



**AGENDA
PURCELLVILLE TOWN COUNCIL
SPECIAL MEETING / BUDGET WORK SESSION
APRIL 5, 2016, 7:00 PM
TOWN HALL COUNCIL CHAMBERS**

- 1. CALL TO ORDER OF SPECIAL MEETING / BUDGET WORK SESSION**
(Mayor Fraser)
- 2. PLEDGE OF ALLEGIANCE**
- 3. FY 2017 BUDGET WORK SESSION** (Town Council)
 - a. Discussion of General Fund
 - i. Revenues
 - ii. Expenditures
 - ii. Capital Projects
 - b. Discussion of Special Parks and Recreation Fund
 - i. Revenues
 - ii. Expenditures
 - iii. Capital Projects
 - c. Discussion of Water Fund
 - i. Revenues
 - ii. Expenditures
 - iii. Capital Projects
 - d. Discussion of Wastewater Fund
 - i. Revenues
 - ii. Expenditures
 - iii. Capital Projects
 - f. Tax Rates, Utility Rates, Other Taxes/Rates
- 4. AMENDMENT/REVIEW OF UPCOMING BUDGET SCHEDULE** (Town Council)
- 5. ADJOURNMENT**

*Roll Call Votes

IF YOU REQUIRE ANY TYPE OF REASONABLE ACCOMMODATION AS A RESULT OF PHYSICAL, SENSORY OR MENTAL DISABILITY IN ORDER TO PARTICIPATE IN THIS MEETING, PLEASE CONTACT DIANA HAYS, TOWN CLERK, AT 540-338-7421. THREE DAYS NOTICE IS REQUESTED.

QUESTIONS FROM MAYOR FRASER ON 3/30/16

Question Number	Item Name or Fund Number	Amount	Comment	Management Response
1	Market Adjustment	\$25,000.00	Is there a need to make adjustments at this point? What happens if we don't?	We have identified certain staff members whose salaries are severely lacking in both internal and external equity. These staff members are important to our operations and would leave a huge gap in knowledge and productivity if they choose to pursue employment at another location where they would be paid at a level commensurate for their experience and education. We believe the current pay for some employees was set too low at hiring and needs to be adjusted appropriately.
2	Compensation study	\$10,000.00	Can we contact VML, NVRC, or other municipalities to complete a jointed study. The can submit compensation with personal identifiable data and agree to share the results across all participants.	We are currently participating in study sponsored by Bluffington, SC. Once the study is complete, they will share their specific job data to use as a comparison for market pricing. This data will be helpful but it is only a small part of the Compensation Study. Our ranges need to be updated and jobs evaluated for internal and external equity.
3	Records Management	\$15,000.00	Can we use an intern or interns to do this? Is this really a specialized function that require a high degree of mastery? What happens if it does not get done this year?	We would anticipate using interns to assist us in applying the results of the study to our voluminous documents. However, records management is a specialized area of experience, education, and law, and we would want to rely upon a consultant to develop a strong program and policies.
4	Paralegal	\$33,609.00	What's the value of this and if this position is added what other Administrative Legal expenditures would be reduced pg.99. What happens if we don't add this?	See attachment included in April 5th agenda packet
5	Police Office Manager	\$81,188.00	Why can't we use the sworn officer to do field work? Is there a problem with having this sworn officer handle minor complaints and do reports to assist the other field officer allowing them more time to patrol? Is there any opportunity to have Loudoun County Deputies increase enforcing traffic violations in town to make sure our county tax dollars are working for our citizens? What happens if we don't approve this increase?	Currently Cpl. Costello fills the role of Office Manager position. He currently serves as the accreditation manager, field training manager, recruitment officer, and the IT specialist. He does handle walk in complaints and finger printing requests as well as covers the front desk when the admin. assistant is out of the office (leave, lunch, training). He continuously assists in updating and modernizing forms used by the department. For the last 18 months he has served as the department representative w/LCSO in the development of the new records management system that will be used by the departement. Other duties I envision an additional staff person handling, which would benefit our town, are certain activities related to crime analysis, a community outreach coordinator, Volunteer in Police Services coordinator (a program I initiated this year). These are functions that cannot be handled by a sworn officer who is also working patrol duties. I would also like to bring back the Explorer Post, but this cannot be brought to fuition utilizing officers that work shift work.

QUESTIONS FROM MAYOR FRASER ON 3/30/16

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	Police Office Manager (Continued)			<p>The Town works closely with the Sheriff's Office to provide mutually supportive services and activities. While we do rely upon LCSO for crime investigations, crime analysis, and critical emergencies, the Town provides a more direct level of patrol and community policing than LCSO could with its current resources. There are limited Sheriff's deputies in all of Western Loudoun, so it would take enhancements in the Sheriff's Office to provide more enforcement within the Town limits. If this request for the office manager is not approved, administrative duties will continue to fall on command staff (Chief and Lt. Schroeck). This will keep them from focusing on leadership development and management of the department and officers. This is a position that CANNOT go vacant. Also, the purpose of hiring a civilian is to place this officer position back in patrol. If a civilian is not hired, a sworn position will be pulled in to cover once Cpl. Costello retires. This will cause us to have one squad with only two officers assigned.</p>
6	Vehicle Replacement	\$84,000.00	<p>How many new vehicles has the Police Department received over the past 2 years and how does this compare to other departments? What are the gains in vehicle upkeep and life expectancy given the new mechanic being on staff? Is there a critical need for this, what happens to delay this a year or two?</p>	<p>Over the past two years, we have received one new police vehicle each year. This 2016 Ford Police Interceptor Utility is being outfitted and should be operational shortly. Having a mechanic on staff has helped with general maintenance costs such as oil changes, brake work, and other routine repairs. Idling (a police necessity), car sharing, and the drain of technology take its toll on the lifespan of a police vehicle. The town's CIP calculates replacement cycles for departments, and the PPD is scheduled to replace three vehicles. One vehicle was removed per Town Manager's recommendation, leaving two in the budget. The department has in the past delayed purchasing, but it did not prove to be cost effective as the department paid some extremely high maintenance costs to keep the vehicles operational. Officers need to depend on their cruisers to work and work well.</p>
7	Assistant Director of Public Works	\$81,000.00	<p>Can't we have any of the current part-time positions move to fulltime to satisfy the requirements of this role? I believe it was mentioned somewhere that the part time employees can get partially paid from the VDOT revenue sharing for VDOT projects that they are working on or water & sewer funds? Can't a Project manager fulfill the requirements of this role for less?</p>	<p>We would not get the same level of service as this is a higher level position that requires a different skill set. Regardless, this is not a new position only filling an old position that was frozen. This has a small impact to the tax base as it is funded out of three different funds. Danny and Alex intend to re-organize the structure of the department to see if we can use a lower level position or consolidate positions to maximize performance.</p>
8	PD Facility Site Study	\$50,000.00	<p>Can we find a firm, maybe one of the firms we pay annual subscription to, to conduct a preliminary analysis pro-bono? What the risk of pushing this back a year.</p>	<p>The purpose of this enhancement is to give Council options for potential locations for a new Police Headquarters. If Council is satisfied with moving forward with one location (Town-owned property on 20th street) without looking at further options, this feasibility study could be deleted from the budget. The type of review and analysis needed for this study is one that we would willingly take pro bono from a firm, but due to the expertise needed we would want to ensure the firm is experienced and knowledgeable in site development and public safety buildings. Staff can check if there are opportunities but this is a very specialized design so there are a limited amount of firms that offer this service. We can also check to see if there are any grants available to help offset the cost of the study.</p>

QUESTIONS FROM MAYOR FRASER ON 3/30/16

Question Number	Item Name or Fund Number	Amount	Comment	Management Response
9	Events Specialist PT to FT	\$41,618.00	What type of growth are we projecting for actual town events that will require this coordination and management by the Events Specialist. Will any of these increase events be held at Fireman's Field?	See attachment included in April 5th agenda packet
10	PW Water - Vehicle Replacement	\$41,000.00	What happens if this is delayed 1 or 2 years?	This vehicle is in fair condition with over 92,000 miles. As it assists in the snow plowing operations, it is important to have a replacement vehicle so that we don't face mechanical issues during the winter months.
11	Merit Increase	TBD	Why 3% and not 1% or 2%.	Town Manager assigned the 3% based on discussions with managers and HR after reviewing the following: 1) Consumer Price Index of the Washington/Baltimore area; 2) Summary of proposed pay raise amounts being recommended by other communities in the NVRC; 3) Experience of needed retention and recruitment challenges throughout the past year; 4) Offset impact to any proposed health care adjustments/program changes that may be implemented.
12	Expenses:			
13	100-4012100-2300 Admin. Health Insurance	\$103,157.00	Why the \$30k increase. How competitive is this versus other jurisdiction?	Questions related to Health Insurance were addressed at the 3/31 meeting and in the packet of responses for the 3/31 meeting. Further information about neighboring jurisdictions is being compiled by staff.
14	100-4012100-3130 Consulting General	\$15,000.00	What can be cut here?? What is this projected for?	These funds are for the Records Mgmt. Consultant
15	100-4012100-3135 Compensation Study	\$10,000.00	Can we get this study from a collaborative effort with other municipalities?	We are currently participating in a study sponsored by Bluffington, SC. Once the study is complete, they will share their specific job data to use as a comparison for market pricing. This data will be helpful but it is only a small part of the Compensation Study. Our ranges need to be updated and jobs evaluated for internal and external equity.
16	100-4012100-5308 Insurance-Municipal	\$120,000.00	Why the increase? How does this compare to other municipalities?	Virginia Municipal League Insurance Programs (VMLIP) began in 1980 and is the most financially stable group self-insurance pool in the Commonwealth of VA, currently servicing nearly 500 VA local political subdivisions. Prior to VML (Virginia Municipal League) and VACo (Virginia Association of Counties), the Town and other jurisdictions experienced rapid fluctuations in premiums and unjustified cancellations of coverage due to lack of stability in this specialized market. Over the last five fiscal years, this local government general liability premium has fluctuated minimally. The average change over the last 5 years is approximately a 2% overall increase even with a significant increase in the Town's excess liability coverage. The estimated premium originally presented to TC is just over 3%. Our initial premium estimates, received 4/1/16, for FY 2017 is approximately \$110,000. Please note – this amount also includes the annual estimated premium of \$3,773, paid to the Commonwealth of Virginia for supplemental Law Enforcement Liability and Public Officials Liability coverage through the Virginia Liability Risk Management Plan (VaRISK 2).

QUESTIONS FROM MAYOR FRASER ON 3/30/16

Question Number	Item Name or Fund Number	Amount	Comment	Management Response
17	100-4012200-3155 Council Legal Svcs.	\$10,000.00	Why the \$10k increase??	The Town Council is taking on more challenging projects and programs and I expect to see your legal fees increase as a result. An example of projects that require outside support include the selling of assets, leasing existing property to non-profit organizations, reviewing tax exempt financing options, changing zoning of Town property to make them more valuable, extensive review and actions related to our Comp Plan update, zoning ordinance amendments and text amendments. We are also facing the Sierra Case that could result in some additional outside funding for legal action next year.
18	100-4012200-5230 Comm. Dev. Legal Svcs.	\$35,000.00	Why the \$35k increase??? What is the risk exposure if this is not spent and what's the likelihood of the risk occurring?	Response provided on page 2 of Master Questions List dated 3/31/16
19	100-4012240-3140 Finance Financial Advisor	\$25,000.00	How is this different from the Financial Advisory services elsewhere in the budget?	Staff divides Financial Advisor fees between funds based on work performed. For example, invoice may be divided between funds based on the subject matter covered in a presentation, analysis or dollars split of a bond issue. GF typically includes expenditures associated with financial advisor work or arbitrage rebate calculations for post issuance debt compliance requirements.
20	100-4012240-3150 Fix Asset Inventory	\$5,500.00	What's this??	These expenditures are associated with annual fixed asset inventory process. We contract with an outside firm who performs an onsite inventory throughout all town facilities. This exercise is important to account for the Town assets and provides proof of proper asset control during the Town's annual audit.
21	100-4012410-1100 Finance Staff	\$602,712.00	Why the increase again??	This is for the AP/Payroll position approved in January and for the Procurement Specialist position. Response provided on page 5 of Master Questions List dated 3/31/16
22	100-4012410-1200 Finance-OT	\$10,000.00	I would expect less overtime with the additional staff and the new system.	Overtime is in fact higher during a software transition as the project requires significant resources while maintaining other critical job duties. A successful software implementation takes dedication to ensure that all deadlines are met and the project is successful. A small organization with staff positions one deep does not have the resources to commit specific positions to software transition project so overtime is necessary to manage the expected workload. It is also important to note that only Dept. Directors and higher are "exempt" employees - all other staff are currently hourly employees. So any hours worked over 40 per week are paid overtime.
23	100-4012410-2300 Health Insurance	\$86,586.00	Why the reduction? How is this compared to other towns?	Questions related to Health Insurance were addressed at the 3/31 meeting and in the packet of responses for the 3/31 meeting. Further information about neighboring jurisdictions is being compiled by staff.
24	100-4012410-5809 Computer Software /Maint.	\$25,000.00	What type of software is this. Can a Cloud infrastructure to cut cost?	The maintenance/support fees for the Logics and Capital software for FY17. The old systems will need to be maintained until the new system is fully implemented. Cloud is not available with our legacy software products but is an option with the new Tyler/Munis product.
25	100-4012510-1100 IT Staff	\$182,068.00	What's accounted for in this increase?	This increase is for the enhancements approved in January. Response provided on page 6 of Master Questions List dated 3/31/16
26	100-4012510-1200 OT	\$5,000.00	With this increase in staff why more overtime??	Software implementation (see response to question 22)

QUESTIONS FROM MAYOR FRASER ON 3/30/16

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27	100-4012510-2300 Health Insurance	\$38,417.00	Why the increase. How does this compare to other municipalities?	Questions related to Health Insurance were addressed at the 3/31 meeting and in the packet of responses for the 3/31 meeting. Further information about neighboring jurisdictions is being compiled by staff.
28	100-4012510-2400 Life Insurance	\$2,385.00	How does this compare to other municipalities?	These rates are set by the VRS Board of Trustees for all participating political subdivisions. They can be changed by the General Assembly.
29	100-4012510-3141 Website Design & Maint.	\$13,000.00	The design is a one time event, how much is the maintenance which is recurring	This line includes about \$4,000-\$6,000 for ongoing maintenance, as well as other web hosting expenditures, such as domains for other sites that are maintained by the Town (for special events, etc), email SPAM filtering, etc. Staff will provide more information.
30	100-4012510-3144 Consulting & Tech. Support	\$16,000.00	Why is this needed, don't we have the internal expertise?	These funds pay for the IT consultant for finance staff. He manages their systems, PCs, and domain. As we transition to Munis, we will also rely on him to help us convert data from our current legacy systems to Munis.
31	100-4012510-3310 Laserfische System Maint.	\$6,000.00	What is this and how old is it? Can we retire this and save?	This is our document imaging system. This allows us to scan and save all documents to reduce physical storage requirements. This is used by finance to track all invoices/POs and other related documents for payments. This is important to our current operations.
32	100-4012510-5808 Hardware Operations	\$65,000.00	Please provide a list of all our IT Assets, In Service Date, and End Of Life Date - Can these go to the cloud or be virtualized?	Previous request on 3/29/16 - Staff compiling information for future response.
33	100-4012510-5809 Software Operations	\$12,000.00	What Software and how can we save??	Staff compiling information for future response.
34	100-4031100-1100 Police Staff	\$1,132,573.00	Is this increase for the Project coordinator?	The increase in staff is for the proposed Office Manager enhancement.
35	100-4031100-1200 OT	\$130,000.00	Why the increase in Overtime? Can we work with the county for additional coverage?	The overtime budget is an unrealistic number and has been set too low. Over the years it has been impossible to stay within the OT budget. This needs to be adjusted to an amount that is manageable. Paying officers working holidays and backfilling for staffing shortages is our highest category. There are many pro-active operations that could benefit the quality of life within the town, but the PPD must choose wisely on when and where to staff using OT because of the impact on the OT budget. The Sheriff's Office is not in a position to help us with extra staffing.
36	100-4031100-2300 Health Insurance	\$184,417.00	How is this compared to other municipalities??	Questions related to Health Insurance were addressed at the 3/31 meeting and in the packet of responses for the 3/31 meeting. Further information about neighboring jurisdictions is being compiled by staff.
37	100-4031100-2400 Life Insurance	\$14,478.00	How is this compared to other municipalities??	These rates are set by the VRS Board of Trustees for all participating political subdivisions. They can be changed by the General Assembly.
38	100-4031100-2500 Long term Disability	\$6,624.00	Why is this new, what changes necessitated it?	Hybrid Employees under the new VRS structure receive LTD benefits under the plan. Plan 1 and 2 employees do not receive LTD and must rely on sick leave if they are disabled. This is an inconsistency in our benefit plan. This coverage would allow us to provide consistent coverage to our employees and not create disparate treatment among our employees.

QUESTIONS FROM MAYOR FRASER ON 3/30/16

Question Number	Item Name or Fund Number	Amount	Comment	Management Response
39	100-4031100-5420 Rent/Cleaning	\$115,000.00	Separate out - What is Cleaning and what is rent expense?	In the current budget we pay \$4,800 for yearly cleaning and our current yearly rent is \$79,893.48. Our current lease is due to expire in June of 2016 and the new lease with the new property owner is being negotiated now. The extra money in this account is for improvements to the police facility. The additional funding is used for repairs that the PPD is responsible for. For example: AC repairs, generator repairs, water heater, etc. (triple-net lease). Appropriate levels of funds are budgeted to plan for a new lease and associated expenditures.
40	100-4031100-5808 Computer Operations	\$10,000.00	How is this different from the IT budget above?	This covers mobile data computers (MDC) that are unique to the PPD. This fund is to supplement our current inventory and purchase for any new officers. It also replaces any MDC that becomes obsolete.
41	100-4031100-5809 Computer Software	\$7,000.00	How is this different from the IT budget above?	This is for any and all law enforcement specific software that aides in supporting the law enforcement mission.
42	100-4031100-6008 Vehicle Maint/Gas	\$45,000.00	Should we be seeing a decrease in maintenance with the new staff that was hired?	We may see a savings with general maintenance that may aid in longevity of our cruisers, however, only time will tell. Often a part time mechanic cannot meet repair needs that are of an urgent nature. Officers need access to their cruisers and cannot have them out of service for days on end. More technical/complicated car issues need specially trained mechanics and must be outsourced.
43	100-4031100-6010 Equipment	\$40,000.00	What equipment are we projecting for?	We have a need for ammunition, range equipment, traffic radar, alco-sensors, and specialty duty gear pieces. We will continue working to upgrade our In-car camera systems as well as implement body cams for patrol officers. Some of this will be purchased prior to the end of FY16, however, all will not and additional funding will be needed.
44	100-4041050-1100 PW/Admin/Eng Staff	\$338,542.00	Why the \$100k increase?? Can we shift Part-time to fulltime or have a PM in this role?	This is for the PW Asst. Director enhancement. As discussed at the 3/29 Work Session, this is a role that cannot be handled by moving the engineers to full-time. This was an existing position that was consolidated during the recession (with reservation and with the understanding that it might need to be revisited at the appropriate time). The responsibilities of the Assistant Director would be to handle major issues, policy-level management, and serve as the Director during his absence or leave. The capabilities for this role are different than those of our current part-time staff, who primarily handle GIS, inspections, and other engineering type work. It is very important to the success of projects and our Public Works operations to have an Assistant Director in this role.
45	100-4041050-2300 Health Insurance	\$64,739.00	How is this compare to other municipalities?	Questions related to Health Insurance were addressed at the 3/31 meeting and in the packet of responses for the 3/31 meeting. Further information about neighboring jurisdictions is being compiled by staff.
46	100-4041050-2500 Long Term Disability	\$1,472.00	Why is this needed for the first time - Was not in prior budget	See response provided for Question 38
47	100-4041050-3142 Consulting/Engineering	\$30,000.00	What is this needed for?	We utilize consultants for items that are specialized whereby we don't have staff available in handling these types of analysis. Just like doctors and attorneys, engineers specialize in various fields. One critical field is transportation analysis. Since the transportation study keeps getting pushed back, we may have to increase this number.

QUESTIONS FROM MAYOR FRASER ON 3/30/16

Question Number	Item Name or Fund Number	Amount	Comment	Management Response
48	100-4041050-3144 Transportation Study	\$0.00	What was this transportation study for?	The last transportation study was completed in 2009. It is recommended to conduct one every 5 years. The transportation study provides guidance to the future demands on the roads and provides improvements that need to be done as a result of projected growth.
49	100-4041050-3145 PD Facility Site Study	\$50,000.00	Can this be done pro bono, looking at potential sites - Can't we ask the firm that is making the station in Round Hill to give us a rough estimate at no cost? With 3.4 square miles can staff and the community select 4 desired locations via the Comprehensive Plan then we do feasibility?	Response provided above re: feasibility study (question 8). We can definitely get information from LCSO and other jurisdictions on the size of their facilities and costs. However, location must be determined by Council. It is not staff's intent to wait until the end of the Comp Plan process to select a location - we hope to get that accomplished quickly so that we can begin preparing for a CIP project. Additionally, the Comp Plan update was not intended to answer specific questions like this. If there is time and money available at the end, then it is possible that certain specific items could be addressed. However, that process is about 3 months in with another 15 months to go. Staff would like to plan on a decision for a police headquarters more quickly than that. Staff can check if there are opportunities but this is a very specialized design so there are a limited amount of firms that offer this service. We can also check to see if there are any grants available to help offset the cost of the study.
50	100-4041100-3142 PW Engineering/Consulting	\$60,000.00	What will this Consultant do that we cannot using existing internal resource?	This is for specialized studies or analysis and design. Last year, the majority of the funds were used for drainage issues that were complaint driven on 12th Street, J Street and 32nd street.
51	100-4041200-1100 PW Maint. Staff	\$596,023.00	Why the \$60k increase??	Maintenance Worker enhancement; includes 3% pay increase for staff
52	100-4041200-1200 OT	\$40,000.00	Why increase in Overtime??	The overtime budget is an unrealistic number and has been set too low. Over the years it has been impossible to stay within the OT budget. This needs to be adjusted to an amount that is manageable. This accounts for handling issues and emergencies outside of normal hours, such as sewer backups, water leaks, and snow removal.
53	100-4041200-2300 Health Insurance	\$162,101.00	How does this compare with other municipalities	Questions related to Health Insurance were addressed at the 3/31 meeting and in the packet of responses for the 3/31 meeting. Further information about neighboring jurisdictions is being compiled by staff.
54	100-4041200-2400 Life Insurance	\$7,507.00	How does this compare with other municipalities	These rates are set by the VRS Board of Trustees for all participating political subdivisions. They can be changed by the General Assembly.
55	100-4041200-2500 Long Term Disability	\$3,680.00	Is this a new line item and why??	See response provided for Question 38
56	100-4041200-3310 Equipment Repairs	\$24,000.00	What equipment can we have a list showing in service date and end of life and maintenance plan in place?	This is for equipment repairs that can't be done by our current staff, such as repairs to our large equipment, transmission repairs, engine repairs, etc.
57	100-4041200-5814 Safety	\$20,000.00	What is this???	This is for the safety program and OSHA compliance, (training, PPE, signage, etc.)
58	100-4041200-5832 Parking Lot Maintenance	\$10,000.00	Which Parking Lot??	All the Town owned parking lots, including the Miller lot, lot on Hatcher, 21St Street parking lot and Town Hall Parking lot.
59	100-4041200-6007 Building Expenses	\$20,000.00	Which building and what type of expense?	This is for repairs to Maintenance building and the Barns at Village Case, House on 20th Street at Fireman's Field and old Maintenance building. Examples: repairs to fences, preventive maintenance to heat and cooling system, garage doors, etc.

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60	100-4041300-5903 Street Sweeping (Town)	\$15,000.00	Why are we projecting more than the FY2016 actual??	We projected more in this line item for the extra events that occur in the downtown area, after each event we have a street sweeping contractor to come in and clean the streets.
61	100-4041300-6014 Mosquito Control/Mitigation	\$2,500.00	What about some bat houses? - What is this spent on?	This is spent on treating areas for mosquitoes. Bat houses can be effective, but with the size of the Town and various areas that need to be treated, we cannot assure that bat houses would fully address problems with mosquitoes.
62	100-4041350-5908 Street Sweeping (State)	\$50,000.00	Why is "State" in parenthesis - Are we reimbursed by the state for these?	Yes, the state reimburses us on some of the street sweeping expenses. This is part of the Street Revenue funds.
63	100-4043200-3310 Town Hall Bldg. Repairs	\$35,000.00	Which repairs are covered here?	This includes any general repairs and supplies necessary for the Town Hall, to include but not necessary limited to: flooring, painting, plumbing, electric, lighting, audio/visual in chambers & meeting rooms, video cameras, stairs, etc.
64	100-4043200-5110 Town Hall Electricity	\$33,000.00	Can we save on electricity with more LEDs?	To move to all LED lighting in Town Hall, where possible, would require a considerable initial investment. All lighting at Town Hall, at this time, is florescent. Typically, lighting is the lowest part of an electricity bill, while HVAC tends to be the largest.
65	100-4043200-6017 Town Holiday Lights	\$7,500.00	Can we get a business to sponsor this each year?	This line item covers costs associated with the installation/removal of the Christmas wreaths, installation/removal of lights/decorations on the Town Christmas Tree, including electrical repairs. Also costs associated with holiday/seasonal banners at the Tabernacle and 23rd Street parking lots including installation/removal and replacement. As staff is generally prohibited from requesting direct contributions for Town activities/programs, we rely on the elected officials, committee, commission and board members and community partners to seek sponsorships and partnerships with the business community.
66	100-4081100-1100 Planning Staff	\$300,188.00	Why the \$20k increase?	FY16 salary adjustment - Sr. Planner; includes 3% pay increase for staff.
67	100-4081100-1200 OT	\$20,000.00	Why the increase in overtime?	Increase due to additional work on Comprehensive Plan and ongoing regular activities of the PC and BAR.
68	100-4081100-2300 Health Insurance	\$23,340.00	How does this compare to other municipalities?	Questions related to Health Insurance were addressed at the 3/31 meeting and in the packet of responses for the 3/31 meeting. Further information about neighboring jurisdictions is being compiled by staff.
69	100-4011100-5810 Council Dues & Subscriptions	\$13,500.00	What dues are covered here. Where is the NVRC and VML Dues?	Northern VA Regional Commission \$7.7K; VA Municipal League \$5.4K
70	100-4082600-5802 Environmental Spec. Progm	\$2,100.00	Will this not be rolled into Tree and Beautification	This can be rolled into the Tree and Beautification line item; however, these funds are needed for the annual "Earth Day" events - primarily the "Hail to the Trail" event.
71	100-4092000-0100 Pay for Performance Adj.	\$100,000.00	Why the increase, can it be less??	As part of Council's previous guidance on pay for performance, the Town Manager proposes a merit increase (shown in each department's "Compensation" line) and also a bonus pool for pay-for-performance. Staff is continually evaluating this program to ensure it achieves the goal of recognizing top performers and model employees. This line item is two expenditures: \$75,000 for pay-for-performance bonus pool (same amount approved by Council last year) and \$25,000 for the market adjustment (rationale for this request provided in question 1)

QUESTIONS FROM MAYOR FRASER ON 3/30/16

Question Number	Item Name or Fund Number	Amount	Comment	Management Response
72	100-4094000-8205 Police Capital Outlay	\$84,000.00	What is this item?	Replacement of 2 vehicles
73	110-4071100-1100 Parks & Rec Staff	\$60,373.00	Why \$20k increase??	Events Specialist enhancement pt to ft
74	110-4071100-2300 P&R Health Insurance	\$19,209.00	Why is this the first year this is being offered?	Benefits for position from pt to ft
75	110-4071320-3320 P&R Train Station Cleaning	\$8,500.00	Do we use the same cleaning company for all our building?	Yes
76	110-4071320-5110 P&R Train Station Electricity	\$3,500.00	What lighting do we have at the training station?	We have regular electricity needs at the Train Station. Lighting is regular fluorescent or filament lighting. Recently we added special art lighting for the hosted art shows, but those are only used during those events.
77	110-4071320-5802 P&R Train Station Shared Parking Agreement	\$6,400.00	Why the increase for parking? Who is this shared with? How many dedicated spots?	At the August 26, 2014 Work session, Town Council voted to modify the shared parking license agreement with Western Loudoun Development LC to increase the monthly compensation for the parking lot at Magnolia's/Train Station to \$500 per month with an annual calendar year 4% escalation. This updated agreement became effective January 1, 2015.
78	110-4071320-5932 P&R Train Station Landscaping	\$4,000.00	How many landscapers do we have? Can we realize any savings from combined spent?	We have one landscape company
79	110-4071500-5801 Youth Sports Program & Dev.	\$5,200.00	Remove this I don't believe there is way to ensure the \$\$ gets to those in actual need?	This is up to Council. The funding can be removed if Council does not wish to spend funds for this purpose.
80	110-4071500-5804 P&R Community Center	\$1,000.00	Which community center and why??	Loudoun Valley CC. For many years, the Town has supported the LVCC and its fundraising group through a small donation. These have often helped with improvements to the outside and inside - such as playground, equipment, and other needs.
81	110-4071500-5818 P&R Music & Arts Festival	\$12,000.00	Why a \$4000 increase??	In FY 15 \$12,000 was spent on the event and the additional cost was offset by sponsorship revenue above the \$1,500 goal. The request reflects the true direct cost of the event. Note that the revenue line associated with this event has been increased to \$6,000.
82	501-4012200-3310 PW Water Contracts	\$31,000.00	In what ways can these be lowered	Lowering these specialized service contracts would result in potential breakdown of equipment or failure in compliance.
83	501-4012200-3315 SCADA Contracts	\$21,000.00	In what ways can these be lowered	Lowering this amount would result in a vulnerability to our drinking water system and would result in a situation whereby it would take staff a longer period of time to notice problems at the wells since they are not manned locations.
84	501-4012200-3320 Sludge Disposal	\$14,500.00	In what ways can these be lowered	We could invest in more holding tanks otherwise this is a serious bottle neck for the filter backwash process.
85	501-4012200-5846 Water Samples	\$14,000.00	Why the increase??	Compliance testing which includes Lead & Copper Testing.
86	501-4012200-6004 New Equipment & Tools	\$29,000.00	Why the increase??	Replacement of settling tubes in filter #2 and filter#3. The tubes are in poor condition and are starting to crack. Other possible items that may need to be replaced are backwash pump and air compressor.
87	501-4012250-3135 Financial Advisor	\$20,000.00	Can't we by now provide any of the services our financial advisors provide?	This is for services rendered by Davenport. We do not have the internal capabilities to provide that specialized service.
88	501-4012250-3140 Professional Services	\$65,000.00	Can't we do this internally?	This is for studies and design of infrastructure related to the water fund.
89	501-4012250-3145 GIS Layers	\$22,000.00	What is this?	This is for the GIS of our water system and any modifications that occur to existing database.
90	501-4012250-5826 Mowing	\$12,000.00	Who does our mowing? Is it a single or many vendors?	We have a vendor that was procured but sometimes we will use the second best bidder based on workload and timing.
91	501-4012250-5849 Watershed Management	\$15,200.00	What does this entail?	Maintaining areas within and accessing the watershed property.

QUESTIONS FROM MAYOR FRASER ON 3/30/16

Question Number	Item Name or Fund Number	Amount	Comment	Management Response
92	501-4012250-5850 Forestry Management	\$3,100.00	Where is the projected forest management revenue?	Once we have a contract in place and bid prices we can place revenue in the appropriate column.
93	501-4012250-6015 Purchased Water	\$30,000.00	Is this the Marsh Well? If so can we bring another well online which we own to lessen our dependency of this well?	Yes it is for the Marsh well. We can bring additional wells on but they would not be as cost effective.
94	501-4094000-8105 Rolling Stock	\$41,000.00	What's this??	Replacement of PW Water vehicle
95	502-4012100-1500 PW WW Chargeback to GF	\$587,912.00	What's this Charge Back and why more compared to FY 2016?	Response provided on page 14 of Master Questions List dated 3/31/16
96	502-4012200-3320 Sludge Removal	\$36,000.00	How can we lessen the cost on this??	For FY 09/10 sludge budgeted at \$106,000.00. After the upgrade the cost of sludge removal has dropped to the current estimate of \$36,000.00 per year at a cost savings of \$420,000.00 over six years since the upgrade to the solids handling facilities. The current rate of \$38.3 per wet ton was competitively bid, renewable for up to five years. Sludge removal will increase as the flow increases to the plant.
97	502-4012200-5110 Electricity	\$140,000.00	Why the \$15k increase?	The past two years have been under budgeted, current estimate is more in line with expected expense. Plus increase in flows will increase electrical demand.
98	502-4012200-5814 Safety	\$6,000.00	What is this?	This is for the BSWF plant's safety program and OSHA compliance, (training, PPE, signage, etc.)
99	502-4012200-5835 Sewer Line Repairs	\$32,000.00	Which sewer lines and do we have an idea of an such future repairs??	These are for emergency repairs associated with backups, breaks and cleanout installation.
100	502-4012200-5842 Chemicals	\$86,000.00	Where do we get chemicals from can we save by having one source?	Chemicals are competitively bid on an annual basis to help keep the cost down. We also look at rideable contracts with other municipalities.
101	Revenues:			
102	Mary's House of Hope	\$300,000.00	Where is the projected Revenue from the potential sale of this asset listed?	This revenue would be added to the General Fund as Unassigned Fund Balance. There is no anticipated use of these funds at this time.
103	100-3110101-0000 Real Estate Tax	\$2,853,557.00	How did we arrive at a projected \$322k increase in revenue from FY16?	Proposed @ .24; see attached estimate worksheet
104	100-3120202-0000 Right of Way Usage Fee	\$26,000.00	Why this decrease in projected revenue from FY2016?	The Right-of-way usage fee is for legacy landline use (Verizon and Comcast and other smaller companies) of the Town's right-of-way. As landline usage drops revenue for this fee drops.
105	100-3121101-0000 Meals Tax	\$1,821,349.00	Our projected revenues for FY 2016 was off by positive \$173k, over the pass 3 years by how much have we came in better than expected?	The degree of new development/businesses added in recent years makes this category difficult to estimate. Also it can be difficult to judge the timing of a new business (ex: Gateway shop openings). As you can see below, the year-to-year variances are significant. FY15 Budget= 1,416,057; Actual= 1,607,222 FY14 Budget= 1,280,091; Actual= 1,384,193 FY13 Budget= 1,046,063; Actual= 1,229,495
106	100-3130350-0000 Street Fees	\$400.00	What's this?? How is this different from Street Revenue below?	Street fees are a local revenue source charged by Public Works for street related work. Street Revenue below is a State funding source (auditors require us to separate revenues by local, state federal) from VDOT based on road lane miles collected in quarterly installments.
107	100-3160704-0000 Maint./PW Chgs. to Others	\$8,500.00	What's this??	Public Works charges to others for labor and equipment. Ex: Trade Show \$25.K; Luck \$4.7K.

QUESTIONS FROM MAYOR FRASER ON 3/30/16

Question Number	Item Name or Fund Number	Amount	Comment	Management Response
108	100-3189905-0000 Proceeds from Property	\$10,000.00	What is this?	This is surplus property sold to the public. The amount varies based on the availability of surplus property such as vehicles to sell. The Town uses Public Surplus online sales for small property as does Leesburg and Loudoun County. We use live auctions to sell vehicles and major equipment as we experience much higher sales amounts and therefore revenue when compared to our past two decades long history of sales and auctions. The Town is regulated by State law as to the disposition of public property and sales procedures.
109	100-3240301-0000 Street Revenue/ VA	\$667,540.00	What is this?	These are the revenues we receive from VDOT to cover the maintenance operations by our staff for the streets approved by VDOT. Each year PW must reconcile dollars received to dollars spent in order to document compliance with State requirements (Weldon Cooper Survey).
110	100-3990000-0000 Transfer from Other Funds	\$1,175,823.00	What is this?	Response provided on page 14 of Master Questions List dated 3/31/16
111	110-3110102-0000 Special Tax District Revenue	\$416,144.00	With assessed value increasing and new buildings what's the likelihood we will exceed this projected revenue. How did you arrive at this projected revenue?	This revenue line takes into consideration the increased assessments for 2016. The revenue is calculated at overall taxable property times the special tax district rate of \$0.035 per \$100 assessed value; see attached estimate worksheet
112	110-3150201-0000 P&R Rent on Property	\$46,200.00	How much of this is the tabernacle and how much is the Train Station - Will we be renting any other facilities?	New Tabernacle lease @ \$2,600/mo or \$31,200/yr Fireman's Field proposed \$15,000 None for Train Station as that is shown under Train Station Income line.
113	501-3150201-0000 PW Rent on Property	\$0.00	What property is this - Is this Aberdeen?	Yes this is the Aberdeen property.
114	501-3810000-0000 Water Availabilities	\$1,957,662.00	How much of this is Brookfield availabilities and how much is other? Our projection for current year may be \$12,877 short what's the reason for that?	Response provided in Master Questions List dated 3/31/16 Attachment 6. We will not be sure until the end of the fiscal year.
115	501-3830000-0000 Water Fees	\$2,168,556.00	How much of this will be due to new development?? How is this calculated? For current FY we may bring in \$45k more that projected, has that been typical over the pass 2 years?	We use the existing customer base along with a 3% increase in user and fees to provide a fairly accurate revenue projection based on industry standards. Due to the fact that the timing of users can vary as well as other variables.
116	501-3835000-0000 Pilot Bulk Water Sales	\$0.00	Why is this zero revenue - I thought we have an existing customer and there is opportunity to market this?	Staff will place a 10K projected revenue in this spot.
117	501-3960000-0000 Cellular Lease	\$190,000.00	What about other facilities for tower leasing such as FireMan's Field or the reservoir or Aberdeen property	This would require supportive infrastructure as well as a contract in place otherwise we are speculating on uncertain revenue.
118	502-3810000-0000 Sewer Availabilities	\$1,641,600.00	How much of the projected \$734k increase from current FY is from brookfield? Any idea why our projections for current FY is off by \$10.8k?	Response provided in Master Questions list dated 3/31/16 Attachment 6.
119	502-3830000-0000 Sewer Fees	\$2,795,554.00	Will any of Brookfield properties be occupied this year and are they accounted for in this calculation showing a projected increase of \$69,895? Current FY projected revenue from fees seems to be off by \$63,227? What may have attributed to this and has this (negative projection) occurred over the past 3 years?	It will depend on how many homes Brookfield sells and what time of the year they begin as users onto our system. The projected revenues are never fully accurate in any industry due to many variables.

**Question: Paralegal part-time position – would like details on value added from position and identify risk of not having the position. Potential dollars saved by not outsourcing?
(3/29/16 Mayor Fraser & Council member Lehr)**

A part-time paralegal will increase efficiencies in the Town Attorney's office.

The Town Attorney's office was first created in 2012, and had no existing infrastructure. A system needs to be developed for the Town Attorney's office that includes developing and updating the Town's legal forms, tracking incoming and outgoing legal work, calendaring legal deadlines, and filing and storing legal documents for the Town. Once those systems have been created and implemented, the paralegal can switch his or her focus to performing pro-forma legal work, such as preparing FOIA responses and reviewing submitted deeds and contracts, in addition to performing the ongoing administrative tasks of the Town Attorney's office.

The proposed enhancement will allow the Town Attorney to diminish time spent on administrative and paralegal tasks. Administrative and paralegal tasks currently done by the Town Attorney include: (a) review and approval of invoices from outside counsel, (b) filing, (c) copying and scanning, (d) occasional delivery of documents for recordation to the Courthouse, (e) meeting arrangements, (f) making reservations to attend required conferences, (g) ordering or renewing reference material or software for the Town Attorney's office, (h) checking and correcting references to the Virginia Code and the Town Ordinances, contained in the Town Code, (i) gathering historical documents in order to research a topic, and (j) review of public records in response to FOIA requests. The Town Attorney spends approximately 5 to 10 hours per week on such tasks. With these tasks transferred to a paralegal, the Town Attorney can spend this time on projects that require legal review. This will result in an increased speed of review for requests that come from all of the Town departments, and a more cost-efficient allocation of resources.

Currently, the Town Attorney sends overflow work of a pro-forma nature to outside counsel, which generally costs in the neighborhood of \$250 per hour. It is expected that once the administrative systems are in place and running smoothly, the paralegal can devote 10 of his or her 20 hours per week to pro forma legal review, and the remaining 10 to more administrative tasks. If the paralegal prevents even 5 billable hours per week from flowing to outside counsel, the annualized result will be the retention of \$65,000 per year that would otherwise be paid to outside counsel – an amount that is almost double the requested \$33,000 annual compensation.

Prior to this request, Town Administration attempted to utilize existing resources in order to address the administrative functions that a paralegal would serve. At one point, the Town Clerk was assigned to the Town Attorney to serve an administrative role, however it became apparent that the Town Clerk's responsibilities constitute a full-time position without assisting the Town

Attorney. Also, using the front-desk staff was considered. However, there are four such staff members and the resulting lack of continuity would be problematic.

This requested enhancement furthers the Town Council's "Good Governance" initiative, which states that defined roles shall be performed efficiently. Currently, the Town Attorney is performing both legal and paralegal functions. This enhancement will allow better definition of the role of the Town Attorney, and will allow the Town Attorney to more effectively use her time. If a paralegal is not funded, the Town Attorney's office will continue to function, but with less efficiency than is possible with a paralegal.

What type of growth are we projecting for actual town events that will require this coordination and management by the Events Specialist? Will any of these increase events be held at Fireman's Field?

Staffing the Parks and Recreation division for the Town of Purcellville has been structured a few different ways since 2010 when the Town Events Program began to increase. It has been staffed with 2 part time positions, one focusing on administration and one focusing on events, and then it was staffed as it currently is, with one part time staff. The position was originally staffed at 32 hours a week but then the hours were reduced to 28 per week due to laws regulating part time staffing.

Initially the event specialist position was created to focus the majority of working time on the town special event program and be the liaison for the Parks and Recreation Advisory Board and Committee on the Environment. Despite the position title, the position is not only responsible for coordinating Town events at Fireman's Field and working with vendors associated with those events. It is event management/coordination at fireman's field and other facilities and managing most of the administrative tasks associated with Parks and Recreation Division functions. Responsibilities of the position have increased in the following ways:

- Creation and administration of the Special Events Ordinance – this position manages the process from start to finish in outside organization event approval. These events take place on and off of Town property and require varying degrees of time and assistance from the Event Specialist. Examples are the American Legion Baseball tournament, Dragon Yong-in Marshal Arts tournament, Sadie's Race etc.
- Liaison for the newly formed Purcellville Arts Council. The events specialist supports this group by creating guidelines, producing press release, writing grants to introduce new art related programs to Town including Art at the Train Station, Art in town Hall, and in the next fiscal year (FY16) supporting a new lecture series and community Art Project.
- The Purcellville Music and arts Festival is a fairly new event that requires increased support. The event originally called Rock the Field and had 200 – 500 attendees and needed little support from the Park Board Liaison. When the Park Board decided to change their event it became much larger and their need for support increased significantly.
- The position now has the responsibility of applying for and finding grants and awards such as the Visit Loudoun Tourism Grant, the Virginia Commission for the Arts grant, and the Keep Virginia Beautiful grant, the VRPS awards.
- This position works with a volunteer citizen groups to manage the Community Garden and the Fourth of July Parade theme and awards. These are both new groups that have been created in last 2 years.
- Initially this position worked on the Painting Purcellville Green event with the Environmental Committee, that event has now grown into Hail to The Trail and is produced by partnership between the Town and the Nature Generation requiring increased support. I anticipate with the

new environmental and tree and beautification committee combining that more support will be required in the future.

- This position now writes staff reports and attends and reports at Town Council meetings when needed.
- This position works with Public Works, Administration, and the supported boards and committees to prepare the Parks and Recreation budget for review and submittal.

With the increase in the responsibilities associated with this position over the past few years and the anticipated increases associated with event permitting, board program support and other administrative duties, more hours are needed to give all programs and responsibilities the attention that they need. There are two possible ways this can be addressed. Creating a full time position from the already existing part time position or adding another part time position to work alongside the already existing position in the department. If the decision is made to add another part time position I suggest splitting the responsibilities so that one position work on event coordination and details and the other is responsible for program administration and management.

RE TAX

FY06	\$1,845,410			actual	
FY07	\$2,058,529		12%	actual	
FY08	\$2,109,935		2%	actual	
FY09	\$2,093,704		-1%	actual	
FY10	\$2,172,443		4%	actual	
FY11	\$2,169,396		0%	actual	
FY12	\$2,190,631		1%	actual	
FY13	\$2,264,679		3%	actual	
FY14	\$2,308,382		2%	actual	
FY15	\$2,428,828		5%	actual	
FY16	\$2,574,711		6%	calc est	
FY17	\$2,853,557	EQ CALC	11%	est	RATE INC to .24 + 3.84% INC
FY18	\$2,910,628	+2% as	2%	est	
FY19	\$2,968,841	+2% as	2%	est	
FY20	\$3,028,218	+2% as	2%	est	

<u>FY16 Est:</u>			
12/31/15 Rev	1,306,067	GL ytd	
6/5/16 Bill est	1,307,881	Based on Co Assess/ .24 tax rate	
Less Uncoll	(39,236)	@97% coll rate for 1st half	
Est	\$2,574,711		

FF Service Tax District

FY13	\$173,433		actual	
FY14	\$370,418		114% actual	
FY15	\$394,512		7% actual	
FY16	\$410,328		4% est	8.45% INC
FY17	\$416,144	EQ Tax	1% est	
FY18	\$424,467	+2% as	2% est	
FY19	\$432,956	+2% as	2% est	
FY20	\$441,615	+2% as	2% est	

<u>FY16 Est:</u>			
12/31/15 Rev	208,498	GL ytd	
6/5/16 Bill est	208,072	Based on Co Assess/ .035 tax rate	
Less Uncoll	(6,242)	@97% coll rate for 1st half	
Est	\$410,328		



#4

**PURCELLVILLE TOWN COUNCIL
SPECIAL MEETING / BUDGET WORK SESSION
APRIL 5, 2016, 7:00 PM
TOWN HALL COUNCIL CHAMBERS**

CALENDAR OF BUDGET MEETINGS

- ~~— January 19, 2016 — Pre-Budget Work Session~~
- ~~— March 8, 2016 — Public Hearing on Proposed Real Estate Tax Rates~~
- ~~— March 15, 2016 — Budget Presentations~~
- ~~— March 29, 2016 — Budget Work Session~~
- ~~— March 31, 2016 — Budget Work Session~~
- **April 5, 2016 Budget Work Session**
- **April 12, 2016 Public Hearing on Budget, Other Taxes and Fees
 Approval of Real Estate Tax Rates**
- **April 14, 2016 Budget Work Session**

- **Future Budget Work Sessions/Meetings TBD**