$ 643,204	\$ 643,204	\$ 660,280	\$ 660,280	\$ 17,076	\$ 17,076	2.7%			

Personnel Summary

N/A

Goals and Objectives

* Maintain the current level of services to our citizens.

WELFARE / SOCIAL SERVICES

Major Departmental Functions

* This department funds the Peninsula Agency on Aging, York / Poquoson Social Services, Department of Medical Assistance Service, and Children's Services Act (CSA).

<u>Budget Detail</u>	FY 2017	FY 2018	FY 2019	FY 2019	FY 2020
	Actual	Actual	Original Budget	Revised Budget	City Council Adopted Budget
Children's Services Act	\$ 432,770	\$ 509,523	\$ 350,000	\$ 350,000	\$ 350,000
Peninsula Agency on Aging	2,870	2,870	3,204	3,204	3,280
York / Poquoson Social Services	274,966	286,323	290,000	290,000	<u>307,000</u>
 Totals	 \$ 710,606	 \$ 798,716	 \$ 643,204	 \$ 643,204	 <u>\$ 660,280</u>

Significant Budget Items

* Cost of York / Poquoson Social Services is for actual services utilized by the citizens of Poquoson, increase of \$17,000 for FY 2020.
* Children's Services costs can fluctuate depending on the number of cases and type of treatment. Projections indicate that this will be \$350,000 in FY 2020.

SCHOOL CONTRIBUTION

Expenditures Summary

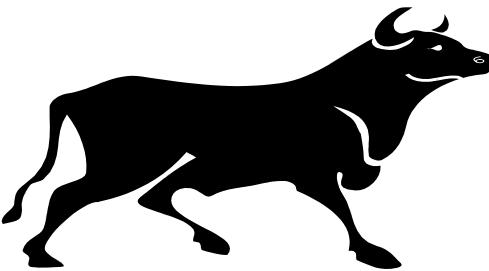
											\$	%
	FY 2019			FY 2020			FY 2020			Change	Change	
	FY 2017	FY 2018	Original	FY 2019	School	City Council	From 2019	From 2019		From 2019	From 2019	
	Actual	Actual	Adopted	Revised	Request	Adopted	Revised	Revised		Revised	Revised	
			Budget	Budget	Budget	Budget	Budget	Budget		Budget	Budget	
Operation Transfer	\$ 9,711,046	\$ 9,853,778	\$ 9,935,403	\$ 9,935,403	\$ 10,146,687	\$ 10,146,687	\$ 211,284				2.1%	
Reappropriation	27,124		-	110,986			(110,986)				n/a	
Totals	\$ 9,738,170	\$ 9,853,778	\$ 9,935,403	\$ 10,046,389	\$ 10,146,687	\$ 10,146,687	\$ 100,298				1.0%	

Personnel Summary

N/A

Goals and Objectives

- * Provide a respectful, safe, caring environment for students to master content as well as to learn and use skills of critical thinking, collaboration and communication.
- * Exceed student achievement requirements through quality instruction that promotes student engagement and reflects teaching innovations, research-based instruction, effective teaching strategies, and highly qualified educators.
- * Provide professional development to maintain highly qualified educators.
- * Continuous student improvement through the implementation of quality programs that meet the needs of all students.



Poquoson High School Mascot

SCHOOL CONTRIBUTION

Major Departmental Functions

* City Council appoints a seven member School Board to administer the Poquoson City Public School system. The School Board is the policy making body for the school system and appoints the School Superintendent who is responsible for the day-to-day administration of the schools. Funding for the operation of the schools and administration is shared by the State and the City with some limited assistance from the Federal government. The State's funding is determined by a formula based on the average daily membership (ADM) of students and Poquoson's local composite index (LCI) which measures a locality's ability to pay.

Performance Measures

* Poquoson students continue to perform well on tests that measure content mastery and the schools are fully accredited according to the standards set by the Virginia Board of Education.

Significant Budget Items

* The FY 2020 operational funding for the Poquoson City Public School system is supported by federal and state funds totaling \$13,480,474, City support of \$10,166,687 and other support of \$137,000. The City support is made of two items in the budget. In Technology the City has budgeted \$20,000 for schools support and \$10,146,587 in School Contribution. The request from the School Board's FY 2020 Approved Budget does include an increase due to additional state funding and increase in expenditures relating to health insurance.
* Unexpended transfers from one fiscal year may be reappropriated to the current fiscal year.
* The School's budget is based on an average daily membership of 2,136 for the FY 2019-2020 school year.
* The School's total budget of \$23,784,161 is an increase of 3.73% from FY 2019. This budget is a reflection of the increased cost of operations and increased health insurance rates.
* The School's budget includes a 3% pay increase for non-teaching positions.
* Teacher compensation includes a step increase plus an additional percentage to ensure a minimum 3% increase.
* Two additional positions are included in the budget to support the new vestibules.

Program Accomplishments

* Poquoson City Public Schools is a fully accredited school division.
* SAT scores continue to be above state and national average.
* The on-time graduation rate is 95.7%.
* Poquoson High School has more than 70% of its students score three or above on their Advanced Placement tests, resulting in many of these students earning college credit.
* 98% of the Career and Technical Education students at Poquoson High School passed the Workplace Readiness Skills Assessment.
* PCPS continued to implement unique programs such as the international partnership with the Czech Republic, internship experiences, and exploratory learning projects.
* PCPS has established a partnership with the Aviation Academy allowing students to study in the areas of aviation and engineering.
* PCPS continued to provide programs that prepare students for careers and college coursework in the area of STEM (Science, Technology, Engineering, and Mathematics) and PBL (Project Based Learning), having received two separate five year grants from the Department of Defense Education Activity Competitive Grant Program.
* PCPS continues to enhance its instructional technology program and provides students with experiences in the areas such as coding and programming.

PARKS & RECREATION PROGRAMS

Expenditures Summary

							\$		% Change	
			FY 2019		FY 2020		FY 2020		Change	Change
	FY 2017	FY 2018	Original	FY 2019	Department	City Council	From 2019	From 2019	From 2019	From 2019
	Actual	Actual	Adopted	Revised	Request	Adopted	Revised	Revised	Revised	Revised
Original	Adopted	Budget	Revised	Budget	Budget	Budget	Revised	Budget	Revised	Budget
Personnel Services	\$ 274,115	\$ 271,564	\$ 283,939	\$ 291,406	\$ 304,386	\$ 304,499	\$ 13,093			4.5%
Operating Expenses	168,757	160,514	170,750	170,750	195,350	177,600		6,850		4.0%
Capital Outlay	247	1,116	1,000	1,000	11,000	1,000		-		0.0%
Totals	\$ 443,119	\$ 433,194	\$ 455,689	\$ 463,156	\$ 510,736	\$ 483,099	\$ 19,943			4.4%

Personnel Summary

						FY 2020	FY 2020
				FY 2020	Department	City Council	
	FY 2017	FY 2018	FY 2019	Request	Adopted	Adopted	Positions
	Authorized	Authorized	Authorized	Positions	Positions	Positions	
Director of Economic Dev/Community Rec		1	1	1	1	1	1
Assistant Director of Community Rec		0.5	0.5	0.5	0.5	0.5	0.5
Program Support Technician		1	1	1	1	1	1
Administrative Support Technician		1	1	1	1	1	1
Part-time (FTE)		0.3	0.3	0.3	0.3	0.3	0.3
Totals		3.8	3.8	3.8	3.8	3.8	3.8

Goals and Objectives

- * Provide the City of Poquoson a comprehensive system of parks, recreation, and leisure services that are of the highest quality and most beneficial to improving the quality of life for its citizens.
- * Follow and use the Parks and Recreation Master Plan and City's Comprehensive Plan to reflect current changes and citizen needs.
- * Continue to plan for needed recreational facilities in the Capital Improvements Plan.
- * Engage Poquoson Civic Groups in a mutual support agreement whereby both the PPR Department and Poquoson Civic Groups share resources and defray costs for their respective projects.

PARKS & RECREATION PROGRAMS

Major Departmental Functions

- * Plan, coordinate, organize and administer a variety of programs, activities and special functions to meet the needs of Poquoson citizens.
- * Coordinate departmental/school/independent league/community group activities at park/recreational/school facilities.
- * Provide support to the Peninsula Agency on Aging's programs, and support civic initiatives and activities.
- * Serve as the production house for the Island Tide, a three times a year publication to communicate with citizens City information and events.
- * Coordinate leisure and athletic programs.
- * Provide interconnectivity between civic groups, churches, and community groups for use of City facilities.

Performance Measures

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
Participants in:				
Adult Athletic Leagues	420	938	600	600
Adult Instructional Classes	132	120	140	140
Senior Center (Mature Adults)	620	610	600	-
Trips -- Youth/Adult	190	160	165	175
Youth Athletic Leagues	1,650	1,861	1,850	1,900
Youth Instructional Classes	425	732	600	600

Significant Budget Items

- * Increase in Personnel Services due to increase in pay adjustment and health insurance.
- * It should be noted that the department requested funds to purchase new tables and chairs for the Community Center and additional funding for printing which was not recommended for this budget.

Program Accomplishments

- * Continued to work with Public Works, community civic groups and citizen volunteers for park refurbishments and improvements.
- * Published program booklet 2 times per year for City residents highlighting events and recreation for community participants, as well as a camp guide for summer programs.
- * Developed a sailing camp program that served 52 youth and partnered equipment rental with the Poquoson Sailing Foundation.
- * Developed and introduced new instructional and athletic programs throughout the year.
- * In coordination with Economic Development division, supported the effort for Area Realtor's event to showcase and highlight the City.
- * In conjunction with the Economic Development division, continued to support advertising efforts for the Poquoson is the Place campaign, including a restaurant week and shop local event.
- * The Poquoson Seafood Festival saw strong attendance at its 38th Anniversary thanks to a variety of media avenues and sponsorships.
- * Continued to provide spring and fall youth soccer and volleyball leagues and youth basketball league that supported 850 youth participants and instructional programs to support preschoolers for introductory skills in soccer, field hockey, and basketball.
- * Developed joint program with Virginia Cooperative Extension for children's outreach day to teach gardening flora and fauna and general recreation fun. Approximately 200 preschoolers attended the event.

PARKS & RECREATION POOL

Expenditures Summary

	FY 2019			FY 2020		FY 2020		\$ Change From 2019	% Change From 2019
	FY 2017		Original Adopted Budget	FY 2019 Revised Budget	Department Request Budget	City Council Adopted Budget			
	Actual	Actual							
Personnel Services	\$ 74,845	\$ 82,770	\$ 82,439	\$ 50,039	\$ 88,573	\$ 86,495	\$ 36,456		72.9%
Operating Expenses	47,891	46,952	46,625	79,025	46,525	46,125	(32,900)		-41.6%
Capital Outlay	6,243	1,203	7,000	7,000	18,800	7,000	-		0.0%
Totals	\$ 128,979	\$ 130,925	\$ 136,064	\$ 136,064	\$ 153,898	\$ 139,620	\$ 3,556		2.6%

Personnel Summary

	FY 2019			FY 2020		FY 2020 City Council Adopted Positions
	FY 2017		FY 2018	FY 2019	Department Request Positions	
	Authorized	Authorized	Authorized	Authorized		
Assistant Director of Community Recreation		0.5	0.5	0.5	0.5	0.5
Part Time (FTE)		4.5	4.5	4.5	4.5	4.5
Totals		5.0	5.0	5.0	5.0	5.0



Goals and Objectives

- * Provide a comprehensive seasonal aquatics program for citizens.
- * Continue to provide swimming lessons and aquatic safety classes for all citizens.
- * Continue to provide an opportunity for youth to participate in a competitive swim program.
- * Review Pool Operations Procedures Manual to ensure all safety and operations standards are current with accepted industry practices.
- * Represent the City at a regional recreation level in the area of swimming.

PARKS & RECREATION POOL

Major Departmental Functions

- * Provide nationally accredited swimming instruction for youth and adults.
- * Refine and develop the swimming ability of City youth by providing competitive swimming opportunities through the Department's Barracuda Swim Team and Rip Tide Swim Team.
- * Educate children and adults regarding safety around pools and other bodies of water.
- * Provide seasonal recreational swimming opportunities for Poquoson families.

Performance Measures

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
Daily Gate Admissions	3,850	4,535	4,000	4,000
Season Pass Admissions (*)	225	212	200	200
Swimming Lessons	287	284	300	300
Swim Teams-- combined	125	80	80	85

*One pass for each swim team participant as required to participant in league.

Significant Budget Items

- * Increase in Personnel Services due to increase in pay adjustment and health insurance.
- * Decrease in operating expenses due to FY 2019 maintenance costs not projected in FY 2020.

Program Accomplishments

- * Completed another season with no serious injuries or drowning incident.
- * Provided lifeguarding and Water Safety Instructor Course enabling young people the opportunity to obtain employment at aquatic facilities.
- * Provided American Red Cross swimming lessons to community youth.
- * Supported swimming opportunities for community youth programs with local day camps.
- * Continued a program, Strive for 25, to encourage young members to join the Barracuda Swim Team.
- * Support swimming opportunities for community youth programs such as YMCA day camps, Playtime, and area daycares, and Poquoson High School summer school physical education classes.
- * Maintained aging equipment for completion of a successful season at the Municipal Pool.

PARKS & RECREATION SPECIAL EVENTS

Expenditures Summary

	FY 2019				FY 2020		FY 2020		\$ Change	% Change
	FY 2017		Original	FY 2019	Department	City Council	From 2019	From 2019		
	Actual	Actual	Adopted	Revised	Request	Adopted	Revised	Revised		
Personnel Services	\$ 90,908	\$ 87,908	\$ 94,880	\$ 96,705	\$ 104,367	\$ 103,556	\$ 6,851	\$ 6,851	7.1%	
Operating Expenses	123,787	125,773	127,260	128,746	132,296	130,938	2,192	2,192	1.7%	
Capital Outlay	-	-	-	-	-	-	-	-	n/a	
Totals	\$ 214,695	\$ 213,681	\$ 222,140	\$ 225,451	\$ 236,663	\$ 234,494	\$ 9,043	\$ 9,043	4.1%	

Personnel Summary

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Department	FY 2020 City Council
				Request Positions	Adopted Positions
Community Events Coordinator		1	1	1	1
Totals		1	1	1	1

Existing part-time staff work at various special events as needed.

Goals and Objectives

- * Continue to generate revenues through fees and sponsorships to support the Seafood Festival and other special events.
- * Provide safe family oriented events for the citizens of Poquoson including the Poquoson Seafood Festival, Holiday Parade and other seasonal celebrations.
- * Co-sponsor and/or assist with local businesses and civic group events.

PARKS & RECREATION SPECIAL EVENTS

Major Departmental Functions

- * Plan, organize and produce special events throughout the year, the largest being the Seafood Festival.
- * Maintain calendar of special events through the City with points of contact for each.
- * Provide leadership and direction to the Poquoson Seafood Festival Committee and the various activities and events included in the Seafood Festival.
- * Prepare and administer proposals for service needed for special events.
- * Provide communication between government and residents by maintaining the community cable channel, sign board and public service announcements in local news print.

<u>Performance Measures</u>	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
Poquoson Seafood Festival:				
Arts & Crafts Vendors	160	160	159	165
Exhibitors	35	35	32	35
Food Vendors	23	23	25	25
Attendance	45,000	30,000	45,000	45,000
Workboat Race Entries	60	34	60	50

Significant Budget Items

- * In FY 2020, the planned festivals include the 38th Anniversary Poquoson Seafood Festival Weekend on October 18-20, 2019 and the Poquoson Holiday Parade on December 6, 2019.
- * Increase in Personnel Services due to increase in pay adjustment and health insurance.

Program Accomplishments

- * Maintained the quality of existing events such as the Poquoson Seafood Festival and Poquoson Holiday Parade while introducing new activities to each event.
- * Continued to enhance and foster the Poquoson Seafood Festival and Holiday Parade.
- * Assisted Pomoco Nissan of Hampton, host of the workboat race.
- * Assisted City civic groups with events such as the Trinity Sunrise Service, Tabernacle Church block party, and other races/runs and community events.

LIBRARY

Expenditures Summary

			FY 2019		FY 2020		FY 2020		\$ Change		% Change
			Original	FY 2019	Department	City Council	From 2019	Revised	From 2019	Revised	
	FY 2017	FY 2018	Adopted	Revised	Request	Adopted	Revised	Revised	Revised	Revised	
	Actual	Actual	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	
Personnel Services	\$ 546,875	\$ 576,087	\$ 599,867	\$ 608,345	\$ 624,248	\$ 632,709	\$ 24,364				4.0%
Operating Expenses	113,926	114,997	119,788	127,613	124,638	119,588	(8,025)				-6.3%
Capital Outlay	197,845	174,282	153,950	167,088	163,441	162,706	(4,382)				-2.6%
Totals	\$ 858,646	\$ 865,366	\$ 873,605	\$ 903,046	\$ 912,327	\$ 915,003	\$ 11,957				1.4%

Personnel Summary

	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Authorized	FY 2020	
				Department Request Positions	City Council Adopted Positions
Library Director	1	1	1	1	1
Adult Services Librarian	1	1	1	1	1
Youth Services Librarian	-	1	-	1	1
Technical Services Librarian	1	1	-	1	1
Librarian	-	-	1	-	-
Library Associate	1	-	1	-	-
Administrative Services Coordinator	1	1	1	1	1
Library Associate (FTE)	1.25	1.25	1.25	2.65	2.65
Senior Library Associate (FTE)	1.40	1.40	1.40	-	-
Library Assistant (FTE)	4.30	4.30	4.30	4.30	4.30
Library Page (FTE)	0.50	0.50	0.50	0.50	0.50
Totals	12.45	12.45	12.45	12.45	12.45



Goals and Objectives

- * Ensure the library is reaching and engaging citizens and effectively articulating the library's value to Poquoson's quality of life.
- * Expand outreach services into the community, enhance public relations, and increase visibility.
- * Outline and institute clear marketing and branding strategies for the library.
- * To recruit and retain skilled and knowledgeable staff.
- * Actively participate in succession planning and management and seek out training opportunities.
- * Continue to use technology to enhance library services and provide community needs.
- * Leverage funding resources to improve and update the library facility.
- * Identify and manage emerging library trends and best practices that best serve the community.
- * Seek out partnerships that will help leverage resources and meet the needs of the community.
- * Guarantee the library is meeting the needs and expectations of the community by continuing development of the library's print and digital collection, providing excellent customer service, and providing enhanced supplemental services.
- * Support a vibrant and educated community by providing classes and events that support the K-12 learning initiatives and provide innovative and stimulating programming for all ages that is relevant and high quality.

LIBRARY

Major Departmental Functions

- * Operate as a free public lending facility with reading materials for all ages, in all media.
- * Serve as a community center where exhibits, workshops, book talks, story times, poetry readings, musical performances, reading clubs and other programs and activities for all ages are offered.
- * Provide community with meeting and gathering space to facilitate sharing of ideas.
- * Work with the Library Advisory Board, Friends of the Library, Library volunteers, and local business partners to encourage Library usage, endowments and bequests in the community.
- * Encourage pre-schoolers to develop an interest in reading and learning through services for children and for parents and children together.
- * Support students in their educational needs with the various public library/school cooperative programs.
- * Provide the public with free notary public service and serve as a passport acceptance agency for the U.S. State Department.
- * Promote lifelong learning through classes, seminars and hands on workshops.

Performance Measures

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
Active Library Members	13,876	11,151	11,500	11,500
Attendance at Library Programs	10,195	11,504	12,000	12,000
Circulation	167,890	167,641	168,000	168,000
Documents Notarized	1,009	974	1,000	1,000
Interlibrary Loans	62	31	35	35
Internet, MS Office, etc. usage	14,506	14,607	14,500	14,500
Items Purged	8,328	11,994	10,000	10,000
Library Visits	100,921	96,900	97,000	97,000
Meeting Room Usage	1,586	1,686	1,700	1,700
New Items added to Collection	9,228	12,068	11,000	11,000
Overdue Items Retrieved	860	1,092	1,000	1,000
Passport Applications Processed	2,466	1,969	2,000	2,000
Reading Material Reserves	11,110	10,701	11,000	11,000
Web Page Hits	64,212	62,847	75,000	75,000

Significant Budget Items

- * Increase in Personnel Services is due to increase in proposed merit and health insurance.
- * Decrease in operating expenses due to cost associated with HVAC system which was replaced in FY 2019.

Program Accomplishments

- * Received the 2018 Outstanding Program in Cooperation with Another Organization Award for the Hometown Heroes Fight for Freedom program series from the Virginia Public Library Director's Association.
- * Welcomed 96,900 library patrons, averaging more than 7.8 visits per person.
- * Circulated 167,641 items, averaging 13.5 items per person.
- * Provided a collection of 214,361 items both within the library and downloadable digital materials through subscription.
- * Offered 337 free educational and cultural programs including reading clubs, book talks, programs, and STEM workshops.
- * Conducted 19 free technology classes and provided 14,607 computer sessions.
- * Hosted 1,686 meetings for library events, 60 civic and service organizations.
- * Registered 1,294 new readers, bringing active cardholders to 11,151.

PLANNING

Expenditures Summary

	FY 2019			FY 2020		FY 2020		\$ Change		% Change	
	FY 2017		Original	FY 2019	Department	City Council	From 2019	Revised	From 2019	Revised	
	Actual	Actual	Adopted Budget	Revised Budget	Request Budget	Adopted Budget	Revised Budget	Revised Budget	Revised Budget	Revised Budget	
Personnel Services	\$ 293,825	\$ 325,288	\$ 301,037	\$ 305,308	\$ 310,814	\$ 315,979	\$ 10,671				3.5%
Operating Expenses	25,463	22,803	29,300	29,300	26,850	26,650	(2,650)				-9.0%
Capital Outlay	806	433	-								n/a
Totals	\$ 320,094	\$ 348,524	\$ 330,337	\$ 334,608	\$ 337,664	\$ 342,629	\$ 8,021				2.4%

Personnel Summary

	FY 2019			FY 2020	
	FY 2017	FY 2018	FY 2019	Department	City Council
	Authorized	Authorized	Authorized	Request Positions	Adopted Positions
Director of Community Development		1	1	1	1
Planner		1	1	1	1
Environmental Compliance Officer		1	1	1	1
Administrative Assistant		1	1	1	1
Totals		4	4	4	4

Goals and Objectives

- * Assist the EDA, City Manager and City Council in promoting economic growth.
- * Continue to lead the Development Plan Review Committee in processing development plans for adherence of regulations.
- * Continue development of the GIS program for the City.
- * Continue to seek grants in conjunction with implementation of land use applications.
- * Work with the Virginia Department of Transportation in planning for City roadway improvements.
- * Continue to work with Hampton Roads Planning District Commission in monitoring development of regional planning practices and issues.
- * Continue to update City land use ordinances to reflect the City's economic development needs and trends.
- * Assist in the implementation of the updated Comprehensive Plan.
- * Maintain and update the Comprehensive Plan to encourage and recognize its goals and objectives.
- * Strive to provide professional, expeditious, thorough, accurate and courteous service to the public on local, State and Federal land use regulations.
- * Continue to provide adequate staff support to the Architectural Review Board, Board of Zoning Appeals, Wetlands Board, Planning Commission, and the City Council.
- * Continue to process a variety of land use applications.
- * Seek to achieve certifications that will allow staff to further their professional development and remain in compliance with State regulations.

PLANNING

Major Departmental Functions

- * Update and administer City land use ordinances including Zoning Ordinance, Subdivision Ordinance, Erosion & Sediment Control Ordinance, Site Plan Ordinance, Wetlands Ordinance and Sign Ordinance.
- * Monitor compliance of issued use permits and zoning violations.
- * In coordination with Inspections Department administer the City's Federal Flood Insurance rating program and the Community Rating System.
- * Provide technical assistance to other departments, real estate agents, developers, contractors, and citizens.
- * Provide staff support to City Council, Planning Commission, Board of Zoning Appeals, Wetlands Board, Architectural Review Board and Economic Development Authority.
- * Manage economic development through comprehensive planning, rezoning and master planning process.
- * Serve as participating department for the Hazard Mitigation Planning Committee.
- * Serve as lead department for the Environmental Development Plan Review Committee.
- * Coordinate and monitor ongoing residential and commercial site development.
- * Develop and maintain community access cable TV channel.
- * Department staff serve as liaison to multiple State and regional agencies and committees.
- * Prepare special project studies as assigned by the City Manager.
- * Administer Erosion and Sediment Control/Stormwater Program.

<u>Performance Measures</u>	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
Citizen requests for information	1,600	2,000	2,000	2,000
City Council/Board/Comm Agenda Items	15	15	15	15
Erosion and Sediment Applications Processed	58	22	30	30
Erosion and Sediment Inspections	923	7,665	800	800
Farm Animal Permits Processed	48	50	45	45
Major subdivision plans reviewed	1	2	2	2
Minor subdivision plans reviewed	2	2	2	2
Sign Permit Applications	15	15	15	15
Site Plans reviewed	4	4	4	4
Special Projects (non Planning)	17	20	20	20
Zoning Ordinance/City Code Amendments	1	7	7	12

Significant Budget Items

- * Increase in Personnel Services due to increase in pay adjustment and health insurance.

Program Accomplishments

- * Finalized updating the City's Comprehensive Plan.
- * Continued the process of updating the City's Land Use Ordinances and City Code provisions.
- * Implemented and monitored State highway, environmental and stormwater regulations.
- * Actively participated in regional planning meetings.
- * Continued to update the City's official zoning map for adoption by City Council.
- * Facilitated the compliance of outstanding non-conforming uses.
- * Continued the function of performing all erosion and sediment control permit inspections.
- * Processed 3 residential developments.
- * Continued to work with Legacy of Poquoson developers and Fountains of Poquoson Developer.
- * Processed 1 Conditional Use Permit, 1 Rezoning Application and 5 Boundary Line Adjustments.

PLANNING / BZA / WETLANDS / ARB

Expenditures Summary

			FY 2019		FY 2020		FY 2020		\$ Change		% Change	
			Original	FY 2019	Department	City Council	From 2019	Revised	From 2019	Revised	From 2019	Revised
	FY 2017	FY 2018	Adopted Budget	Revised Budget	Request Budget	Adopted Budget	Revised Budget	Revised Budget	Revised Budget	Revised Budget	Revised Budget	Revised Budget
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	n/a		
Operating Expenses	9,407	3,002	9,450	9,450	9,750	9,450	-	-	0.0%			
Capital Outlay	-	-	-	-	-	-	-	-	n/a	n/a		
Totals	\$ 9,407	\$ 3,002	\$ 9,450	\$ 9,450	\$ 9,750	\$ 9,450	\$ -	\$ -	0.0%			

Personnel Summary

N/A

Goals and Objectives

Architectural Review Board (ARB)

- * Regulate exterior appearance of buildings, structures and improvements proposed for erection or alteration in the Village Commercial, General Commercial and Research and Development Districts and the City's business corridor.
- * Encourage construction of attractive commercial development and prevent garish, bizarre and inappropriate exterior designs which could deteriorate the appearance of development and ultimately threaten the integrity of future development and revenue within the City of Poquoson.

Board of Zoning Appeals (BZA)

- * Provide relief to property owners from the Zoning Ordinance when the strict application of the ordinance would prevent the reasonable use of land. Determine mitigation requirements.
- * Continue education and certification of Board Members through the Certified Professional Education Association of Virginia.

Planning Commission

- * Provide competent, expedient and professional advice and technical support to City Council pertaining to land use and development issues facing Poquoson.
- * Expand staff's knowledge and technical abilities of planning, land use, development, and zoning issues.
- * Assist in guiding development of a revised Comprehensive Plan and in conjunction facilitate a public outreach program for the formulation of the revised plan.
- * Assist in guiding development in a fashion compatible with the City's adopted Comprehensive Plan.
- * Oversee and guide the process to update the City's Comprehensive Plan.

Wetlands Board

- * Provide competent, expedient and professional services and technical support to property owners proposing to perform development activities in wetlands.
- * Protect Poquoson's environmentally sensitive wetlands, through the enforcement and administration of local and State wetlands laws and expand upon the Board's and staff's knowledge.
- * Review permit applications for projects proposing impact to wetlands per State guidance and regulations.
- * Monitor progress of permitted projects.

Environmental Development Plan Review Committee

- * Review site and subdivision plans, proposed Resource Protection Area (RPA) encroachment on grandfathered lots, grant waivers where appropriate and determine mitigation requirements.
- * Determine mitigation requirements for waivers to Chesapeake Bay regulations.
- * Review wetland permits for land disturbance impacts in the RPA.
- * Meet with potential developers to discuss requirements and offer guidance and assistance during the early stages of development to ensure applications are handled in an expeditious manner.

PLANNING / BZA / WETLANDS / ARB

Major Departmental Functions

- * Process a variety of land use applications.
- * Assist public in City land use policies and standards.
- * Prepare and modify the City's Comprehensive Plan.
- * Prepare applications for public hearings, inspecting sites, monitoring construction, assisting public in preparation and delivery of formal applications.
- * Presentations to City Council/Boards/Commissions.

Performance Measures

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
Architectural Review Applications	7	2	3	4
Board of Zoning Appeals - Ches Bay Exceptions	2	2	3	3
Board of Zoning Applications	7	3	3	3
*EDPRC Chesapeake Bay Waivers	7	11	11	11
Ordinance Amendments	1	4	8	12
Wetland Board Applications	1	5	5	5

*EDPRC is Environmental Development Plan Review Committee that is made up of staff members

Significant Budget Items

- * Funding to remain level for FY 2020.

Program Accomplishments

- * Continued to advance education opportunities and obtain certifications.
- * BZA approved two Chesapeake Bay exception and three Zoning variances.
- * The EDPRC considered eleven waiver requests.
- * The Wetlands Board approved two finals and one permit extension.
- * The Wetlands Board adopted a Living Shoreline General Permit Policy.
- * The Planning Commission recommended approval of one Conditional Use Permit and one Rezoning.
- * The Planning Commission recommended approval of the FY2020 - 2024 CCIP.
- * The Planning Commission recommended approval of the 2018 - 2038 Comprehensive Plan.

ECONOMIC DEVELOPMENT

Expenditures Summary

	FY 2019			FY 2020			FY 2020		Change		% Change	
	FY 2017		Original	FY 2019		Department	City Council	From 2019	Revised	From 2019	Revised	
	Actual	Actual	Adopted Budget	Revised Budget	Request Budget	Adopted Budget	Revised Budget	Revised Budget	Revised Budget	Revised Budget	Revised Budget	
Personnel Services	\$ 72,073	\$ 67,847	\$ 67,861	\$ 68,865	\$ 69,874	\$ 71,102	\$ 2,237			3.3%		
Operating Expenses	42,264	31,245	33,610	33,610	128,885	34,360	750			2.2%		
Capital Outlay	-	-	-	-	-	-	-			n/a	n/a	
Totals	\$ 114,337	\$ 99,092	\$ 101,471	\$ 102,475	\$ 198,759	\$ 105,462	\$ 2,987			2.9%		

Personnel Summary

	FY 2020			FY 2020	
	Department		City Council	Request Positions	Adopted Positions
	FY 2017	FY 2018	FY 2019		
Economic Development Coordinator				1	1
Totals				1	1

Goals and Objectives

- * Continue to assist in the marketing of the Big Woods, Messick Point and other Poquoson properties with potential for commercial development.
- * Continue to pursue commercial marine opportunities for facilities to enhance Messick Point.
- * Utilize START, a Peninsula annual entrepreneurial competition, and other sources to seek new business potential for startups and entrepreneurial opportunities.
- * Coordinate efforts to seek grant support and jointly market marine and water based businesses for tourism and patronage opportunities.
- * Digital Media focus on high impact, low cost sources to increase awareness and utilization of existing digital sites.
- * Work with other locality members of the Regional Infrastructure Facility Authority (RIFA) to identify mutual participation opportunities to benefit the City.

ECONOMIC DEVELOPMENT

Major Departmental Functions

- * Serve as staff liaison for the Economic Development Authority.
- * Retain and expand existing businesses and recruit new prospects. Promote quality, safe and environmentally friendly growth in the City.
- * Implement the City's Economic Development Strategic Plan.
- * Work with City businesses and organizations to support a productive growth atmosphere for existing and future businesses.
- * Serve as City representative to Hampton Roads Economic Development Alliance, START Peninsula, Virginia Peninsula Chamber of Commerce, Peninsula Economic Resource Team (PERT), Virginia Economic & Development Partnership and The Langley Civic Leaders Association (LCLA).
- * Develop and implement marketing initiatives to publicize the Poquoson Business Community.
- * Update, revise and maintain the City's Commercial Property Inventory
- * Schedule and coordinate business appreciation and business development events.

Performance Measures

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
Ribbon cutting ceremony	11	5	10	10
Sponsor Economic Development Events	7	5	7	7

Significant Budget Items

- * It should be noted that the department requested funding for a shared vehicle with Community Recreation.

Program Accomplishments

- * Represented the City of Poquoson at numerous Peninsula Economic Resource Team (PERT) Meetings in 2018
- * Served as the Point of Contact and Project Team Member for the City of Poquoson's entry into the newly formed Eastern Regional Industrial Facility Authority, the first of its kind in the Hampton Roads Region.
- * Conducted 5 Business Ribbon Cuttings in 2018.
- * Hosted 2 Mayor's Breakfasts in 2018.
- * Hosted a Home Based Business General Meeting in 2018.
- * Secured grant funding through the VA Dept of Health to assist with replacement of Pump Out Station at City's Ren Road Facility.
- * Participated on the planning committee and contributed financially in the sponsorship of START Peninsula.
- * Coordinated the 2nd Annual "Taste of Poquoson" Restaurant Week event led to participation from (7) Poquoson restaurants.
- * Coordinated two "Shop Local" promotions (Spring and Fall 2018) for the City of Poquoson Commercial Corridor.
- * Developed the City's "Welcome Business Sign" Initiative
- * The "Teen Center" building at 962 Poquoson Avenue was sold to St. Timothy's Anglican Church in 2018.
- * Coordinated and programmed the Annual Residential Real Estate Event in June 2018.
- * Engaged advertising in Chesapeake Bay and Dozier's Cruising Guides, VTC State Travel Guide, and Daily Press.
- * Through the efforts of the economic development office, Poquoson joined the State's Virginia Oyster Trail, identifying as a community that supports and provides regional oysters. The Economic Development office will engage Poquoson restaurants and retain businesses to leverage this membership in 2019.

COMMUNITY DEVELOPMENT

Expenditures Summary

	Original				FY 2020 Department Request Budget	FY 2020 City Council Adopted Budget	\$ Change From 2019	%
	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted Budget	FY 2019 Revised Budget				
Personnel Services	\$ -	-	\$ -	\$ -	\$ -	\$ -	n/a	n/a
Operating Expenses	\$ 157,968	\$ 157,037	\$ 133,691	\$ 133,691	\$ 134,570	\$ 134,570	879	0.7%
Capital Outlay	-	-	-	-	-	-	n/a	n/a
Totals	\$ 157,968	\$ 157,037	\$ 133,691	\$ 133,691	\$ 134,570	\$ 134,570	\$ 879	0.7%

Personnel Summary

N/A

Goals and Objectives

- * Continue to contribute to a number of agencies which provide services to disadvantaged, elderly, and youth.
- * Continue to contribute to agencies which provide services which benefit Poquoson's economy, including those which attract new businesses to the area and increase local tourism.

COMMUNITY DEVELOPMENT

Major Departmental Functions

* Participate in agencies which provide services that improve the quality of life for citizens of Poquoson.

<u>Budget Detail</u>	FY 2017 Actual	FY 2018 Actual	FY 2019 Revised Budget	FY 2020 Requested Budget	FY 2020 Adopted Budget
Litter Control Grant	\$ 6,120	\$ 6,049	\$ -	\$ -	\$ -
Contributions to Agencies:					
CASA	500	750	750	750	750
Commission on Homelessness	2,781	2,781	2,781	2,781	2,781
Disabilities Transportation	3,800	3,800	3,800	3,800	3,800
Hampton Roads Economic Development (HREDA)	11,499	11,456	- -	- -	- -
Hampton Roads Planning District Comm (HRPDC)	9,770	9,887	10,075	9,849	9,849
HRPDC Municipal Construction Standards	479	479	479	479	479
HRPDC Other Projects	5,909	8,014	5,028	8,746	8,746
HRPDC Regional Groundwater Mitigation	2,350	2,412	3,177	2,501	2,501
HRPDC Stormwater Management Program	4,357	4,283	4,082	2,235	2,235
HR Military/Federal Facilities Alliance	6,106	6,180	6,180	6,156	6,156
NASA Aeronautics Support Team (NAST)	6,000	6,000	6,000	- -	- -
Poquoson Animal Welfare Sanctuary (PAWS)	5,000	5,000	5,000	5,000	5,000
Peninsula Chamber of Commerce	1,750	1,750	1,750	1,750	1,750
Peninsula Council for Workforce Development	5,847	5,847	5,847	5,847	5,847
Peninsula Emergency Medical Services	1,259	1,606	1,597	1,600	1,600
Poquoson Historical Commission	500	500	500	500	500
Poquoson Museum Foundation	37,653	36,546	36,970	35,022	35,022
Regional Air Service Enhancement Fund (RAISE)	4,860	- -	- -	- -	- -
Small Business Development Center	3,000	3,000	- -	3,000	3,000
Thomas Nelson Community College	27,726	29,433	27,175	31,814	31,814
Transitions Family Violence Services	2,000	2,500	2,500	2,500	2,500
York/Poquoson Extension Service	8,702	8,764	10,000	10,240	10,240
 Totals	 \$ 157,968	 \$ 157,037	 \$ 133,691	 \$ 134,570	 \$ 134,570

Significant Budget Items

- * Hampton Roads Planning District Commission provides oversight for various projects. Total requested funding for HRPDC is \$23,810 for FY 2020.
- * Poquoson Museum Foundation requested funding in the amount of \$20,649 for FY 2020 which is a forgiveness of 1/10th of the Deed of Trust Note with the City as well as the interest relating to that note. This is the final payment towards the deed of trust. An additional \$14,373, will be used to help operate and maintain the Museum and present the WWI and WWII event.
- * Thomas Nelson Community College requested \$31,814 for lease payments and capital improvements.
- * The Hampton Roads Economic Development moved to the Poquoson EDA to support the regional economic development efforts effective FY 2019.

NON-DEPARTMENTAL

Expenditures Summary

			FY 2019		FY 2020		FY 2020		\$ Change		% Change
			Original	Revised	Department	City Council	From 2019	Revised	Revised	From 2019	
	FY 2017	FY 2018	Adopted Budget	Budget	Request Budget	Adopted Budget	Revised Budget	Budget	Budget	Change	
	FY 2017 Actual	FY 2018 Actual									
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	n/a
Operating Expenses	\$ 39,741	\$ 8,086	\$ 24,200	\$ 24,200	\$ 24,200	\$ 24,200	\$ 24,030	\$ (170)	\$ (170)	-0.7%	
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	n/a
Totals	\$ 39,741	\$ 8,086	\$ 24,200	\$ 24,200	\$ 24,200	\$ 24,200	\$ 24,030	\$ (170)	\$ (170)	-0.7%	

Personnel Summary

N/A

Goals and Objectives

- * Provide a contingency for certain unanticipated expenses which inevitably arise during the year.
- * Continue to keep the contingency account less than one quarter of one percent of the total general fund budget.

NON-DEPARTMENTAL

Major Departmental Functions

- * Account for expenses that are not readily classified in other areas.
- * Hold funds in reserve for any contingent situations which may occur.

Budget Detail

	FY 2017 Actual	FY 2018 Actual	FY 2019 Revised Budget	FY 2020 Department Request Budget	FY 2020 City Council Adopted Budget
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -
Refunds	15,410	(16)	-	-	-
Treasurer Cash Overages/Shortages	(15)	(101)	-	-	-
Contingencies	24,346	8,203	24,200	24,200	24,030
Totals	\$ 39,741	\$ 8,086	\$ 24,200	\$ 24,200	\$ 24,030

Significant Budget Items

- * Minimal funding for contingencies to pay for any unforeseen expenses throughout the City.

DMV SELECT

Expenditures Summary

			FY 2019		FY 2020		FY 2020		\$ Change		% Change
			Original	Revised	Department	City Council	From 2019	Revised	From 2019		
	FY 2017	FY 2018	Adopted Budget	Budget	Request Budget	Adopted Budget	Revised Budget	Revised Budget	From 2019		
Personnel Services	\$ 102,050	\$ 102,046	\$ 117,781	\$ 119,905	\$ 129,800	\$ 131,550	\$ 11,645	\$ 11,645	9.9%		
Operating Expenses	1,055	2,868	2,800	2,800	3,485	2,675	(125)	(125)	-4.5%		
Capital Outlay	516	1,015	-	-	500	-	-	-	n/a		
Totals	\$ 103,621	\$ 105,929	\$ 120,581	\$ 122,705	\$ 133,785	\$ 134,225	\$ 11,520	\$ 11,520	9.6%		

Personnel Summary

				FY 2020		FY 2020	
				Department		City Council	
	FY 2017	FY 2018	FY 2019	Request	Adopted	Adopted	Adopted
Senior DMV Service Clerk			1	1	1	1	1
DMV Service Clerk			1	1	1	1	1
Totals			2	2	2	2	2

Goals and Objectives

- * Continue to provide excellent customer service to all DMV customers.
- * Advertise and promote new services offered (boat registrations, hunting and fishing licenses) as a result of the new relationship established with the Department of Game and Inland Fisheries (DGIF).
- * Increase DMV commission to our City by 2%.

DMV SELECT

Major Departmental Functions

- * Process applications for titling and registration of motor vehicles.
- * Issue motor vehicle license plates and/or decals.
- * Issue handicap placards.
- * Issue driver transcripts.
- * Collect fees, taxes, penalties and other monies in connection with above transactions.
- * Issue boat registrations, hunting and fishing licenses for the Department of Game and Inland Fisheries.

Performance Measures

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
Total DMV Transactions	43,068	51,211	40,000	45,000
Car Dealers Served	18	16	15	15

Significant Budget Items

- * In FY 2020, it is estimated that the DMV operations will generate \$124,000 in commission to the City.
- * Rate of compensation for DMV services is 4.5% of the first \$500,000 of gross collections and 5% of gross collections over \$500,000.
- * Increase in Personnel Services due to pay adjustment and health insurance.

Program Accomplishments

- * Cross-trained with the Commissioner of the Revenue employees.
- * Continued relationship with DMV by securing monthly City Hall visits of DMV2GO Mobile Unit that issues drivers licenses and identification cards.
- * Established a partnership with the Department of Game and Inland Fisheries (DGIF) to register boats and issue hunting and fishing licenses.
- * Processed 700 additional supplemental liens to assist another local DMV select.

TRANSFER TO OTHER FUNDS

Expenditures Summary

			FY 2019		FY 2020		FY 2020		\$	%
	FY 2017	FY 2018	Original Adopted Budget	FY 2019 Revised Budget	Department Request Budget	City Council Adopted Budget	Change From 2019 Revised Budget	Change From 2019 Revised Budget		
	FY 2017 Actual	FY 2018 Actual								
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	n/a	n/a
Operating Expenses	3,077,895	2,994,536	3,910,764	4,092,843	3,999,780	3,964,780	(128,063)			-3.1%
Capital Outlay	-	-	-	-	-	-	-	n/a	n/a	n/a
Totals	\$ 3,077,895	\$ 2,994,536	\$ 3,910,764	\$ 4,092,843	\$ 3,999,780	\$ 3,964,780	\$ (128,063)			-3.1%

Personnel Summary

N/A

TRANSFERS

Goals and Objectives

* Transfer to Debt Service Fund to cover current payment of all general governmental debt service for the City, Schools and EDA. In FY 2019, the principal payment for the EDA began for the general obligation bonds issued to repay the EDA's bank line of credit. The Economic Development Authority Fund budgets for the interest on the note.

TRANSFER TO OTHER FUNDS

Major Departmental Functions

* Account for all transfers from the General Fund to other funds of the City.

Budget Detail

			FY 2019	FY 2019	FY 2020	FY 2020
	FY 2017	FY 2018	Original Adopted Budget	Revised Budget	Department Request Budget	City Council Adopted Budget
	Actual	Actual				
Transfer to Debt Service	\$2,888,155	\$2,902,671	\$ 3,813,627	\$ 3,813,627	\$ 3,820,082	\$ 3,795,082
Transfer to Capital Projects	133,000	40,000	10,186	97,559	55,520	55,520
Transfer to Special Revenue/OPEB	56,740	46,865	70,534	157,907	107,125	97,125
Transfer to Solid Waste	-	-	-	1,853	-	-
Transfer to Fleet	-	-	-	5,480	-	-
Transfer to Economic Development Authority	-	5,000	16,417	16,417	17,053	17,053
Totals	\$ 3,077,895	\$ 2,994,536	\$ 3,910,764	\$4,092,843	\$ 3,999,780	\$ 3,964,780

Significant Budget Items

- * The transfer to Debt Service of \$3,795,082 for City, School and EDA debt.
- * Transfer of \$55,520 to the Capital Projects fund for pay-as-you go local funding and one local project requiring a City match.
- * Transfer of \$97,125 to the Special Revenue Fund/OPEB (Other Post Employment Benefits) for benefits offered to retired employees and to provide a contribution to the OPEB Trust Fund.
- * Transfer of \$17,053 to the Economic Development Authority for operations and to support regional economic development efforts. The funds associated with regional economic development has been included under contributions to agencies in the past years.

THIS PAGE LEFT INTENTIONALLY BLANK

DEBT SERVICE FUND - SUMMARY

Debt Service Fund Description

The Debt Service Fund accounts for the accumulation of resources for the payment of general obligation debt service for the City and the School Division, except for debt payable by the Utilities Fund. Revenues of the Debt Service Fund are derived from transfers from the General Fund and/or Capital Projects Fund.

City of Poquoson Charter Article 13 "Limitation on the issuance of bonds or other interest bearing obligations" addresses the debt limit. It states that there shall not be any issued bonds or other interest-bearing obligations which exceed for any one issuance, one and one-half percentum of the assessed valuation of the real estate in the City subject to taxation, according to the most current assessment for taxes, without voter approval. Certificates of indebtedness, revenue bonds, or other obligations issued in anticipation of the collection of the revenues for the current year, provided they mature within one year from issuance, are not required to be voted on by the qualified voters of the City.

In May 2014, Standard & Poor upgraded the long-term rating for the City to AAA from AA+, the highest possible rating from Standard & Poor which provides that the City's capacity to meet its financial commitments on the obligation is extremely strong. In June 2016 and 2018, Standard & Poor reaffirmed the AAA rating. In 2012, Moody's upgraded the City's long-term rating to Aa2 from Aa3. In December 2017, upgraded the City's outstanding bonds an additional notch to Aa1 as a result of the strength of the Virginia State Intercept program along with the City's underlying credit quality. In June 2018, Moody's reaffirmed the Aa2 rating and assigned an enhanced Aa1 rating to 2018 general obligation bonds.

The City's most significant debt is in School bonds and literary loans. Other significant debt service items relate to notes and bonds of the City and Economic Development Authority (EDA). All the debt service presented in the budget is based on legally binding agreements, unless it is labeled estimate.

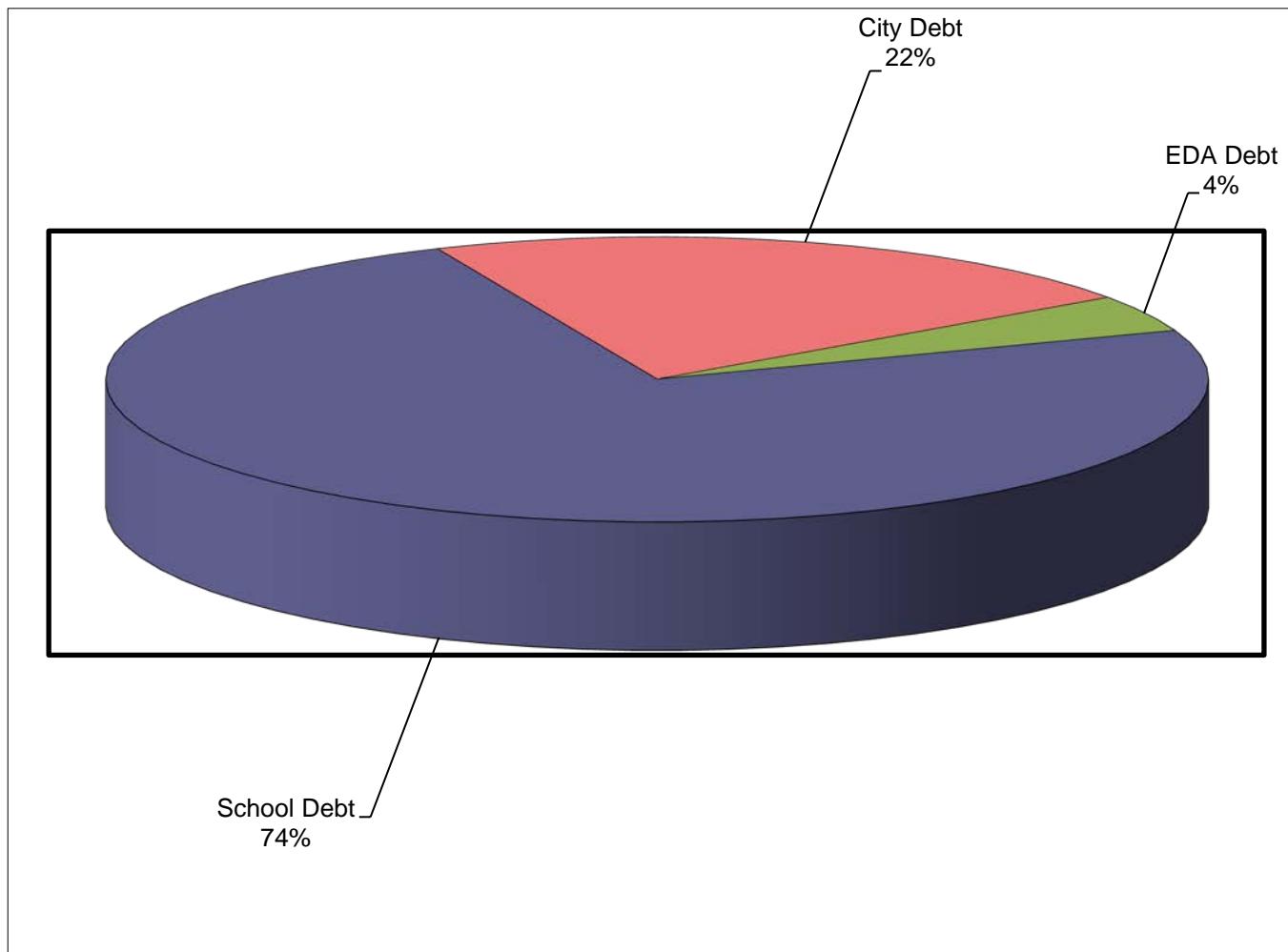
Projected fund balance of \$1.1M is to be used to offset debt service costs in future years. For FY 2020 the use of fund balance is estimated at \$25K.

Debt Service Projection of Fund Balance

Beginning Balance - 6/30/2016		\$ 311,800
Actual FY 2017 Revenues	\$ 2,888,155	
Acutal FY 2017 Expenditures	<u>(2,777,371)</u>	110,784
Fund Balance - 6/30/2017		\$ 422,584
Actual FY 2018 Revenues	\$ 2,902,671	
Actual FY 2018 Expenditures	<u>(2,935,671)</u>	(33,000)
Fund Balance - 6/30/2018		\$ 389,584
Estimated FY 2019 Revenues	\$ 4,746,752	
Estimated FY 2019 Expenditures	<u>(4,026,790)</u>	719,962
Projected Fund Balance - 6/30/2019		\$ 1,109,546
Estimated FY 2020 Revenues	\$ 3,795,082	
Estimated FY 2020 Expenditures	<u>(3,820,082)</u>	(25,000)
Projected Fund Balance - 6/30/2020		\$ 1,084,546

DEBT SERVICE FUND - SUMMARY

Debt Service Expenditures



<u>Debt Service Expenditures</u>	<u>Estimated FY 2019</u>	<u>Adopted FY 2020</u>
School Debt	\$ 2,611,757	\$ 2,827,546
City Debt	690,082	832,536
EDA Debt	157,000	160,000
Bond Issuance Costs	567,951	-
Reserve	749,156	-
TOTAL	<u>\$ 4,775,946</u>	<u>\$ 3,820,082</u>

DEBT SERVICE FUND - REVENUE

Debt Service Revenue

Account Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Revised Budget	FY 2019 Estimated Revenue	FY 2020 City Council Adopted Revenue	\$ Change From 2019 Budget	% Change From 2019 Budget
Transfer from General Fund	\$ 2,888,155	\$ 2,902,671	\$ 3,813,627	\$ 3,813,627	\$ 3,795,082	\$ (18,545)	-0.5%
Issuance of Debt	-	-	933,125	933,125	-	(933,125)	-100.0%
TOTAL TRANSFERS IN	\$ 2,888,155	\$ 2,902,671	\$ 4,746,752	\$ 4,746,752	\$ 3,795,082	\$ (951,670)	-100.5%
Use of Reserve	-	-	29,194	29,194	25,000	(4,194)	-14.4%
TOTAL REVENUE	\$ 2,888,155	\$ 2,902,671	\$ 4,775,946	\$ 4,775,946	\$ 3,820,082	(\$955,864)	-20.0%

Revenue Explanations

Transfers: The Debt Service Fund is financed exclusively from transfers made by other funds. Usually the transfer of debt comes from the General Fund.

Use of Reserve: In FY 2013, the City established a debt reserve to set aside funds for future debt service. In FY 2018, the City adopted the use of the reserve and the estimated balance of the reserve at 6/30/2018 is \$389,584. In anticipation of the borrowing during FY 2019, the City will increase the reserve in FY 2019 with the understanding of utilizing the funds when the debt is payable. In FY 2020, the budget uses \$25,000 of reserve.

Computation of Estimated Legal Debt Margins for FY 2020

There is a legal limit for cities in Virginia whereby the amount of bonded long-term debt cannot exceed 10% of the City's total assessed value of real estate. The computation of the margin for additional borrowing, based on estimated assessed values as of 7/1/2019, is shown below. A further discussion of the City's debt service can be found in the Appendix section of this document.

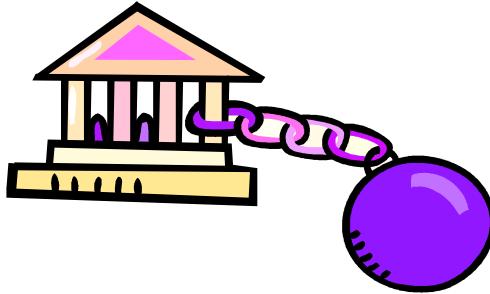
Estimated Assessed Value of Real Estate as of 7/1/2019

General	\$ 1,639,484,487
Public Service Corporation	23,033,372
Total	\$1,662,517,859
 Total Bonding Limit (10% of total assessed value)	 \$166,251,786
General Obligation Bonds, other than those authorized for a specific revenue producing project	\$37,882,586
Sewer Bonds	5,450,000
Net Bonded indebtedness subject to limit	\$43,332,586
 Bonded indebtedness as percent of assessed value of real estate	 2.61%
 Margin for Additional Borrowing	 \$122,919,200

DEBT SERVICE FUND - EXPENDITURES

Debt Service Expenditures

	FY 2017 Actual	FY 2018 Actual	FY 2019 Revised Budget	FY 2020 City Council Adopted Budget	\$ Change From 2019 Budget	% Change From 2019 Budget
School Principal	\$ 1,444,892	1,464,548	\$ 1,520,744	\$ 1,541,850	\$ 21,106	1.4%
School Interest	650,933	797,219	1,091,013	1,285,696	194,683	17.8%
City Principal	490,109	470,452	494,256	648,151	153,895	31.1%
City Interest	189,537	201,052	193,426	180,385	(13,041)	-6.7%
EDA Principal	-	-	157,000	160,000	3,000	1.9%
Bond Issuance Costs	-	-	567,951	-	(567,951)	-100.0%
Trustee Fees	1,900	2,310	2,400	4,000	1,600	66.7%
Total Expenditures	<u>\$ 2,777,371</u>	<u>\$ 2,935,581</u>	<u>\$ 4,026,790</u>	<u>\$ 3,820,082</u>	<u>\$ (206,708)</u>	<u>-5.1%</u>
Reserve	-	-	749,156	-	(749,156)	-100.0%
Totals	<u>\$ 2,777,371</u>	<u>\$ 2,935,581</u>	<u>\$ 4,775,946</u>	<u>\$ 3,820,082</u>	<u>\$ (955,864)</u>	<u>-20.0%</u>



Significant Budget Items

* In FY 2019 and 2020, a total of \$29,194 and \$25,000, respectively was used to fund a portion of the debt service. In addition to the use in FY 2019 of \$29,194, an increase of \$749,156 was added to prepare for the principal and interest of 2018 General Obligation Bonds received in July 2018. A net increase to the reserved for FY 2019 was \$719,962.

* In FY 2020, the principal payment of \$160,000 was for the general obligation bonds issued to repay the Economic Development Authority's (EDA) bank line of credit. The FY 2020 interest associated with the bonds will be budgeted in the EDA fund. The total of the interest is \$33,384.

DEBT SERVICE FUND - EXPENDITURES

Expenditures Summary

DEBT INSTRUMENT	FY 2020 Principal	FY 2020 Interest	FY 2020 Other Fees	FY 2020 Adopted Budget
Schools				
Bonds:				
2010 Refunded 2005 PES	\$ 381,500	\$ 14,900	\$ -	\$ 396,400
2010 Refunded 2006B PES	210,000	12,243	-	222,243
2010 Refunded 2007 PES	44,550	2,366	-	46,916
2012 Refunded 2002 Refunded 1994A (Cafeteria)	20,408	2,092	-	22,500
2012 Refunded 2009C Refunded 2001 School's VRS	60,000	5,750	-	65,750
2012 Refunded 2011 Refunded 2008 PMS Stadium	190,332	30,420	-	220,752
2012 Refunded 2011 Refunded 2007 Unrefunded PES	364,572	58,268	-	422,840
2016 Refunded 2010 Refunded 2005 PES	-	96,980	-	96,980
2016 Refunded 2010 Refunded 2007 PES	-	126,625	-	126,625
2016 Refunded 2010 Refunded 2006B-PES	-	224,830	-	224,830
2016 Refunded 2011B Refunded 2009A Refunded 2006A PES	175,488	84,491	-	259,979
2016 Primary School HVAC	20,000	7,050	-	27,050
2016 High School HVAC	5,000	2,700	-	7,700
2016 High School Track	15,000	9,200	-	24,200
2018 Middle School Renovations	50,000	604,531	-	654,531
2018 School Bus	5,000	3,250	-	8,250
Total Schools	\$1,541,850	\$1,285,696	\$ -	\$2,827,546
City				
Bonds:				
2010 Refunded 2005 Fire Station #1	163,500	6,386	-	169,886
2010 Refunded 2007 Fire Station #1	10,450	555	-	11,005
2012 Refunded 2002 Refunded 1994 A (City Hall)	79,592	8,158	-	87,750
2012 Refunded 2011 Refunded 2007 Unrefunded Fire Station #1	85,517	13,668	-	99,185
2012 Refunded 2011 Refunded 2009B & 1998A Refunded Court House	114,580	22,581	-	137,161
2012 Refunded 2011 Refunded 2009B & 2001 Fire Station #2	110,000	13,313	-	123,313
2016 Refunded 2010 Refunded 2005 Fire Station #1	-	41,563	-	41,563
2016 Refunded 2010 Refunded 2007 Fire Station #1	-	29,702	-	29,702
2016 Refunded 2011B Public Works	29,512	14,209	-	43,721
2016 Fire Apparatus (Formerly Messick Point Beach)	5,000	3,900	-	8,900
2016 City Hall HVAC (Formerly undesignated projects)	5,000	2,100	-	7,100
2018 Fire Engine 102	10,000	4,750	-	14,750
2018 City Hall HVAC	25,000	12,750	-	37,750
2018 TMDL	10,000	6,750	-	16,750
Trustee Fees:				
US Bank	-	-	4,000	4,000
Total City	\$648,151	\$180,385	\$4,000	\$832,536
EDA				
2013 Refinance LOC	\$160,000	-*	-	\$160,000
TOTAL DEBT SERVICE FY 2020	\$2,350,001	\$1,466,081	\$4,000	\$3,820,082

*Interest associated with the debt is budgeted in the Economic Development Authority's budget. The total interest is \$33,384.

THIS PAGE LEFT INTENTIONALLY BLANK

DEBT SERVICE FUND - LONG TERM DEBT OBLIGATIONS

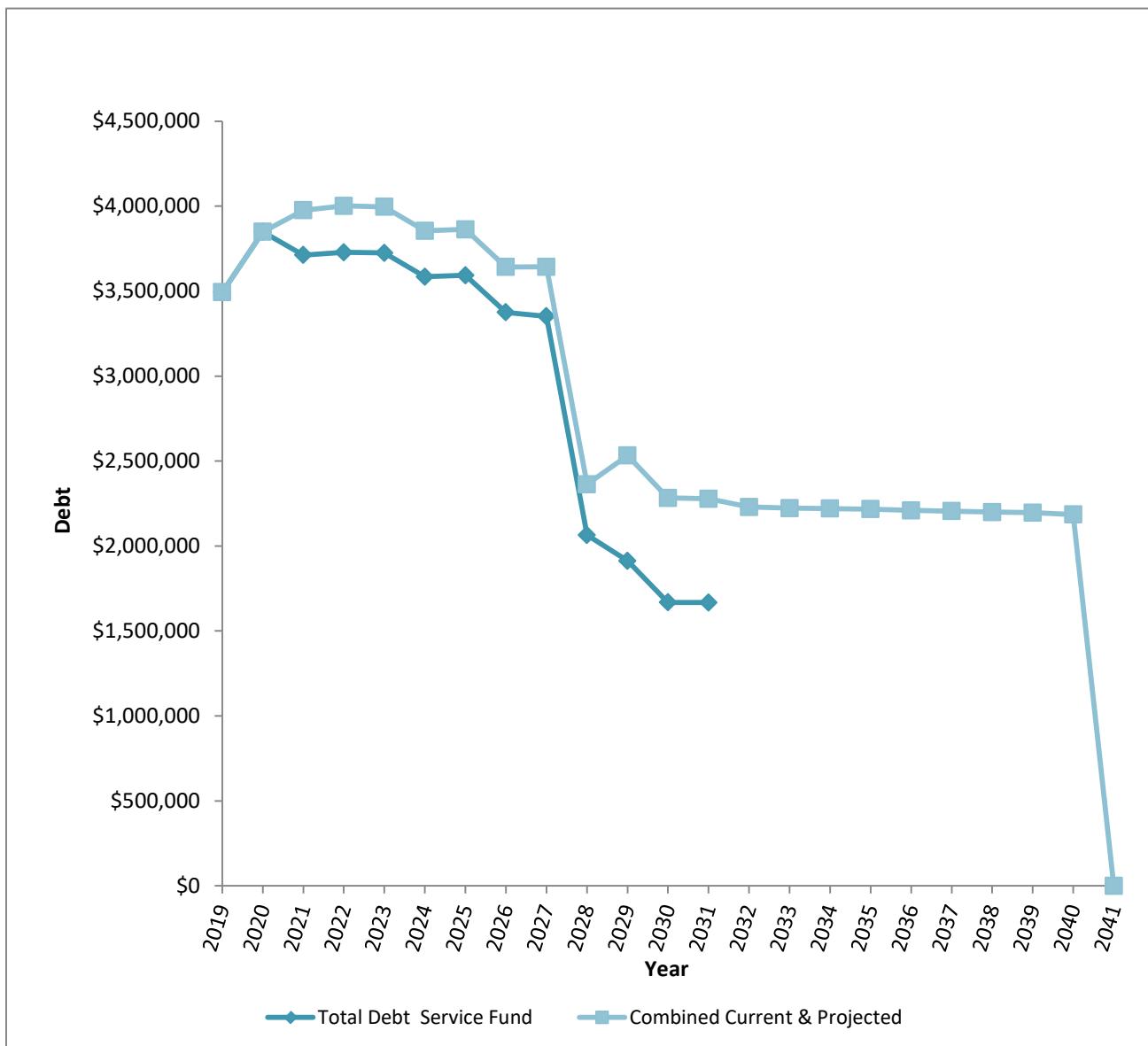
<u>Summary of Long Term Debt Obligations</u>	<u>Projected Balance</u>	<u>Projected Balance</u>		
<u>General Long Term Obligations</u>	<u>6/30/2019</u>	<u>Additions</u>	<u>Retirement</u>	<u>6/30/2020</u>
<u>School Bonds:</u>				
2010 Refunded 2005 PES	\$ 381,500	\$ -	\$ 381,500	\$ -
2010 Refunded 2006B PES	210,000	-	210,000	-
2010 Refunded 2007 PES	44,550	-	44,550	-
2012 Refunded 2002 Refunded 1994A (Cafeteria)	41,837	-	20,408	21,429
2012 Refunded 2009C Refunded 2001 School's VRS	115,000	-	60,000	55,000
2012 Refunded 2011 Refunded 2008 PMS Stadium	656,809	-	190,332	466,477
2012 Refunded 2011 Refunded 2007 Unrefunded PES	1,258,089	-	364,572	893,517
2016 Refunded 2010 Refunded 2005 PES	2,080,673	-	-	2,080,673
2016 Refunded 2010 Refunded 2007	2,716,700	-	-	2,716,700
2016 Refunded 2010 Refunded 2006B-PES	4,823,659	-	-	4,823,659
2016 Refunded 2011B Refunded 2009A Refunded 2006A PES	2,071,615	-	175,488	1,896,127
2016 Primary School HVAC	145,000	-	20,000	125,000
2016 High School HVAC	55,000	-	5,000	50,000
2016 High School Track	245,000	-	15,000	230,000
2018 Middle School Renovations	17,520,000	-	50,000	17,470,000
2018 School Bus	65,000	-	5,000	60,000
	\$ 32,430,432	\$ -	\$ 1,541,850	\$ 30,888,582
<u>City Bonds:</u>				
2010 Refunded 2005 Fire Station #1	163,500	-	163,500	-
2010 Refunded 2007 Fire Station #1	10,450	-	10,450	-
2012 Refunded 2002 Refunded 1994 A (City Hall)	163,163	-	79,592	83,571
2012 Refunded 2011 Refunded 2009B & 1998A Refunded Court House	295,106	-	85,517	209,589
2012 Refunded 2011 Refunded 2007 Unrefunded Fire Station	508,743	-	114,580	394,163
2012 Refunded 2011 Refunded 2009B & 2001 Fire Station #2	266,252	-	110,000	156,252
2016 Refunded 2010 Refunded 2005 Fire Station #1	891,717	-	-	891,717
2016 Refunded 2010 Refunded 2007 Fire Station #1	637,251	-	-	637,251
2016 Refunded 2011B Public Works	348,385	-	29,512	318,873
2016 Fire Apparatus (Formerly Messick Point Beach)	100,000	-	5,000	95,000
2016 City Hall HVAC (Formerly undesignated projects)	55,000	-	5,000	50,000
2018 Fire Engine	95,000	-	10,000	85,000
2018 City Hall HVAC	255,000	-	25,000	230,000
2018 TMDL	135,000	-	10,000	125,000
	\$ 3,924,567	\$ -	\$ 648,151	\$ 3,276,416
EDA 2013 Refinance LOC	\$ 1,527,587		\$ 160,000	\$ 1,367,587
Total General Long Term Obligations	\$ 37,882,586	\$ -	\$ 2,350,001	\$ 35,532,585

Sewer Fund Obligations

<u>Sewer Bonds:</u>				
2010 VRA Refunded 2002 Bond	235,000	-	75,000	160,000
2012 Refunded 2011 Refunded 2009B & 1998B Bond	1,705,095	-	16,395	1,688,700
2012 Refunded 2011 Refunded 2009B & 2003B Bond	374,905	-	3,605	371,300
2012 Refunded 2000 DEQ Loan	970,000	-	125,000	845,000
2012 Refunded 2000 DEQ Loan	2,165,000	-	295,000	1,870,000
Total Sewer Obligations	\$ 5,450,000	\$ -	\$ 515,000	\$ 4,935,000

DEBT SERVICE FUND

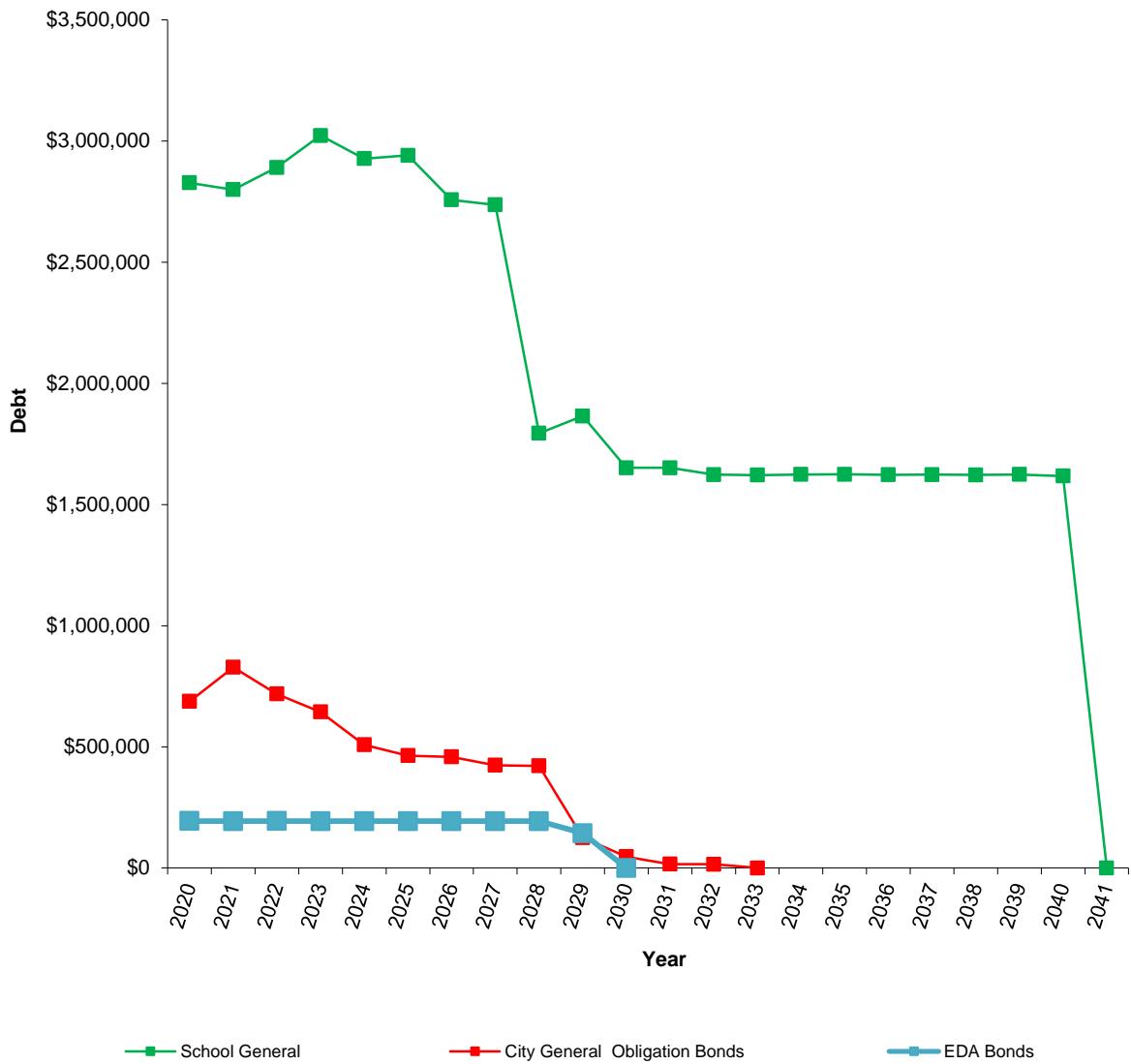
Total Current and Projected Debt Service Fund



The above graph depicts the City's current debt service until the debt is paid. In addition to current, the graph provides the combined current and projected debt based on the anticipated borrowing.

DEBT SERVICE FUND

Debt Service By Type



The City has various debt instruments which have been used to pay for various School and City projects. This graph only depicts the current debt of the City. The graph will be updated once the anticipated borrowing has occurred.

DEBT SERVICE FUND--AMORTIZATION OF LONG TERM DEBT

Amortization of Long Term Debt

Year Ending	School General Obligation Bonds (*)		City General Obligation Bonds (**)		EDA Bonds (***)	
	June 30	Principal	Interest	Principal	Interest	Principal
2020	1,541,850	1,285,696	648,151	180,385	160,000	33,384
2021	1,586,429	1,213,053	568,571	150,129	164,000	29,771
2022	1,757,145	1,133,731	522,855	121,701	167,000	26,080
2023	1,977,020	1,045,874	412,981	95,557	171,000	22,311
2024	1,977,630	949,652	387,370	76,379	175,000	18,453
2025	2,088,813	851,862	401,186	57,619	179,000	14,506
2026	2,008,830	748,511	386,170	38,169	183,000	10,470
2027	2,087,536	649,161	402,462	19,471	187,000	6,345
2028	1,210,449	535,335	119,551	6,296	141,587	2,130
2029	1,334,730	486,226	45,270	1,805	-	-
2030	1,170,000	447,181	15,000	900	-	-
2031	1,205,000	399,231	15,000	450	-	-
2032	1,225,000	361,731	-	-	-	-
2033	1,260,000	323,931	-	-	-	-
2034	1,300,000	284,931	-	-	-	-
2035	1,340,000	243,056	-	-	-	-
2036	1,380,000	198,206	-	-	-	-
2037	1,425,000	151,894	-	-	-	-
2038	1,470,000	151,894	-	-	-	-
2039	1,520,000	104,119	-	-	-	-
2040	1,565,000	52,819	-	-	-	-
TOTAL	\$ 32,430,432	\$ 11,618,094	\$ 3,924,567	\$ 748,861	\$ 1,527,587	\$ 163,450

* The City anticipates borrowing an additional \$2.9 Million in FY 2021 for roof replacement on the Primary and High School along with purchasing additional buses. The amortization of the future debt service is not reflected in this schedule. The schedule will be updated at such time the borrowing is finalized.

** The City anticipates borrowing an additional \$2.1 Million earmarked for borrowing for the TMDL/Stormwater improvement in FY 2021. The amortization of the future debt service is not reflected in this schedule. The schedule will be updated at such time the borrowing is finalized.

*** The City through the Debt Service Fund accounts for the principal on the bonds. The Economic Development Authority (EDA) Fund accounts for the interest on the bonds. The EDA intends to pay this debt with proceeds from the sale of EDA owned property.

DEBT SERVICE FUND--AMORTIZATION OF LONG TERM DEBT

Amortization of Long Term Debt

Year Ending June 30	Total Debt Service Fund		Total Debt Service Fund Principal & Interest	Sewer Fund Bonds/Notes		Total Sewer Fund Principal & Interest
	Principal	Interest		Principal	Interest	
2020	2,350,001	1,466,081	3,816,082	515,000	192,183	707,183
2021	2,319,000	1,363,182	3,682,182	540,000	166,878	706,878
2022	2,447,000	1,255,432	3,702,432	565,000	140,774	705,774
2023	2,561,001	1,141,431	3,702,432	590,000	114,900	704,900
2024	2,540,000	1,026,031	3,566,031	610,000	97,200	707,200
2025	2,668,999	909,481	3,578,480	630,000	78,900	708,900
2026	2,578,000	786,680	3,364,680	650,000	60,000	710,000
2027	2,676,998	668,632	3,345,630	665,000	40,500	705,500
2028	1,471,587	541,631	2,013,218	685,000	20,550	705,550
2029	1,380,000	488,031	1,868,031	-	-	-
2030	1,185,000	448,081	1,633,081	-	-	-
2031	1,220,000	399,681	1,619,681	-	-	-
2032	1,225,000	361,731	1,586,731	-	-	-
2033	1,260,000	323,931	1,583,931	-	-	-
2034	1,300,000	284,931	1,584,931	-	-	-
2035	1,340,000	243,056	1,583,056	-	-	-
2036	1,380,000	198,206	1,578,206	-	-	-
2037	1,425,000	151,894	1,576,894	-	-	-
2038	1,470,000	151,894	1,621,894	-	-	-
2039	1,520,000	104,119	1,624,119	-	-	-
2040	1,565,000	52,819	1,617,819	-	-	-
TOTAL	\$ 37,882,586	\$ 12,366,955	\$ 50,249,541	\$ 5,450,000	\$ 911,885	\$ 6,361,885

Note:

All sewer debt service is accounted for in the Utilities Fund in accordance with Governmental Accounting practice. This schedule is shown so that the reader will have a comprehensive listing of all future City and School debt payments.

Not included in the totals is \$33,384 in interest associated with the general obligation bonds issued by the City of Poquoson for Economic Development Authority (EDA). The EDA in its operating budget accounts for the interest and intends to pay this debt with proceeds from the sale of EDA owned property.

THIS PAGE LEFT INTENTIONALLY BLANK

CAPITAL PROJECTS FUND - SUMMARY

Capital Projects Fund Description

The Capital Projects Fund accounts for financial resources to be used for the acquisition or construction of major City or School capital facilities, infrastructure, and equipment other than those financed by proprietary funds.

For presentation purposes, the FY 2020 through FY 2024 Proposed CCIP's General Fund Projects are shown in detail and found on page 116.

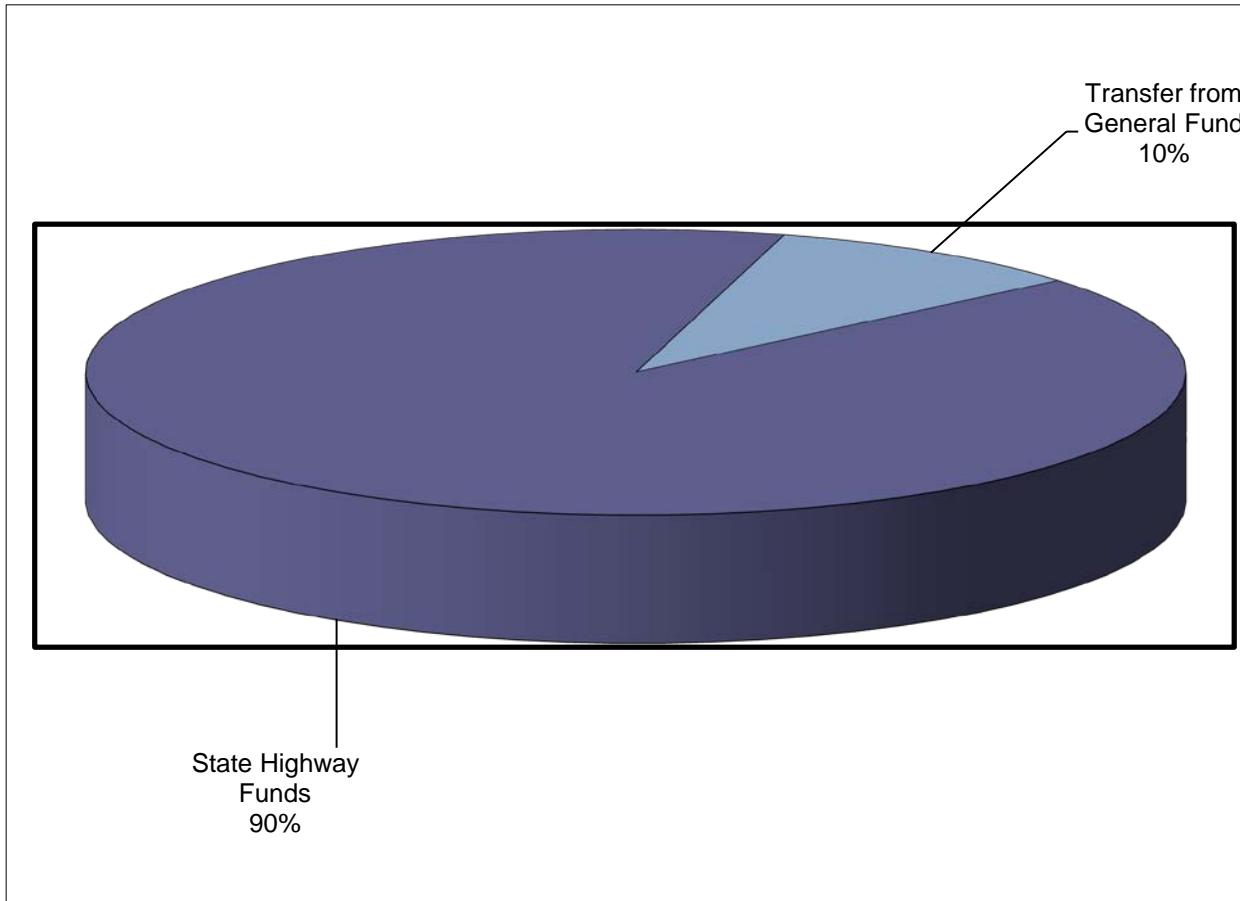
Unlike the City's General Fund in which any unexpended funds lapse at the end of the fiscal year, the monies appropriated in the Capital Fund lapse into the fund balance for future expenditures. Those unspent funds are then reappropriated to the next fiscal year provided the project is not completed. Completed projects with leftover funds may be transferred to the General Fund.

Capital Projects Projection of Fund Balance

Fund Balance - 6/30/2016		\$ 2,548,417
Actual FY 2017 Revenues	\$ 783,648	
Actual FY 2017 Expenditures	<u>(1,340,851)</u>	(557,203)
Fund Balance - 6/30/2017		\$ 1,991,214
Actual FY 2018 Revenues	\$ 629,585	
Actual FY 2018 Expenditures	<u>(1,431,408)</u>	(801,823)
Fund Balance - 6/30/2018		\$ 1,189,391
Estimated FY 2019 Revenues	\$ 18,463,583	
Estimated FY 2019 Expenditures	<u>(2,164,154)</u>	16,299,429
Projected Fund Balance - 6/30/2019		\$ 17,488,820
Estimated FY 2020 Revenues	\$ 580,520	
Estimated FY 2020 Expenditures	<u>(18,069,340)</u>	(17,488,820)
Projected Fund Balance - 6/30/2020		\$ -

CAPITAL PROJECTS FUND - SUMMARY

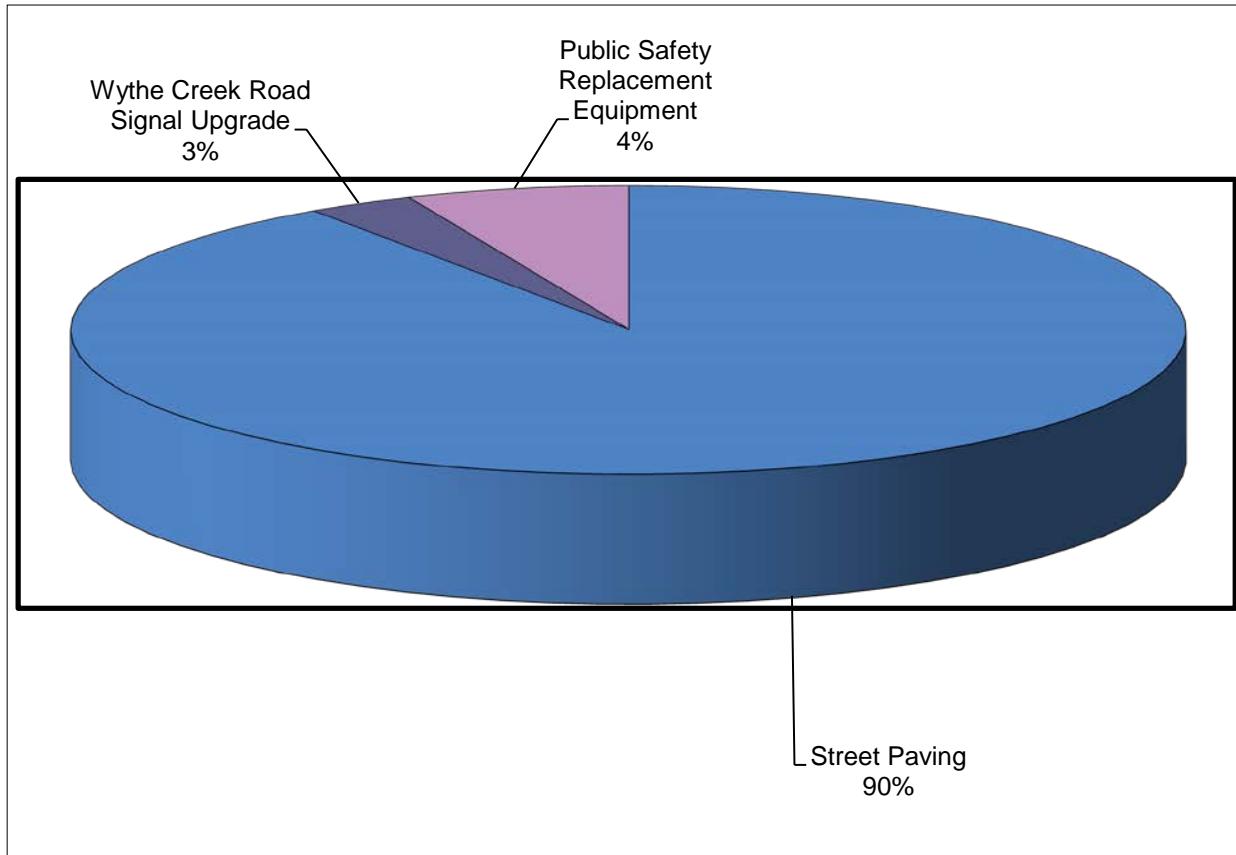
Capital Projects Revenue



<u>Capital Projects Revenue</u>	<u>Estimated FY 2019</u>	<u>Adopted FY 2020</u>
State Highway Funds	\$ 374,700	\$ 525,000
Bond Proceeds	17,606,524	-
Interest Earnings on Bond Proceeds	384,800	-
Transfer from General Fund	97,559	<u>55,520</u>
TOTAL	<u>\$ 18,463,583</u>	<u>\$ 580,520</u>

CAPITAL PROJECTS FUND - SUMMARY

Capital Projects Expenditures



<u>Capital Projects Expenditures</u>	<u>Estimated FY 2019</u>	<u>Adopted FY 2020</u>
Street Paving	\$ 484,887	\$ 525,000
Drainage Projects	539,199	-
Ditch Piping	145,557	-
Wythe Creek Road Milling & Repaving	3,778	-
Wythe Creek Road Signal Upgrade	-	18,000
Poquoson Avenue Sidewalks	6,408	-
School Projects	97,308	-
City Hall - HVAC Replacement	277,000	-
Public Safety Replacement Equipment	260,000	37,520
Public Works Replacement Equipment	310,000	-
Reassessment Software	11,200	-
Messick Point Improvements	28,817	-
TOTAL	\$ 2,164,154	\$ 580,520

CAPITAL PROJECTS FUND - REVENUE

Revenue Summary

Account Title	FY 2017		FY 2018		FY 2019		FY 2019		FY 2020		FY 2020		\$ Change		% Change		
	Actual		Actual		Adopted Budget		Revised Budget		Estimated Revenue		Estimated Budget		Adopted Budget		Revised Budget	Revised Budget	From 2019
State Highway Funds	\$ 565,520		\$ 531,340		\$ 374,700		\$ 374,700		\$ 374,700		\$ 525,000		\$ 525,000		\$ 150,300		40.1%
Note or Bond Proceeds	-		-		-		17,639,284		17,639,284		-		-		(17,639,284)		n/a
Interest -- Bond Proceeds	-		-		-		384,800		384,800		-		-		(384,800)		n/a
State Grants	80,045		51,000		-		-		-		-		-		-		n/a
Miscellaneous Revenue	5,083		5,745		-		-		-		-		-		-		n/a
Donations	-		1,500		-		-		-		-		-		-		n/a
Reappropriation of Fund Bal	-		-		-		-		-		-		-		-		n/a
Transfer from General Fund	133,000		40,000		10,186		97,559		97,559		55,520		55,520		(42,039)		-43.1%
TOTAL REVENUE	\$ 783,648		\$ 629,585		\$ 384,886		\$ 18,496,343		\$ 18,496,343		\$ 580,520		\$ 580,520		\$ (17,915,823)		-96.9%

Revenue Explanations

State Highway Funds: Each year the City allocates a portion of the funding it receives from the Virginia Department of Transportation (VDOT) to the City for the annual paving and drainage programs ("Street Paving and Drainage" projects). The City is projected to receive a total of \$1,405,000 from the State Highway Maintenance Fund, \$374,700 is recorded in the Capital Projects Fund, and the remaining \$880,000 is recorded in the General Fund. The exact amount of revenue for FY 2020 will not be known until August 2019.

Transfer from General Fund: Local funding provided for Capital Projects.

Bond Proceeds: The City issued new debt in FY 2019 associated with the proposed Constrained Capital Improvement Plan (CCIP) phase one. Projects for the first phase are the modernization of the Middle School, a school bus replacement, fire apparatus, City Hall HVAC replacement and TMDL mandate.

State Grants: The City anticipates being awarded one grant in FY 2020 that requires a local match. For budget purposes, we have included the local match piece for Wythe Creek Road signal upgrade in anticipation of receiving the grant award in FY 2020.

CAPITAL PROJECTS FUND - EXPENDITURES

Expenditures Summary

Project	Estimated FY 2019 Expended Projects	Estimated Prior Fiscal Year's Unexpended	FY 2020 New Projects Adopted Budget	Total FY 2020 Projects
	Prior Year		Year 1	
School Projects				
PMS	\$ -	\$ 17,001,100	\$ -	\$ 17,001,100
School Bus	68,000	-	-	-
High School Track	23,377	-	-	-
School HVAC Projects	5,931	16,632	-	16,632
Public Works, Transportation & Drainage Projects				
Street Paving	484,887	-	525,000	525,000
Drainage Projects	539,199	-	-	-
Ditch Piping	145,557	-	-	-
Wythe Creek Roadd Signal Upgrade	-		18,000	18,000
Wythe Creek Road Milling & Repaving	3,778	-	-	-
Poquoson Avenue Sidewalks	6,408	-	-	-
Beta Street Improvements	-	41,240	-	41,240
TMDL/Stormwater	-	208,856	-	208,856
Miscellaneous Projects				
Playground Equipment	-	635	-	635
Floating Dock	-	50,000	-	50,000
Streetscape	-	37,373		37,373
MIP - Feasability Studies	-	50,000	-	50,000
Fire Apparatus/Public Safety Equipment	260,000	50,000	37,520	87,520
Public Works Replacement Equipment	310,000	-	-	-
HVAC-City Hall	277,000	-	-	-
Reassessment Software	11,200	24,800	-	24,800
Undesignated Projects	-	8,184		8,184
Messick Point Improvements	28,817	-	-	-
Totals	\$ 2,164,154	\$ 17,488,820	\$ 580,520	\$ 18,069,340

Expenditures Explanations

Funds are appropriated in the Capital Projects Fund as Year 1 projects usually with a Transfer from the General Fund or issuance of new debt. Unexpended funds at the end of Year 1 lapse into the Fund Balance of the Capital Projects fund for future expenditures. Those unspent funds are then reappropriated the next fiscal year shown above as "Prior Fiscal Year" provided the project is not completed. Completed projects with leftover funds may be transferred to the General Fund Unassigned Fund Balance or redesignated to other projects within the fund.

Major Fund Functions

- * Account for financial resources to be used for the acquisition or construction of major City or School capital facilities, land, infrastructure, and equipment, other than those financed by proprietary funds.
- * Incorporate into the Annual Financial Plan those items of a general governmental nature planned for in the Constrained Capital Improvements Plan.
- * May include projects such as parks and recreation improvements, transportation projects and capital feasibility studies where project total is greater than \$50,000.

FY 2020 New Projects

Street Paving: Projects are funded through VDOT State Highway Funds for maintenance, resurfacing and improvements. Projects are at the City's discretion based on needs. The City allocated \$525,000 towards paving for FY 2020.

Wythe Creek Road Signal Upgrade: This project initiated in FY 2019 will upgrade signal timing operations and emergency vehicle preemption capabilities at intersections along Wythe Creek Road. The work is being financed primarily with VDOT funds with a local match equal to up to 6% of the total cost of \$18,000.

CAPITAL PROJECTS FUND - CCIP PLAN SUMMARY

Adopted CCIP Summary FY 2020 - FY 2024

Project	FY 2020 Project	FY 2021 Project	FY 2022 Project	FY 2023 Project	FY 2024 Project	Total Cost
School Projects						
Primary School Roof Replacement	\$ -	\$ 1,067,300	\$ -	\$ -	\$ -	\$ 1,067,300
High School Roof Replacement		1,423,600				\$ 1,423,600
Bus Replacement (FY 2019 Debt Issue)	99,000	99,000	99,000	143,000		440,000
Total School Projects	\$ 99,000	\$ 2,589,900	\$ 99,000	\$ 143,000	\$ -	\$ 2,930,900
Transportation and Drainage Projects						
Street Paving (*)	\$ 525,000	\$ 403,700	\$ 350,175	\$ 390,146	\$ -	\$ 1,669,021
Drainage Projects-Poquoson Shores Tidal Flooding	-	-	80,000	-	-	80,000
City Ditch Safety & Erosion Improvements (*)	100,000	50,000	80,000	-	-	230,000
TMDL/Stormwater	-	1,000,000	1,000,000	570,000	-	2,570,000
Wythe Creek Road Signal Upgrade (**)	278,000	-	-	-	-	278,000
South Lawson Park Bike Path (*)	45,100	150,000	-	-	-	195,100
Total Transportation and Drainage Projects	\$ 948,100	\$ 1,603,700	\$ 1,510,175	\$ 960,146	\$ -	\$ 5,022,121
Miscellaneous City Projects						
Public Safety -Fire Apparatus (FY 2019 Debt Issue)	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Replacement of Medic 4	220,000	-	-	-	-	220,000
Replacement of Stretcher system	-	93,562	-	-	-	93,562
Total	\$ 270,000	\$ 93,562	\$ -	\$ -	\$ -	\$ 363,562
Projects Managed and Funded by State or Federal Agencies						
Wythe Creek Road South	-	-	19,800,000	-	-	19,800,000
Total Projects Managed and Funded by State or Federal Agencies	\$ -	\$ -	\$ 19,800,000	\$ -	\$ -	\$ 19,800,000

* Total cost of the project is provided by VDOT. No local match is required.

** Total cost of the project is provided, the work is being financed primarily with VDOT Urban Funding with the local match equal to 2% of total cost. The Capital Projects Fund includes the 2% of the total cost with the anticipation of the award from VDOT. At the time of the award, City Council will appropriate the remaining cost of the project.

Expenditures Explanations

The City's second Proposed Constrained Capital Improvements Plan for FY 2020 - FY 2024 was presented to the Planning Commission on January 16, 2019. Planning Commission held a public hearing on February 21, 2019 and recommended its adoption to City Council. City Council held a public hearing on March 25, 2019 when the recommended CCIP was presented. City Council has the authority to approve the recommended CCIP as presented, or approve with amendments. City Council adopted the resolution of the CCIP as presented. The second year of the CCIP is incorporated into the City Manager's Proposed FY 2020 Budget in the Capital Projects Fund Budget.

Operational Impact

The operational impact for the next five years is limited to transfers from the General Fund to finance the projects as well as debt. The projects for the next five years require no new personnel or increased fixed costs.

CAPITAL PROJECTS FUND - CCIP FY 2020 Project Descriptions

Project Title	Description & Scope
<u>School Projects</u>	
Bus Replacement (11-SCH-009)	 <p>The current fleet is aged beyond that recommended by the Commonwealth of Virginia. By June 2019, there will be nine buses in excess of 15 years old, state recommends replacement at 15 years. Mileage on the nine buses range from 135,040 to 268,783, with an average of 211,204. The cost of a conventional 77 passenger bus is requested for the current year. The total cost of the project is provided by the debt issuance in Fiscal Year 2019.</p>
<u>Transportation and Drainage Projects</u>	
Street Paving (12-T&D-007)	 <p>Street repaving is necessary for infrastructure upkeep. The total cost of the project is provided by VDOT. The following streets are scheduled to be repaved in the current year based on the paving rating system: Valmoore Drive, Jefferson Court, Thomas Drive, Basil Court, Lessies Drive, Carmines Court, Oxford Mews, Gay Lynn Drive, Jean Mar Drive, and Dorlie Circle.</p>
Ditch Safety & Erosion Improvements (12-T&D-004)	 <p>This is a multi-year project to pipe or pave earthen ditches along City streets. Project costs include construction of the pipes; replacement of residential driveways; tree removal; installation of yard drainage measures; engineering; utility relocation; and seeding and mulching. Existing driveway culverts may be upgraded and shallower roadside ditching may be required to divert flow into the new system. This project is needed to improve pedestrian and vehicular safety, or to stabilize ditches with ongoing erosion problems. Piping work will focus on those road areas that have minimal to no shoulders and steep ditch side slopes. Paving work will occur in those areas with nontidal erosion issues. The total cost of project is provided by VDOT.</p>
Wythe Creek Road Signal Upgrade (19-T&D-001)	 <p>This project will upgrade traffic signal timing operations and emergency vehicle preemption capabilities at intersections along Wythe Creek Road. This project is needed to improve travel time and safety at signalized intersections. The project is provided by the VDOT Urban Funding of 98% with the City providing a local match of 2%.</p>

CAPITAL PROJECTS FUND - CCIP Project Descriptions

Project Title	Description & Scope
Transportation & Drainage Projects (cont.)	
South Lawson Park Bike Path (20-T&D-001)	 This is the design and construction of a multi-use trail in South Lawson Park and includes improvements to the park's stormwater pond to provide water quality and quantity management for the additional impervious area. The total cost of project is provided by VDOT. <p>This image shows a green rectangular sign on a metal post. The sign features a white bicycle icon and the text 'BIKE ROUTE' in white. It is positioned on the side of a paved road with a grassy shoulder and a field in the background under a blue sky with white clouds.</p>
Miscellaneous City Projects	
Public Safety - Fire Apparatus (11-PS-003)	 Public Safety Feasibility Study to explore the feasibility and affordability of constructing a public safety building. The study will provide the City with an estimate on the cost for the recommended square footage to construct the building per the needs of the City. The study will request various options to include a stand alone building for the police, a building for the police and emergency operations center (EOC) and a combined police, fire administration and EOC. The study is needed not only to provide the needs assessment of the City for public safety but will provide the needed direction for the City with regards to a cost estimate. The total cost of this project is provided by debt issuance in Fiscal Year 2019. <p>This image shows a single-story brick building with a flat roof. A flagpole with the American flag is in front of the building. The building has a small entrance and a window. The sky is clear and blue.</p>
Replacement of Medic 4 (11-PS-002)	 Medic 4, which is referred to currently as Medic 21 is a 1997 Ford E-450 Type III unit made by Weeled Coach. Currently the Medic has 116,191 miles and resides at Station #2. A grant was awarded by the Virginia Office EMS Rescue Squad Assistance Fund. The grant is a 50/50 match and will allow for the City to purchase a medic unit and stretcher system that will meet the required federal safety standards. <p>This image shows a white and red Ford E-450 Type III ambulance. The word 'AMBULANCE' is printed on the side of the vehicle. The ambulance is parked on a paved surface.</p>

The projects above reflect a summary of projects with funds allocated to Fiscal Year 2020 based on the Constrained Capital Improvement Plan FY 2020 - Beyond FY 2024. Each project listed above is noted to have no significant impact on the current operating budget.

SOLID WASTE FUND - SUMMARY

Solid Waste Fund Description

The Solid Waste Fund is an Enterprise Fund which accounts for the collection, disposal, and recycling of household and municipal solid waste, residential hazardous materials, bulky items, and landscaping debris.

In January 2007, City Council adopted a Committee's recommendation and City staff implemented the container/cart program on October 1, 2007. This program utilizes contracted disposal of all household solid waste.

Solid Waste Projection of Net Assets

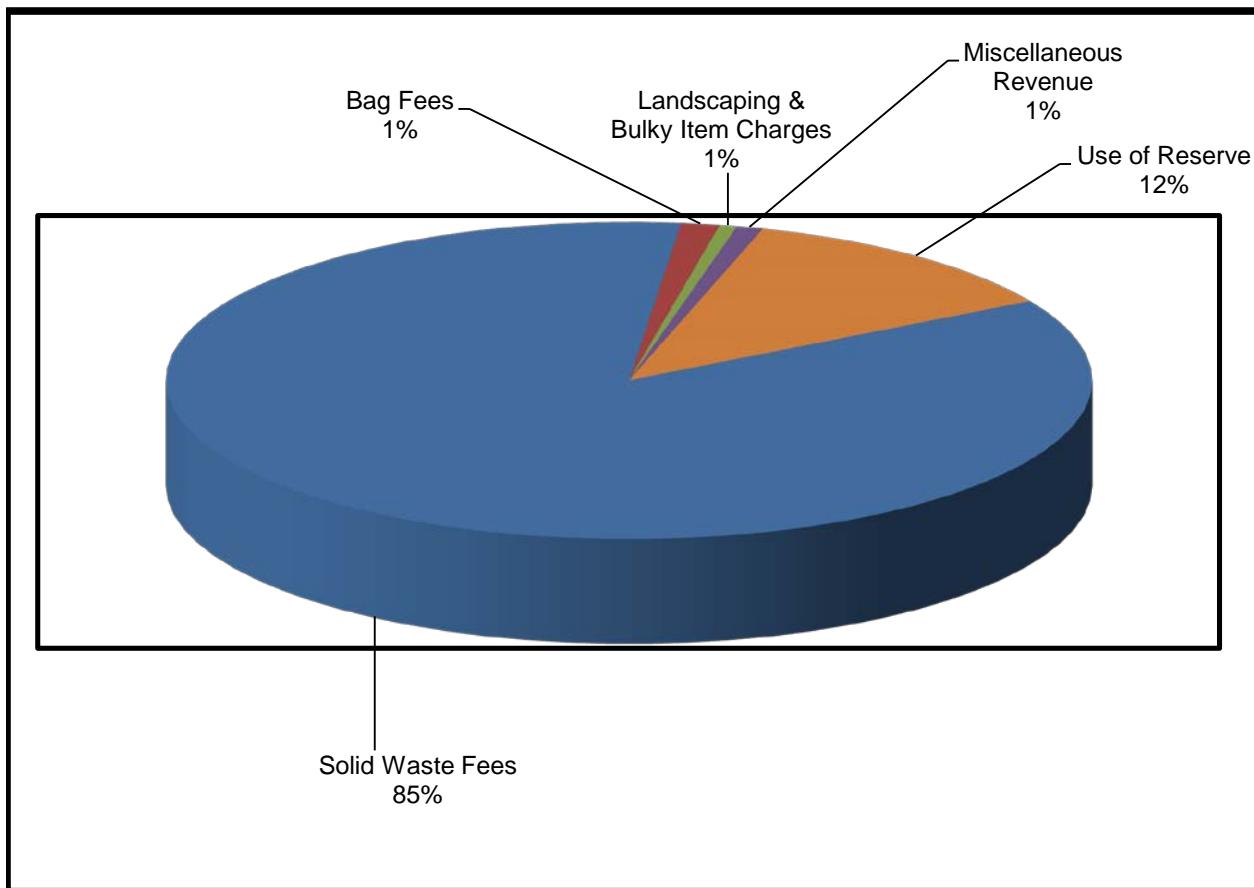
Beginning Net Assets - 6/30/2016		\$ 294,977
Actual FY 2017 Revenues	\$ 819,925	
Actual FY 2017 Expenses	<u>(855,564)</u>	<u>(35,639)</u>
Net Assets - 6/30/2017		\$ 259,338 *
Actual FY 2018 Revenues	\$ 846,553	
Actual FY 2018 Expenses	<u>(806,231)</u>	<u>40,322</u>
Net Assets - 6/30/2018		\$ 299,660 **
Estimated FY 2019 Revenues	\$ 858,060	
Estimated FY 2019 Expenses	<u>(894,113)</u>	<u>(36,053)</u>
Projected Net Assets - 6/30/2019		\$ 263,607
Estimated FY 2020 Revenues	\$ 1,152,034	
Estimated FY 2020 Expenses	<u>(1,309,034)</u>	<u>(157,000)</u>
Projected Net Assets - 6/30/2020		\$ 106,607

*In Fiscal Year 2018, the City adopted the provisions of GASB Statement No. 75, " Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions" which requires the City to report OPEB liabilities and related deferrals and expenses in its financial statements. The net position was restated as of June 30, 2017.

**Includes undepreciated fixed assets of \$49,577 and unrestricted net assets of \$250,083.

SOLID WASTE FUND - SUMMARY

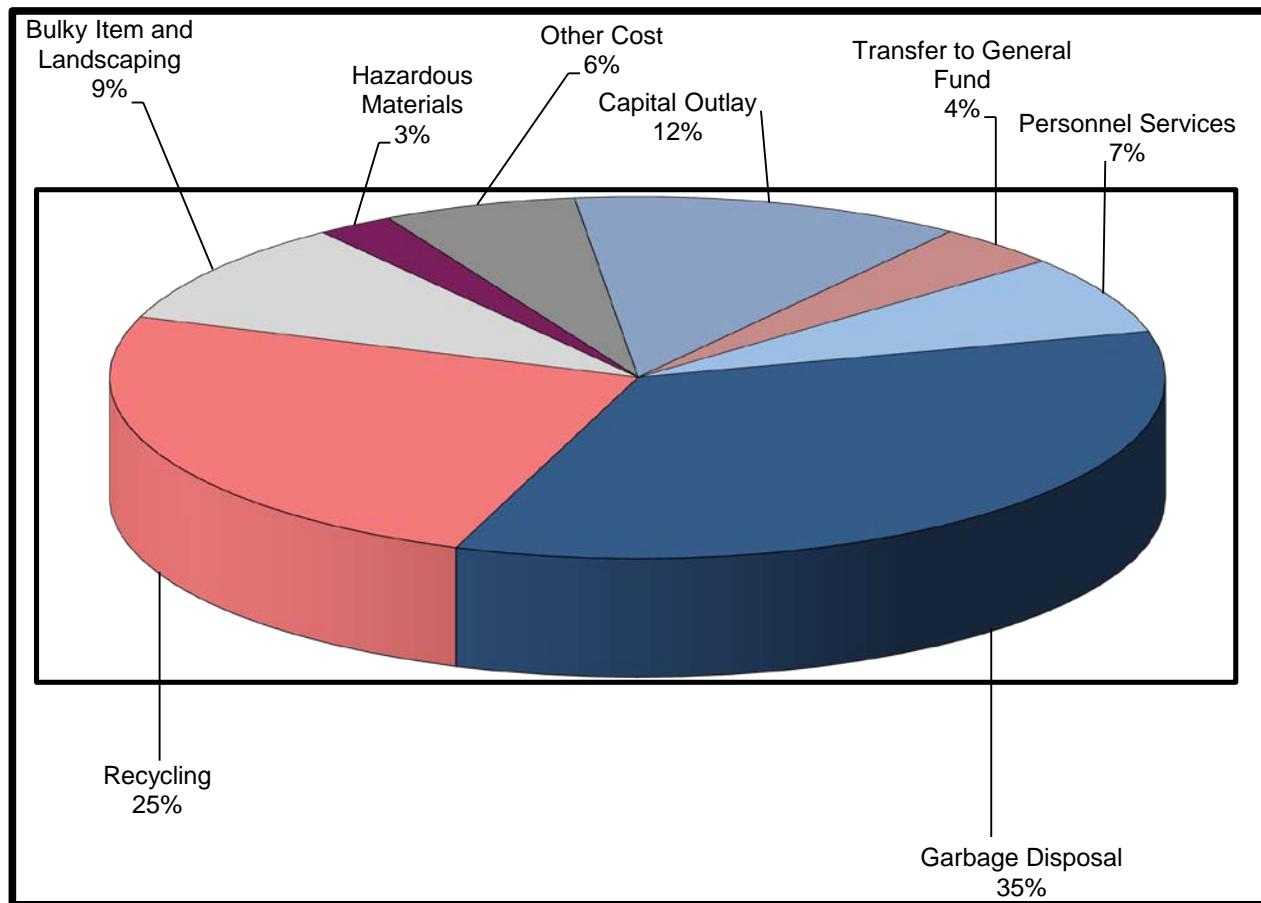
Solid Waste Revenue



<u>Solid Waste Revenue</u>	<u>Estimated FY 2019</u>	<u>Adopted FY 2020</u>
Solid Waste Fees	\$ 824,207	\$ 1,114,497
Bag Fees	22,000	17,500
Landscaping & Bulky Item Charges	10,000	8,000
Miscellaneous Revenue	-	12,037
Transfer from General Fund	1,853	-
Use of Reserve	<u>36,053</u>	<u>157,000</u>
TOTAL	<u>\$ 894,113</u>	<u>\$ 1,309,034</u>

SOLID WASTE FUND - SUMMARY

Solid Waste Expenses



<u>Solid Waste Expenses</u>	<u>Estimated FY 2019</u>	<u>Adopted FY 2020</u>
Personnel Services	\$ 94,978	\$ 91,957
Garbage Disposal	432,000	453,862
Recycling	100,531	324,992
Bulky Item and Landscaping	120,368	122,831
Hazardous Materials	24,767	30,820
Other Cost	71,469	77,572
Capital Outlay	-	157,000
Transfer to General Fund	50,000	50,000
 TOTAL	 <u>\$ 894,113</u>	 <u>\$ 1,309,034</u>

THIS PAGE LEFT INTENTIONALLY BLANK

SOLID WASTE FUND - REVENUE

Solid Waste Revenue

Account Title	FY 2019		FY 2020		FY 2020		\$ Change	% Change
	FY 2017	FY 2018	Original	FY 2019	FY 2019	Department	City Council	From 2019
	Actual	Actual	Budget	Budget	Estimated	Estimated	Adopted	Revised
Solid Waste Fees	\$ 793,920	\$ 819,042	\$ 824,207	\$ 824,207	\$ 824,207	\$ 1,114,497	\$ 1,114,497	\$ 290,290
Bag Fees	19,172	17,337	22,000	22,000	22,000	17,500	17,500	(4,500)
Disposal Fees	525	380	-	-	-	-	-	n/a
Landscaping Debris Charge	2,283	2,700	8,000	8,000	8,000	3,000	3,000	(5,000)
Bulky Item Charge	3,276	6,342	5,000	5,000	5,000	5,000	5,000	-
Miscellaneous	749	752	-	-	-	15,000	12,037	12,037
Use of Reserve	-	-	36,053	36,053	36,053	2,500	157,000	120,947
Transfer from General Fund	-	-	-	1,853	1,853	-	-	(1,853)
TOTAL REVENUE & TRANSFERS	\$ 819,925	\$ 846,553	\$ 895,260	\$ 897,113	\$ 897,113	\$ 1,157,497	\$ 1,309,034	\$ 411,921
								45.9%

Revenue Explanations

Solid Waste Fees: In FY 2020, the fees are based on the container/cart program implemented on October 1, 2007. Citizens have the option to choose from 3 plans, or an additional 2 plans if eligible. The Solid Waste Ordinance has a sliding scale that is offered to households who meet certain income requirements. It is estimated that \$18,828 of Solid Waste fees will be waived due to the scale. The combined rate for Solid Waste includes, Garbage and Recycling. In FY 2020, the rates for Recycling significantly increased due to the nationwide market for certain recyclable materials has dropped drastically. For the City to continue recycling, a new contractor hired as of July 1st will be charging substantially more. As a result the average increase of \$10.00 is applied to the resident's bi-monthly fee. The City contracts with VPPSA for administration of the recycling program.

Residents have a choice of Plan A, Plan B or Plan C. Residents who qualify, have a choice of Plan D for pick-up every other week based on age. Plan E is offered only to residents who live on a private lane or townhomes where a hardship exists that a trash container/cart is impractical to use. Residents choosing Plan E will still use the pay-by-the-bag system and the bimonthly fee is to cover the cost of recycling. All residents may use the pay-by-the-bag system when their chosen trash container/cart is not large enough for their weekly trash service. Trash bags will still be available for purchase at local businesses.

A replacement debris truck has been authorized by City Council in FY 2019 the debris truck that is decommissioned will be sold and it is estimated to bring the fund \$12,037 which is accounted for in miscellaneous revenue.

Number of Units	FY 2019 Adopted Bi-Monthly Fees	FY 2020 Proposed Bi-Monthly Fees	FY 2020 Estimated Revenue	FY 2020 Authorized Fees Waived	FY 2020 Total Revenue
Plan A = 35 gallon container/cart	1,773	\$24.75	\$35.00	\$ 373,790	\$ (10,459) \$ 363,331
Plan B = 65 gallon container/cart	2,152	41.00	51.00	\$ 665,277	(3,825) 661,452
Plan C = (2) 65 gallon container/carts	81	75.00	85.00	\$ 41,310	(1,022) 40,288
Plan D = 35 gallon container/cart (bi-weekly pickup)	297	15.00	25.00	\$ 44,550	(3,225) 41,325
Plan E = no container/cart (private lanes, townhomes)	76	8.25	18.00	\$ 8,398	(297) 8,101
	4,379			\$ 1,133,325	\$ (18,828) \$ 1,114,497

Bag Fees: The fee for the green bags remains at 5 bags for \$8.75 per package (\$1.75 per bag). This fee has been the same for the previous fourteen fiscal years.

Landscaping Debris Charges: The City provides curbside pickup service for woody waste for a fee of \$60 per pickup. The fee is intended to cover a small portion of the cost incurred in picking up landscaping debris. The City is estimated to pay VPPSA \$35,696 to operate the composting/disposal facility in FY 2020. Residents may take their landscaping debris to the VPPSA regional composting facility located at the York County Landfill at no charge to the resident. Residents may also bring woody waste to a free designated drop off site that is provided twice a month.

Bulky Item Charge: The City also provides curbside pickup for bulky items. In FY 2020 the fee is at \$63 per pickup. The fee is intended to limit the number of bulky item pickups in a year, not to cover the cost of the operation. In 2011, the City implemented a free drop off service twice a month for residents to dispose of unwanted items instead of paying for a residential pickup.

The resident has the choice of one free landscaping debris or bulky pick up each year before being charged the respective fee.

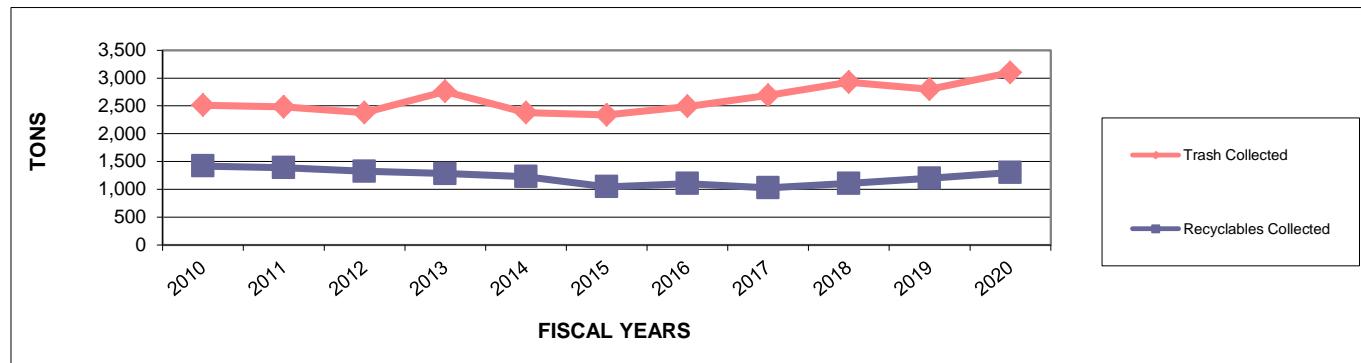
SOLID WASTE FUND - GARBAGE AND RECYCLING

Expenditures Summary

	FY 2017		FY 2018		FY 2019		FY 2019 Estimated Expenses	FY 2019 Department Request Budget	FY 2020		\$ Change From 2019 Budget	% Change From 2019 Budget
	Actual	Actual	Adopted Budget	Revised Budget	Estimated Budget	Department Request Budget			City Council Adopted Budget			
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			\$ -	\$ -		n/a
Operating Expenses	511,510	517,522	564,674	564,674	564,674	820,964	818,850	254,176	35.0%			
Capital Outlay	12,963	12,963	-	-	-	-	-	-	-	-	n/a	
Totals	\$ 524,473	\$ 530,485	\$ 564,674	\$ 564,674	\$ 564,674	\$ 820,964	\$ 818,850	\$ 254,176	35.0%			

Personnel Summary

N/A



Goals and Objectives

- * Oversee the trash collection program that began on October 1, 2007.
- * Continue collecting all City trash routes within three days per week using a contractor.
- * Oversee curbside recycling to insure a quality service for the citizens of Poquoson.

SOLID WASTE FUND - GARBAGE AND RECYCLING

Major Departmental Functions

- * Oversee the contracted solid waste disposal service to the citizens of Poquoson.
- * Collect and dispose of non-recyclable waste.
- * Oversee the curbside recycling program which is administered by VPPSA.
- * Provide quality service to the citizens of Poquoson.

Performance Measures

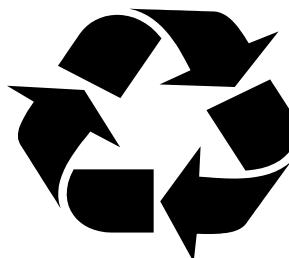
	Actual FY 2017	Actual FY 2018	Estimated FY 2019	Estimated FY 2020
Trash Collected (Tons)	2,688	2927	2,800	3100
Recyclables Collected by Contractor (Tons)	1,025	1106	1,200	1300

Significant Budget Items

- * Increased cost for household garbage collection fee paid to contractors.
- * Increased cost for collection fee for curbside recycling. The nationwide market for certain kinds of plastic, mixed paper, and glass that the City encouraged residents to recycle has dropped drastically. For the City to continue recycling, a new contractor hired effective July 1st through the VPPSA consortium will be charging substantially more than what the City has been paying. An increase in cost to recycle will exceed the prior years cost by 250%.
- * Transfer of \$50,000 to the General Fund to help pay for administrative costs of the Solid Waste program performed by existing staff.

Program Accomplishments

- * This is the fourth year that the Solid Waste Calendar will be mailed to all residents who have solid waste service within the City.
- * Continued to oversee the outsourcing of the trash collection service to Bay Disposal.
- * Worked with VPPSA, County Waste and the residents to make the recycling program change as smooth as possible.
- * Reworked the layout for the Household Chemical and Computer Recycling event.
- * Took over the Litter Grant and Adopt-A-Spot programs.



SOLID WASTE FUND - BULKY ITEM AND LANDSCAPING

Expenditures Summary

							FY 2020		FY 2020		\$	%
	FY 2017		FY 2018		FY 2019		Department	City Council	Change	Change		
	Actual	Actual	Adopted	Budget	Revised	Budget	Estimated	Budget	From 2019	Budget		
Personnel Services	\$ 88,148	\$ 87,701	\$ 93,125	\$ 97,978	\$ 97,978	\$ 93,106	\$ 91,957	\$ (6,021)			-5.0%	
Operating Expenses	193,589	138,046	184,461	184,461	184,461	193,427	191,227	\$ 6,766			0.0%	
Capital Outlay	-	-	-	-	-	-	157,000	\$ 157,000			n/a	
Transfer to General Fund	45,833	50,000	50,000	50,000	50,000	50,000	50,000	\$ 50,000			0.0%	
Totals	\$ 327,570	\$ 275,747	\$ 327,586	\$ 332,439	\$ 332,439	\$ 336,533	\$ 490,184	\$ 157,745			47.5%	

Personnel Summary

	FY 2020		FY 2020	
	Department		City Council	
	FY 2017	FY 2018	FY 2019	Request
Equipment Operator II	Authorized	Authorized	Authorized	Positions
	1	1	1	1
Totals	1	1	1	1

* Convenience Site is assisted with Public Works staff and temporary labor.

Goals and Objectives

- * Furnish bulky item and landscaping debris pickup for the citizens of Poquoson.
- * Collect waste oil and batteries for recycling.
- * Collect metal items for recycling to help reduce disposal costs.
- * Continue to pick up bulk items and landscaping debris within seven days from when it is placed in the City's right-of-way and /or when a request from the property owner has been received.
- * Continue to operate Convenience Site drop off for citizens.
- * Furnish manpower and trucks for leaf pickup program, every other week from November through February.
- * Assist in the recycling of landscaping debris to produce mulch and compost throughout the year, including seasonal Christmas trees collected and delivered to VPPSA Compost Facility.
- * Revise bulk and landscape debris services to help increase the funding needed to pay for service.

SOLID WASTE FUND - BULKY ITEM AND LANDSCAPING

Major Departmental Functions

- * Furnish quality service to the citizens of Poquoson.
- * Complete all bulky item and landscaping debris pickup within one week.
- * Educate citizens about the availability and use of the regional composting facility in York County.
- * Educate citizens about the need to call in for debris pickups.

Performance Measures

	Actual FY 2017	Actual FY 2018	Estimated FY 2019	Estimated FY 2020
Waste Oil Collected for Recycling (gallons)	3,083	2,318	3,100	2,900
Bulky Item Debris Collected for Disposal*	1,897	1,494	2,100	2,000
Landscape Debris Collected for Recycling*	1,170	623	1,400	1,200
Convenience site visitors	8,062	8,435	8,500	8,600
Used Tires Collected for Recycling	*11.83	*9.98	*12	*12

* Amounts given in tons

Significant Budget Items

- *Decrease in personnel Personnel Services due to employee change in health insurance subscription and projected overtime cost to the fund.
- * Increase in fees associated with disposal at the Bethel Landfill and VPPSA.
- * Maintenance cost of older equipment has plagued this fund for many years. In FY 2019, City Council approved a purchase of a debris truck to replace one that is over eighteen years old. In FY 2020, the recommendation of the City Manager is to utilize fund balance to purchase a second debris truck to replace one that is over sixteen years old. These aged trucks break down more often and parts are very limited for the obsolete trucks.

Program Accomplishments

- * Provided good and dependable bulky item and landscaping debris pickup service. Received compliments on how clean the City employees leave the bulky item area after pickup.
- * Picked up storm debris using only City workforce.
- * Continued to provide the convenience site.
- * Continued to pick up leaves bi-weekly (seasonally).
- * Provided chemical drop off for residents.

THIS PAGE LEFT INTENTIONALLY BLANK

UTILITIES FUND - SUMMARY

Utilities Fund Description

The Utilities Fund is operated as an Enterprise Fund which is used to account for sewer operations that function as though they were a private-sector entity. An Enterprise Fund is expected to cover its costs through user charges. The Utilities Fund provides for the maintenance of sewer lines and pump stations and the debt service incurred in having the sewer originally extended and renovated. The Department provides 24 hour service for the 29 pump stations, 51.7 miles of gravity sewer lines and 12.4 miles of sewer force mains, installation of sewer taps, replacement or repair of broken or misaligned lines.

Utilities Fund Projection of Net Assets

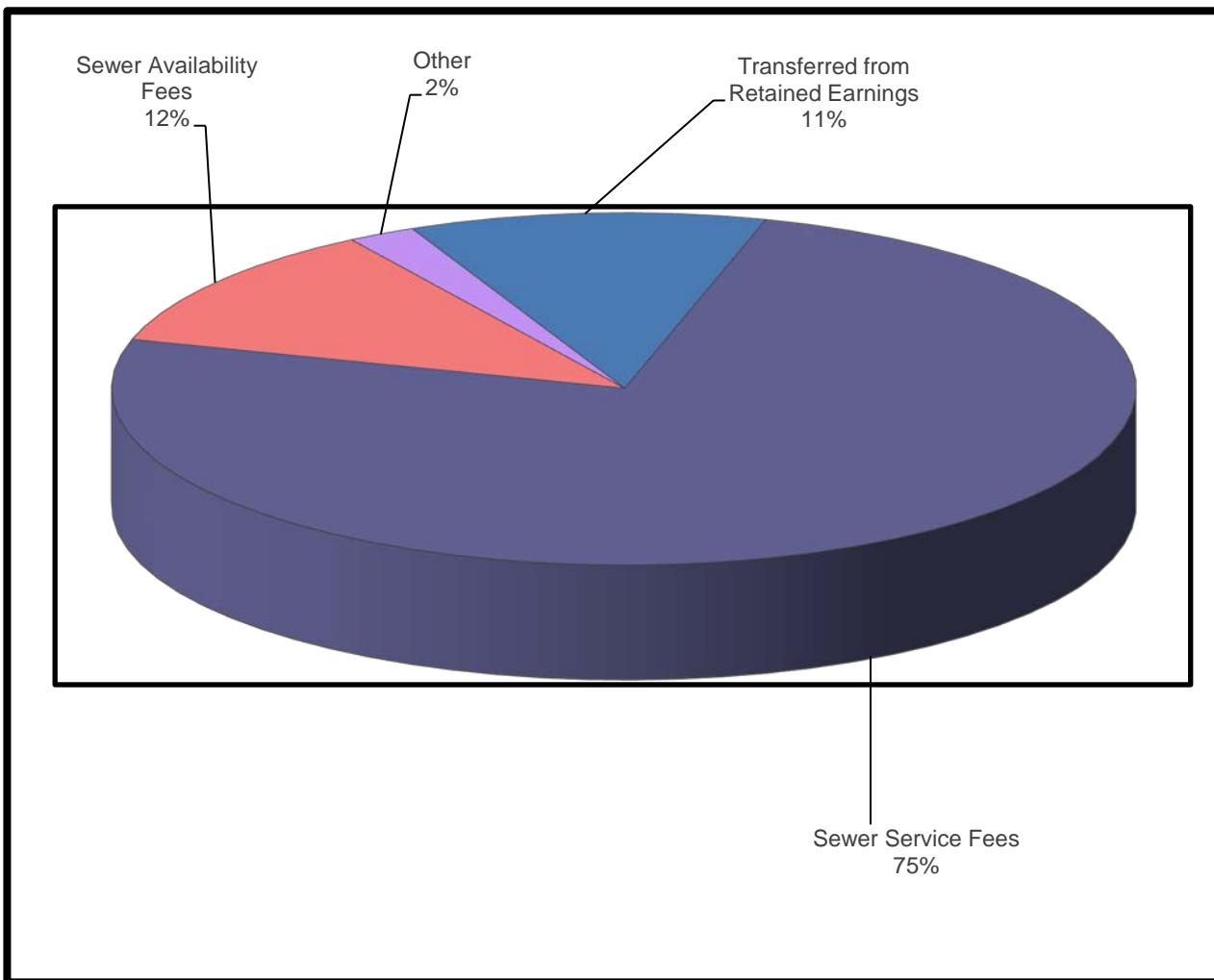
Beginning Net Assets - 6/30/2016		\$ 6,328,575
Actual FY 2017 Revenues	\$ 2,224,896	
Actual FY 2017 Expenses	<u>(1,674,308)</u>	550,588
Net Assets - 6/30/2017		\$ 6,879,163 *
Actual FY 2018 Revenues	\$ 2,139,631	
Actual FY 2018 Expenses	<u>(1,589,188)</u>	550,443
Net Assets - 6/30/2018		\$ 7,429,606 **
Estimated FY 2019 Revenues	\$ 2,386,713	
Estimated FY 2019 Expenses	<u>(2,416,488)</u>	(29,775)
Projected Net Assets - 6/30/2019		\$ 7,399,831
Estimated FY 2020 Revenues	\$ 2,117,145	
Estimated FY 2020 Expenses	<u>(2,385,576)</u>	(268,431)
Projected Net Assets - 6/30/2020		\$ 7,131,400

*In Fiscal Year 2018, the City adopted the provisions of GASB Statement No. 75, " Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions" which requires the City to report OPEB liabilities and related deferrals and expenses in its financial statements. The net position was restated as of June 30, 2017.

**Includes undepreciated fixed assets of \$4,815,814 and unrestricted net assets of \$2,613,792.

UTILITIES FUND - SUMMARY

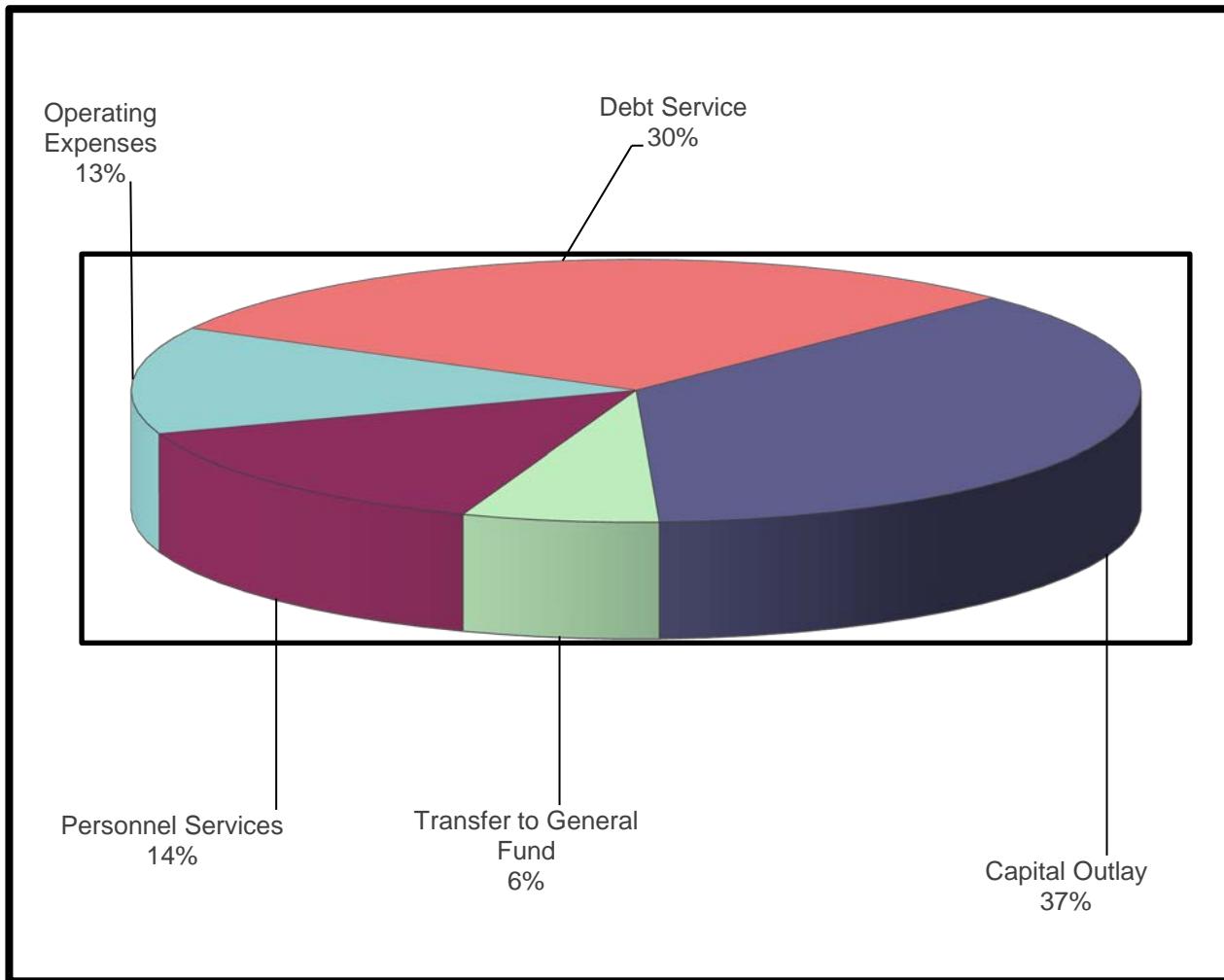
Utilities Fund Revenue



<u>Utilities Fund Revenue</u>	<u>Estimated FY 2019</u>	<u>Adopted FY 2020</u>
Sewer Service Fees	\$1,905,579	\$1,790,145
Sewer Availability Fees	276,000	276,000
Other	205,134	51,000
Transferred from Retained Earnings	29,775	268,431
TOTAL	<u>\$2,416,488</u>	<u>\$2,385,576</u>

UTILITIES FUND - SUMMARY

Utilities Fund Expenditures



<u>Utilities Fund Expenditures</u>	<u>Estimated FY 2019</u>	<u>Adopted FY 2020</u>
Personnel Services	\$403,493	\$336,034
Operating Expenses	259,782	315,359
Debt Service	706,628	707,183
Capital Outlay	896,585	877,000
Transfer to General Fund	150,000	<u>150,000</u>
TOTAL	<u>\$2,416,488</u>	<u>\$2,385,576</u>

UTILITIES FUND - REVENUE

<u>Utilities Revenue</u>									\$	% Change From 2019 Budget	
	FY 2017 Actual	FY 2018 Actual	FY 2019 Revised Budget	FY 2019 Estimated Revenue	FY 2020 Department Request Revenue	City Council Adopted Revenue	Change From 2019 Budget	Change From 2019 Budget			
Account Title											
Sewer Service Fees	\$ 1,855,672	\$ 1,873,189	\$ 1,905,579	\$ 1,905,579	\$ 1,790,145	\$ 1,790,145	\$ (115,434)			-6.1%	
Sewer Availability Fees	333,000	222,000	276,000	276,000	276,000	276,000				0.0%	
Notes Receivable - Interest	109	87	-	55	-	-				0.0%	
Miscellaneous Revenue	35,864	43,722	205,134	205,079	51,000	51,000	(154,134)			100.0%	
Late Payment Fees	251	633	-	-	-	-				n/a	
Transfer Fund Balance	-	-	29,775	29,775	265,772	268,431	238,656			0.0%	
TOTAL REVENUE & TRANSFERS IN	\$ 2,224,896	\$ 2,139,631	\$ 2,416,488	\$ 2,416,488	\$ 2,382,917	\$ 2,385,576	(30,912)			-1.3%	

Revenue Explanations

Sewer Service Fees: Each household which is connected to sewer is assessed a flat sewer service fee unless a waiver is granted by City Council. In FY 2020, the Sewer Service fee is proposed at \$58 bi-monthly. The decrease of the fee by \$4 is reflective on the overall health of the fund which is an enterprise fund and fees collected go towards current and future cost of maintaining the sewer systems.

The Sewer Ordinance has a sliding scale that is offered to households that meet certain income requirements. It is estimated that \$32,973 of sewer fees is waived due to the scale. Revenues from reduced fee accounts are estimated to be \$10,179.

Sliding Scale Sewer Service Fees:

	FY 2019 Adopted Bi-Monthly Fees	FY 2020 Bi-Monthly Proposed Fees	Projected Number of Accounts	FY 2020 Estimated Loss Revenue	
				FY 2020 Revenue	Loss Revenue
Combined Income					
\$25,000 or less	\$ -	\$ -	56	\$ -	\$ 19,488
25,001 - 33,000	15.50	14.50	30	\$ 2,610	\$ 7,830
33,001 - 41,000	31.00	29.00	27	\$ 4,698	\$ 4,698
41,001 - 47,600	46.50	43.50	11	\$ 2,871	\$ 957
over 47,601	62.00	58.00	4,905	\$ 1,706,940	-
FY 2020 new sewer connections			24	\$ 8,352	-
			5,053	\$ 1,725,471	\$ 32,973

In FY 2020, there are an estimated 5,053 users of sewer for total revenues of \$1,725,471, including an estimated 24 new homes that will connect to sewer and pay bi-monthly fees totaling \$8,352.

Commercial users are charged the flat sewer service fee plus a fee based on water consumption. In FY 2020, the commercial fee is proposed at \$1.75 for every 100 cubic feet of water consumed. In FY 2020, it is estimated that \$64,674 in commercial water consumption fees will be collected.

UTILITIES FUND - REVENUE

Sewer Availability Fees: The sewer availability fee for a vacant lot is \$6,000. For FY 2020, it is estimated that new properties will generate \$276,000 in revenue.

The Sewer Availability Fee is as follows:

Water Meter Size (inches)	<u>Availability Fee</u>
5/8	\$6,000
3/4	6,600
1	7,200
1 1/2	7,800
2	8,400
3	9,000
4	10,500
6	14,500

Late Payment Fees: Represents \$5 fee bi-monthly plus 1% interest per month on unpaid bi-monthly sewer service fees for homeowners and commercial accounts.

Miscellaneous Revenue: Accounts for miscellaneous revenue not classified as service fees or interest income.

Interest Income: Includes interest earned on non-restricted investments.

UTILITIES FUND - EXPENDITURES

Expenditures Summary

							\$		%	
			FY 2019		FY 2020		FY 2020		Change	Change
	FY 2017	FY 2018	Original	FY 2019	Department	City Council	From 2019	From 2019	From 2019	From 2019
	Actual	Actual	Adopted	Revised	Request	Adopted	Revised	Revised	Revised	Revised
Personnel Services	\$ 307,657	\$ 302,917	\$ 400,643	\$ 403,493	\$ 331,875	\$ 336,034	\$ (67,459)		-16.7%	
Operating Expenses	258,045	238,209	316,782	259,782	316,859	315,359	55,577		21.4%	
Depreciation & Amortization	636,265	621,811	-	-	-	-	-		n/a	
Debt Service	244,552	220,066	706,628	706,628	707,183	707,183	555		0.1%	
Transfer to General Fund	150,000	150,000	150,000	150,000	150,000	150,000	-		0.0%	
Capital Outlay*	41,885	56,186	798,000	896,585	877,000	877,000	(19,585)		-2.2%	
Totals	\$ 1,638,404	\$ 1,589,189	\$ 2,372,053	\$ 2,416,488	\$ 2,382,917	\$ 2,385,576	\$ (30,912)		-1.3%	

*Capital Outlay does not include larger capital expenditures paid for with bond issuances.

Personnel Summary

						FY 2020		FY 2020	
			Department		City Council				
	FY 2017	FY 2018	FY 2019	Request	Adopted	Positions	Positions		
	Authorized	Authorized	Authorized	Positions	Positions				
Superintendent of Utilities		1	1	1	1	1	1		
Utilities Foreman		1	1	1	1	1	1		
Technical Assistant		-	-	-	-	-	-		
Utilities Technician		1	1	1	1	1	1		
Utilities Worker		1	1	2	2	2	2		
Totals		4	4	5	5	5	5		

Goals and Objectives

- * Maintain current level of system reliability and provide 24 hour emergency service.
- * Continue to operate the sewer system in a safe and cost effective manner.
- * Continuing to develop a FOG (Fat, Oil, Grease) elimination program.
- * Replace pumps in stations with upgrade.
- * Train employees on the safe operation of the sanitary sewer system and equipment.
- * Add diesel Generators at the final 5 stations.
- * Continue to slip-line leaking main lines throughout the City.

UTILITIES FUND - EXPENDITURES

Major Departmental Functions

- * Operate and maintain the City's sanitary sewer system.
- * Train employees in the areas of system operation and safety.
- * Document and explain departmental programs and expenditures.
- * Assist in planning and inspections of proposed development and building projects within the City.
- * Coordinate with engineering on sewer extension, rehabilitation and other infrastructure projects.
- * Assist other departments with services and special projects.
- * Continue to meet the requirements for complying with the DEQ and EPA Consent Order and other mandated programs.

Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
Force Main Miles	12.4	12.4	12.4	12.4
Grinder Pump Stations	19	19	19	19
Grinder Pumps Repaired	-	2	2	2
Laterals Cleaned bi-monthly	15	15	15	15
Laterals Cleaned bi-yearly	22	22	22	22
Laterals Installed	9	5	4	4
Laterals Repaired	16	17	15	15
Back-up Calls	83	108	80	85
Locations Marked for Miss Utilities	2,107	2,051	2,200	2,150
Pump Stations	29	29	29	29
Pumps Repaired	3	3	4	4
Sewer Connections	5,004	5,059	5,098	5,125
Sewer Gravity Miles	51.7	52	52	52.4
Pumps Replaced	5	5	4	7
Grinder Pumps Replaced	3	3	4	4

Significant Budget Items

- * Decrease in personnel services due to retirement of tenured employee.
- * Technical Assistant position is approved but not funded.

Program Accomplishments

- * Continued to maintain a high level of system reliability and service.
- * Met the requirements of the "Miss Utilities" system by marking a total of 1,629 tickets; 120 were emergency utility marks.
- * Replaced both pumps, discharge valves, electric motors and wet well level controller as well as upgraded electrical motor starters to provide bypass operation at pump station #1.
- * Replaced three e-one submersible grinder pumps on North Lawson Road.
- * Replaced both submersible pumps at pump station #17 and one submersible pump at pump station #16.
- * Rebuilt two Gorman Rupp pumps and replaced one Gorman Rupp pump rotating assembly at pump station #10.
- * Responded to 108 citizen requests for sewage back-ups throughout the city. The City was responsible for 25 calls.
- * Replaced one Utility work truck.
- * Purchased a jet truck for cleaning sewer lines.

UTILITIES FUND - CCIP FY 2020 Project Descriptions

Project Title	Description & Scope
Sanitary Sewer Consent Repairs (SWR-001)	Replacement of the electrical supply pedestals and the alarm system for the North Lawson grinder pump stations. The current system has three main power connections to Dominion Virginia Power. This project will make each of the grinder pump stations independent. Each pump system will have its own electric meter. The three large panels then can be removed. The current system necessitates the connecting circuits to run along the roadway. This is not only a possible safety hazard but also a maintenance nightmare. When the system was originally installed the three main panels were installed at a height above flood levels and they were immediately determined to be an eye sore. This project has 19 different stations and the plan would be to do this in four phases. Phase 1 starting in FY 2020.
Pump Station Equipment Upgrades (SWR-005)	Replacement of pumps and upgrading equipment at Pump Station #4 (Victory Blvd). This request also includes upgrading the control panels and electrical equipment inside of the control panel. Due to age and wear this equipment needs to be replaced. This upgrade reduces the amount of maintenance and is much safer to operate than the system it is replacing. This would be the 3rd of 3 pump stations to have this upgrade. The first was completed in December of 2017, Pump Station #1 (Park St). The second is on track to be completed in January of 2019, Pump Station #6 (Little Florida Rd).
Replace SCADA (18-SWR-002)	Upgrade/replace the pump station system control and data acquisition (SCADA) alarm system. Parts and programming will no longer be available to support our current operating system due to advancement in technology. The continuous monitoring of all the sanitary sewer pump stations is mandated by the Department of Environmental Quality/Health Department to ensure proper operations of the sanitary sewer system. This upgrade will be completed in phases. Phase 1 will be finished in March-April 2019. This CCIP request is for Phases 2 through 4 to be completed in FY 2020, FY 2021, and FY 2022.
Sewer Line Replacement (20-SWR-001)	Repair leaking sewer main lines. Over time the joints of the sewer main lines start to leak. Digging up the roadways and repairing these leaks is not cost effective. Because of the advancement of slip lining technology, this process saves money over the conventional digging and repairing process. Locating and repairing leaks are part of a mandate from the Department of Environmental Quality/Health Department to ensure proper operations of the sanitary sewer system. The areas in need of upgrade are: Stations #15 (Messick Rd), #10 (Ridge Rd), #12 (Cedar Rd), #9 (Freeman Dr), and #17 (River Rd).

UTILITIES FUND - CCIP Project Descriptions

Project Title	Description & Scope
Pump Station Building Upgrades (20-SWR-002)	Buildings are needed to protect pump station equipment to allow space for maintenance of the pump station equipment. Currently, Pump Stations #5, #7, #8, #10, and #11 have quonset huts. The huts provided the needed space for the pumps, but no space for maintenance work. The buildings are hot in the summer and cold in the winter months. The temperature and humidity changes cause the equipment to rust faster than normal. An actual building would help prolong the normal life cycle of the sewer pumps. Station #9 does not currently have anything to protect its equipment and Station #13 needs the current building to be made larger to allow space to perform maintenance.
Pump Station Generators (20-SWR-003)	Installation of Back-up Emergency Diesel Generators at Pump Stations: #12 (Cedar Rd), #13 (Rens Rd), #5 (Wythe Creek), #16 (Dorothy Dr). These are listed in order of priority. Upon completion of this project, all sewer pump stations in the City will have generators. Replacement of Back-up Emergency Diesel Generators at Pump Stations #9 (Freeman Dr) and #14 (Roberts Landing) due to age and wear this equipment are required. In FY 2019, a generator was installed at Pump Stations # 7, #8, #10 and #11.
Replace/Repair Manholes (20-SWR-004)	Repair multiple (ten) leaking manholes on Messick Rd. Over the years wear and tear along with salt water from the tide coming over the road has cause some manholes on Messick Rd to be rusted. Resulting in the water tight seal to fail. This failure allows salt water and dirt to enter the sewer system. The DEQ consent order states that if we know of leaks we have to take action on repairing those leaks.



The projects above reflect a summary of projects with funds allocated to Fiscal Year 2020 based on the Constrained Capital Improvement Plan FY 2020 - Beyond FY 2024. Each project listed above is noted to have no significant impact on the current operating budget.

THIS PAGE LEFT INTENTIONALLY BLANK

FLEET MANAGEMENT FUND - SUMMARY

Fleet Management Fund Description

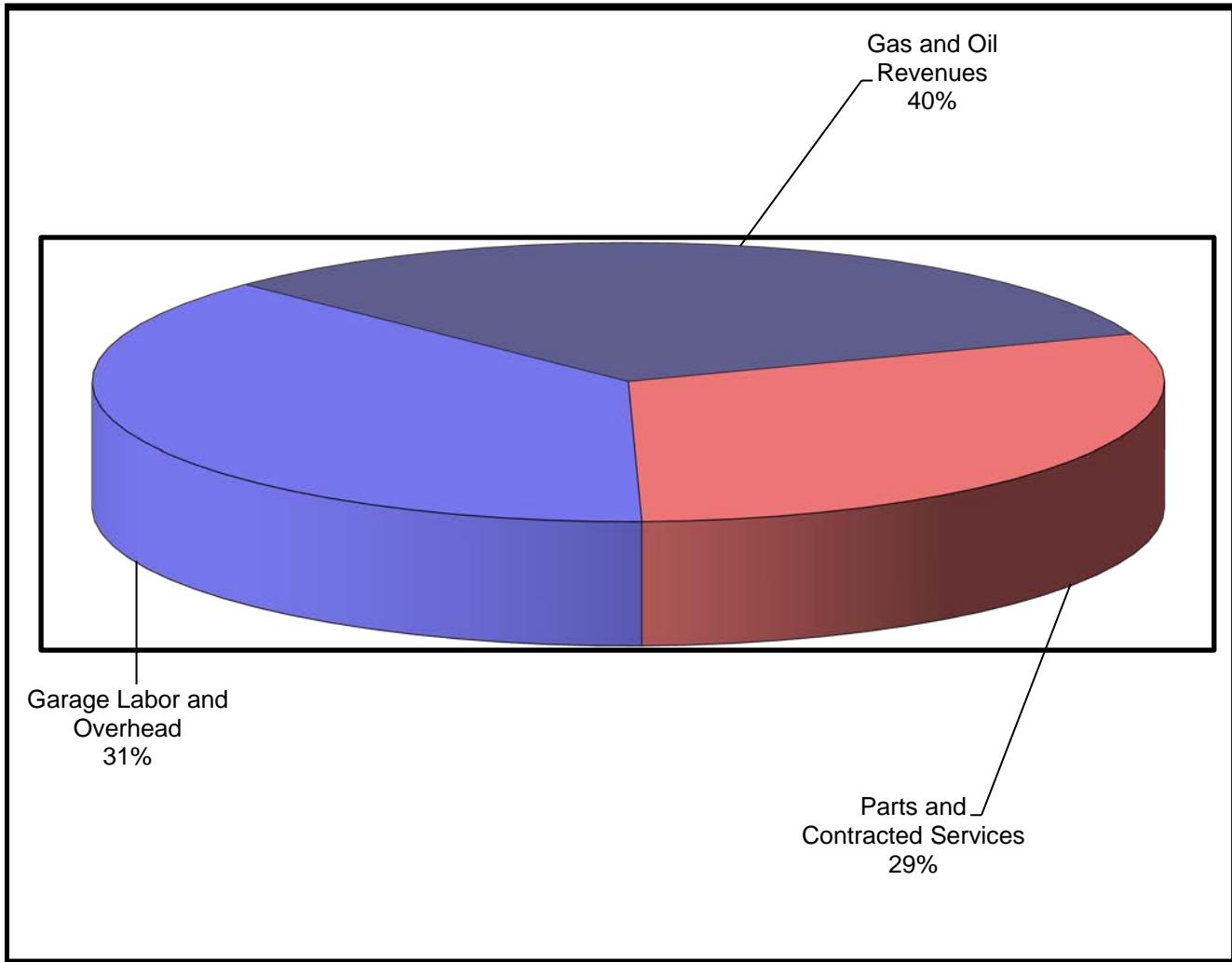
The Fleet Management Fund is operated as an Internal Service Fund. An Internal Service Fund is used to account for the financing of costs of services provided by one department to other departments or agencies of the governmental unit, or to other governmental units on a cost-reimbursement basis. Internal Service Funds are classified as proprietary funds in recognition of the commercial accounting principles they follow. The Fleet Management Fund, which consists of the garage operation, provides maintenance/repair service of all City vehicles and equipment as well as School Division vehicles and buses. The charging of garage services through an Internal Service Fund allows for equitable distribution of the cost of operating the garage to the departments using the services. Each department is billed directly for repair and maintenance of vehicles. The Fleet Management Fund also provides fuel and lubricants for City and School vehicles which are billed directly to the departments based on usage.

Fleet Management Projection of Net Assets

Beginning Net Assets - 6/30/2016		\$ (134,101)
Actual FY 2017 Revenues	\$ 704,324	
Actual FY 2017 Expenses	<u>(725,097)</u>	(20,773)
Net Assets - 6/30/2017		\$ (154,874)
Actual FY 2018 Revenues	\$ 754,958	
Actual FY 2018 Expenses	<u>(730,538)</u>	24,420
Net Assets - 6/30/2018		\$ (130,454)
Estimated FY 2019 Revenues	\$ 763,296	
Estimated FY 2019 Expenses	<u>(763,296)</u>	-
Projected Net Assets - 6/30/2019		\$ (130,454)
Estimated FY 2020 Revenues	\$ 824,084	
Estimated FY 2020 Expenses	<u>(824,084)</u>	-
Projected Net Assets - 6/30/2020		\$ (130,454)

FLEET MANAGEMENT FUND - SUMMARY

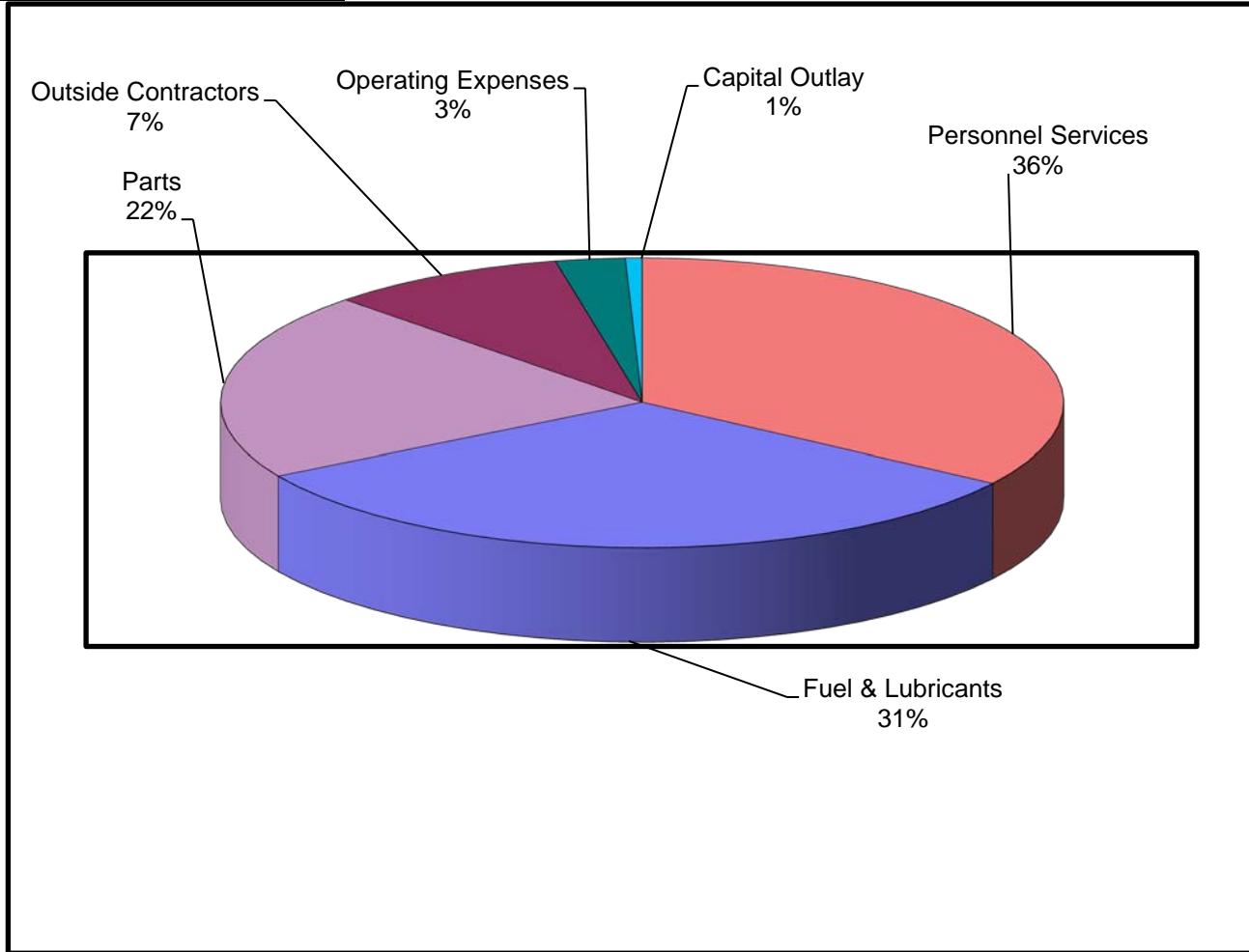
Fleet Management Revenue



<u>Fleet Management Revenue</u>	<u>Estimated FY 2019</u>	<u>Adopted FY 2020</u>
Parts and Contracted Services	\$ 240,640	\$ 248,490
Garage Labor and Overhead	292,176	310,767
Gas and Oil Revenues	225,000	264,827
Transfer from General Fund	<u>5,480</u>	<u>-</u>
TOTAL	<u>\$ 763,296</u>	<u>\$ 824,084</u>

FLEET MANAGEMENT FUND - SUMMARY

Fleet Management Expenses



Fleet Management Expenses	Estimated FY 2019	Adopted FY 2020
Personnel Services	\$ 268,956	\$ 283,516
Fuel & Lubricants	225,000	264,827
Parts	170,000	173,200
Outside Contractors	70,640	75,290
Operating Expenses	19,700	21,925
Capital Outlay	9,000	5,326
TOTAL	\$ 763,296	\$ 824,084

THIS PAGE LEFT INTENTIONALLY BLANK

FLEET MANAGEMENT FUND - REVENUE

Fleet Management Revenue

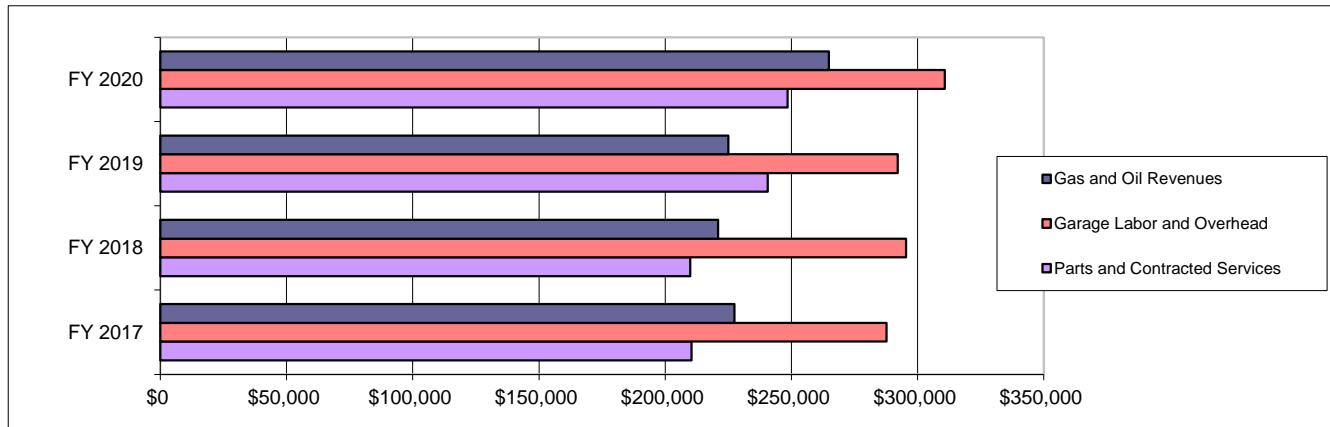
Account Title	FY 2019						FY 2020		\$ Change		% Change	
	FY 2017		FY 2018		Original Adopted Budget	FY 2019 Revised Budget	FY 2019 Estimated Revenue	City Council Adopted Revenue	From 2019 Revised Budget	From 2019 Revised Budget	From 2019 Revised Budget	From 2019 Revised Budget
	Actual	Actual	Actual	Original Adopted Budget	Revised Budget	Revenue	Revenue	Revenue	Revised Budget	Revised Budget	Revised Budget	Revised Budget
Parts and Contracted Services	\$ 251,547	\$ 239,346	\$ 240,000	\$ 240,000	\$ 240,000	\$ 240,000	\$ 248,490	\$ 8,490			3.5%	
Garage Labor and Overhead	287,751	289,323	292,176	292,176	292,176	292,176	310,767	18,591			6.4%	
Gas and Oil Revenues	165,026	226,289	225,640	225,640	225,640	225,640	264,827	39,187			17.4%	
Transfer from General Fund	-	-	-	-	-	5,480	-	-	-	-	-	-
TOTAL REVENUE	\$ 704,324	\$ 754,958	\$ 757,816	\$ 757,816	\$ 757,816	\$ 763,296	\$ 824,084	\$ 66,268			8.7%	

Revenue Explanations

Parts and Contracted Services: Anticipated revenue for charges to users for the cost of parts for vehicles and equipment. Parts and contracted services are charged to departments based on actual costs incurred. The amount for FY 2020 is based on estimates from the Fleet Manager.

Garage Labor and Overhead: Fleet employee salaries, benefits, and garage charges are billed to users as labor involved with repairing and maintaining vehicles and equipment. Each department is charged a pro-rated share of the Fleet operating costs based on the anticipated time that will be spent repairing and maintaining their vehicles in FY 2020. Departments' labor line item is charged based on overall percentage of vehicles and equipment for each department.

Gas and Oil Revenues: Projected revenues from the direct billing to users of gas and oil for vehicles and equipment. Gas and oil are charged to departments based on actual costs incurred. The increase is based on an estimated cost of \$3.00 per gallon of fuel. Usage is an estimated 48,289 gallons of diesel fuel and 38,436 gallons of gasoline. Anticipated oil usage is 2,067 gallons at a cost of \$2.25 per gallon.



FLEET MANAGEMENT FUND - EXPENSES

Expense Summary

							FY 2020 City Council Adopted Budget	\$ Change From 2019 Revised Budget	% Change From 2019 Revised Budget			
	FY 2019		FY 2020		FY 2020							
	FY 2017 Actual	FY 2018 Actual	Original Adopted Budget	FY 2019 Revised Budget	Department Request Budget							
Personnel Services	\$ 249,364	\$ 258,538	\$ 263,476	\$ 268,956	\$ 278,843	\$ 283,516	\$ 14,560	5.4%				
Operating Expenses	436,821	460,332	485,340	485,340	523,682	535,242	-	0.0%				
Capital Outlay	9,630	11,669	9,000	9,000	21,559	5,326	(3,674)	-40.8%				
Totals	\$ 695,815	\$ 730,539	\$ 757,816	\$ 763,296	\$ 824,084	\$ 824,084	\$ 10,886	1.4%				

Personnel Summary

	FY 2019		FY 2020		FY 2020 City Council Adopted Positions
	FY 2017 Authorized	FY 2018 Authorized	FY 2019 Authorized	Department Request Positions	
Fleet Maintenance Supervisor	1	1	1	1	1
Chief Mechanic	1	1	1	1	1
Mechanic	1	1	1	1	1
Office Manager (FTE)	0.50	0.50	0.50	0.50	0.50
Totals	3.50	3.50	3.50	3.50	3.50

Goals and Objectives

- * Maintain a safe, serviceable fleet of vehicles and equipment at the lowest possible costs to the individual departments. At the same time we must be cognizant of the demand and need of the equipment to the user. Every repair is balanced between need and costs, while never overlooking safety.
- * Provide vehicle users with safe and dependable vehicles.
- * Purchase vehicle and equipment parts and components from the most cost effective supplier.
- * Perform as many repairs in-house as economically and practically possible.
- * Ensure that all Vehicle Maintenance personnel are kept abreast of the many changes that occur in the various vehicles and equipment.
- * Assist departments in replacement of vehicles and equipment that are no longer economical to maintain through or monitoring of repair frequency, cost and vehicle downtime.
- * Provide a safe working environment through safety programs that identify potential hazards and train employees to identify and correct these discrepancies.
- * De-brief vehicle operators whenever possible to ensure all discrepancies are identified and corrected.
- * Coordinate repair costs with Department managers when extensive repairs are needed on their vehicles.
- * Maintain a labor rate of at least 85% of available man hours.
- * Maintain effective communication between Vehicle Maintenance and other City Departments.

FLEET MANAGEMENT FUND - EXPENSES

Major Departmental Functions

- * Perform necessary repairs to City and School vehicles and equipment.
- * Perform State and locally established safety and preventive maintenance inspections and services.
- * Ensure a qualified mechanic is available to respond to emergencies after normal working hours.
- * Provide training and/or education to staff regarding changes in vehicle/equipment repair and maintenance.
- * Maintain complete service records, including costs and downtime, for all vehicles and equipment.
- * Provide technical assistance to Department Heads concerning vehicle and equipment replacement.
- * Develop vehicle and equipment repair estimates for budgeting purposes.
- * Assist in safety, disaster preparedness, and other programs involving the operation of motor vehicles.

<u>Performance Measures</u>	<u>Actual FY 2017</u>	<u>Actual FY 2018</u>	<u>Estimated FY 2019</u>	<u>Estimated FY 2020</u>
Number of Vehicles & Equipment	335	346	326	340
% of Maintenance Performed In-House	95%	93%	98%	98%
Scheduled Maintenance Work Orders	481	467	510	500
Scheduled Work %	32%	31%	35%	35%
Unscheduled Maintenance Work Orders	1,033	1,037	1,000	1,000
Unscheduled Work %	68%	69%	65%	65%
Direct Labor Hours	5,200	5,200	5,200	5,200
% Direct Labor Hours of Available Hours	97%	83%	85%	85%
Sublet Work Orders (Outside Repairs)	82	112	100	100
Service Calls for Repairs Out of Shop	61	59	70	70
Quality Control Inspections %	4%	4%	5%	5%
Parts Transactions	2,712	2,200	3,200	2,800

Significant Budget Items

- * Increase in personnel services due to increase in salary adjustment and health insurance rate.
- * Department requested additional operating expenses for software and equipment that were not recommended in this budget.

Program Accomplishments

- * Maintained 90% or higher on in-house repairs.
- * All over visual inspections during preventative maintenance work and addressing issues seen during inspections has cut back overall parts transactions and cost.

FLEET MANAGEMENT FUND - EXPENSES

FY 2020 costs charged to City Departments and Schools

	<u>Parts</u>				<u>Gas and Oil</u>				<u>Overhead</u>				Adopted Budget FY 2020 Overhead
	Actual FY 2017 Parts	Actual FY 2018 Parts	Budget FY 2019 Parts	Adopted Budget FY 2020 Parts	Actual FY 2017 Gas & Oil	Actual FY 2018 Gas & Oil	Budget FY 2019 Gas & Oil	Adopted Budget FY 2020 Gas & Oil	Actual FY 2017 Overhead	Actual FY 2018 Overhead	Budget FY 2019 Overhead		
Police	\$20,772	\$22,763	\$23,350	\$20,850	\$40,232	\$42,135	\$62,815	\$70,759	\$53,244	\$53,244	\$52,696	\$51,326	
Fire	46,566	82,893	51,100	69,850	15,636	40,537	21,250	25,488	35,676	36,960	36,528	45,360	
Inspections	-	-	200	500	682	960	897	1,152	1,440	1,476	1,464	924	
Engineering	-	-	-	-	-	-	1,035	1185	-	6,140	-	-	
Public Works	52,199	44,886	57,200	51,950	19,047	28,760	30,471	31,197	73,680	67,540	60,780	55,932	
General Properties	1,412	3,963	800	1,000	934	2,469	584	1,254	3,159	3,159	2,916	3,420	
Mosquito	33,703	16,270	16,550	21,446	9,435	14,495	14,476	20,158	20,136	20,388	20,160	18,649	
Parks	316	1,555	800	800	332	850	-	200	-	-	-	-	
Events	-	-	-	-	844	1,124	1,200	1,580	-	-	-	-	
Utilities	6,910	3,358	10,450	8,300	6,639	7,720	11,246	13,145	10,068	10,068	9,636	7,764	
Solid Waste	35,766	19,986	25,500	26,100	10,341	9,871	15,360	18,647	12,948	12,948	17,532	18,648	
Fleet	97	44	500	-	464	422	-	-	-	-	-	-	
Total City Depts	\$197,741	\$195,718	\$186,450	\$200,796	\$104,586	\$149,343	\$159,334	\$184,765	\$210,351	\$211,923	\$201,712	\$202,023	
Schools	68,737	49,385	54,290	47,240	48,161	67,627	66,166	80,492	77,347	77,347	90,575	108,768	
Total Fleet	\$266,478	\$245,103	\$240,740	\$248,036	\$152,747	\$216,970	\$225,500	\$265,257	\$287,698	\$289,270	\$292,287	\$310,791	

SPECIAL REVENUE FUND/GRANTS - SUMMARY

Special Revenue Fund Description

The Special Revenue Fund/Grants accounts for revenues and expenditures related to State and Federal grants for community development and public safety.

Currently, the City has four grants outstanding. They include an Enhancement Grant and three Hazard Mitigation Grants from the Federal Emergency Management Agency. All four grants are federally funded with the Hazard Mitigation grants having a State and local component. The Enhancement Grant is a pass-through from the Virginia Department of Transportation (VDOT). This grant was obtained to move and renovate the Tom Hunt Store to the Poquoson Museum property for public visitation. The Hazard Mitigation Grants are pass-through from the Virginia Department of Emergency Management for the elevation of 14 homes in the City.

Special Revenue Projection of Fund Balance

Beginning Fund Balance - 6/30/2016	\$ (47,902)
Actual FY 2017 Revenues	\$ 1,017,353
Actual FY 2017 Expenditures	<u>(891,573)</u>
Fund Balance 6/30/2017	\$ 77,878
Actual FY 2018 Revenues	\$ 1,474,445
Actual FY 2018 Expenditures	<u>(1,464,849)</u>
Fund Balance 6/30/2018	\$ 87,474
Estimated FY 2019 Revenues	\$ 661,184
Estimated FY 2019 Expenditures	<u>(672,553)</u>
Projected Fund Balance 6/30/2019	\$ 76,105
Estimated FY 2020 Revenues	\$ -
Estimated FY 2020 Expenditures	<u>-</u>
Projected Fund Balance 6/30/2020	\$ 76,105

SPECIAL REVENUE/GRANTS FUND-REVENUE

Special Revenue Fund Revenue

Account Title	Revised						Department	City Council	\$	%
	Grant	FY 2016	FY 2017	FY 2018	FY 2019	Estimated			From 2019	From 2019
	Award	Actual	Actual	Actual	Revenue	Revenue			Estimated	Estimated
HMGP #4042 Local Match	\$ 63,238	\$ -	\$ 1,164	\$ 24,970	\$ 34,837	\$ -	\$ -	\$ -	\$ (34,837)	-100.0%
HMGP #4042 State 20%	207,745	3,282	5,774	94,972	103,717	-	-	-	\$ (103,717)	-100.0%
HMGP #4042 Federal 75%	779,043	12,308	21,654	356,145	388,936	-	-	-	\$ (388,938)	-100.0%
HMGP #4042 Total	1,050,025	\$ 15,590	\$ 28,592	\$ 476,087	\$ 527,490	\$ -	\$ -	\$ -	\$ (527,492)	-100.0%
HMGP #4072 Local Match	\$ 143,813	\$ 4,292	\$ 75,614	\$ 58,299	\$ 5,608	\$ -	\$ -	\$ -	\$ (5,608)	-100.0%
HMGP #4072 State 20%	380,474	13,881	192,771	152,601	21,221	-	-	-	\$ (21,221)	-100.0%
HMGP #4072 Federal 75%	1,424,868	52,066	710,997	582,227	79,578	-	-	-	\$ (79,578)	-100.0%
HMGP #4072 Total	1,949,155	\$ 70,239	\$ 979,382	\$ 793,127	\$ 106,407	\$ -	\$ -	\$ -	\$ (106,407)	-100.0%
FMA 2014 Federal 100%	\$ 250,168	\$ 14,800	\$ 2,850	\$ 205,231	\$ 27,287	\$ -	\$ -	\$ -	\$ (27,287)	-100.0%
VDOT Grant Local Match	\$ 112,153	\$ -	\$ 6,528	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Interest Income	n/a	5	1	-	-	-	-	-	-	n/a
Transfer from General Fund	n/a	-	-	-	-	-	-	-	-	n/a
TOTAL REVENUE	\$ 3,249,349	\$ 100,634	\$ 1,017,353	\$ 1,474,445	\$ 661,184	\$ -	\$ -	\$ -	\$ (661,186)	-100%

Revenue Explanations

HMGP:

In FY 2015, the City was awarded two Hazard Mitigation Grants for the elevating homes above flood level.

-Grant #4042 is for the revised budget of \$1,000,268 which includes a 75% Federal share, 20% State share and a 5% local share plus 100% of non-grant eligible expenses paid by the property owner. A total of 5 homes will be elevated at the conclusion of this grant. The grant was slated to elevate 9 homes. In FY 2018, it was determined that 4 homes exceeded the cost benefit to elevate them through the grant. The elevation of the homes has been completed and the City is working with VDEM in conjunction with FEMA to finalize closure of the grant.

-Grant #4072 is for the revised budget of \$1,949,155 which includes a 75% Federal share, 20% State share and a 5% local share plus 100% of non-grant eligible expenses paid by the property owner. A total of 8 homes have been elevated and the City is working with VDEM in conjunction with FEMA to finalize closure of the grant.

FMA:

Late in FY 2015, the City was awarded a Flood Mitigation Assistance Grant (FMA), in the amount of \$459,519 for the elevation of three homes as they were identified as severe repetitive loss (SRL) properties. FEMA provides 100% of the funds for the project. However in FY 2018, it was determined by FEMA that two of the homes no longer qualified for the Grant. Therefore, one home has been elevated and the City is working with VDEM in conjunction with FEMA to finalize closure of the grant.

VDOT Grant TEA-21 Museum:

Enhancement grant through the Virginia Department of Transportation for the purpose of moving the Tom Hunt Store to the Poquoson Museum property for public visitation. The City is continuing to work with VDOT to refine the information needed to submit a formal Invitation For Bid on moving the store. It is anticipated that the invitation for bid will be approved by VDOT in April of 2019. If we are successful with the invitations, the store will be slated to move during June of 2019.

SPECIAL REVENUE/GRANTS FUND - EXPENDITURES

Expenditures Summary of all Grants

	Revised					FY 2019 Estimated Expenditure	FY 2020 Department Request Budget	FY 2020 City Council Adopted Budget	\$ Change From 2019 Estimated Budget	% Change From 2019
	Grant Award	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual						
HMGP #4042	\$ 1,050,025	\$ 16,416	\$ 28,869	\$ 475,710	\$ 529,030	\$ -	\$ -	\$ (529,030)	-100.0%	
HMGP #4072	1,949,155	197,579	852,899	781,415	117,262	-	-	(117,262)	-100.0%	
FMA 2014-001	250,168	14,799	2,850	206,258	26,261	-	-	(26,261)	-100.0%	
CDBG Grant	77,997	-	426	1,466	-	-	-	-	n/a	
Museum VDOT Grant	112,153	-	6,529	-	-	-	-	-	n/a	
Totals	\$ 3,439,498	\$ 228,794	\$ 891,573	\$ 1,464,849	\$ 672,553	\$ -	\$ -	\$ (672,553)	-100.0%	

Goals and Objectives

* Assure the grants obtained by the City of Poquoson are administered according to grant guidelines.

Major Fund Functions

* Administer Federal and State grants for the citizens of the City.

THIS PAGE LEFT INTENTIONALLY BLANK

SPECIAL REVENUE FUND/OPEB - SUMMARY

Special Revenue Fund Description

The Special Revenue Fund/OPEB accounts for revenues and expenditures related to Other Post Employment Benefits (OPEB). Specifically, retiree health insurance.

In November 2016, City Council approved an enhanced change to OPEB effective July 1, 2017. Prior to July 1, 2017, employees who had met certain conditions were given an option of continuing health insurance coverage in the City-sponsored plan at the City's rate. The total cost of the insurance is borne by the retiree. For employees retiring July 1, 2017 or later, in addition to the previous benefit, retirees who meet additional longevity with the City and other criteria will also be able to continue health insurance coverage in the City-sponsored plan with the City subsidizing 50% of the cost of coverage until age 65, less the VRS Health Insurance Credit amount.

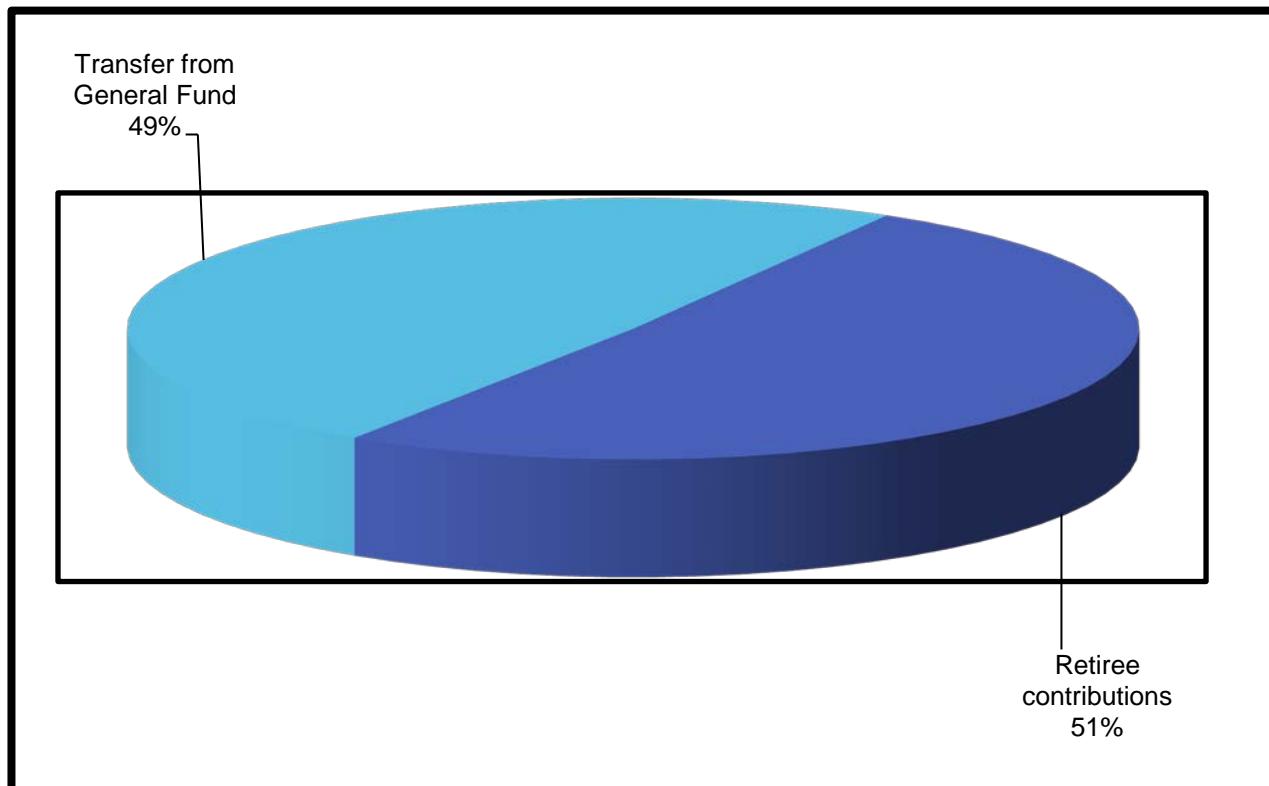
As part of a long-term funding plan for the benefit, the City joined the Virginia Pooled OPEB Trust Fund with other Virginia localities to begin funding and investing a portion of the projected liability.

Special Revenue Projection of Fund Balance

Fund Balance - 6/30/2016		\$ 59,910
Actual FY 2017 Revenues	\$ 59,909	
Actual FY 2017 Expenditures	<u>(59,909)</u>	-
Fund Balance 6/30/2017		\$ 59,910
Actual FY 2018 Revenues	\$ 117,409	
Actual FY 2018 Expenditures	<u>(92,171)</u>	25,238
Fund Balance 6/30/2018		\$ 85,148
Estimated FY 2019 Revenues	\$ 246,706	
Estimated FY 2019 Expenditures	<u>(144,333)</u>	102,373
Projected Fund Balance 6/30/2019		\$ 187,521
Estimated FY 2020 Revenues	\$ 197,972	
Estimated FY 2020 Expenditures	<u>(182,972)</u>	15,000
Projected Fund Balance 6/30/2020		\$ 202,521

SPECIAL REVENUE FUND/OPEB - SUMMARY

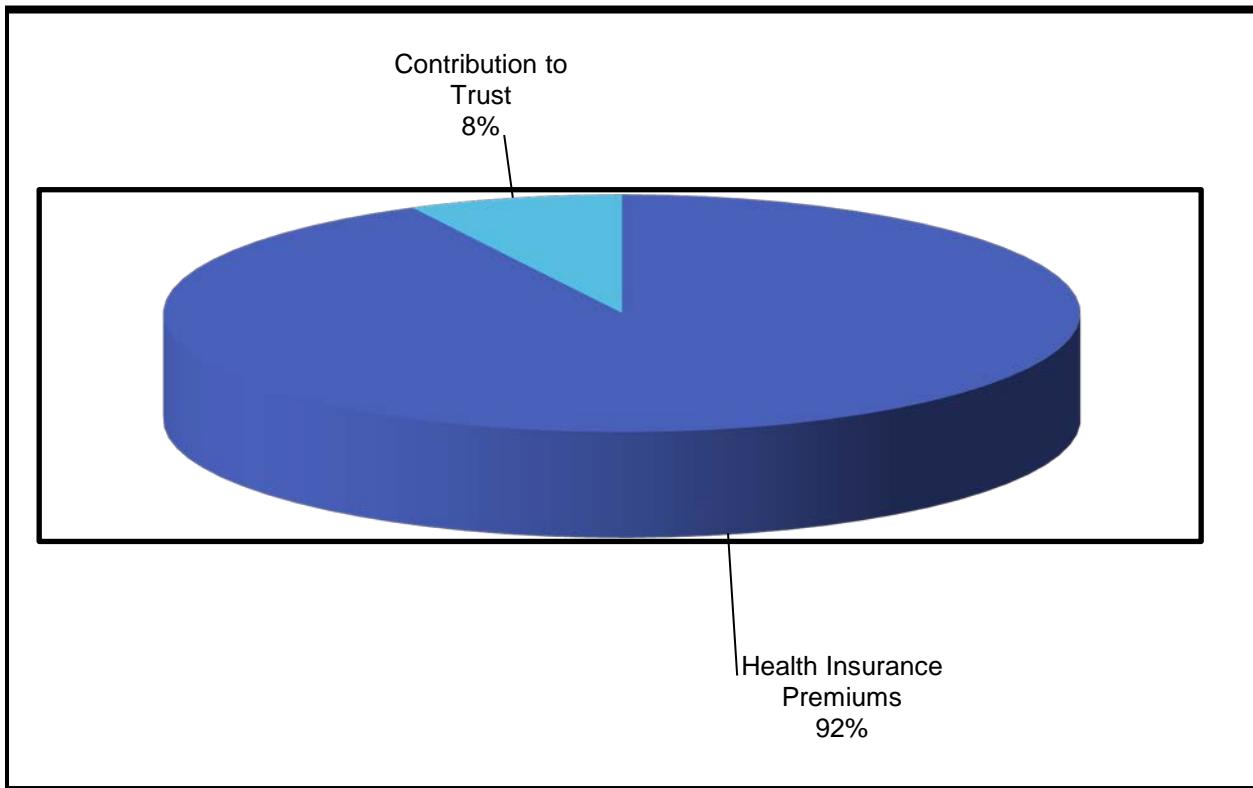
Special Revenue Fund Revenue



<u>Special Revenue Fund Revenue</u>	<u>Estimated FY 2019</u>	<u>Adopted FY 2020</u>
Retiree contributions	\$ 88,799	\$ 100,847
Transfer from General Fund	<u>157,907</u>	<u>97,125</u>
TOTAL	<u>\$ 246,706</u>	<u>\$ 197,972</u>

SPECIAL REVENUE FUND/OPEB - SUMMARY

Special Revenue Fund Expenditures



<u>Special Revenue Fund Expenditures</u>	<u>Estimated FY 2019</u>	<u>Adopted FY 2020</u>
Health Insurance Premiums	\$ 144,333	\$ 182,972
Contribution to Trust	<u>102,373</u>	<u>15,000</u>
TOTAL	<u>\$ 246,706</u>	<u>\$ 197,972</u>

SPECIAL REVENUE FUND/OPEB - REVENUE

Special Revenue Fund/OPEB Revenue

Account Title	FY 2017 Actual	FY 2018 Actual	FY 2019 Revised Budget	FY 2019 Estimated Revenue	FY 2020 Department Estimated Revenue	FY 2020 City Council Adopted Revenue	\$ Change From 2019	% Change From 2019
							Revised Budget	Revised Budget
Retiree Contributions	\$ 3,169	\$ 70,306	\$ 88,799	\$ 88,799	\$ 100,847	\$ 100,847	\$ 12,048	13.6%
Accrued Income	-	238	-	-	-	-	-	-
Transfer from General Fund:								
City Contribution	56,740	46,865	157,907	157,907	97,125	97,125	(60,782)	-38.5%
Trust Contribution	-	-	-	-	-	-	-	-
TOTAL REVENUE	\$ 59,909	\$ 117,409	\$ 246,706	\$ 246,706	\$ 197,972	\$ 197,972	\$ (48,734)	-19.8%

Revenue Explanations

Retiree contributions: Revenue from retirees who are eligible and elect to continue on the City-sponsored health insurance plan for their portion of the cost.

Transfer from General Fund:

City Contribution: Transfer to cover the City's portion of the retirement cost for those retirees who are eligible and elect to continue on the City-sponsored health insurance plan for the City's portion of the cost.

Trust Contribution: Transfer to fund the contributions to the Trust.

The City administers a single-employer defined benefit postemployment healthcare plan that covers all current retirees and covered dependents and will provide coverage for all future retirees and their covered dependents. Employees who are eligible for the health plan under normal retirement must have a combination of age (minimum 50 years) and years of service (minimum of 5 years) equal to 70.

In accordance with Article 8, Chapter 15, Title 15.2 of the Code of Virginia, the City has elected to establish a pooled trust for the purpose of accumulating and investing assets to fund other postemployment benefits. The City, in accordance with this election, has joined the Virginia Pooled OPEB Trust Fund (Trust Fund), an irrevocable trust, with the purpose to fund other postemployment benefits.

As of June 30, 2018, the City contributed \$25,000 to the trust fund and has accrued income of \$238. The total investment in the pooled funds is \$25,238. It is anticipated the City will contribute \$102,373 and \$15,000 to the trust fund in FY 2019 and FY 2020.

SPECIAL REVENUE FUND/OPEB - EXPENDITURES

Expenditures Summary

	FY 2017 Actual	FY 2018 Actual	FY 2019 Revised Budget	FY 2019 Estimated Expenditure	FY 2020 Department Request Budget	FY 2020 City Council Adopted Budget	\$ Change From 2019	% Change From 2019
Health Insurance Premiums	\$ 59,909	\$ 92,171	\$ 144,333	\$ 144,333	\$ 182,972	\$ 182,972	\$ 38,639	26.8%
Accrued Loss	-	-	-	-	-	-	-	-
Total Expenditures	\$ 59,909	\$ 92,171	\$ 144,333	\$ 144,333	\$ 182,972	\$ 182,972	\$ 38,639	26.8%
Contribution to Trust	-	-	102,373	102,373	15,000	15,000	(87,373)	-85.3%
Totals	\$ 59,909	\$ 92,171	\$ 246,706	\$ 246,706	\$ 197,972	\$ 197,972	\$ (48,734)	-58.6%

Goals and Objectives

- * Assure the retiree other post employment benefits are administered and accounted for according to the personnel policies.
- * Meet the actual cash needs for the OPEB Fund and attempt to provide a contribution to the Trust Fund.

Performance Measures

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Estimated
No City Contribution:				
Retiree -- Dental only	4	5	3	3
Retiree -- Medical coverage	3	4	2	5
City Contribution:				
Retiree -- Medicare coverage	4	4	3	3
Retiree -- Medical coverage	4	5	9	9
Totals	15	18	17	20

Major Fund Functions

- * Administer retiree other post employment benefits.

THIS PAGE LEFT INTENTIONALLY BLANK

APPENDIX

A Short History of Poquoson:

"Poquoson" is an Indian word for low, flat land. The City is believed to be one of the older English-speaking American settlements that still bears its original name.

Settlement of the Poquoson area was opened in 1628 by order of the Council of State at Jamestown. Many of the early settlers were plantation owners who, with their tenants and apprentices, originally lived south of the Back River. The Great Marsh and Messick Point were important shipping points as early as 1635 for tobacco and other products from the plantations.

After the Revolutionary War, the larger colonial plantations were divided and sold as smaller farms because they were no longer able to survive financially. Many of the people buying the farms were Methodists from Baltimore and the Eastern Shore area. Methodism is a prevailing denomination in the City today.

Poquoson remained a "backwater" farming and fishing community. While there was extensive civil war action on the Peninsula, there was no known war activity in Poquoson. However, many citizens fought for the confederacy.

Poquoson's rural lifestyle started to change during World War I with the construction of Langley Field. Rapid changes and population growth occurred in the years following World War II. Farming and fishing quickly gave way to suburbanization.

Poquoson, which had been a part of York County for many years, became a town in 1952 and an independent city in 1975 upon referendum of the citizens. Certain municipal offices and functions continue to be shared with York County.

Form of Government:

Poquoson is organized under the Council-Manager form of government. The Poquoson City Council is composed of seven members who are elected by the voters and serve four year terms. The City is divided into three precincts. Each precinct is entitled to two representatives. One representative is elected at large and is the City Mayor. Persons elected to City Council take office on the first day of January following the election.

The City Council is the policy determining body of the City. Its responsibilities include: adoption of the City budget; creation, combination or elimination of City departments; approval of all tax levies; approval of amendments, supplements or repeals to ordinances, and the City Code; and appointment of the City Manager, City Clerk, City Attorney, School Board and various local boards, commissions and committees. The City Manager acts as Chief Executive and Administrative Officer of the City. The manager serves at the pleasure of Council, carries out its policies, directs business procedures and has the power of appointment and removal of the heads of all departments (except Constitutional Officers) as well as all other employees of the City.

Fiscal Year:

Begins July 1 and ends the following June 30.

APPENDIX

Assessments:

Real estate is assessed biennially at "fair market value" by the City Assessor. This value is currently estimated to be approximately 100% of actual value.

Taxes Due:

Real estate taxes are assessed as of the first day of July. Real estate and personal property taxes are payable in two installments each year on June 5 and December 5. Past due balances paid by the end of the month the taxes are due are assessed a 2% penalty. A penalty of \$10.00 or 10% whichever is greater, is assessed on past due balances on the first day of the month following the month in which the tax is due.

Overlapping Debt:

The City of Poquoson is autonomous and entirely independent of any other political subdivision of the State, being a separate and distinct political unit. It has no overlapping debt with other political units.

Land Area:

	<u>Acres</u>	<u>Square Miles</u>
Non-Wetlands	4,997	7.8
Wetlands	<u>4,398</u>	<u>6.9</u>
Total	<u>9,395</u>	<u>14.7</u>

Miles of Roadway:

	<u>Miles</u>
Primary	1.81
Secondary	<u>52.82</u>
Total	<u>54.63</u>

Population:

1960 U.S. Census Count	4,278
1970 U.S. Census Count	5,441
1980 U.S. Census Count	8,726
1990 U.S. Census Count	11,005
2000 U.S. Census Count	11,566
2010 U.S. Census Count	12,150

Education:

	<u>Number of Schools</u>	<u>Actual 2018 - 2019 Enrollment</u>
Primary (PK-2)	1	457
Elementary (3-5)	1	461
Middle (6-8)	1	507
High (9-12)	1	<u>714</u>
Total		<u>2,139</u>

APPENDIX

FINANCIAL TRENDS ANALYSIS 2009 - 2018

FACTORS USED IN ANALYZING TRENDS

The *Financial Trends Analysis 2009 - 2018* is presented here to show some of the trends over time.

Much of the following data is presented in 2009 dollars as well as current dollars. The intent is to take inflation out of the numbers in order that the real change, if any, will be more apparent. No single statistical index precisely measures inflation in a given locality. The report uses the National Consumer Price Index (CPI) because it is the index most widely understood by the public at large and because it is historically consistent from year to year.

Similarly, data is also presented on a per household basis because as revenues grow and additional expenditures become necessary as a result of population growth, the underlying trend is most important. Household estimates from year to year are not precise, but are derived from a combination of U. S. Bureau of Census information and the University Of Virginia Weldon Cooper Center for Public Service. Therefore, as is the case with the estimates for inflation, no single year's data should be viewed in isolation.

The factors used in the analysis are shown below:

Year	Annual Increase in CPI	Population	Housing Units
2009	2.7%	11,881	4,737
2010	1.5%	12,150	4,755
2011	3.0%	12,240	4,726
2012	1.7%	12,291	4,731
2013	1.5%	12,076	4,591
2014	0.8%	12,212	4,627
2015	0.7%	12,359	4,642
2016	2.1%	12,287	4,610
2017	2.1%	12,311	4,583
2018	1.9%	12,320	4,583*
% Change	-30%	3.7%	-3.3%

CPI Change is December - December. 2018 change estimated by The Kiplinger Letter.

Population- University of Virginia Weldon Cooper Center for Public Service

Households- US Census Bureau Quick Facts

(*) 2018 households unavailable – 2017 housing units used.

APPENDIX

HOUSEHOLD INCOME

Household Income is an important measure of a community's ability to pay for the services provided by the local government. The higher the income, the greater the ability to generate revenue to pay for the desired level of services. For example, a higher income can translate into greater spending power within the community, which translates into greater local sales tax, and meals tax revenue, as well as a greater base of personal property value. In addition, if income is evenly distributed, a higher-than-average household income will usually mean lower dependency upon governmental services, particularly in the health and welfare area. Bond rating firms also use such an indicator as an important measure of a locality's ability to repay debt.

The following table indicates that Poquoson has the highest median household income in the Hampton Roads area for 2017, at \$88,328 which is 22% above the Virginia average of \$68,766.

Median Household Income

	2015	2016	2017
Poquoson	\$83,735	\$84,643	\$88,328
York County	\$81,749	\$83,410	\$86,781
James City County	\$75,710	\$80,226	\$80,772
Chesapeake	\$68,620	\$69,978	\$72,214
Virginia Beach	\$66,634	\$67,719	\$70,500
Suffolk	\$65,499	\$65,435	\$68,089
Gloucester County	\$61,121	\$62,878	\$63,881
Hampton	\$49,190	\$49,890	\$52,021
Williamsburg	\$48,639	\$50,091	\$54,606
Newport News	\$50,077	\$50,089	\$51,082
Portsmouth	\$45,676	\$47,050	\$48,727
Norfolk	\$44,480	\$45,268	\$47,137
Virginia	\$65,015	\$66,149	\$68,766

Source: U.S. Bureau of the Census Quick Facts, WWW.census.gov/quickfacts.

APPENDIX

TOTAL REVENUES

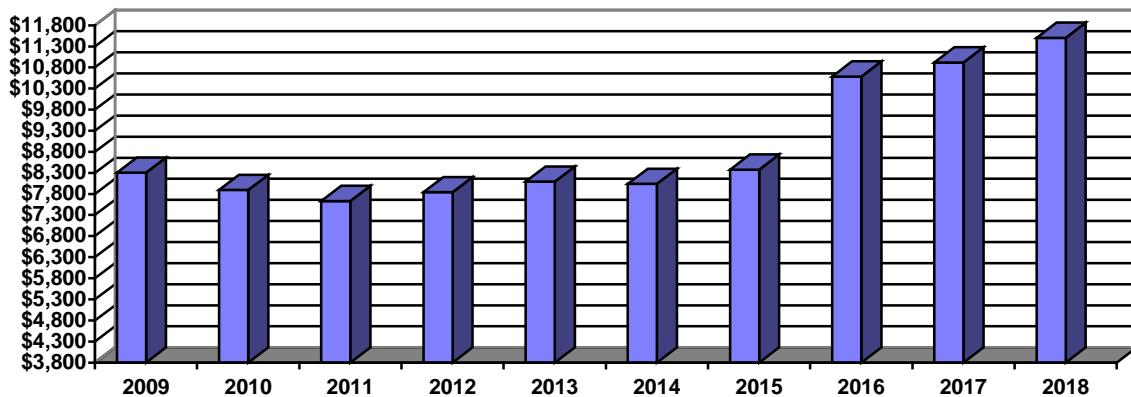
After adjusting for inflation, total revenue received per Poquoson household has increased 18.1% since 2009, or an average of about 1.8% per year.

Total Revenue Per Household

Year	Revenue in Current Dollars	Revenue Per Household	Revenue in 2009 Dollars	Revenue Per Household
2009	\$39,340,239	\$8,305	\$39,340,239	\$8,305
2010	\$37,551,873	\$7,897	\$36,564,628	\$7,690
2011	\$36,072,531	\$7,633	\$34,605,102	\$7,322
2012	\$37,112,247	\$7,844	\$34,565,555	\$7,306
2013	\$37,151,552	\$8,092	\$34,023,759	\$7,411
2014	\$37,205,734	\$8,041	\$33,569,832	\$7,255
2015	\$38,885,594	\$8,377	\$34,807,073	\$7,498
2016	\$48,800,235	\$10,586	\$43,378,168	\$9,410
2017	\$50,049,640	\$10,921	\$43,573,707	\$9,508
2018	\$52,729,521	\$11,505	\$44,962,622	\$9,811
% Change	34.0%	38.5%	14.3%	18.1%

Source: Annual edition of the City of Poquoson's *Comprehensive Annual Financial Report*, includes General, Special Revenue, Debt Service and Capital Projects Funds and Component Unit (School Board).

Total Revenue Per Household in 2009 Dollars



APPENDIX

In 2012, Federal revenues increased due to Hurricane Irene. For 2016, 2017 and in 2018, Federal revenue increase due to Federal mitigation grants that were awarded and completed.

Sources of Revenue - Poquoson

Year	Local	State	Federal	Total
2009	55.6%	40.6%	3.8%	100.0%
2010	55.8%	37.7%	6.5%	100.0%
2011	57.1%	39.2%	3.7%	100.0%
2012	56.2%	37.9%	5.9%	100.0%
2013	57.2%	38.3%	4.5%	100.0%
2014	58.8%	38.4%	2.8%	100.0%
2015	60.1%	37.0%	2.9%	100.0%
2016	60.0%	36.6%	3.4%	100.0%
2017	58.5%	36.5%	5.0%	100.0%
2018	58.0%	36.2%	5.8%	100.0%

Source: Annual edition of the *Comparative Report of Local Government Revenues and Expenditures*, Commonwealth of Virginia, Auditor of Public Accounts.

When compared with the following data, Poquoson relies less on State revenue and more upon local revenue sources than the typical Virginia locality. In addition, the typical Virginia locality receives a few percentage more of Federal revenue than compared to Poquoson. Poquoson percentage from State revenue is a small margin more than other Virginia localities. This is primarily due to Schools receiving approximately 50% of their revenue from the State.

Sources of Revenue - All Virginia Localities

Year	Local	State	Federal	Total
2009	57.5%	34.4%	8.1%	100.0%
2010	56.3%	33.4%	10.3%	100.0%
2011	57.1%	32.8%	10.1%	100.0%
2012	57.3%	32.7%	10.0%	100.0%
2013	58.2%	33.9%	7.9%	100.0%
2014	59.2%	33.8%	7.0%	100.0%
2015	59.7%	33.3%	7.0%	100.0%
2016	60.2%	32.9%	6.9%	100.0%
2017	59.5%	32.4%	8.1%	100.0%
2018	60.7%	31.5%	7.8%	100.0%

Source: Annual edition of *Comparative Report of Local Government Revenues and Expenditures*, Commonwealth of Virginia, Auditor of Public Accounts.

APPENDIX

It is also useful to consider the various sources from which local revenue is received. As can be seen from the following table, 84.0% comes from General Property Taxes (Real Estate and Personal Property) and Other Local Taxes (Local Sales Tax and Consumer Utility Tax, etc.). This percentage has fluctuated between 81.8% and 88.1% since 2009.

Sources of Local Revenue - Poquoson

Year	General Property Taxes	Other Local Taxes	Permits & Fees	Fines	Charges For Services	Interest and Rent	Misc.
2009	70.8%	11.0%	0.4%	0.2%	6.8%	0.8%	10.0%
2010	77.8%	9.7%	0.3%	0.3%	10.1%	0.8%	1.0%
2011	75.7%	9.4%	0.4%	0.3%	11.1%	0.8%	2.3%
2012	75.0%	9.7%	0.5%	0.2%	11.1%	0.8%	2.7%
2013	74.1%	11.0%	0.3%	0.3%	10.9%	0.8%	2.6%
2014	75.2%	10.5%	0.4%	0.3%	9.9%	0.8%	2.9%
2015	77.7%	10.4%	0.7%	0.2%	8.2%	0.8%	2.0%
2016	74.5%	9.7%	0.6%	0.2%	11.2%	1.2%	2.6%
2017	74.9%	10.0%	0.6%	0.2%	11.2%	1.4%	1.7%
2018	74.4%	9.6%	0.5%	0.2%	10.9%	1.1%	3.3%

Source: Annual edition of *Comparative Report of Local Government Revenues and Expenditures*, Commonwealth of Virginia, Auditor of Public Accounts.

As one would expect in a community that does not have an extensive commercial and industrial base, property taxes generate more revenue than in the typical Virginia locality. Poquoson's local revenue sources are compared to the statewide figures in the following table.

Sources of Local Revenue Poquoson Compared to State Average

	2009		2018	
	Poquoson	All Cities	Poquoson	All Cities
General Property Taxes	70.8%	57.0%	74.4%	56.9%
Other Local Taxes	11.0%	26.9%	9.6%	25.0%
Permits & Fees	0.4%	0.6%	0.5%	0.7%
Fines	0.2%	0.7%	0.2%	0.5%
Charges for Services	6.8%	10.3%	10.9%	12.7%
Interest and Rent	0.8%	1.6%	1.1%	1.3%
Miscellaneous	10.0%	2.9%	3.3%	2.9%

Source: Annual edition of *Comparative Report of Local Government Revenues and Expenditures*, Commonwealth of Virginia, Auditor of Public Accounts.

APPENDIX

REAL ESTATE TAX REVENUE

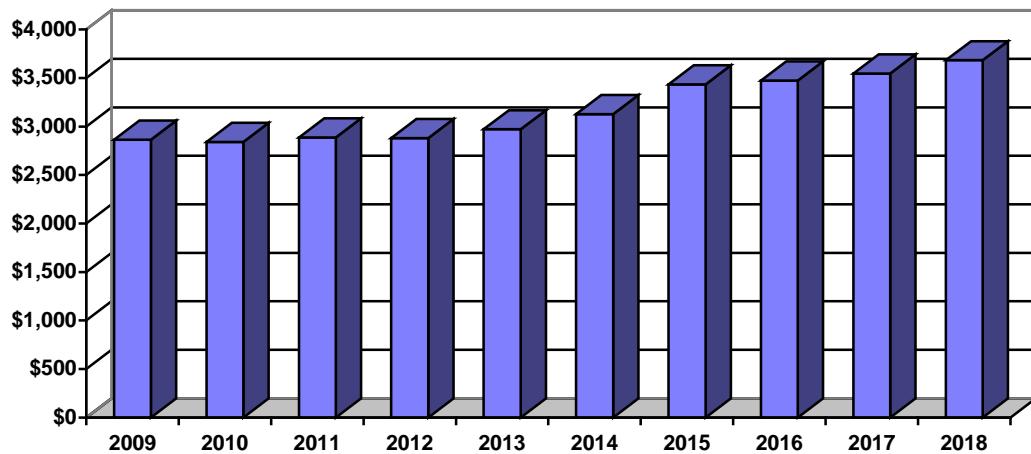
After adjusting for inflation, real estate tax revenue per Poquoson household has increased by approximately 9.7% in 2009 dollars, or an average of .97% per year.

Total Real Estate Property Tax Revenue Per Household

Year	Revenue In Current Dollars	Revenue Per Household	Revenue in 2009 Dollars	Revenue Per Household
2009	\$13,560,850	\$2,863	\$13,560,850	\$2,863
2010	\$13,511,422	\$2,842	\$13,156,204	\$2,767
2011	\$13,643,196	\$2,887	\$13,088,191	\$2,769
2012	\$13,623,706	\$2,880	\$12,688,829	\$2,682
2013	\$13,639,693	\$2,971	\$12,491,366	\$2,721
2014	\$14,473,989	\$3,128	\$13,059,530	\$2,822
2015	\$15,946,247	\$3,435	\$14,273,722	\$3,075
2016	\$16,013,397	\$3,474	\$14,234,190	\$3,088
2017	\$16,247,330	\$3,545	\$14,145,085	\$3,086
2018	\$16,879,945	\$3,683	\$14,393,580	\$3,141
% CHANGE	24.5%	28.7%	6.1%	9.7%

Source: Annual edition of the City of Poquoson's *Comprehensive Annual Financial Report*.

Real Estate Tax Revenue Per Household in 2009 Dollars



APPENDIX

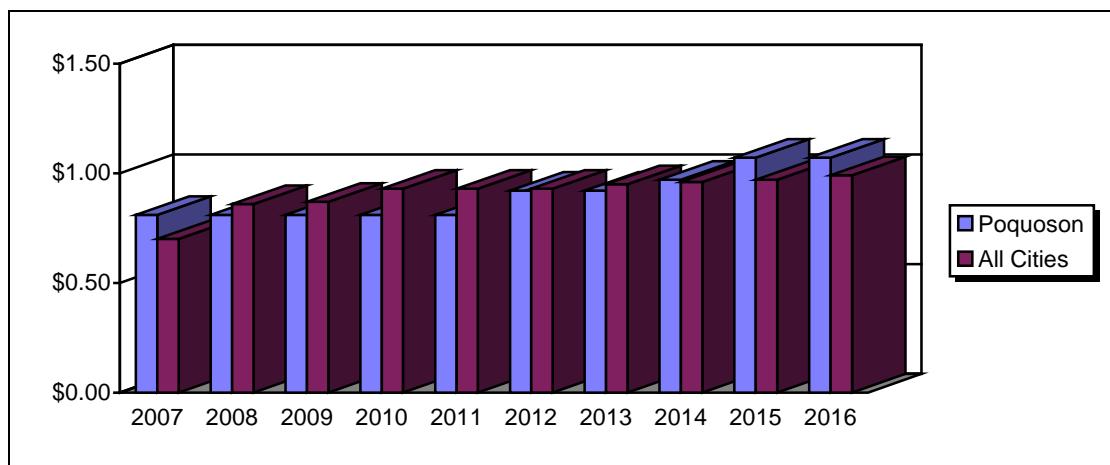
In considering Real Estate Tax Revenue, the locality's assessments must also be considered. The Assessment/Sales Ratio, computed by the Virginia Department of Taxation, compares assessed values and selling prices of all residential property sold within a locality during a given year.

Median, Nominal and Effective Real Estate Tax Rates

Year	Median Ratio		Nominal Tax Rates		Effective Tax Rates	
	Poquoson	VA Cities/ Counties	Poquoson	VA Cities/ Counties	Poquoson	VA Cities/ Counties
2007	97.0%	86.0%	\$0.81	\$0.70	\$0.79	\$0.88
2008	99.8%	90.9%	\$0.81	\$0.86	\$0.81	\$0.78
2009	101.4%	98.1%	\$0.81	\$0.87	\$0.82	\$0.85
2010	102.8%	92.3%	\$0.81	\$0.93	\$0.83	\$0.86
2011	112.2%	94.5%	\$0.81	\$0.93	\$0.91	\$0.87
2012	102.3%	94.5%	\$0.92	\$0.93	\$0.94	\$0.87
2013	103.2%	89.5%	\$0.92	\$0.95	\$0.95	\$0.85
2014	100.0%	90.2%	\$0.97	\$0.96	\$0.97	\$0.87
2015	99.5%	91.5%	\$1.07	\$0.97	\$1.07	\$0.88
2016	99.1%	91.2%	\$1.07	\$0.99	\$1.07	\$0.90

Source: 2016 Virginia Assessment/Sales Ratio Study, Virginia Department of Taxation (prepared May 2018)
2017 and 2018 information not available

Nominal Real Estate Tax Rate



APPENDIX

The City remains overwhelmingly dependent upon the single-family residential taxpayer base. The Commissioner of the Revenue and City Assessor provided the assessed values for single-family, multi-family residential property, commercial and agricultural property for each of the years shown below.

Real Property Assessments by Category and Percent of Total

Year	Residential		Other		
	Single Family	Multi-Family	Commercial	Agriculture	Total
2009	93.6%	0.9%	5.3%	0.2%	100.0%
2010	92.9%	0.9%	6.0%	0.2%	100.0%
2011	93.6%	0.9%	5.3%	0.2%	100.0%
2012	92.4%	0.9%	6.5%	0.2%	100.0%
2013	92.5%	0.9%	6.3%	0.3%	100.0%
2014	92.5%	0.9%	6.5%	0.1%	100.0%
2015	92.6%	0.9%	6.4%	0.1%	100.0%
2016	92.0%	0.9%	7.0%	0.1%	100.0%
2017	92.5%	0.9%	6.5%	0.1%	100.0%
2018	92.7%	0.9%	6.3%	0.1%	100.0%

Source: Assessment data furnished by the Commissioner of the Revenue and City Assessor.

APPENDIX

Analysis of real estate revenue must consider the percentage of taxes actually collected by the Treasurer. Poquoson's record is as follows:

Uncollected Current Property Taxes as a Percent of Net Levy as of June 30

Year	Percent
2009	0.83%
2010	0.37%
2011	0.24%
2012	0.60%
2013	0.32%
2014	0.17%
2015	0.12%
2016	0.10%
2017	0.80%
2018	0.80%

Source: *Annual CAFR City of Poquoson / City of Poquoson Treasurer's Department*

Bond rating firms consider that a municipality will normally be unable to collect about two or three percent of its current and back property taxes each year. If uncollected property taxes rise to more than five to eight percent, rating firms consider this a negative factor because it signals potential problems in the stability of the property tax base. Rating firms also consider it a negative factor if the rate of delinquency significantly rises for two consecutive years.

APPENDIX

PERSONAL PROPERTY TAX REVENUE

After adjusting for inflation, personal property tax revenue per Poquoson household has increased approximately 2.1% or an average of 0.21% per year.

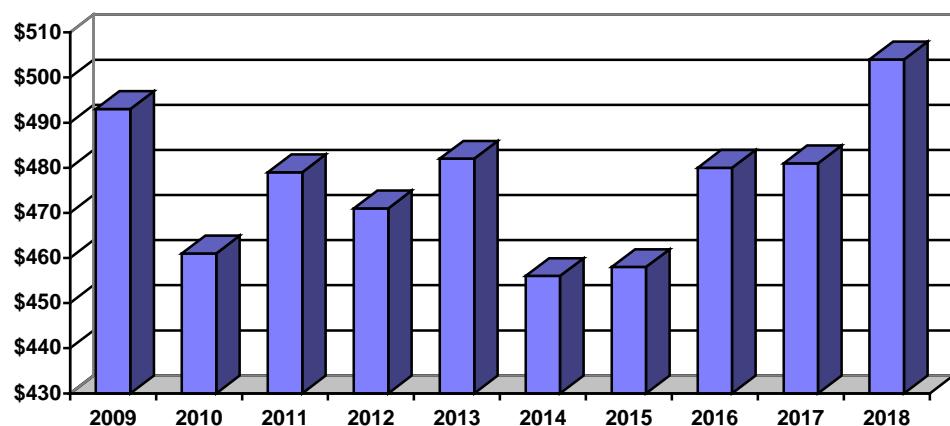
Total Personal Property Tax Revenue Per Household

Year	Revenue in Current Dollars	Revenue Per Household	Revenue in 2009 Dollars	Revenue Per Household
2009	\$2,335,554	\$493	\$2,335,554	\$493
2010	\$2,251,205	\$473	\$2,192,020	\$461
2011	\$2,357,359	\$499	\$2,261,462	\$479
2012	\$2,394,121	\$506	\$2,229,833	\$471
2013	\$2,417,444	\$527	\$2,213,919	\$482
2014	\$2,340,219	\$506	\$2,111,523	\$456
2015	\$2,375,134	\$512	\$2,126,018	\$458
2016	\$2,488,366	\$540	\$2,211,890	\$480
2017	\$2,531,679	\$552	\$2,204,105	\$481
2018	\$2,706,239	\$590	\$2,307,618	\$504*
% CHANGE	15.9%	19.8%	-1.2%	2.1%

Source: Annual edition of the City of Poquoson's *Comprehensive Annual Financial Report*.

*2018 Household number unavailable – 2017 numbers used

Personal Property Tax Revenue Per Household in 2009 Dollars



APPENDIX

OTHER LOCAL SALES TAX REVENUE

Other Local Tax Revenue consists of revenue received from three general sources: revenue received from the local sales tax of 1% on taxable retail sales, revenue received from the Consumer Utility Tax imposed on electrical, gas and telephone bills, and revenue from other local taxes such as meals tax, business licenses, communication sales tax, taxes on recordation and wills, etc.

In current dollar terms, revenue received from the local 1% sales tax has increased by 12.9% since 2009. However, when viewed on a per household basis and after adjustment for inflation, revenue has decreased by 0.5%. This particular source of revenue, like personal property tax revenue, tends to follow general economic conditions.

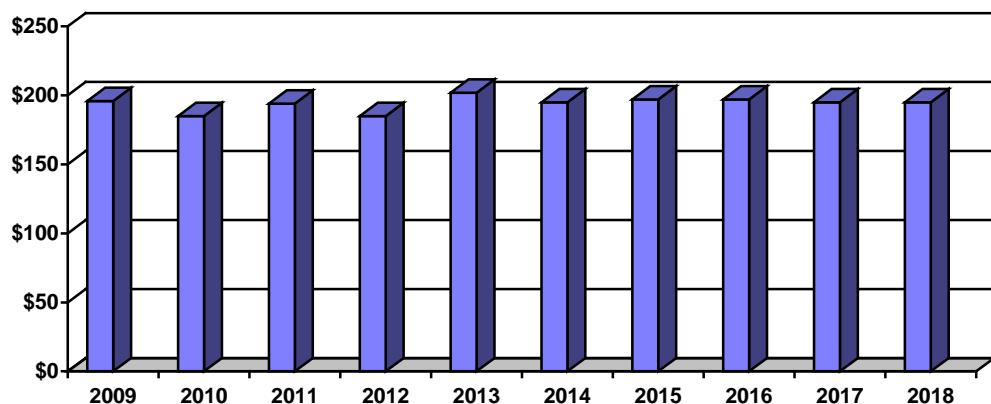
Local Sales Tax Revenue Per Household

Year	Revenue in Current Dollars	Revenue Per Household	Revenue in 2009 Dollars	Revenue Per Household
2009	\$929,900	\$196	\$929,900	\$196
2010	\$902,127	\$190	\$878,410	\$185
2011	\$955,937	\$202	\$917,050	\$194
2012	\$940,251	\$199	\$875,730	\$185
2013	\$1,011,835	\$220	\$926,649	\$202
2014	\$1,002,068	\$217	\$904,142	\$195
2015	\$1,020,961	\$220	\$913,877	\$197
2016	\$1,019,774	\$221	\$906,470	\$197
2017	\$1,024,576	\$224	\$892,006	\$195
2018	\$1,049,417	\$229	\$894,841	\$195*
% CHANGE	12.9%	16.6%	-3.8%	-0.5%

Source: Annual edition of the City of Poquoson's *Comprehensive Annual Financial Report*.

*2018 Household number unavailable – 2017 numbers used

Local Sales Tax Revenue Per Household in 2009 Dollars



APPENDIX

Revenue from the Consumer Utility Tax has declined when viewed on a per household basis in 2009 dollars. This is due to the restructuring of the local consumer taxes, which took effect on January 1, 2007. Part of this local Consumer Utility Tax is a 5% Communication Sales and Use Tax and is included in local sales tax revenues.

Consumer Utility Tax Revenue Per Household

Year	Revenue in Current Dollars	Revenue Per Household	Revenue in 2009 Dollars	Revenue Per Household
2009	\$285,776	\$60	\$285,776	\$60
2010	\$276,745	\$58	\$269,469	\$57
2011	\$291,323	\$62	\$279,472	\$59
2012	\$284,289	\$60	\$264,781	\$56
2013	\$286,753	\$62	\$262,611	\$57
2014	\$290,806	\$63	\$262,387	\$57
2015	\$293,721	\$63	\$262,914	\$57
2016	\$279,272	\$61	\$248,243	\$54
2017	\$308,236	\$67	\$268,353	\$59
2018	\$304,417	\$66	\$259,577	\$57*
% CHANGE	6.5%	10.1%	-9.2%	-6.1%

Source: Annual edition of the City of Poquoson's *Comprehensive Annual Financial Report*.

*2018 Household number unavailable – 2017 numbers used

APPENDIX

When viewed on a per household basis after adjusting for inflation, Other Local Tax Revenue went from \$279 in 2009, to a high of \$316 in 2013, to current level of \$300 in 2018. In 2013, meals tax rate increased from 5.5% to 6.0% and the cigarette tax was increased from 10 cent per pack to 20 cent per pack.

Other Local Tax Revenue

Year	Revenue in Current Dollars	Revenue Per Household	Revenue in 2009 Dollars	Revenue Per Household
2009	\$1,321,878	\$279	\$1,321,878	\$279
2010	\$1,273,060	\$268	\$1,239,591	\$261
2011	\$1,216,963	\$258	\$1,167,457	\$247
2012	\$1,305,455	\$276	\$1,215,873	\$257
2013	\$1,582,709	\$345	\$1,449,461	\$316
2014	\$1,511,886	\$327	\$1,364,138	\$295
2015	\$1,591,606	\$343	\$1,424,670	\$307
2016	\$1,539,074	\$334	\$1,368,071	\$297
2017	\$1,624,498	\$354	\$1,414,304	\$309
2018	\$1,610,706	\$351	\$1,373,454	\$300*
% CHANGE	21.8%	25.9%	3.9%	7.4%

Source: Annual edition of the City of Poquoson's *Comprehensive Annual Financial Report*.

*2018 Household number unavailable – 2017 numbers used

APPENDIX

EXPENDITURES

Total expenditures supported by Local, Federal and State funding, in current dollar terms, has decreased from \$46.3 million in 2009 to \$44.0 million in 2018, a decrease of 4.9%. However, after adjustment for inflation and growth in households, there has been a decrease of approximately 18.9% since 2009 or an average of 1.89% per year.

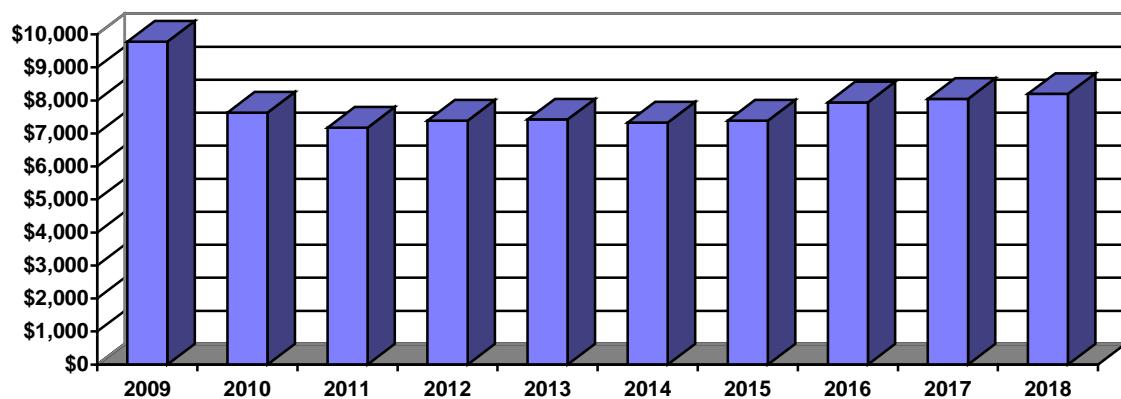
Total Expenditures Per Household

Year	Expenditures in Current Dollars	Expenditures per Household	Expenditures in 2009 Dollars	Expenditures per Household
2009	\$46,323,837	\$9,779	\$46,323,837	\$9,779
2010	\$37,244,395	\$7,833	\$36,265,234	\$7,627
2011	\$35,355,172	\$7,481	\$33,916,925	\$7,177
2012	\$37,535,846	\$7,934	\$34,960,086	\$7,390
2013	\$37,206,074	\$8,104	\$34,073,691	\$7,422
2014	\$37,605,852	\$8,127	\$33,930,849	\$7,333
2015	\$38,322,906	\$8,256	\$34,303,402	\$7,390
2016	\$41,161,432	\$8,929	\$36,588,092	\$7,937
2017	\$42,351,145	\$9,241	\$36,871,322	\$8,045
2018	\$44,057,693	\$9,613	\$37,568,128	\$8,197*
% CHANGE	-4.9%	-1.7%	-18.9%	-16.2%

Source: Annual edition of the City of Poquoson's *Comprehensive Annual Financial Report*, includes General, Special Revenue, Debt Service and Capital Projects Funds and Component Unit (School Board).

*2018 Household number unavailable – 2017 number used

Total Expenditures Per Household in 2009 Dollars



APPENDIX

The operating budget, which funds recurring expenses, has shown an increase per household. However, in terms of FY 2018 expenditures expressed in 2009 dollars it has decreased.

Total Operating Expenditures Per Household

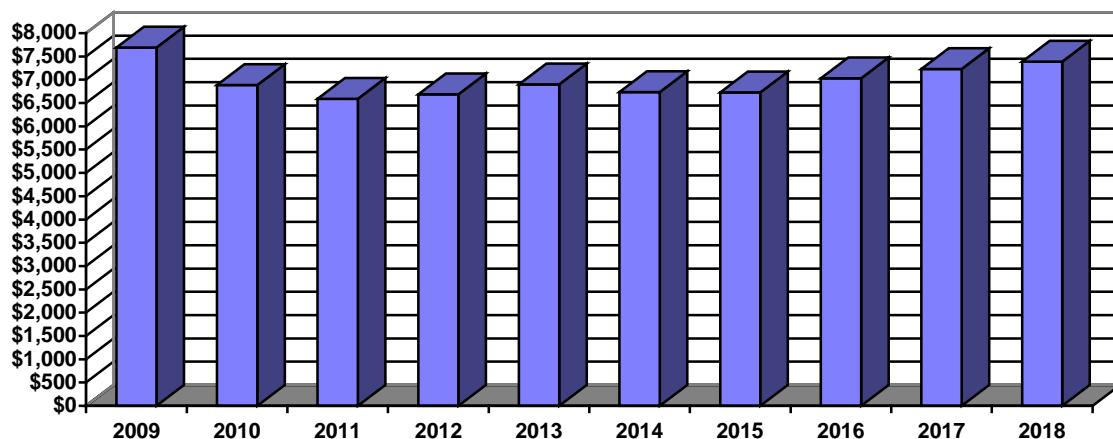
Year	Expenditures in Current Dollars	Expenditures per Household	Expenditures in 2009 Dollars	Expenditures per Household
2009	\$36,440,375	\$7,693	\$36,440,375	\$7,693
2010	\$33,612,873	\$7,069	\$32,729,185	\$6,883
2011	\$32,463,405	\$6,869	\$31,142,795	\$6,590
2012	\$33,971,841	\$7,181	\$31,640,648	\$6,688
2013	\$34,602,365	\$7,537	\$31,689,189	\$6,902
2014	\$34,537,391	\$7,464	\$31,162,251	\$6,735
2015	\$34,873,382	\$7,513	\$31,215,682	\$6,725
2016	\$36,453,564	\$7,907	\$32,403,303	\$7,029
2017	\$38,071,055	\$8,307	\$33,145,033	\$7,232
2018	\$39,690,704	\$8,660	\$33,844,384	\$7,385*
% CHANGE	8.9%	12.6%	-7.1%	-4.0%

Source: Annual edition of the City of Poquoson's *Comprehensive Annual Financial Report*.

*Total Expenditures (-) minus Capital Outlay & Debt Service

*2018 Household number unavailable – 2017 number used

Total Operating Expenditures Per Household in 2009 dollars



APPENDIX

In 2009, the City completed the Elementary School and Fire Station which suffered extensive damage caused by Hurricane Isabel in 2003. In 2013, the City completed construction on a new public works storage building and an administration building. In 2016, the City was able to purchase some much needed Public Works equipment. In 2017, the City through refinancing of debt was able to provide funds to the School Division for purchase of a bus, renovations to the HVAC systems at two schools and a complete upgrade to the high school track which were completed in 2018. In 2019, the City issued debt for the modernization of the Poquoson Middle School, a school bus, and HVAC replacement at City Hall.

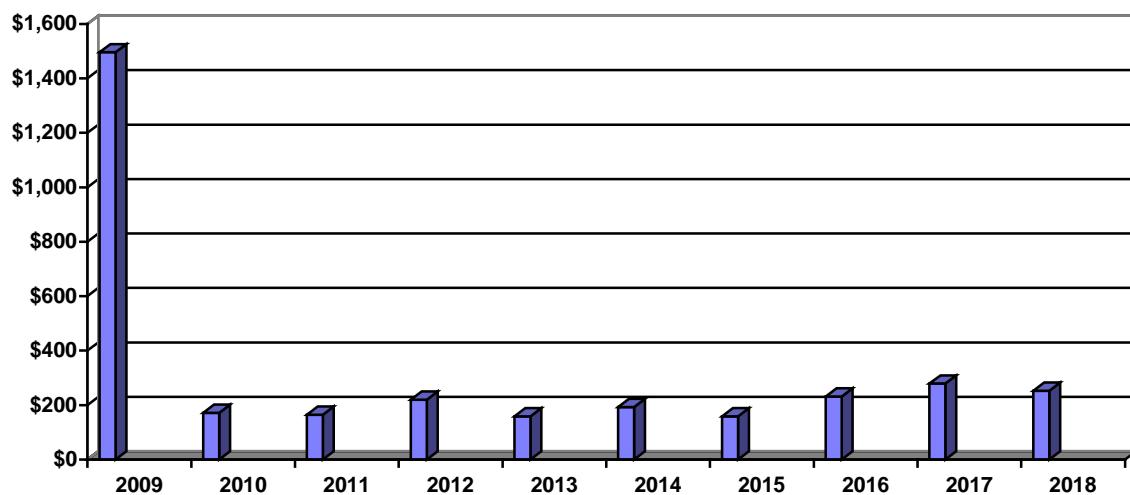
Total Capital Expenditures Per Household

Year	<i>Expenditures in Current Dollars</i>	<i>Expenditures per Household</i>	<i>Expenditures in 2009 Dollars</i>	<i>Expenditures per Household</i>
2009	\$7,085,050	\$1,496	\$7,085,050	\$1,496
2010	\$838,069	\$176	\$816,036	\$172
2011	\$814,871	\$172	\$781,722	\$165
2012	\$1,119,347	\$237	\$1,042,536	\$220
2013	\$794,678	\$173	\$727,774	\$159
2014	\$991,003	\$214	\$894,158	\$193
2015	\$822,462	\$177	\$736,198	\$159
2016	\$1,202,670	\$261	\$1,069,044	\$232
2017	\$1,468,075	\$320	\$1,278,120	\$279
2018	\$1,360,988	\$297	\$1,160,519	\$253*
% CHANGE	-80.8%	-80.1%	-83.6%	-83.1%

Source: Annual edition of the City of Poquoson's *Comprehensive Annual Financial Report*.

*2018 Household number unavailable – 2017 number used

Total Capital Expenditures Per Household in 2009 dollars



APPENDIX

Operating Expenditures By Function in 2009 Dollars

The table below depicts the growth in operating expenditures by function of government, after adjustment for inflation. In 2013, parks and recreation, which was an enterprise fund, was merged into the general fund.

Year	Education	Public Safety	Public Works	Parks, Recreation and Culture
2009	\$23,529,208	\$5,328,217	\$1,535,411	\$1,169,328
2010	\$21,068,592	\$5,454,097	\$1,490,656	\$977,405
2011	\$19,811,513	\$5,530,834	\$1,455,171	\$975,575
2012	\$19,929,976	\$5,503,825	\$1,486,614	\$984,982
2013	\$19,563,783	\$5,721,945	\$1,453,495	\$1,415,456
2014	\$19,020,429	\$5,705,743	\$1,549,809	\$1,405,771
2015	\$18,783,231	\$5,857,220	\$1,652,542	\$1,446,949
2016	\$19,795,108	\$5,787,441	\$1,606,144	\$1,426,930
2017	\$19,693,725	\$5,875,515	\$1,658,479	\$1,408,183
2018	\$19,820,792	\$6,039,495	\$1,535,537	\$1,427,181
% CHANGE	-15.8%	13.3%	0.0%	22.1%

General				
Year	Administration	Debt Service	All Other	Total
2009	\$2,324,651	\$2,841,369	\$2,553,560	\$39,281,744
2010	\$1,873,886	\$2,720,013	\$1,864,548	\$35,449,198
2011	\$2,020,530	\$1,992,408	\$1,349,171	\$33,135,203
2012	\$2,026,553	\$2,268,653	\$1,708,698	\$33,909,301
2013	\$1,938,655	\$1,656,729	\$1,595,855	\$33,345,917
2014	\$1,940,251	\$1,874,440	\$1,540,248	\$33,036,691
2015	\$1,918,174	\$2,351,522	\$1,557,567	\$33,567,204
2016	\$2,051,080	\$3,102,530	\$1,736,600	\$35,505,834
2017	\$1,913,408	\$2,418,006	\$2,595,725	\$35,563,040
2018	\$2,018,670	\$2,503,179	\$3,002,709	\$36,347,562
% CHANGE	-13.2%	-11.9%	17.6%	-7.5%

Source: Annual edition of the City of Poquoson's *Comprehensive Annual Financial Report*.

APPENDIX

While operating expenditures per-capita have increased since 2009, total expenditures are still under the average level of expenditures incurred by other Virginia localities, as shown on the following table. Poquoson residents fund their school system at 115.87% of the average local expenditures, while other areas of government are generally under the average expenditures level prevailing throughout the State.

Operating Expenditures
City of Poquoson Compared to All Others
by Per-Capita Expenditures

	2009			2018		
	Poquoson	All Cities	% of Avg.	Poquoson	All Cities	% of Avg.
Education	\$1,893.36	\$1,692.95	111.84%	\$1,891.37	\$1,632.26	115.87%
Public Safety	\$465.19	\$648.70	71.71%	\$563.17	\$665.97	84.56%
Public Works	\$198.84	\$304.35	65.33%	\$207.55	\$299.31	69.34%
Parks, Recreation and Cultural	\$98.30	\$158.58	61.99%	\$135.85	\$154.18	88.11%
General Administration	\$168.53	\$161.09	104.62%	\$197.32	\$181.36	108.80%
Judicial Administration	\$27.14	\$67.39	40.27%	\$35.93	\$69.47	51.72%
Health & Welfare	\$313.15	\$436.54	71.73%	\$202.84	\$405.03	50.08%
Community Development	\$105.24	\$156.19	67.38%	\$174.64	\$152.34	114.64%
TOTAL	\$3,269.75	\$3,625.79	90.18%	\$3,408.68	\$3,559.90	95.75%

Source: Comparative Report of Local Government Revenues and Expenditures, Auditor of Public Accounts, Commonwealth of Virginia

APPENDIX

DEBT SERVICE

Debt Service is defined as the amount of interest and principal that must be paid on long-term debt. As the amount decreases, it lessens obligations and increases expenditure flexibility. The City's debt policy requires that the City's tax supported debt service as a percent of general government expenditures shall not exceed 10%. Credit industry standards provide for a 20% ratio of total operating expenditures before debt service is considered to be a potential problem.

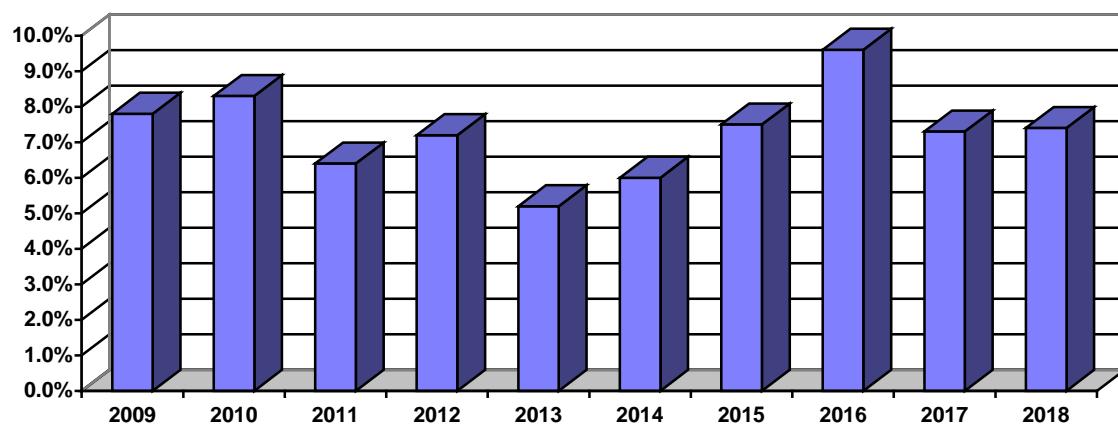
As shown in the table below, the City's 7.4% ratio of debt service to total operating expenditures is acceptable to both the City's policy and the credit industry standards.

Ratio of Debt Service to Total Operating Expenditures

Year	Debt Service	Operating Expenditures	Percent of Expenditures
2009	\$2,841,369	\$36,440,375	7.8%
2010	\$2,793,453	\$33,612,873	8.3%
2011	\$2,076,896	\$32,463,405	6.4%
2012	\$2,435,801	\$33,971,841	7.2%
2013	\$1,809,031	\$34,602,365	5.2%
2014	\$2,077,458	\$34,537,391	6.0%
2015	\$2,627,062	\$34,873,382	7.5%
2016	\$3,490,332	\$36,453,564	9.6%
2017	\$2,777,371	\$38,071,055	7.3%
2018	\$2,935,581	\$39,690,704	7.4%

Source: Annual edition of the City of Poquoson's *Comprehensive Annual Financial Report*.

Ratio of Debt Service to Total Expenditures



APPENDIX

There is also a legal limit for cities in Virginia whereby the amount of bonded long-term debt cannot exceed 10% of the cities total assessed value of real property. As the table below shows, the city's ratio of bonded debt to assessed valuation amounts to 2.02%.

Capacity is therefore available should City Council decide to undertake additional long-term borrowing to fund infrastructure and capital improvements.

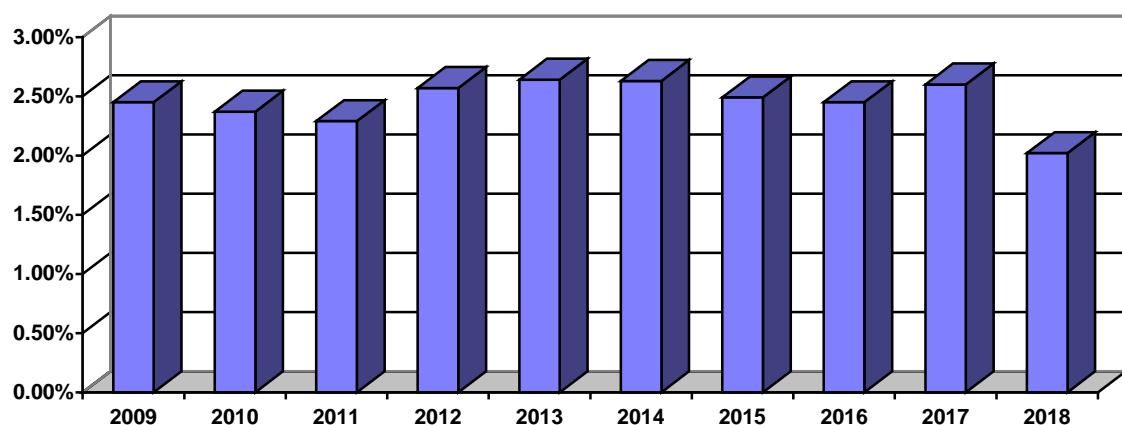
Ratio of Bonded Debt to Assessed Value

Bonded Debt

Year	Assessed Value of Taxable Real Estate	General Fund Supported	Enterprise Funds	Total	Ratio Debt to Assessed Value
2009	\$1,698,795,508	\$32,096,290	\$9,592,392	\$41,688,682	2.45%
2010	\$1,719,852,121	\$31,047,606	\$9,733,441	\$40,781,047	2.37%
2011	\$1,728,246,736	\$30,247,736	\$9,374,924	\$39,622,660	2.29%
2012	\$1,519,389,327	\$30,136,146	\$8,971,631	\$39,107,777	2.57%
2013	\$1,526,769,279	\$32,031,772	\$8,305,000	\$40,336,772	2.64%
2014	\$1,513,018,247	\$31,093,650	\$8,669,904	\$39,763,554	2.63%
2015	\$1,518,712,371	\$30,078,875	\$7,789,604	\$37,868,479	2.49%
2016	\$1,525,034,355	\$30,023,324	\$7,374,457	\$37,397,781	2.45%
2017	\$1,532,812,342	\$27,782,853	\$6,879,307	\$34,662,160	2.26%
2018	\$1,582,741,600	\$25,542,387	\$6,359,159	\$31,901,546	2.02%
% CHANGE	-6.8%	-20.4%	-33.7%	-23.5%	-17.9%

Source: Annual edition of the City of Poquoson's *Comprehensive Annual Financial Report*

Ratio of Bonded Debt to Assessed Value



GLOSSARY

ACCRUAL BASIS – A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

AMORTIZATION – Spreading out the cost of an intangible asset or debit over the useful life of the asset.

BALANCED BUDGET – A budget in which current expenditures are supported by current revenues.

APPROPRIATION - An authorization made by the legislative body of a government, which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

ASSESSED VALUATION - A valuation set upon real estate or other property by the City Assessor as a basis for levying property taxes.

BOND - A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date(s)) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt.

BUDGET – A plan of financial activity for a specified period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period.

CAPITAL IMPROVEMENTS PLAN CONSTRAINED (CIP) – A planning tool that identifies necessary capital projects for the City of Poquoson over a five-year period.

CAPITAL OUTLAY – Outlays resulting in the acquisition of, or addition to, fixed assets. Exceptions to this are major capital facilities which are constructed or acquired – such as, land and buildings. These are funded in the Capital Improvement Budget.

CHARGES FOR SERVICES – Fees the City charges users of government services, such as recreation fees, court costs, library fines, etc.

CONTINGENCY ACCOUNT - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

DEBT SERVICE – The annual principal and interest payments for the debt incurred by the City in the process of acquiring capital outlay or constructing capital facilities.

DEPARTMENT – A major administrative division of the City that has overall management responsibility for an operation or a group of related operations within a functional area.

DEPRECIATION - (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence; (2) that portion of the cost of a capital asset which is charged as an expense during a particular period.

ECONOMIC DEVELOPMENT AUTHORITY (EDA) – A political subdivision of the Commonwealth of Virginia with such public and corporate powers as set forth in the Industrial Development & Revenue Act.

ENCUMBRANCES – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for future expenditures.

GLOSSARY

ENTERPRISE FUND – A separate fund used to account for operations financed and operated similar to private business enterprises. The cost expenses, including depreciation of providing goods or services to the general public on a continuing basis are to be financed or recovered primarily through user charges.

EQUALIZED TAX RATE – The tax rate which would levy the same amount of real estate tax revenue as the previous fiscal year when multiplied by the new total assessed value of real estate.

ESTIMATED REVENUES – Budgetary accounts which reflect the amount of revenue estimated to be accrued during the fiscal year.

EXPENDITURES - An outflow of resources that results in a decrease in the fund's net assets. Expenditures, used with governmental-type funds, are categorized as current expenditures, debt service, capital outlays, and other financing uses. Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and on special assessment indebtedness secured by interest-bearing special assessment levies, which should be recognized when due.

EXPENSES - Charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest, and other charges.

EXECUTIVE SUMMARY - A general discussion of the proposed budget presented in writing as a part of the budget document. The executive summary explains principal budget issues against the background financial experience in recent years and presents recommendations made by the City Manager.

FEDERAL GOVERNMENT – Revenue provided from the Funds provided by the Federal government to compensate the locality for Federal program impact, for programs jointly funded by the locality and the Federal government and outright grants.

FINES AND FORFEITURES – A broad range of fines and forfeitures for violations of local government ordinances.

FIXED ASSETS – Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

FISCAL YEAR - A twelve-month period to which the annual budget applies and at the end of which a governmental unit determines its financial position and results of operation. The City of Poquoson uses July 1st to June 30th as its fiscal year.

FULL-TIME EQUIVALENT (FTE) – The amount of time a position has been budgeted for in the amount in the amount of time a permanent, full-time employee normally works a year. Most full-time employees are paid 2,080 hours a year.

FUND - An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

FUND BALANCE - The excess of a fund's assets over its liabilities. A negative fund balance is sometimes called a deficit.

GLOSSARY

GENERAL FUND – The operating fund which finances the necessary day-to-day actions within the city through taxes, fees, and other revenue sources. This fund includes all revenues and expenditures not accounted for in the specific purpose fund.

GENERAL OBLIGATION BONDS - When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds which are to be repaid from taxes and other general revenues.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) – This refers to a set of standard rules and procedures used to account for the receipt and expenditure of funds.

GENERAL PROPERTY TAXES – Taxes on real and personal property, both tangible and intangible, such as vehicles, real estate and business equipment. Interest and penalties on delinquent taxes are also included in the category.

GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA) – An association of public finance professionals founded in 1906 as the Municipal Finance Officers Association. The GFOA has played a major role in the development and promotion of generally accepted accounting principles for State and local government since its inception.

GOVERNMENT ACCOUNTING STANDARDS BOARD (GASB) – The ultimate authoritative accounting and financial reporting standard-setting body for State and local governments. The GASB was established in June 1984 to replace the National Council on Governmental Accounting (NCGA).

GOVERNMENTAL FUNDS – Funds generally used to account for tax-supported activities. The City has four governmental funds: The general fund, debt service fund, capital projects fund and special revenue grant fund. Governmental funds are reported using current financial resources and the modified accrual basis of accounting.

GRANT - A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the State and Federal governments. Grants are usually made for specified purposes.

INTERNAL SERVICE FUND – Proprietary fund type that is used to report an activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units on a cost-reimbursement basis.

LINE OF CREDIT (LOC) – Short-term interest bearing note issued by the government.

MODIFIED ACCRUAL ACCOUNTING - All governmental funds and expendable trust funds use the modified accrual basis of accounting. The private sector's accrual basis of accounting is "modified" for governmental units, so that revenue is recognized in the accounting period when it becomes measurable and available. Expenditures are recorded when the liability is incurred or in the absence of a liability, when the cash disbursement is made.

NET ASSETS, or EQUITY – The residual interest in the assets of an entity that remains after deducting its liabilities; sometimes referred to as equity.

GLOSSARY

OPERATING BUDGET – An annual financial plan of operating expenditures encompassing all the fund types within the city, and the approved means of financing them. The operating budget is the primary tool by which most of the financing, acquisition, spending and service delivery activities of a government are planned and controlled.

PERMITS, PRIVILEGES FEES, AND REGULATORY LICENSES – The class of permits, fees, and licenses which includes such levies as user permits to cover costs of processing requests for changes in zoning, building permits, electrical permits, plumbing permits, to license animals, etc.

PERSONAL PROPERTY TAX RELIEF ACT OF 1998 (PPTRA) – A State legislative action to decrease the amount of personal property tax that citizens pay on qualified vehicles. The State pays the locality the amount of the relief, so that the locality is not out any money, even though the citizen is given relief. Vehicles must be used for personal use and not a business to qualify for relief. Large trucks, commercial vehicles, RV's, boats, and utility trailers continue to pay full personal property taxes.

RETAINED EARNINGS – An equity account reflecting the accumulated earnings of any enterprise or internal service fund.

REVENUE - The term designates an increase to a fund's assets which does not increase a liability (e.g., proceeds from a loan), does not represent a repayment of expenditure already made, does not represent a cancellation of certain liabilities, and does not represent an increase in contributed capital.

REVENUE ESTIMATE - A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

REVENUE AND EXPENDITURE DETAIL - Represents the smallest level or breakdown in budgeting for revenue and expenditures.

TAX RATE - The amount of tax levied for each \$100 of assessed value.

TRANSFERS FROM OTHER FUNDS - Budget line item used to reflect transfers of financial resources into one fund from another fund.

TRANSFERS TO OTHER FUNDS - Budget line item used to reflect transfers of financial resources out of one fund to another fund.

UNAPPROPRIATED FUND BALANCE - The excess of a fund's assets and estimated revenue for a period over its liabilities, reserves, and available appropriations for the period.

UNRESTRICTED NET ASSETS – That portion of net assets that is neither restricted nor invested in capital assets (net of related debt).

VIRGINIA RETIREMENT SYSTEM (VRS) – An agent multiple-employer public retirement system that acts as a common investment and administrative agent for the political subdivisions in the Commonwealth of Virginia.

FREQUENTLY USED ACRONYMS AND ABBREVIATIONS

ABC	-	Alcoholic Beverage Control
ABOS	-	Anderson-Bugg Outboard Services
ACOE	-	Army Corps of Engineers
ADM	-	Average daily membership
ALS	-	Advance life support
ARB	-	Architectural Review Board
ASFPM	-	Association of State Flood Plain Managers
AV	-	Assessed Valuation
AYP	-	Adequate Yearly Progress
BLS	-	Basic Life Support
BMP	-	Best Management Practice
BZA	-	Board of Zoning Appeals
CAD	-	Computer Aided Dispatch
CAFR	-	Comprehensive Annual Financial Report
CAMA	-	Computer Assisted Mass Appraisal
CASA	-	Court Appointed Special Advocates
CBLAD	-	Chesapeake Bay Local Assistance Department
CBRN	-	Chemical, Biological, Radiological, Nuclear
CCIP	-	Constrained Capital Improvement Plan
CCTV	-	Closed Circuit Television
CDBG	-	Community Development Block Grant
CPR	-	Cardiopulmonary Resuscitation
CRS	-	Community Rating System
CSA	-	Children's Services Act
DCR	-	Department of Conservation and Recreation
DEA	-	Drug Enforcement Administration
DEQ	-	Department of Environmental Quality
DGIF	-	Department of Game & Island Fisheries
DHS	-	Department of Homeland Security
DMV	-	Department of Motor Vehicles
DPOR	-	Department of Professional Occupation Regulation
DUI	-	Driving Under the Influence
E & S	-	Erosion & Sediment
E-911	-	Emergency 911
EDA	-	Economic Development Authority
EDPRC	-	Environmental Development Plan Review Committee
EMS	-	Emergency Medical Service
EMT	-	Emergency Medical Technician
EPA	-	Environmental Protection Agency
FAA	-	Federal Aviation Administration
FEMA	-	Federal Emergency Management Agency
FMA	-	Flood Mitigation Assistance
FOG	-	Fats, Oils and Grease
FTE	-	Full Time Equivalent
FY	-	Fiscal Year
GAAP	-	Generally Accepted Accounting Principles

FREQUENTLY USED ACRONYMS AND ABBREVIATIONS

GASB	-	Governmental Accounting Standards Board
GFOA	-	Government Finance Officers Association
GIS	-	Geographic Information System
GO	-	General Obligation
HAVA	-	Help America Vote Act
hcf	-	100 cubic feet
HMGP	-	Hazard Mitigation Grant Program
HRCJTA	-	Hampton Roads Criminal Justice Training Academy
HREDA	-	Hampton Roads Economic Development Alliance
HRPDC	-	Hampton Roads Planning District Commission
HRSD	-	Hampton Roads Sanitation District
HVAC	-	Heating, Ventilation, and Air Conditioning
I & I	-	Inflow and Infiltration (I/I)
ICC	-	International Code Council
ISO	-	Insurance Service Office
LCI	-	Local Composite Index
LINX	-	Law Enforcement Information Exchange
LOC	-	Line of Credit
LOMA	-	Letter of Map Amendment
MIP	-	Master Infrastructure Plan
MPO	-	Metropolitan Planning Organization
MS4	-	Municipal Separate Storm Sewer System
NADA	-	National Automobile Dealer's Association
NASA	-	National Aeronautics and Space Administration
NAST	-	NASA Aeronautics Support Team
NFIP	-	National Flood Insurance Program
NFPA	-	National Fire Protection Association
NPDES	-	National Pollutant Discharge Elimination System
NVRA	-	National Voter Registration Act
OPEB	-	Other Post Employment Benefits
PAWS	-	Poquoson Animal Welfare Sanctuary
PBL	-	Project Based Learning
PCPS	-	Poquoson City Public Schools
PES	-	Poquoson Elementary School
PHS	-	Poquoson High School
PMS	-	Poquoson Middle School
PPE	-	Personal Protective Equipment
PPR	-	Poquoson Parks & Recreation
PPS	-	Poquoson Primary School
PPTRA	-	Personal Property Tax Relief Act
RAISE	-	Regional Air Service Enhancement Fund
RE	-	Real Estate
RFP	-	Request for Proposal
RIFA	-	Regional Infrastructure Facility Authority
ROW	-	Right Of Way
RPA	-	Resource Protection Area
RV	-	Recreational Vehicle

FREQUENTLY USED ACRONYMS AND ABBREVIATIONS

SC	-	Service Charge
SCADA	-	System & Control and Data Acquisition
SCBA	-	Self Contained Breathing Apparatus
SOL	-	Standards of Learning
SPCA	-	Society for the Prevention of Cruelty to Animals
SRL	-	Severe Repetitive Loss
SSES	-	Sanitary Sewer Evacuation System
SSO or SSOS	-	Sanitary Sewer Overflows
State 599	-	State 599 (Police) Funds
STEM	-	Science, Technology, Engineering, and Mathematics
TAV	-	Treasurers Association of Virginia
TMDL	-	Total Maximum Daily Load
TNCC	-	Thomas Nelson Community College
VAZO	-	Virginia Association of Zoning Officials
VDEM	-	Virginia Department of Emergency Management
VDOT	-	Virginia Department of Transportation
VML	-	Virginia Municipal League
VMRC	-	Virginia Marine Resources Commission
VPA	-	Virginia Port Authority
VPDES	-	Virginia Pollutant Discharge Elimination System
VPPSA	-	Virginia Peninsulas Public Service Authority
VPSA	-	Virginia Public Schools Authority
VRA	-	Virginia Resources Authority
VRS	-	Virginia Retirement System

THIS PAGE LEFT INTENTIONALLY BLANK