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**Town of Haymarket  
Fiscal Year 2017 Budget**

## To: The Honorable Mayor and Members of the Council

I am pleased to present to you the Adopted Town Budget for the Fiscal Year 2017 and the approved Capital Improvements Plan (CIP) for the fiscal years of 2016 – 2021. This document summarizes the results of the six month process followed by the Town Staff and Town Council in developing the General and Capital Fund Budget for the Town.

Major highlights of this adopted budget include:

- A completely reformatted budget packet and presentation for the residents and businesses that provides a level of detail and scope to the budget that is informative and transparent.
- Provides the Town's fiscal priorities with Town Council guidelines and priorities throughout the year and sets the intended direction for the upcoming Comprehensive Plan Update.
- Features reductions in expenditures from the previous fiscal budget in the Administration, Parks, Recreational and Cultural, and Community Development line items.
- Increases the Public Safety line item by 5%, but features several funding options of current unmet needs and the enrollment into the LEOS program.
- The Real Estate Rate remains neutral and has been lowered to .126 per \$100 assessed value. The Real Estate Tax rate has not been raised since Fiscal Year 2012.
- The Meals Tax remains 4% and has not been raised since its adoption.
- Continued funding and plans for the Town's two major Capital Projects, which includes the Town Center Redevelopment and Harrover Property Park Master Plan.

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## SECTION I

### A Definition of the Budget Process

According to “Recommended Budget Practices” of the National Advisory Council on State and Local Budgeting a good budget process is far more than the preparation of a legal document that appropriates funds for a series of line items. Good budgeting is a broadly defined process that has political, managerial, planning, communication, and financial dimensions. The following definition recognizes the broad scope of the budget process and provides a base for improvement of the budget process.

*“The budget process consists of activities that encompass the development, implementation, and evaluation of a plan for the provision of services and capital assets.”*

A good budget process is characterized by several essential features:

- Incorporates a long term perspective,
- Establishes linkages to broad organizational goals,
- Focuses budget decisions on results and outcomes,
- Involves and promotes effective communication with stakeholders and
- Provide incentives to government management and employees.

These key characteristics of good budgeting make clear that the budget is not simply an exercise in balancing revenues and expenditures one year at a time, but is strategic in nature, encompassing a multi-year financial and operating plan that allocates resources on the basis of identified goals. A good budget process moves beyond the traditional concept of line item expenditure control, providing incentives and flexibility to managers that can

lead to improved program efficiency and effectiveness.

The mission statement identifies the central goal of the budget process. It incorporates both political and managerial aspects, as well as a responsibility to report and account for the provision of services and use of resources. Communication and involvement with citizens and other stakeholders is stressed. The broad nature of the mission allows issues to be addressed that have limited the success of budgeting in the past.

*“The mission of the budget process is to help decision makers make informed choices about the provision of services and capital assets and to promote stakeholder participation in the process.”*

### Principles of the Budget Process

The budget process consists of several broad principles that stem from the definition and mission described. These principles encompass many functions that cut across a governmental organization. They reflect the fact that development of a budget is a political and managerial process that also has financial and technical dimensions.

The function or activities covered by these principles generally are sequentially ordered, but they can often be performed concurrently to some extent. Moreover, information obtained from one activity or function can aid in achieving an earlier one. The process can be iterative, and is intended to be so. Some functions may also be accomplished by linkage; these functions do not need to be a formal component of the budget process. Governments do need to give adequate attention to these linkages and ensure that those affected are appropriately involved. The budget should be the centerpiece of a

thoughtful, ongoing, decision-making process for allocating and setting priorities and direction.

The principles of the budget process follow:

***The Four Principles of the Budget Process:***

1. *Establish Broad Goals to Guide Government Decision Making*
2. *Develop Approaches to Achieve Goals*
3. *Develop a Budget Consistent with Approaches to Achieve Goals*
4. *Evaluate Performance and Make Adjustments*

**Elements of the Budget Process**

Each of the principles of the budget process incorporates components or elements that represent achievable results. These elements help translate the guiding principles into action components. Individual budgetary practices are derived from these elements and are a way to accomplish the elements. The elements of each guiding principle are identified here:

***The Twelve Elements of the Budget Process:***

*Establish Broad Goals to Guide Government Decision Making*

1. Assess community needs, priorities, challenges and opportunities
2. Identify opportunities and challenges for government services, capital assets, and management
3. Develop and disseminate broad goals

*Develop Approaches to Achieve Goals*

4. Adopt financial policies
5. Develop programmatic, operating, and capital policies and plans
6. Develop programs and services that are consistent with policies and plans
7. Develop management strategies

*Develop a Budget Consistent with Approaches to Achieve Goals*

8. Develop a process for preparing and adopting a budget
9. Develop and evaluate financial options
10. Make choices necessary to adopt a budget

*Evaluate Performance and Make Adjustments*

11. Monitor, measure, and evaluate performance
12. Make adjustments as needed

**Budget Practices**

A budget practice is a procedure that assists in accomplishing a principle and element of the budget process. It is appropriate for all governments and in all circumstances and situations. Budget practices can be hierarchical—that is, one practice can help accomplish another practice. The Council has avoided a practice hierarchy of more than one level. A budget element typically has multiple practices associated with it.

Budget practices must be clearly related to activities identified in the budget process definition. A practice is not a *budget* practice unless it specifically contributes to the development description, understanding, implementation and evaluation of a plan for provision of services and capital assets. For example, a policy statement on debt capacity is included in a set of budget practices since debt is a component of the budget and the budget decision making. However, a practice encouraging competitive sales of debt is not a budget practice. More specific methods of accomplishing a budget practice are usually categorized as tools and techniques. There also may be alternative ways to accomplish a practice. Different governments may find one tool or technique works better for them than another. Budget practices do not identify a

specific time frame, but tools and techniques may do so.

## **Issues Affecting Budget Practices**

There are numerous issues affecting the successful implementation of budget practices. Failure to address these issues will at a minimum, be an impediment to improving the budget process, but could have a more severe, adverse impact on the budget process and the quality of the budget results. The following issues need to be taken into account in the tools and techniques that support budgetary practices.

- Managing the budget process and changes to budget practices.
- Dealing with differences between governments, including size and legislative processes.
- Adjusting for organizational structure and issues.
- Addressing the organizational culture with regard to the budget process.
- Election campaign issues.
- Desire to have change or to prevent change.
- Level of resources available for programs.
- Available level of technical system and support.
- Dealing with high (or low) expectations.
- Legal requirements.
- Ensuring citizen processes work.
- The level of stakeholder understanding.
- Accuracy or projections and assumptions.
- Level of disclosure.

## **Application Approach for Haymarket**

The proceeding guidelines with regard to the Budget Practices come from the National Advisory Council on State and Local Budgeting and the Government Finance Officers Association. As the Town continues to grow, so does our approach to budgeting practices and the desired transparency in demonstrating the financial practices of the Town.

The goal in this document is to provide the reader with the details of the Fiscal 2017 Budget, but also provide a detailed summation of the goals and desired service levels that the Town of Haymarket Town Council intends to provide to the residents, businesses and visitors to the Town.

We ask that you utilize this document to familiarize yourself with the Strategic Plans of the Council, the Fiscal Policies that guide our budgeting practices. Learn the history of the Town, how the Town's local government is organizationally set up and the layout of the Town. In later sections, one will be introduced to our Fiscal 2017 Budget and guided through our revenues and projected expenses as well as the Town's Capital Improvements Plan.

Budgeting practices in the Town of Haymarket is a growing process. The budgeting within the Town's history has a rich tradition of maintaining a fiscally conservative approach while keeping taxes relatively low. In recent years, the focus has been turned to investing into the Community and making priority of living out the Town's Comprehensive Plan and becoming more walkable and thrivent.

We ask you to join us as we guide you through the finances and budget practices of the Town.

**Strategic Action Plan- 2014**

In the fall of 2014, the newly elected Council came together for two evenings to establish the Council's first ever Strategic Action Plan. The following are the results of this retreat:



## INITIATIVE ONE FOSTER ECONOMIC WELL-BEING

Capitalize on Haymarket's location, heritage, and healthy mix of assets to grow, diversify and strengthen the economic well-being of town citizens and businesses.

- **ACTION AGENDA:**

1. Appoint a Haymarket business relations advisory committee to assist in fostering a positive town/business relationship.
2. Support local businesses and entrepreneurs by establishing a focused business appreciation and expansion program.
3. Finalize the Town Center Master Plan.
4. Select a development plan for the Harrover property and commence development.
5. Draft and adopt an economic development strategy for Haymarket inclusive of an implementation schedule.
6. Complete the Main Street streetscape program.

## INITIATIVE TWO PRACTICE GOOD GOVERNANCE

Good governance means focusing on the Town's mission, performing defined roles and government functions effectively and being accountable to the citizens of Haymarket.

- **ACTION AGENDA:**

1. Place a Mayor's message on the town's website and in the local

- newspaper on a quarterly basis. (2014)
2. Develop and adopt annually a Town Council Code of Performance that documents the council's commitment to witnessing the values inherent with good governance. (2014)
3. Conduct an efficiency/effectiveness audit of town sponsored programs and services with particular focus on need and cost.
4. Review and update the Haymarket comprehensive plan as well as the Haymarket zoning and subdivision ordinances.
5. Review the town charter to determine if amending is needed.
6. Develop an annual town report inclusive of a citizen's guide to town government and share it with town residents and town businesses.
7. Develop a Haymarket board and commission policy guide inclusive of appointment procedures and membership performance expectations and required training.
8. Develop a financial/fiscal policy protocol for Haymarket.
9. Establish baseline performance measures for services and programs offered by the town of Haymarket.

## INITIATIVE THREE STRENGTHEN COMMUNITY & CIVIC PARTNERSHIPS

To be effective, the town of Haymarket must have a positive and interactive relationship with town residents and must be committed to assisting citizens gain a greater understanding of their town government.



- **ACTION AGENDA:**

1. Develop fact sheets for major town issues/projects and share them with the public and the media.
2. Develop and distribute a quarterly Haymarket Newsletter.
3. Sponsor a Haymarket open house annually.
4. Sponsor annually a training seminar for all town appointed and elected boards and commission chairpersons.
5. Establish a Haymarket bank of volunteers and involve them in town matters.
6. Sponsor a Haymarket Business Appreciation Day or week by way of a town council proclamation.
7. Create a local business recognition program honoring town businesses celebrating their 1<sup>st</sup>, 5<sup>th</sup>, 10<sup>th</sup>, 20<sup>th</sup> and 25<sup>th</sup> anniversary in the town.
8. Sponsor a Haymarket Local Government Academy to help citizens learn about their town government.
9. Sponsor a Haymarket Community Planning Academy to help citizens learn about town planning and zoning issues and practices.
10. Sponsor a "Welcome to Haymarket" program to be used when new businesses and new residents move into town.
11. Sponsor a Haymarket future forum to gain citizen input about the kind of future citizen's want for Haymarket.
12. Develop a "We are Haymarket" video message to be shared with town residents and businesses as well as with local economic development initiatives.

## INITIATIVE FOUR FUND THE FUTURE

To make the future happen in Haymarket will require a commitment to identifying and utilizing the range of revenue options authorized by the Commonwealth of Virginia.

- **ACTION AGENDA:**

1. Draft and adopt a fiscal policy for Haymarket.
2. In partnership with the county public service authority (PWCSA) determine the capacity and condition of Haymarket's water and sewer infrastructure.
3. Identify all sources of revenue the town can use to finance local government programs and services and determine which sources Haymarket should utilize.(2015-2016)
4. Add a capital maintenance component, inclusive of life cycle costs, to the Haymarket Capital Improvement Program (CIP).
5. Develop a five-year revenue and expenditure forecast for programs and services offered by the Town of Haymarket.
6. Develop a 10 year Haymarket CIP forecast inclusive of revenue and financing options.

Adopted this 1<sup>st</sup> Day of December 2014.

## Fiscal Policy Guidelines

March 2, 2015

In March of 2015 the Town Council adopted their first set of Fiscal Policy Guidelines as a new standard for fiscally responsible government and financial practices. The following are the adopted Fiscal Policy Guidelines.

### **SECTION I. Accounting, Auditing, and Financial Reporting**

- A. The Town will establish and maintain the highest standards of accounting practices in conformance with uniform financial reporting in Virginia and generally accepted accounting principles for governmental entities as promulgated by the Governmental Accounting Standards Board.
- B. The Town will engage an independent firm of certified public accountants to perform an annual financial and compliance audit according to generally accepted government-auditing standards and will have these accountants publicly issue an opinion, which will be incorporated in a comprehensive annual financial report.
- C. The Town will annually seek both the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting and the Government Finance Officers Association Distinguished Budget Presentation Award.

### **SECTION II. Asset Management**

- A. The Town will capitalize all fixed assets with a value greater than \$5,000 and an expected life of two years or more.
- B. The operating budget will provide for minor and preventative maintenance.
- C. The capital budget will provide for the acquisition of fixed assets and the construction, or total replacement of physical facilities to include additions to existing facilities, which increase the square footage or asset value of that facility or other asset. The Town will protect assets by maintaining adequate insurance coverage through either commercial insurance or risk pooling arrangements with other governmental entities.

### **SECTION III. Revenue Management**

- A. The Town will maintain a diversified and stable revenue structure to protect it from short-run fluctuations in any one-revenue source.
- B. The Town will estimate its annual revenues by an objective, analytical process.
- C. The Town, where practicable, will institute user fees and charges for specialized programs and services. Rates will be established to recover operational as well as overhead or indirect costs and capital debt service costs, and the Town will periodically review user fee charges and related expenditures to determine if the established recovery goals are being met.
- D. The Town will follow an aggressive policy of collecting revenue.

E. The Town should routinely identify intergovernmental aid funding possibilities. However, before applying for or accepting intergovernmental aid, the Town will assess the merits of a particular program as if it were funded with local tax dollars. Local tax dollars will not be used to make up for losses of intergovernmental aid without first reviewing the program and its merits as a budgetary matter. All grant applications, prior to submission, must be approved by the Town Manager; grants and donations may be accepted only by the Town Council; and no grant will be accepted that will incur management and reporting costs greater than the grant amount.

## **SECTION IV. Budget Management**

### ***Operating Budgets:***

A. The Town, to maximize planning efforts, intends to prepare the operating budget with a multi-year perspective.

B. The budget is a plan for raising and allocating resources. The objectives are to enable service delivery within available resources. Services must be delivered to residents and taxpayers at a level, which will meet real needs as efficiently and effectively as possible.

C. The Town will fund current expenditures with current revenues and use nonrecurring revenues for nonrecurring expenditures.

D. It is important that positive unassigned fund balance and a positive cash balance be shown in all governmental funds at the end of each fiscal year. When deficits appear to be forthcoming within a fiscal year, spending during the

fiscal year must be reduced sufficiently to create a positive unassigned fund balance and a positive cash balance.

- E. Where possible, the Town will integrate performance measurements and productivity indicators within the budget. This should be done in an effort to continue to improve the efficiency and effectiveness of Town programs and employees. Performance measurement should become a dynamic part of the Town government administration.
- F. The budget must be structured so that the Town Council and the general public can readily establish the relationship between revenues, expenditures and the achievement of service objectives.
- G. Budgetary reviews by the Town Council and Town Manager will focus on the following basic concepts:
- a. Existing Service Cost: The justification for base budget program costs will be a major factor during budget reviews.
  - b. Administrative Costs: In all program areas, administrative overhead costs should be kept to the absolute minimum.
  - c. Program Expansions: Proposed program expansions above existing service levels must be submitted as separate budgetary requests requiring detailed justification. Every proposed program expansion will be scrutinized on the basis of its relationship to the health, safety and welfare of the community to include analysis of long-term fiscal impacts.

- d. New Programs: Proposed new programs must also be submitted as individual budgetary requests requiring detailed justification. New programs will be evaluated on the same basis as program expansions to include analysis of long-term fiscal impacts.

**Capital Budgets:**

- H. The Town will make all capital improvements in accordance with an adopted capital improvements program.
- I. The Town will develop a multi-year plan for capital improvements, which considers the Town's development policies and links development proffers resulting from conditional zonings with the capital plan.
- J. The Town will coordinate development of the capital budget with development of the operating budget. Future operating costs associated with new capital projects will be projected and included in operating budget forecasts.
- K. Town will make use of non-debt capital financing through the use of alternate sources, including proffers and pay-as-you-go financing. The goal of the Town is to finance no more than 25% of the current portion of construction and acquisition costs of capital assets, improvements, and infrastructure (in excess of proffers) through the use of such non-debt sources over the course of a five year CIP program. The amount provided in current resource may be applied equally to all projects or only to specific projects.

**Capital Asset Replacement Fund:**

- L. Given the above stated goal to finance 25% of the cost of construction and acquisition costs of capital assets, improvements and infrastructure (in excess of proffers) through the use of non-debt services over the course of a five year CIP program, the Town will establish a Capital Asset Replacement Fund.
- M. The Capital Asset Replacement Fund will provide non-debt funding for capital projects included in the adopted CIP with a focus on capital assets with shorter useful lives (i.e. vehicles, equipment, etc.)
- N. Initial funding for the Capital Asset Replacement will come from revenues that result from the growth in the Town's tax base. It is the goal of the Town to dedicate between 10% and 25% of the incremental additional revenues generated by the annual growth in the Town's tax base, if any, to the Capital Asset Replacement Fund.
- O. Town Council may also, from time to time, dedicate monies from Unassigned Fund Balance that is in excess of the Town's stated policy guideline to the Capital Asset Replacement Fund so long as the Undesignated Fund Balance Level after such dedication will maintain compliance with the Town's policy goals.

**SECTION V. Debt and Cash Management**

***Debt Management:***

- A. The Town will not fund current operations from the proceeds of borrowed funds and will confine long-term borrowing and capital leases to

capital improvements, projects, or equipment that cannot be financed from current financial resources.

- B. The Town will, when financing capital improvements or other projects or equipment by issuing bonds or entering into capital leases, repay the debt within a period not to exceed the expected useful life of the project or equipment. Debt related to equipment ancillary to a construction project may be amortized over a period less than that of the primary project.
- C. The Town will annually calculate target debt ratios for direct, non-revenue based debt that is dependent on the general fund for the payment of debt service. So long as payments from the general fund to the enterprise fund are not necessary to make up shortfalls in the enterprise fund, enterprise fund debt will not be included in the calculation of the debt ratios. The Town's debt capacity shall be maintained within the following primary goals:
  - 1. Debt service expenditures as a percentage of general fund expenditures should not exceed 15%.
  - 2. Bonded debt of the Town shall not exceed 2% of the total assessed value of taxable property.
- D. The Town will follow a policy of full disclosure in every annual financial report and financing official statement/offering document. As such, the Treasurer will maintain a record of all of the lenders of outstanding Town issued debt. This record will include any post

issuance disclosure obligations of the Town. So long as the Town has debt outstanding in the public markets his record will also include the continuing disclosure requirements found in the Continuing Disclosure Agreement ("CDA") that is executed at the closing of publicly issued bonds. The Continuing Disclosure Agreement specifically references the Town's obligations under rule 15c212. The CDA will be included as an appendix to these financial policies.

- E. It is the goal of the Town to maintain or enhance its credit ratings. The Town understands that there is a correlation between a higher bond rating(s) and a lower borrowing cost (all else being equal) – whether the Town is borrowing is for a new project or to refinance existing debt for savings. As such, working with its Financial Advisor, the Town will maintain good communications about its financial condition with bond and credit rating institutions.
- F. The Town understands that it has the unique ability to borrow on a tax-exempt basis for many of its General Government and Utility Enterprise projects. The Town further understands that the provisions of the Internal Revenue Code of 1986, as amended (the "IRC"), together with the regulations promulgated there under (the "Treasury Regulations" and collectively with the IRC, the "Tax Laws"), impose requirements that must be met in order for interest on the Bonds to continue to be exempt from the federal income taxation or the

Bonds be entitled to certain other tax benefits while the Bonds are outstanding. It shall be the policy of the Town to work with a nationally recognized Bond Council and Financial Advisor, as necessary, (a) to comply with the Tax Laws and (b) to implement and carry out the procedures to ensure compliance with the Tax Laws and to preserve appropriate records to evidence such compliance.

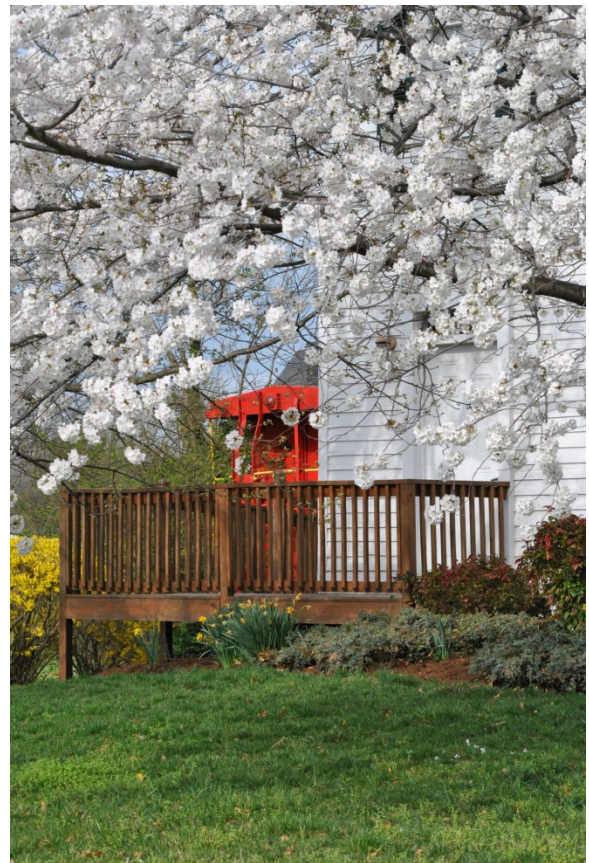
**Cash Management:**

- G. The Town will maintain an investment policy based on the Government Finance Officers Associations model investment policy, and the investment policies and procedures of the Treasurer shall become part of this policy.
- H. The Town will, where permitted by law, pool cash from its various funds for investment purposes and will invest revenue to maximize the rate of return while maintaining a low level of risk.

**SECTION VI. Reserve Funds Management**

- A. The general fund unassigned fund balance should be maintained at a minimum of 30% of the total general fund revenues.
- B. The general fund unassigned fund balance should be drawn upon only as absolutely necessary and any use thereof should be limited to:
  - 1. One time capital needs;
  - 2. Offsetting difficult economic times;
  - 3. Non-recurring expenditures;
  - 4. Providing liquidity in emergency situations.

- C. Should the Town utilize fund balances (general fund) or unrestricted cash and equivalents that will reduce the funds below the policy for one of the purposes noted above the Town will put in place a plan to restore the fund balance to the policy level. In such circumstances, after the fund balance (General Fund) or unrestricted cash have been calculated as part of closing-out a fiscal year, the Town will adopt a plan as part of the following year's budget process to restore the funds to the policy level within 36 months from the date of the budget adoption.



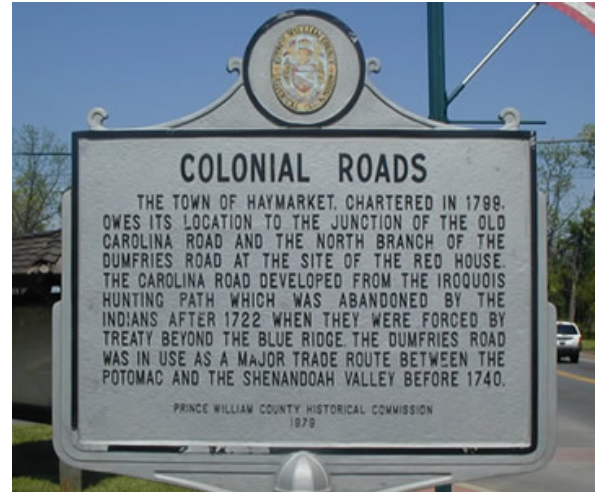
## SECTION II

### History of the Town

When the first English settlers were seeking to establish a wilderness outpost at Jamestown (1609), the upper Piedmont was an Indian hunting ground and the scene of sporadic battles between local Manahoac tribes and the powerful Iroquois Confederation of the north. By the time the Treaty of Albany was established in 1722, which required the remaining natives to move west of the Blue Ridge Mountains, the Manahoac had long been dispersed either by disease or the Iroquois.

During Colonial times, several important trails were cut through the area. One of these, the Carolina Road, was the main north-south route of the Piedmont. It followed an old Indian trail which gradually became a road as settlers moved into the area. The Carolina Road is in approximately the present location of US Route 15 and Route 625. A second trail, the Dumfries Road, was important as a route connecting the areas west of the Bull Run Mountains with the once thriving port of Dumfries. This road followed the general alignment of Route 55 and Route 619.

Near the intersection of Fayette and Washington Street a historical marker explains how this town acquired the endearing nickname of "The Crossroads". It says:



*The Town of Haymarket, chartered in 1799, owes its location to the junction of the Old Carolina Road and the north branch of the Dumfries Road at the site of the Red House. The Carolina Road developed from the Iroquois hunting path which was abandoned by the Indians after 1722 when they were forced by treaty beyond the Blue Ridge. The Dumfries Road was in use as a major trade route between the Potomac and the Shenandoah Valley before 1740.*

Before there was a town called Haymarket at the crossroads of Carolina and Dumfries Roads, there was a tavern called the Red House. It is not certain when the Red House Tavern was built, but there are references to "the Red house" in travel diaries as early as 1780 and it was first seen as a place name on a 1787 map drawn by Thomas Jefferson.

On January 11, 1799, the Town of Haymarket was chartered by the General Assembly. Regulations were formulated for buying lots in the Town. A house built to specifications was to be completed within five years or the lot would be forfeited. All streets were 60 feet in width and each block was 250 feet by 350 feet, divided into four lots. The lots were numbered 1 to 140 on a survey of 1800



1799 Plan of the Town

From 1803 to 1807, Haymarket was the seat of the district court. In 1807, district courts were abolished in favor of circuit courts and in 1812 the General Assembly ordered the courthouse to be sold. For about four years, the Hygeia Academy occupied the building. In 1822, the building was purchased by William Skinker, Jr. who, in 1830, deeded it and one and one-half acres to the Episcopal Church. In 1833 the old courthouse was consecrated as St. Paul's Church in which capacity it has served to this day.

During the Civil War, Haymarket's location at the intersection of two major roads, as well as the presence of the Manassas Gap Railroad within the town, guaranteed that it would experience heavy troop activity. In November, 2004, the Town of Haymarket was added to the Virginia Civil War Trails for two significant events: (1) the burning of the town and (2) the fated meeting at Haymarket between Federal and Confederate forces prior to the battle of Gettysburg.

On November 4, 1862 Federal troops occupied the Haymarket area and during the day went

through the homes in the town to confiscate all firearms. Later that night a sentry reported being fired on while passing through the town, so a small Federal scouting party was sent to flush out the suspected sniper. The officer in command of the party, Lt. Kurd Velthiem, gave the order to set fire to the houses; a decision for which he was court marshaled six days later. Only three dwellings and St. Paul's Church remained after the fire. St. Paul's then was used as a stable for Union Calvary horses, and later it, too, was burned. Only the walls were left standing. As a result of the fire, the Town remained virtually unpopulated for the remainder of the war.

The second event is explained on the Civil War Trails sign:

*On June 25, 1863, Confederate General JEB Stuart and nearly 5,000 of his cavalry approached Haymarket, Virginia on specific orders from Gen. Robert E. Lee. Lee was on the western side of the Bull Run Mountains, heading north into Pennsylvania and needed Stuart to "pass around their (Federal) army without hindrance" in order to screen the movements of the Army of Northern Virginia as it crossed the Potomac. Stuart took the intended route north through Haymarket on the advice of his aide, Col. John Mosby. Arriving at Haymarket, Stuart converged with Federal General Winfield S. Hancock's II Corp on the Old Carolina Road. Hancock, too, was marching north toward Leesburg. Stuart attacked the Federal wagon train and infantry, shelling them with six cannons. This bombardment "scattered men, wagons, and horses in wild confusion" causing several Federal casualties. The Federals regrouped, formed a battle line, and marched toward Stuart, forcing him to make a decision to either fight the larger force or retreat. Stuart decided to retreat southwest toward Buckland Mills and sent a courier to Lee detailing his change of plans. The courier never arrived with this vital news for Lee. Stuart began moving northward on a new route that took his forces 60 miles away from his intended route and out of communication with Lee for eight critical days. The devastating loss of communication between Lee and Stuart, his most trusted reconnaissance officer, caused*



*Lee to fight on unfamiliar ground at Gettysburg, Pennsylvania on July 1, 1863.*



Following the war, Haymarket began to recover, slowly regaining its former size and prosperity. On February 21, 1882, an act was approved to reincorporate Haymarket. Minutes of the Town Council from May 2, 1882, list G. A. Hulfish as Mayor and T.A. Smith, Jon L. Reid, W.W. Meade, and C.E. Jordan as Councilmen-elect. D.E. Saunders was Clerk and James McDonough, Sergeant.

Well into the 20<sup>th</sup> century, Haymarket played an active role in Virginia's famous horse culture. As early as 1785 the "Jockey Club" was organized at Red House and the area became well known for the races held at a local horse track. Although the exact location of the track is not known, the horse racing legacy was remembered by Bishop William Meade who wrote in 1857 "...in preaching there in former days I have, on a Sabbath, seen from the courthouse [now St. Paul's Church] ... the horses in training for the sport which was at hand. Those times have, I trust, passed away forever." The town's affinity for horses did not, however, "pass away", because in the 1950's

and 1960's the town once again became well known for the popular yearly horse show held in the town sponsored by St. Paul's Church.

Throughout much of its history, Haymarket has served as a major commercial and agricultural service center for western Prince William County. With the construction of Interstate 66, however, and as Northern Virginia has grown, that growth has extended into western Prince William County. Particularly since the late 1990's, new residential development has come to Haymarket that is not directly associated with its traditional agricultural service businesses. This growth has placed new stresses on Town streets, services, and existing businesses while increasing demand for new ones.

Although the gradual evolution of the Town from its essentially rural character continues, Haymarket owns a rich and varied heritage from which it can learn much as it faces the challenges of the Twenty-First Century.



*Haymarket High School Baseball Team circa 1930*

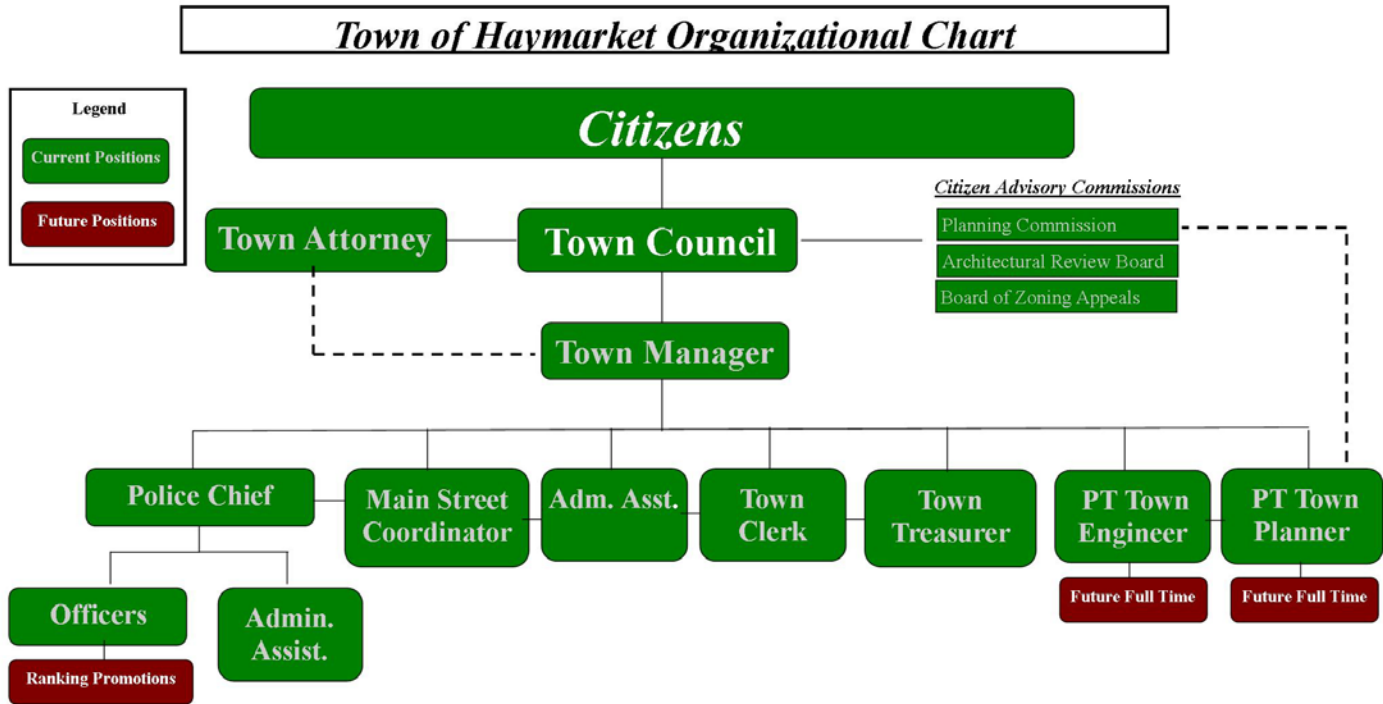
Town Statistics

<b>Population</b>	<b>1,959*</b>
<b>Total Acreage</b>	<b>369.47 acres</b>
<b>Square Miles</b>	<b>0.5 miles</b>
<b>Total Housing Units</b>	<b>458</b>
<b>Total Number of Commercial Businesses</b>	<b>191</b>
<b>Median Age</b>	<b>34.1 Years**</b>
<b>Median Household Income</b>	<b>\$126,250**</b>
<b>HS Graduate or Higher</b>	<b>92.4%**</b>
<b>Bachelors or Higher</b>	<b>44.5%**</b>
<b>Total Number of Employees:</b>	
<b>Full- Time</b>	<b>12</b>
<b>Part-Time</b>	<b>3</b>
<b>Previous Approved Budgets:</b>	
<b>2013-2014</b>	<b>\$4,342,624</b>
<b>2014-2015</b>	<b>\$3,369,530</b>
<b>2015-2016</b>	<b>\$3,463,403</b>

\*American Fact Finder, 2013 Population Estimate

\*\* 2010 U.S. Census

Haymarket Organizational Chart





2016 Town of Haymarket Map

**SECTION III****2017 Revenue Projections**

The purpose of the financial forecast is to evaluate current and future fiscal conditions to guide policy and programmatic decisions. A financial forecast is a fiscal management tool that presents estimated information based on past, current, and projected financial conditions. This will help indentify future revenue and expenditure trends that may have an immediate or long-term influence on government policies, strategic goals, or community services. The forecast is an integral part of the annual budget process. An effective forecast allows for improved decision-making in maintaining fiscal discipline and delivering essential community services.

There are various ways to determine the quantitative and/or qualitative forecasting methods that will be used. Keep in mind the chosen method for one program may differ for another. While complex techniques may get more accurate answers in particular cases, simpler techniques tend to perform just as well or better on average. Also, simpler techniques require less data, less expertise on the part of the forecaster, and less overall effort. Three basic models of forecasting include the following:

1. Extrapolation. Extrapolation uses historical revenue data to predict future behavior by projecting the trend forward. Trending is very easy to use and is commonly employed by forecasters.

2. Regression/ econometrics. Regression analysis is a statistical procedure based on the relationship between interdependent variables (factors that have predictive power for the revenue or expenditure source) and a dependent variable (expenditure source being predicted). Assuming a linear relationship exists between the independent and dependent variables, one or more independent variables can be used to predict future revenues or expenditures.
3. Hybrid forecasting. Hybrid forecasting combines knowledge-based forecasting (knowledge-based forecasting consists of using the forecasters own knowledge and feel for the situation, rather than data and statistics, as the basis for the forecast) with a quantitative method of forecasting. Hybrid forecasting methods are very common in practice and can deliver superior results.

As the Town of Haymarket continues to develop our financial practices, one of the key areas to continue to develop and build upon is the Town's ability to forecast and develop revenue projections for multiple years.

The Town applies two variations of the analysis described above. Most of the forecasting and projections are based upon historical data. Some of the revenue projections are based upon a version of a hybrid approach. Another forecasting tool implemented, was taking the averages of the daily revenue intake for monthly revenue sources.

**Fiscal Year 2017 Tax Rates**

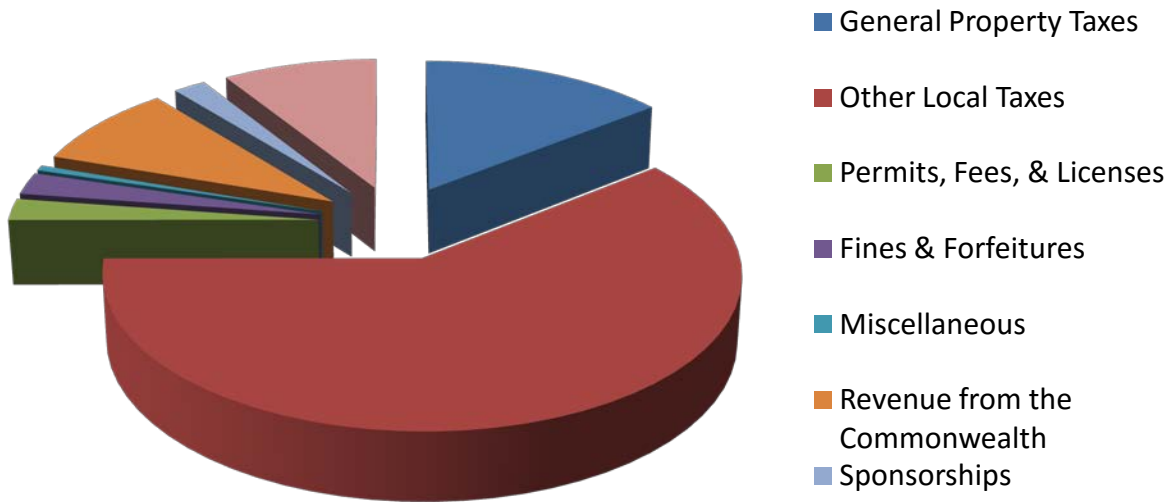
Real Property Tax Rate	\$.126/ \$100 Assessed Value
Personal Property Tax Rate	\$.60/\$100 Assessed Value (Continued Moratorium on Assessment)
Cigarette Tax	\$.75/ Pack
Prepared Food & Beverage Tax (Meals Tax)	4%
Transient Occupancy Tax	7%
Utility Tax for Consumption of Natural Gas (Residential)	\$1.50 minimum charge + \$.75/CCF not to exceed \$3.00/month
Utility Tax for the Consumption of Natural Gas (Non-Residential)	\$3.00 minimum charge + \$.75/CCF not to exceed \$100/month
Utility Tax for the Usage of Telecommunications & for the Usage of Electricity (Residential)	20% of the monthly charge with a \$3.00 maximum charge
Utility Tax for the Usage of Telecommunications & for the Usage of Electricity (Non-Residential)	20% of the monthly charge with a \$100.00 maximum charge
Business Professional & Occupational License Tax	Contractors: \$.15/\$100GR; Wholesale: \$.05/purchases; Retail Merchant, Repair Services, Personal Services, Business Service, Restaurants, Public Service Corporations: \$.10/\$100 GR; Professional, Real Estate, & Financial Services\$.30/\$100 GR
Percent of Revenue from Real Estate Tax	13.89%
2016 Assessed Value of Property- Town of Haymarket	\$237,936,941
Assessed Value of Property Exempt from Taxation	\$6,323,300
Tax Exempt Property as a Percentage of the Aggregate Assessed Value of All Property	2.65%

*“The tax rates and expenditures shown in this budget are for informative and fiscal planning purposes only, and the council may alter them after the public hearing. The real estate tax rate will not be increased over the amount advertised, but other tax rates are subject to being increased or decreased from the advertised rates.”*

**Operating Revenue 2016-2017**

OPERATING REVENUE	FY 2015	FY2016		FY2017
	Prior Year Actual	Current Budget	YTD Actual	July 1, 2016- June 30, 2017
General Property Taxes	303,278	301,000	298,909	302,000
Other Local Taxes	1,237,531	1,121,000	1,036,638	1,275,000
Permits, Fees, & Licenses	59,878	40,500	42,518	48,700
Fine & Forfeitures	50,799	48,000	53,757	50,000
Miscellaneous	16,577	6,100	18,548	11,900
Revenue from the Commonwealth	193,769	214,034	198,453	183,500
Sponsorships	6,925	65,000	47,473	40,000
Rental (Use of Property)	195,192	200,770	153,710	189,200
<b>TOTAL OPERATING REVENUE</b>	<b>2,063,949</b>	<b>1,996,404</b>	<b>1,850,006</b>	<b>2,100,300</b>

**OPERATING REVENUE**



# Town of Haymarket - Budget | 2017

## Operating Revenues 2016-2017 (By Category)

OPERATING REVENUE	FY2016		FY2017	Percent Change
	Current Budget	YTD Actual	July 1, 2016- June 30, 2017	
General Property Taxes	301,000	298,909	302,000	0%
<i>Real Estate – Current</i>	292,000	287,863.21	292,000	0%
<i>Public Service Corp. RE Tax</i>	9,000	10,080.19	10,000	11%

Real estate taxes are generated by the assessment provided to the Town from Prince William County. The Council for the Town has had a long and distinguished trend of keeping the real estate taxes low. The last time the Council raised the tax rate was in 2012, when it accepted the increase based upon the County's assessed values. In Fiscal Year 2017, the Council elected to continue to the trend of maintaining a tax neutral approach. The tax rate decreased from .129 per \$100 assessed value to .126 per \$100 assessed value.

OPERATING REVENUE	FY2016		FY2017	Percent Change
	Current Budget	YTD Actual	July 1, 2016- June 30, 2017	
Other Local Taxes	1,121,000	1,036,638	1,275,000	14%
<i>Sales Tax Receipts</i>	130,000	126,343	150,000	15%
<i>Meals Tax- Current</i>	450,000	401,139	550,000	22%
<i>Consumer Utility Tax</i>	120,000	128,303	130,000	8%
<i>Bank Stock Tax</i>	25,000	32,121	50,000	100%
<i>Business License Tax</i>	176,000	161,036	175,000	-1%
<i>Cigarette Tax</i>	220,000	183,962	220,000	0%

Other local taxes come from various resources. The Town receives 1.02% of the total sales taxes received by Prince William County. This percentage is split between the other Towns within Prince William County. In Fiscal 2017 trends indicate that the revenue to continue to grow as it has produced steady increases in the past fiscal years. The meals tax is anticipated to increase based upon current trends and the addition of a new restaurant to the Town which could produce significant increases to the Town's meals tax revenue. The remainder of the identified revenues remains constant and could see some additional growth as we progress into the fiscal year.



# Town of Haymarket - Budget | 2017

OPERATING REVENUE	FY2016		FY2017	Percent Change
	Current Budget	YTD Actual	July 1, 2016- June 30, 2017	
Permits, Fees & Licenses	40,500	42,518	48,700	20%
<i>Occupancy Permits</i>	500	400	600	20%
<i>Inspection Fees</i>	7,000	18,800	15,000	114%
<i>Other Planning &amp; Permits</i>	30,000	20,200	30,000	0%
<i>Application Fees</i>	2,000	1,475	1,200	-40%
<i>Motor Vehicle Licenses</i>	1,000	1,643	1,900	90%

Permits, fees and licenses are primarily an application of building and development, with the exception of motor vehicle licenses. All fees and revenue are generated when a property owner develops, repairs, or improves their property. These are the fees associated with covering the cost of the Town having their own building inspections, planner, and engineer and having the internal ability to review plans and perform inspections. This expedites the process significantly by the services being performed by the Town. The motor vehicle licenses are the Town decals that each resident is required to have within the Town. The Town operates under a permanent decal system that requires residents to only purchase a new decal upon the purchase of a new automobile or motorcycle. Many jurisdictions have gone to a permanent decal or have eliminated the decal all together, however still charge the fee on their personal property tax bills.

OPERATING REVENUE	FY2016		FY2017	Percent Change
	Current Budget	YTD Actual	July 1, 2016- June 30, 2017	
Fines & Forfeitures	48,000	53,757	50,000	4%
<i>Fines</i>	48,000	53,757	50,000	4%

Fines and forfeitures are generated from the Police Department enforcement of Town and state laws within the Town of Haymarket.



# Town of Haymarket - Budget | 2017

OPERATING REVENUE	FY2016		FY2017	Percent Change
	Current Budget	YTD Actual	July 1, 2016- June 30, 2017	
Sponsorships	65,000	47,473	40,000	-38%
<i>Total Sponsorship of Town Events</i>	65,000	47,473	40,000	-38%

Sponsorship funds come into the Town’s revenues as “pass-through” funds from local businesses sponsoring our events throughout the fiscal year. These events are utilized to promote community involvement and pride. The events include our Earth Day Celebration, Health and Fitness Fair, Haymarket Day and the Holiday Celebration. Local businesses support these events by donating funds in return for advertisement and acknowledgement throughout the events. Other businesses will sponsor certain portions of the various events. Currently the Town covers approximately 38% of the total cost, but continues to solicit new sponsors throughout the fiscal year.



2014 Town Council

Left to Right: Pam Swinford, Steve Aitken, Matt Caudle, David Leake, Kurt Woods, Joe Pasanello (Chris Morris not pictured)

# Town of Haymarket - Budget | 2017

OPERATING REVENUE	FY2016		FY2017	Percent Change
	Current Budget	YTD Actual	July 1, 2016- June 30, 2017	
Revenue for Commonwealth	214,034	196,297	183,500	-14%
<i>Communications Tax</i>	120,000	112,384	120,000	0%
<i>Department of Fire Programs</i>	41,200	38,200	10,000	-76%
<i>599 Law Enforcement Grant</i>	28,334	21,276	28,000	-1%
<i>Personal Property Tax Reimburse</i>	18,600	18,626	18,500	-1%
<i>Car Rental Reimbursement</i>	4,500	4,297	5,500	22%
<i>Railroad Rolling Stock</i>	1,400	1,514	1,500	7%

The Commonwealth of Virginia provides some revenues to local jurisdictions. Most Virginia localities receive some form of these or other state taxes that get distributed back to jurisdictions to be able to distribute services from the state. Many of these revenue sources remain steady or see slight declines year to year as less funding is available. The Communications tax is received monthly and providers collect tax from consumers and remit revenue to the State. The state distributes revenues to localities based upon statutory formula where the revenues were generated. The Department of Fire program funds come from the tax on the gross premium of fire insurance policies written in the State each year. Seventy-five percent of the funds generated are distributed on the basis of the census population for the improvement of fire services. 599 Law Enforcement Grant are payments the Town receives quarterly. The Department of the Criminal Justice System (DCJS) administrators the program that allocates funds to eligible localities based on a formula that predicts crime rates. The local police departments must meet state minimum training requirements and there are no requirements that the funds received and must be used for law enforcement purposes. However, the Town does put 599 funds back into the Town's law enforcement services.

Personal property tax relief is received annually from the state. State funds are allocated to reimburse localities for a portion of the personal property tax liabilities of owners and lessees of automobiles, light trucks and motorcycles used for non-commercial purposes. The Car rental reimbursement is received monthly and comes from the State tax on the gross proceeds on daily car and truck rentals. The proceeds are distributed to the locality in which the car was delivered for rental. The rolling stock tax is received annually. The proceeds from the Commonwealth are distributed to localities on the basis of the value of track and the miles of track located within each locality. The State levies \$1.00 per \$100 assessed value on rolling stock of railroads.

# Town of Haymarket - Budget | 2017

OPERATING REVENUE	FY2016		FY2017	Percent Change
	Current Budget	YTD Actual	July 1, 2016- June 30, 2017	
Miscellaneous	6,100	6,288	11,900	95%
<i>Earnings on VML/VACO VIP Investment</i>	0	3,250	0	0
<i>Recovered Costs- Events</i>	5,000	0	0	-100%
<i>Interest on Bank Deposits</i>	100	663	0	-100%
<i>Citations &amp; Accident Reports</i>	1,000	2,355	1,900	90%

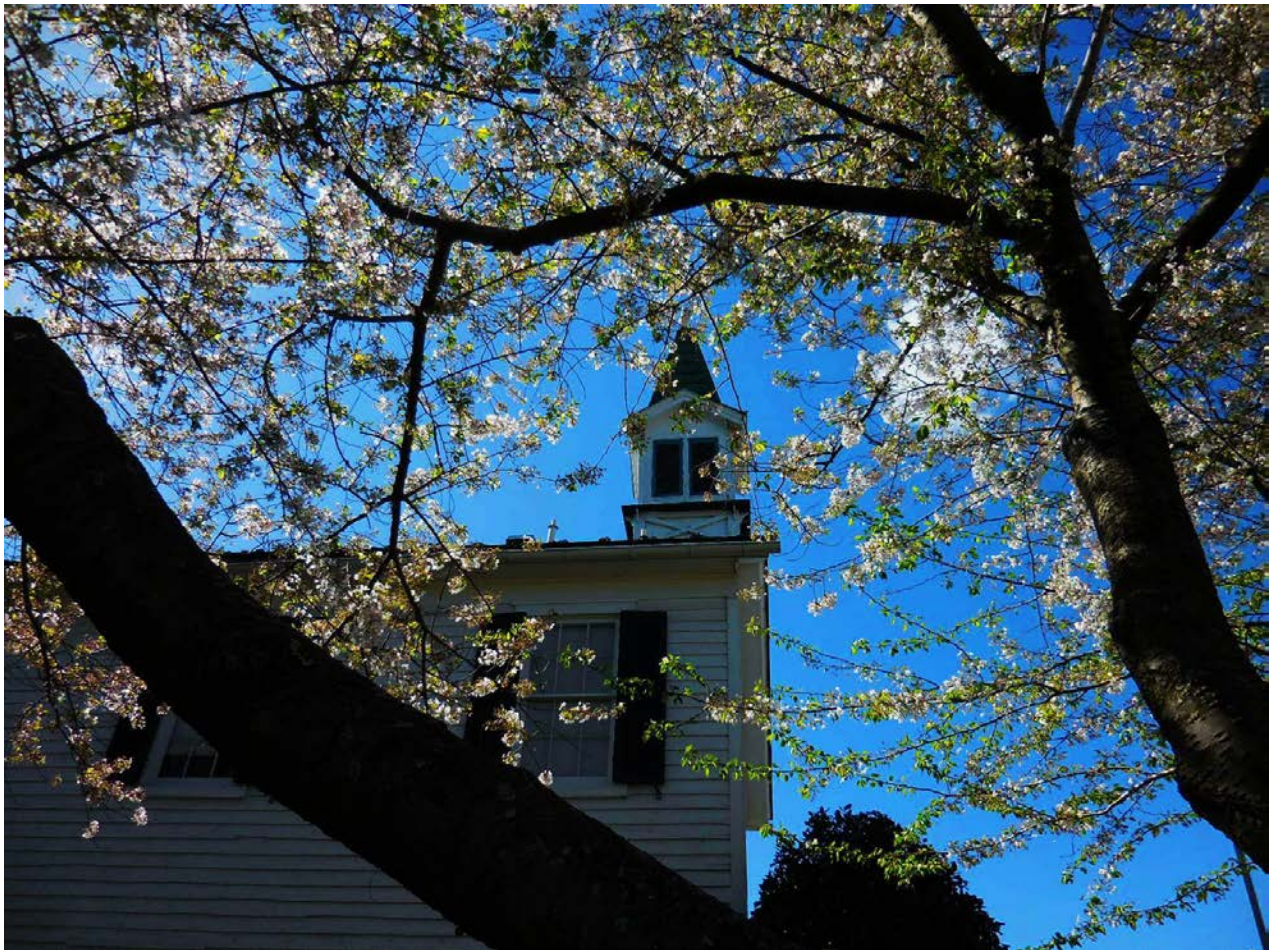
Miscellaneous Revenues are exactly what they describe. This is revenue the Town receives that is not planned for. The Town will receive interest from their investment through the Virginia Investment Pool with VML/VACO Finance. The Town will also receive interest on all bank deposits throughout the fiscal year. However these returns are not factored into the budget as they are flexible on their annual yield. Therefore remaining conservative allows the Town to better plan and balance expenditures with the revenues. Citations and accidents reports are the only known factor to producing a yield throughout the fiscal year; however the projected amount remains conservative.

OPERATING REVENUE	FY2016		FY2017	Percent Change
	Current Budget	YTD Actual	July 1, 2016- June 30, 2017	
Rental Use of Property	200,770	153,709	189,200	-6%
<i>Suite 200</i>	4,830	4,548	5,200	5%
<i>Suite 202</i>	0	3,811	4,000	100%
<i>Suite 206</i>	84,100	77,182	88,000	5%
<i>15020 Washington Street</i>	42,735	39,158	45,000	5%
<i>15026 Washington Street</i>	0	0	20,000	100%
<i>6630 Jefferson Street</i>	41,055	28,310	27,000	-34%
<i>Town Hall Rental</i>	1,200	700	0	-100%

The Town has several properties that are connected to the Town Center, affording the Town the opportunity to lease out tenant space to bolster revenues for the jurisdiction. The Town leases these properties to local businesses and maintains the upkeep on the property, maintaining viable businesses within the Town's central core. In the coming year the Town will begin the process of investigating the benefits of renting these facilities versus divesting of the property in order to reinvest into the Community, by funding blight removal programs or turning existing vacant buildings into economically contributing structures.

**Revenues Importance:**

In general, a municipality cannot function without a base of a revenue stream. The goal of the Town is to forecast and project revenues that will cover the expenditures while leaving a surplus to invest into capital improvements that better the community overall. The revenues covered in this section of the Town of Haymarket budget allow the Council to provide services and amenities to residents while keeping the tax rates low to better the resident, business and visitor's quality of life.



## SECTION IV

### Fiscal Year 2017 Expenditures

Measuring the cost of government services is useful for a variety of purposes, including performance measurement and benchmarking; setting user fees and charges; privatization; competition initiatives or managed competition; and activity-based costing and activity based management. The full cost of a service encompasses all direct and indirect costs related to that service. Direct costs include the salaries, wages, and benefits of employees while they are exclusively working on the delivery of the service, as well as the materials and supplies, and other associated operating costs such as utilities and rent, training and travel. Likewise, they include costs that may not be fully funded in the current period such as compensated absences, interest expense, depreciation or a use allowance and retirement benefits. Indirect costs include shared administrative expenses within the work unit and in one or more support functions outside the work unit (e.g., legal, finance, human resources, facilities, maintenance, technology). These shared costs should be apportioned by some systematic and rational allocation methodology and that methodology should be disclosed.

Much like the revenue for the 2017 Fiscal Budget, the Town has taken steps in this budget to identify expenditures in more detail, as we strive to begin looking at our budget from a programming standpoint. The following section provides the reader with a more detailed approach to the expenditures that the Town utilizes in the delivery of services.

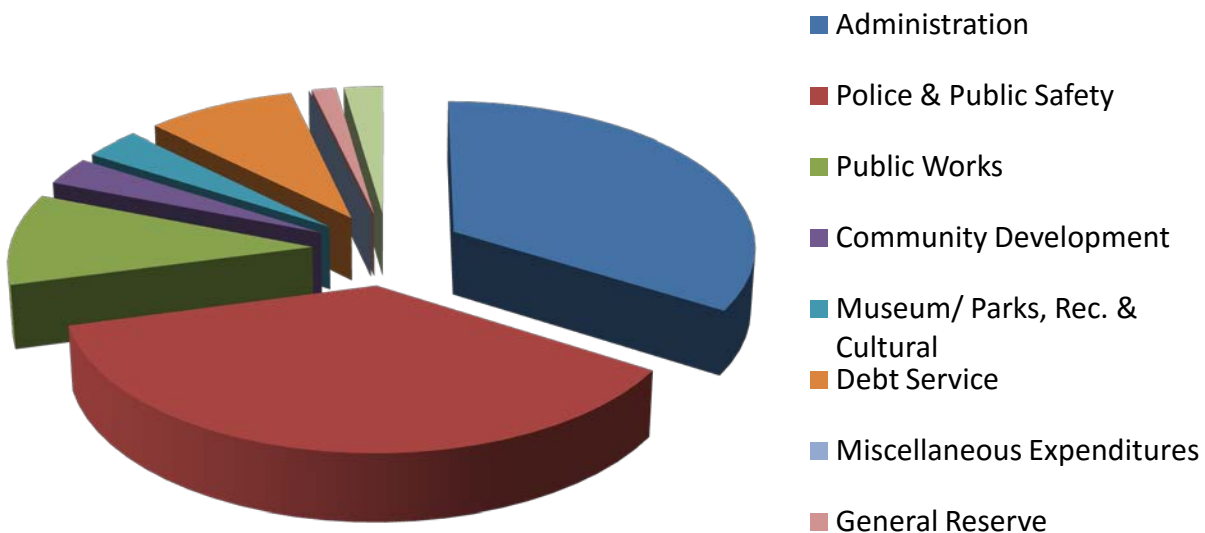


The revenues generated ultimately produce a cause and effect mentality. As revenues are produced, the Town utilizes these revenues to pay for the delivery services. Some of these costs are direct costs and others are indirect costs.

**Operating Expenditures**

OPERATING EXPENDITURES	FY 2015	FY2016		FY2017
	Prior Year Actual	Current Budget	YTD Actual	July 1, 2016- June 30, 2017
Administration	691,334	751,248	659,229	712,350
Police and Public Safety	742,860	797,290	736,938	775,900
Public Works <i>(Includes Buildings and Grounds)</i>	238,694	248,400	209,355	212,000
Community Development	55,129	80,300	45,347	64,400
Museum/ Parks, Rec, & Cultural	63,859	83,600	49,368	70,650
Debt Service	192,119	189,065	189,065	186,440
Miscellaneous Expenditures	0	0	0	0
General Reserve	0	22,202	0	30,000
Transfer Excess Funds to Capital	N/A	N/A	N/A	48,360
<b>TOTAL OPERATING EXPENDITURES</b>	<b>1,983,995</b>	<b>2,172,105</b>	<b>1,889,302</b>	<b>2,100,300</b>

**OPERATING EXPENDITURES**



# Town of Haymarket - Budget | 2017

## Operating Expenditures 2016-2017 (By Category)

OPERATING EXPENDITURE	FY2016		FY2017	Percent Change
ADMINISTRATION	Current Budget	YTD Actual	July 1, 2016- June 30, 2017	
Town Council	43,700	28,676	42,500	-3%
<i>Salaries &amp; Wages- Regular</i>	32,100	18,700	32,100	0%
<i>FICA/ Medicare</i>	2,000	1,443	2,000	0%
<i>Unemployment Insurance</i>	1,350	203	1,200	-11%
<i>Mileage Allowance</i>	750	699	750	0%
<i>Meals and Lodging</i>	3,500	2,912	2,500	-29%
<i>Convention &amp; Education</i>	4,000	3,730	4,000	0%
<i>Elections</i>	0	989	0	0%
Town Administration	546,548	486,216	563,300	3%
<i>Salaries/ Wages- Regular</i>	243,600	231,551	260,500	7%
<i>Salaries/ Wages – Overtime</i>	8,000	6,803	10,000	25%
<i>Salaries/Wages – Part Time</i>	92,700	58,097	65,000	-30%
<i>FICA/Medicare</i>	22,165	23,984	28,500	29%
VRS	15,660	15,504	14,000	-11%
<i>Health Insurance</i>	46,772	45,718	57,000	22%
<i>Life Insurance</i>	3,151	2,492	3,500	11%
<i>Disability Insurance</i>	2,600	1,839	2,600	0%
<i>Unemployment Insurance</i>	2,550	1,905	2,800	10%
<i>Worker’s Compensation</i>	350	543	400	14%
<i>General Property/Liability Ins.</i>	9,000	10,689	16,000	78%
<i>Accounting Services</i>	8,000	6,250	8,000	0%
<i>Cigarette Tax Administration</i>	4,000	4,863	5,500	38%
<i>Printing and Binding</i>	13,000	10,292	15,000	15%
<i>Advertising</i>	10,000	8,936	12,000	20%
<i>Computer, Internet &amp; Website Service</i>	24,000	17,331	15,000	-38%
<i>Postage</i>	4,500	3,220	4,000	-11%
<i>Telecommunications</i>	4,500	5,476	6,000	33%
<i>Mileage Allowance</i>	2,500	2,403	2,500	0%
<i>Meals &amp; Lodging</i>	5,000	3,339	4,000	-20%
<i>Convention &amp; Education</i>	15,000	12,797	10,000	-33%
<i>Misc.- Discretionary Fund</i>	2,000	2,319	2,000	0%
<i>Books, Dues, &amp; Subscriptions</i>	3,000	6,937	15,000	400%
<i>Office Supplies</i>	4500	2,928	4,000	-11%



# Town of Haymarket - Budget | 2017

OPERATING EXPENDITURE	FY2016		FY2017	Percent Change
<b>ADMINISTRATION (Continued)</b>	<b>Current Budget</b>	<b>YTD Actual</b>	<b>July 1, 2016- June 30, 2017</b>	
Legal Services	120,000	121,216	90,000	-25%
<i>Legal Services</i>	120,000	121,216	90,000	-25%
Independent Auditor	16,000	16,150	16,500	3%
<i>Auditing Services</i>	16,000	16,150	16,500	3%

### Town Council

The Town Council consists of an elected Mayor and six council members. The salary for Council members is identified in the Town’s Charter and would take a Charter change for the Council to ever consider a raise, or any change to their current pay structure. The Mayor is compensated with a monthly stipend of \$500 a month as well as \$125 per Council meeting. Each Council member receives \$100 per Council meeting. In 2014 the Council voted and established the policy that the max each member of Council could get paid for would be three meetings per month, this included any special committee meetings or specially called meetings of the Council. The salaries expenditures are based upon the maximum amount that the full Council could be paid per their policy in any given fiscal year. FICA/ Medicare and Unemployment Insurance are based upon the Council’s salaries.

Built into the budget for the Council is a mileage allowance that is set aside for reimbursement of expenses that occur outside the jurisdiction while acting on behalf of the Town. This includes but is not limited to local trips such as serving on TANV (Town Association of Northern Virginia), the NVRC (Northern Virginia Regional Commission) or other regional meetings. Occasionally Council members will attend statewide training opportunities or the VML (Virginia Municipal League) conferences or functions. In traveling to state functions, meals and lodging is covered as part of their expenses. Continuing education is valuable to the elected official, because in no other position will there

ever be such a diverse job description. Funding for conventions and education is set aside for the VML Conference, other statewide or regional conferences and the cost to bring in an expert or a facilitator for a Council retreat.

Within this budget line item, there is a portion of the budget that is assigned to cover the cost of the local Election. This line item is at \$0 as there is only an election every other year.

The Town Council holds themselves accountable to the residents that elected them by adopting and signing the Code of Ethics and Standards of Conduct at the onset of each two year term.

### Town Administration

In 2014, the staff of the Town Haymarket came together to craft their own Mission Statement that would govern their perceived mission for the service to the Town of Haymarket. This is the Mission Statement developed by the staff:



***Our mission is to serve the citizens, businesses, and guests of the Town of Haymarket through transparent governance with integrity, honesty, and fairness in a professional and courteous manner. We provide elected and appointed officials critical information, guidance, and assistance through our professional experience and knowledge. We value education and training; we are committed to clear communication and promote a healthy and safe working environment. We strive to advance the Town***

***of Haymarket's goals for a future of endless possibilities.***

In the fall of 2015 the Town Council in working with staff performed and developed a CASA (Competitive Analysis Salary Adjustment) study.

POSITION	SALARY	HOURLY RATE/FLSA
Town Manager	70,812	Exempt
Town Clerk	61,672	\$29.65 (2080) Non-Exempt
Town Treasurer	50,003	\$24.04 (2080) Non-Exempt
Main Street Coordinator	41,995	\$20.19 (2080) Non Exempt
Administrative Assistant	36,004	\$17.31 (2080) Non-Exempt

The study identified how the Town's salaries compared to the surrounding area with regard to competitiveness of salaries and developed a methodology to raise salaries up to a competitive rate. The study did not specifically address the entire compensation package; however there was exploration to into data that demonstrated that the Town was not offering more in benefits than other surrounding jurisdictions. As of this budget, this is how the individual positions with the Town are budgeted:

Employees that fall under the non-exempt status under the FLSA guidelines are able to earn overtime. Overtime normally occurs by

working required after hours meetings for Council, Planning Commission, or ARB. Overtime is based upon work over the base 40 hour work week. Overtime can also occur by working Town sponsored events, but the Town has historically allowed flexible schedules that double as an added benefit to employees.

The Town also employees two part time professional employees that serve as the Town Planner and Town Engineer. Currently, both employees rarely work an average of 20 hours per week, but for budgeting purposes the Town has based its salary and wages off an average 20 hour week.

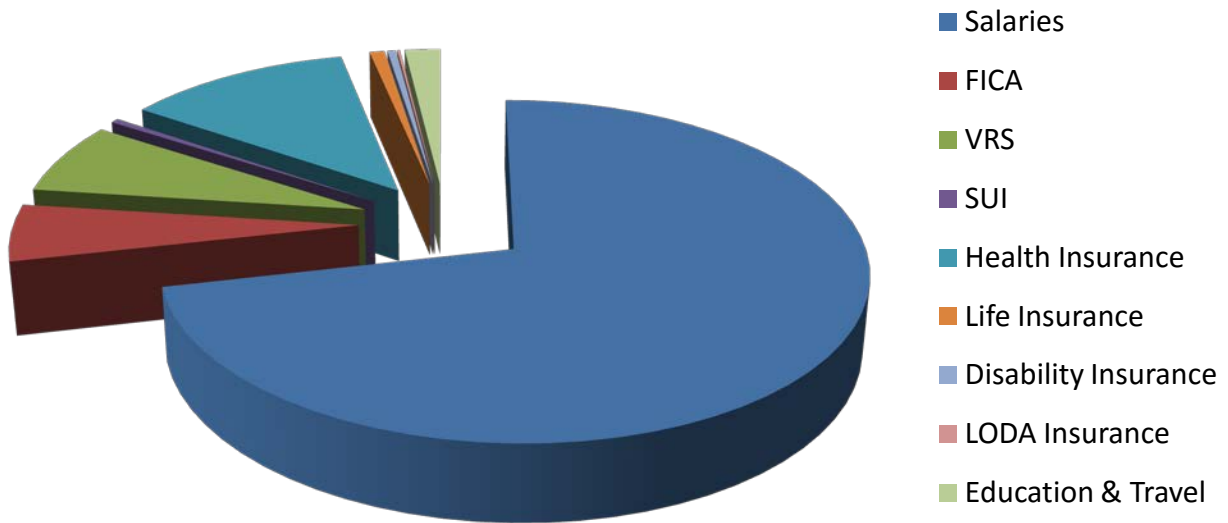
POSITION	SALARY
Town Planner	41,200
Town Engineer	51,500

The Town's FICA/Medicare expenditures are based up the salaries. The Town also pays an "Employer Tax" that covers the Town's unemployment insurance.

The Town also provides employees with benefits that include VRS (Virginia Retirement System), Health Insurance, Life Insurance, and Disability Insurance. Currently the Town provides employee's 100% of the individual's health insurance coverage. Employees contribute to a "plus one" benefit and a "family" benefit.

The Town carries Liability Insurance for all of its facilities, which is found in the Administration Budget.

## Benefits



The Town of Haymarket proudly offers employees the following benefits:

- **Competitive Salaries**
- **Education Reimbursement**
- **Generous Annual/Sick Leave**
- **Premium Health, Dental, & Vision Insurance**
- **Paid Life & Disability Insurance**
- **Optional Life Insurance**
- **Commonwealth of Virginia Retirement (VRS)**
- **LEOs Enhanced Retirement Benefit through VRS**
- **Thirteen Observed Holidays**
- **Overtime Opportunities**

There are some services that the Town contracts out. These include accounting services for higher level municipal accounting. This expense is billed at an hourly rate and has the ability to be individually monitored. Cigarette Tax Administration is part of the Town's membership to the Northern Virginia Tax Board and covers the administration fees associated with the excising of cigarette tax.

As mentioned earlier, there are several indirect costs that are part of the day to day operations of the Town Administration. Examples of these indirect costs are as follows:

**Printing and Binding**

- This includes all in house printing for all meetings of the Town Council, PC & ARB and all office functions. (\$7,500 annually)
- Provides for the copier repair and maintenance (\$1,500 annually)
- All Municode updates. Municode is the company that provides an online version of the Town Code but also updates the Town Code as it is amended or new code created. (\$6,000 annually)

**Advertising**

- The Town is required to advertise in a general circulation newspaper for all Boards of the Town with regard to public hearings, meetings, the annual budget and any change to the Town Code. This is a statutory requirement of the State of Virginia (\$12,000 annually).

**Computer, Internet & Website Service**

- Included in this year's budget is a complete Town website overhaul. (\$10,000)
- High speed internet connection (\$3,500)
- Contracted IT Technical Support (\$1,500)

**Postage**

- Covers all postage for Town mail outs which include daily mail and the Town's Quarterly Newsletter. (\$4,000)

**Telecommunications**

- Town Office Land line and service (\$2,400 annually)
- Long Distance Coverage (\$900 annually)
- Four Administration Issued Mobile Phones (\$2,700 annually)

**Mileage Allowance**

- Staff is reimbursed for the mileage accrued on their personal vehicle for local, regional and conference trips at the Federal rate of .575 per mile. (\$2,500 combined annually)

**Meals and Lodging**

- Employees have an allotted budget for meals with an established per diem/ meal allowance and lodging while traveling for the Town or away on Town business. (\$4,000 combined annually)

**Convention and Education**

- VML Conference (\$300 for registration to annual conference)
- LEAD (One Employee) This is a weeklong leadership training is all inclusive through the Weldon Cooper Center for Public Service (\$4,000)
- VA Clerks Association Conference (\$500)
- VLGMA Conference (\$500) covers both a winter and summer conference.
- National ICMA Conference (\$1,000) this is the International Conference for International City/County Management Association.
- VA Treasurer's Conference (\$500)
- Staff Training Opportunities (\$1,000) this is accomplished through webinars or local training workshops and also covers tuition reimbursement program.

**Misc. - Discretionary Fund**

- Established to cover the annual Town of Haymarket staff and Town officials picnic (\$1,200).
- Town promotional items (\$800)

**Books, Dues & Subscriptions**

- Provides professional memberships to staff to the following organizations, ICMA, VLGMA, VMCA, GFOA, TAV (\$1,500)
- Regional memberships such as VML, VA Government Association (\$1,500)

- Media Streaming Contract which allows the Town to webcast all meetings of the Council, Planning Commission and ARB or any other public meeting. (\$7,500)

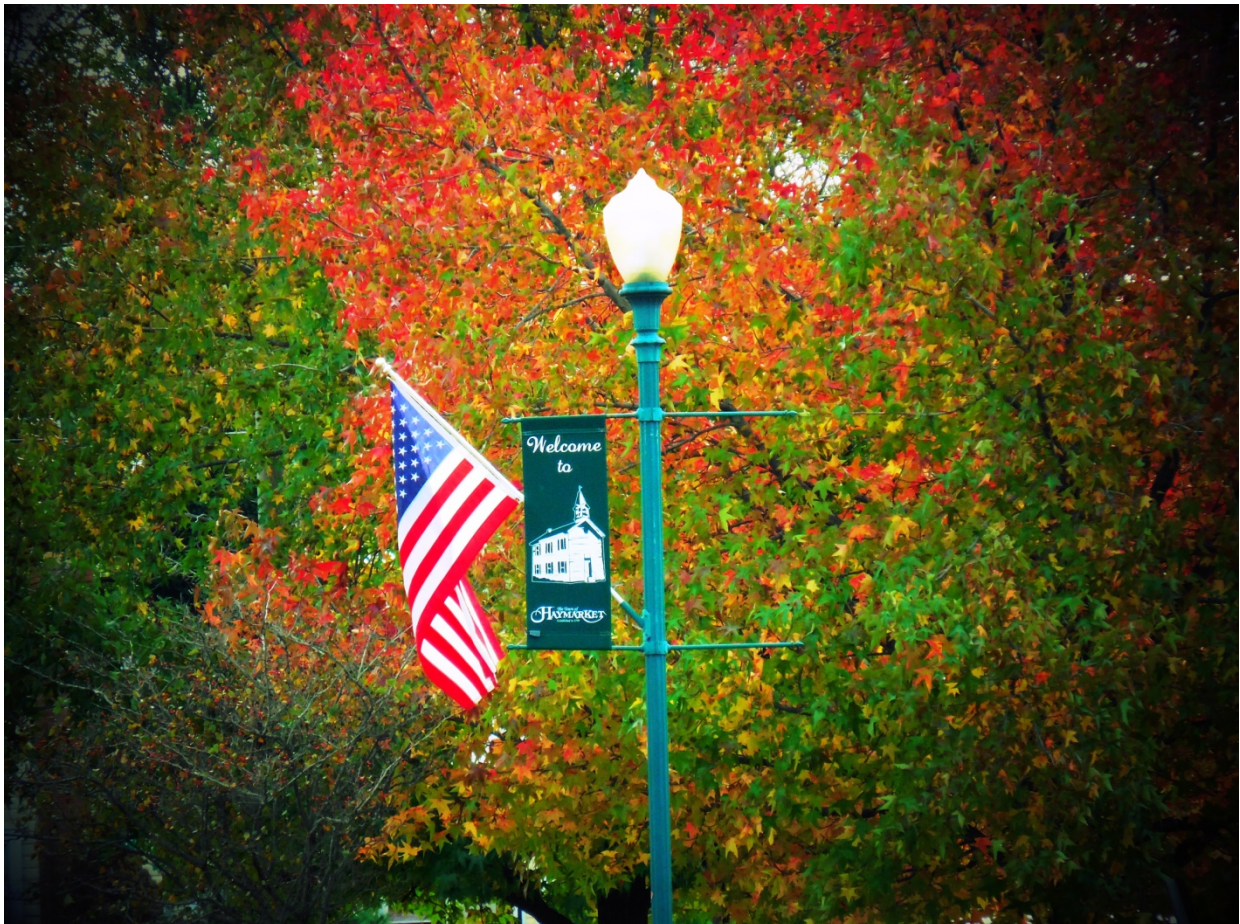
### Office Supplies

- Allotted budget for office supplies (\$4,000)

The Town has to rely on two very important outside services to provide guidance and structure to the action taken by Council and staff. The Town hires outside legal services to serve as the Town's Attorney. All legal services for the Town include but are not limited to contract review and creation, human resources, law disputes, ordinance review and creation and legal counseling. The Town sets a budgeted amount for their projected legal expenses year to year, approximately 60%. There are several services and action items that require the Town Attorney's expertise. However, there are some

issues that cannot be foreseen that get created by need at that time or legislation handed down by the state or federal governments. This equates to approximately 40% of what will dictate the Attorney's time throughout the fiscal year. Currently the Town Attorney is Martin Crim of Vanderpool, Frostick and Nishanian, P.C.

Secondly, as part of the adopted Fiscal Policy Guidelines, the Town hires an outside accounting firm to provide the Town with an annual fiscal audit of the Town financial records and accounts. The Town currently contracts with Robinson, Farmer, Cox Associates.



# Town of Haymarket - Budget | 2017

OPERATING EXPENDITURE	FY2016		FY2017	Percent Change
<b>PUBLIC SAFETY</b>	<b>Current Budget</b>	<b>YTD Actual</b>	<b>July 1, 2016- June 30, 2017</b>	
Police Department	646,090	601,134	715,900	11%
<i>Salaries &amp; Wages- Regular</i>	359,000	356,175	398,000	11%
<i>Salaries &amp; Wages- Holiday Pay</i>	0	0	11,000	N/A
<i>Salaries &amp; Wages- OT Regular</i>	12,000	10,371	9,000	-25%
<i>Salaries &amp; Wages- OT Premium</i>	0	0	4,100	N/A
<i>Salaries &amp; Wages-Part-Time</i>	10,500	12,122	14,000	33%
<i>FICA/ Medicare</i>	23,000	27,371	34,000	48%
<i>VRS</i>	22,385	18,477	41,000	83%
<i>Health Insurance</i>	81,700	65,900	74,000	-9%
<i>Life Insurance</i>	3,505	3,833	5,200	48%
<i>Disability Insurance</i>	2,250	2,245	2,300	2%
<i>Unemployment Insurance</i>	2,600	1,763	2,000	-23%
<i>Worker's Compensation</i>	6,900	9,937	12,000	74%
<i>Line of Duty Act Insurance</i>	1,550	1,554	1,600	3%
<i>Legal Services</i>	15,500	11,764	12,000	-23%
<i>Advertising</i>	150	0	100	-33%
<i>Electrical Services</i>	5,500	3,091	0	-100%
<i>Computer, Internet, &amp; Website</i>	5,000	2,568	4,700	-6%
<i>Postage</i>	300	271	300	0%
<i>Telecommunications</i>	12,000	12,402	17,000	42%
<i>General Property Ins. (Vehicles)</i>	10,450	9,648	5,000	-52%
<i>Mileage Allowance</i>	300	98	200	-33%
<i>Meals &amp; Lodging</i>	500	125	500	0%
<i>Convention &amp; Education</i>	1,000	1,722	3,500	-67%
<i>Misc.- Discretionary Fund</i>	1,500	6,678	500	-67%
<i>Community Events</i>	0	0	1,000	N/A
<i>Books, Dues, &amp; Subscriptions</i>	6,000	3,117	6,800	13%
<i>Office Supplies</i>	4,000	2,358	3,100	-23%
<i>Vehicle Fuels</i>	17,000	11,919	16,000	-6%
<i>Vehicle Maintenance/ Supplies</i>	23,500	18,452	15,000	50%
<i>Uniforms &amp; Police Supplies</i>	8,000	7,173	12,000	50%
<i>Grant Expenditures</i>	0	0	0	N/A
<i>Mobile Data Computer Network Service</i>	10,000	0	10,000	0%
Building Official	50,000	51,590	50,000	0%
Fire & Rescue (Contributions to other Gov't Entities)	40,200	38,801	10,000	-75%

## Town Police Department

The Haymarket Police Department patrols within the corporate limits of the Town of Haymarket, located in Western Prince William County. Officers are dispatched thru the Prince William County Communications Center, enabling seamless response and cooperation with the County Police and Fire Departments.

The Town Police Officers are able to maintain a close relationship with the Residents and Businesses, and ensure a rapid response to police calls.

The members are trained to meet the standards of the Virginia Department of Criminal Justice Services. The Department is a member agency of the Rappahannock Regional Criminal Justice Academy.

In the fall of 2015 the Town Council in working with staff performed and developed a CASA (Competitive Analysis Salary Adjustment) study. The study identified how the Town's salaries

compared to the surrounding area with regard to competitiveness of salaries and developed a methodology to raise salaries up to a competitive rate. The study did not specifically address the entire compensation package; however, there were some exploration to into data that demonstrated that the Town was not offering more in benefits than other surrounding jurisdictions.

When Chief Eric Noble was hired as the Town's Police Chief he began looking at the methods in which the Police was scheduled and how this related to the budget with regard to the Police Department Officers being based off a 2,184 annual hour schedule opposed to a 2080 annual hour schedule which is the equivalent to a 40 hour work week. Furthermore he strived to make sure that there were distinctions between "regular" overtime, "premium" overtime and Holiday hours. The following are the salary and wages for Fiscal year 2017.



# Town of Haymarket - Budget | 2017

POSITION	SALARY	HOURLYRATE/ Annual Hours	
Chief of Police	80,000	Exempt	<p>The Town carries Liability Insurance for all of its facilities, which is found in the Administration Budget. The Town also fulfills the statutory requirements of carrying Worker's Compensation Insurance and Line of Duty Act coverage for members of the Police Department.</p> <p>Legal Services are provided to the Police Department to provide legal counsel for all prosecutions and advisement. This is budgeted separately since the Police Department issues their own tickets for traffic infractions and makes arrests within the Town. Vanderpool, Frostick and Nishanian also provide these legal services to the Town.</p> <p>As mentioned in the Administration section of the budget there are several indirect costs that are part of the day to day operations of the Town Police Department. Examples of these indirect costs are as follows:</p>
Police Officer	49,424	22.63(2184)	
Police Officer	64,799	29.67 (2184)	
Police Officer	48,332	22.13 (2184)	
Police Officer	48,332	22.13 (2184)	
Police Officer	54,097	24.77 (2184)	
Re-classify Officer to Sergeant	6,500	10% increase to Avg. PD Salary	
Administrative Assistant	46,390	22.30 (2080)	

Holiday hours are associated with pay for work during a recognized state holiday that requires police coverage during the identified holiday. Regular overtime is straight time at a regular hour wage between the 168-171 hours per month. This occurs approximately 2/3 of the time. Premium overtime is paid at "time and a half" above 171 hours in a month. This occurs approximately 1/3 of the time.

The Town's Police Department at this time does require a part time position. The part time officer allows flexibility within the Department to cover shifts and to provide the Department a trained officer during times of staff member absences.

The Town's FICA/Medicare expenditures are based up the salaries. The Town also pays an "Employer Tax" that covers the Town's unemployment insurance.

The Town also provides employees with benefits that include VRS (Virginia Retirement System), Health Insurance, Life Insurance, and Disability Insurance. In this fiscal budget, the Town is offering the LEOS program benefit, which is an enhanced benefit for hazardous duty positions. Currently the Town provides employee's 100% of the individual's health insurance coverage. Employees contribute to a "plus one" benefit and a "family" benefit.

### Advertising

- Provides all general advertising for the PD via statutory requirements or for PD sponsored events. (\$150)

### Computer, Internet & Website

- High Speed Internet Connection (\$1,740 annually)
- Contracted IT Technical Support (\$460)
- Professional Set-up for Body Worn Cameras (BWC) (\$2,500)

### Postage

- Covers all postage for Police Department mailings. (\$300)

### Telecommunications

- Eight administration issued mobile phones. (\$7,200 annually)
- Wireless Mobile Data Terminals (Patrol Car Mobile Computers) (\$3,600 annually)
- PD Office Land Line (\$4,800 annually)
- Radio Service Repair Agreement-maintenance and upkeep on car radios and personally carried radios (\$750 annually)
- VCIN Terminal Access and Maintenance (\$650 annually)



**General Property Insurance (Vehicles)**

- Insurance coverage on all patrol and PD vehicles. (\$14,000 annually)

**Mileage Allowance**

- Staff is reimbursed for the mileage accrued on their personal vehicle for local, regional and conference trips at the Federal rate of .575 per mile. (\$500 combined annually) This is rarely used in the Police Department as they are able to utilize their patrol cars for most work related trips.

**Convention & Education**

- Bi-annual Firearms Training and Certification. (\$1,400)
- Police Chief’s Annual State Conference (\$500)
- VLEPSC Conference (\$500)
- Additional Training or class opportunities. The Police Department receives excellent training through the Rappahannock Regional Training Academy, however, occasionally there are outside training opportunities that are worth sending officers for continuing education. (\$1,100)

**Misc.-Discretionary Fund**

- Covers meals during events and other volunteer associated costs. (\$500)
- Community Events- the Police Department Sponsored “National Night Out” (\$1,000)

**Books, Dues, & Subscriptions**

- Rappahannock Regional Criminal Justice Academy annual dues (\$3,000)
- Axon Assurance Plan (BWC) (\$1,440)
- Axon Cloud Storage (BWC) (\$1,500)
- Professional memberships for the staff (\$860)

**Office Supplies**

- Allotted budget for office supplies (\$2,600)
- Accreditation supplies (\$500)

**Vehicle Fuels**

- Vehicle fuels based on annualized projection of \$13,000 for FY16 (\$16,000)

**Vehicle Maintenance/ Supplies**

- Vehicle maintenance and supplies based on annualized projection of \$13,300 in FY16. (\$15,000)

**Uniforms & Police Supplies**

- Uniform replacement (\$3,200)
- Misc. Police supplies (\$2,230)
- New Ballistic Vest (1) (\$800)
- External carriers for ballistic panels (\$1,120)
- Use of force training supplies (\$3,000)
- Firearms Range Supplies (\$1,650)

**Mobile Data Computer Network Service**

- Annual service fee for access to County’s Police Network (\$10,000)

**Building Official**

The Town contracts out its building and inspection services. The service is provided by Total Construction Solutions (TCS) which provides inspections services for building and construction, as well as erosion and sediment control. TCS conducts all business on behalf of the Town with regard to in town construction or renovation projects. TCS works collaboratively with staff to improve delivery of services as well as crafting the fee structure and associated fees to keep construction costs low for the applicant while making the service as cost neutral to the Town as possible. The Town’s Building Official is currently Joe Barbeau of TCS.

**Fire and Rescue**

The Town does not have its own Fire and Rescue department, however the Town does receive “pass-through” funds from the state to distribute to the Town’s first responders. These units include, Antioch, Evergreen and Gainesville of the Prince William County Fire and Rescue Departments.

# Town of Haymarket - Budget | 2017

OPERATING EXPENDITURE	FY2016		FY2017	Percent Change
PUBLIC WORKS	Current Budget	YTD Actual	July 1, 2016- June 30, 2017	
<i>Refuse Collection</i>				
<i>Trash Removal Contract</i>	80,000	71,409	85,000	6%
<i>Maintenance of 15000 Wash St./ Grounds</i>	131,400	137,858	127,000	-3%
<i>Repairs/Maintenance Services</i>				
<i>Maintenance Service Contract- Pest Control</i>	65,200	49,740	55,000	-16%
<i>Maintenance Service Contract- Landscaping</i>	2,000	1,880	2,000	0%
<i>Maintenance Service Contract- Snow Removal</i>	30,000	32,180	30,000	0%
<i>Maintenance Service Contract – Street Cleaning</i>	4,000	22,502	4,000	0%
<i>Electric Services</i>	10,000	10,361	10,000	0%
<i>Electrical Services- Streetlight</i>	10,000	11,844	15,000	50%
<i>Water &amp; Sewer Services</i>	5,200	5,064	5,500	6%
<i>Janitorial Supplies</i>	1,500	1,134	2,000	33%
<i>Real Estate Taxes</i>	1,000	879	1,000	0%
	2,500	2,274	2,500	0%

### Public Works

The Town of Haymarket does not have its own Public Works department and contracts out various services provided by most public works departments throughout surrounding jurisdictions. The Town of Haymarket provides trash and recycling removal for its residents and is currently under contract with AAA Recycling & Trash Removal a Division of Republic Services, Inc. Trash is picked up twice a week for residents of the Town.

The Town also contracts out to various contractors to provide a variety services that range from building general maintenance, pest control, landscaping and street cleaning. The following section provides a breakdown of the required maintenance to keep the Town functioning and to maintain Town owned property.

### Repairs and Maintenance Services

- Covers all general repairs and routine maintenance to Town owned property. This line item covers the maintenance of the equipment associated with properties such as HVAC, Electrical, Plumbing and sidewalks. (\$20,000)
- Installation of flags and banners. This is just one way the Town demonstrates community pride throughout the year and through the seasons. (\$9,500 annually)

### Special Projects

This allows for special projects as they arise through the fiscal year. This may include but not limited small repairs, small remodeling efforts, painting or small additions to the Town's amenities such as park benches or community trash cans. Therefore, the Town owns and

# Town of Haymarket - Budget | 2017

maintains the streetlights. The streetlights that feature a more conventional streetlight on a utility pole is maintained by VDOT and serviced by the electric provider. Water and Sewer bills are processed for all the Town properties through the Prince William Service Authority.

Maintenance supplies are included as part of the upkeep of Town properties.

The Town also pays Prince William County real estate taxes based on the County's assessment on all Town property that the Town leases out that creates a profit.

OPERATING EXPENDITURE	FY2016		FY2017	Percent Change
PARKS, REC & CULTURAL	Current Budget	YTD Actual	July 1, 2016- June 30, 2017	
Events				
<i>Community Events</i>	65,000	45,877	65,000	0%
Museum	8,600	3,489	5,650	-34%
<i>Advertising</i>	2,000	454	750	-63%
<i>Postage</i>	100	0	0	-100%
<i>Telecommunications</i>	1,500	1,743	2,200	47%
<i>Convention &amp; Education</i>	500	0	500	0%
<i>Mileage Allowance</i>	200	169	200	0%
<i>Books, Dues &amp; Subscriptions</i>	500	0	250	-50%
<i>Office Supplies</i>	800	91	250	-50%
<i>Exhibits &amp; Programs</i>	3,000	1,032	1,500	-50%



## **Parks, Recreation & Cultural Events**

Community events are an important piece of the fabric that makes a community what it is. They promote the importance of community and are designed to bring residents and visitors together to enjoy themselves in a relaxed and family friendly atmosphere. The Town conducts four events throughout the course of a calendar year.

### ***Earth Day Celebration***

Earth Day in Haymarket is celebrated in various ways that promote the community giving back to the environment around us. The celebration features a liter pick-up along Town streets, a shredding truck operation at a local business and the Town Center features mid morning learning stations that feature organizations that educate participants about how they give back to the environment, promote environmentally friendly services and find adaptive reuses. The event usually produces smiles from all ages and usually encourages participants to eat “dirt” at some point during the event. Earth Day is normally celebrated in mid April.



### ***Health and Fitness Fair***

In October 2013, The Town of Haymarket became a HEAL community by adopting a resolution committing the Town to encourage

a built environment that promotes walking, biking, and other forms of physical activity that promotes healthy lifestyles. The Healthy Eating Active Living (HEAL) Cities & Towns Campaign is an initiative to help cities and towns in Maryland and Virginia stem the obesity epidemic by leveraging policy as a driver of environmental change. Increasingly, policymakers, advocates, and health care providers are recognizing that obesity is neither caused by, nor can be prevented by, individual actions alone. The opportunity to live a healthy life is shaped by the communities in which we live, work, learn, play, and worship. HEAL Cities & Towns is modeled after the successful California HEAL Cities Campaign, which began in 2008 and has helped over 142 CA cities adopt HEAL policies. The HEAL Cities & Towns Campaign for the Mid-Atlantic is funded by Kaiser Foundation Health Plan for the Mid-Atlantic States

Out of this resolution to become a HEAL Community, the Health and Fitness Fair was developed. The fair features several demonstrations, exhibits, medical screenings and so much more to promote health from all aspects of life. The Health and Fitness Fair happens in June of each year.

### ***Haymarket Day***

Haymarket Day is the Town’s crowning festival. The Town welcomes up to 20,000+ visitors to the Town. The day is kicked off with a parade down Washington Street followed by a day full of food, arts and crafts, and merchandisers selling goods throughout the event. The event features music of various bands throughout the day while on another stage, demonstrations can be viewed by local martial art studios and dance studios. This is an all day event that features a kid’s play area and is designed to allow the Town’s businesses to shine and showcase the Town. Haymarket Day is always on the third Saturday in September.

### ***Holiday Celebration***

The Holiday Celebration has been steadily growing in the years since its reincarnation. The celebration features local bands, a “Taste of Haymarket” from our local Town restaurants. There is always a visit from Santa and the Town is decorated to invoke the spirit of the holidays. The event concludes with the lighting of the Town Christmas Tree on the commons. The event takes place the first Saturday in December.

The Town currently covers approximately 38% of the total cost, but the majority of the expenditures are covered by local business sponsors that share the Town’s vision for the importance of Community Events.

## **Museum**

Another iconic feature within the Town’s landscape is the Town’s Museum. The Museum building is featured in the Town’s Seal and has played various roles throughout the Town’s history. In 2014, the Town created the position of Main Street Coordinator. One of the responsibilities of this position is to act as the Museum’s Curator. Since the inception of this position, the Museum has seen a transformation into a more active part of the community. By changing exhibits more often and featuring different themes it has slowly become a destination for locals as well as those whose legacy leads them to Haymarket. To operate the museum, there are indirect costs associated with running the museum.

## **Advertising**

- Covers all general advertising for the Museum or sponsored exhibits. (\$750)

## **Postage**

- All postage has been moved over to the Town’s Administration Postage line item.

## **Telecommunications**

- Museum Phone Line (\$1,500 annually)
- High-speed Internet (\$700 annually)

## **Convention and Education**

- Provides for the continuing education of staff at Historic workshops and preservation classes. (\$500 annually)

## **Mileage Allowance**

- Staff accrued mileage on personal vehicle for local, regional or conference trips at .575 per mile per the Federal mileage rate. (\$200)

## **Books, Dues & Subscriptions**

- Covers any resource material and historic museum organization memberships. (\$250)

## **Office Supplies**

- Allotted budget for office supplies. (\$250)

## **Exhibits & Programs**

- Allotted budget for supplies and new pieces for exhibits, preservation and programs. (\$1,500)



*2013 Quilt Exhibit at the Haymarket Museum*

# Town of Haymarket - Budget | 2017

OPERATING EXPENDITURE	FY2016		FY2017	Percent Change
<b>COMMUNITY DEVELOPMENT</b>	<b>Current Budget</b>	<b>YTD Actual</b>	<b>July 1, 2016- June 30, 2017</b>	
Community Development	80,300	45,345	64,600	-20%
Planning Commission	71,150	42,358	58,750	-17%
<i>Salaries and Wages- Regular</i>	6,000	4,198	5,000	-17%
<i>FICA/ Medicare/ Unemployment Insurance</i>	850	151	500	-41%
<i>Consultants</i>	60,000	35,573	50,000	-17%
<i>Mileage Allowance</i>	500	486	500	0%
<i>Meals and Lodging</i>	1,000	258	750	-25%
<i>Convention and Education</i>	2,500	1,692	2,000	-20%
<i>Books, Dues and Subscriptions</i>	300	0	0	-100%
Architectural Review Board	9,150	2,987	5,850	-36%
<i>Salaries and Wages- Regular</i>	5,500	2,875	4,000	-27%
<i>FICA/ Medicare/ Unemployment Insurance</i>	850	112	850	0%
<i>Mileage Allowance</i>	500	0	200	-60%
<i>Meals and Lodging</i>	1,000	0	300	-70%
<i>Convention and Education</i>	1,000	0	500	-50%
<i>Books, Dues and Subscriptions</i>	300	0	0	-100%

### **Town Planning Commission and Architectural Review Board**

The Town's Planning Commission (PC) and Architectural Review Board (ARB) function in a similar style to that of the Town Council with the exception that members are appointed by the Council opposed to being elected. Both boards consist of a board appointed elected Chairperson and six members. Of the seven members on the PC, is included a Council liaison. On the ARB, there is a Council liaison, a PC liaison and must have one professional architect or historical architect that serves on the board. Chairpersons of each board are compensated at \$75 per meeting. Each board member receives \$60 per meeting. In 2014, when the Council voted and established the policy that the max each member of Council could get paid for would be three meetings per month, including any special committee meetings or specially called meetings of the

Council, this policy concurrently applied to the PC and ARB. The salaries expenditures are based upon the maximum amount that the full boards could be paid per their policy in any given fiscal year. FICA/ Medicare and Unemployment Insurance are based upon the Council's salaries.

Built into the budget for the Planning Commission and Architectural Review Board is a mileage allowance that is set aside for reimbursement of expenses that occur outside the jurisdiction while acting on behalf of the Town. This includes but is not limited to local trips and occasional statewide training opportunities such as the Land Use and Education Program. In traveling to state functions, meals and lodging is covered as part of their expenses.

Continuing education is valuable to the appointed official, because the field of planning, the legislation or land use laws are constantly changing. The line item funds conventions and

education opportunities to members of the PC and ARB.

In this year’s budget, the Planning Commission has budgeted the amount of \$50,000 for outside consulting services to assist the Town and the Planning provide a full overhaul and revision of the Town’s Comprehensive Plan.

The Town Council holds their appointed members accountable to the residents by requiring members to adopt and sign the Town’s Code of Ethics and Standards of Conduct.

### General Obligation Bond

This budget includes the General Obligation Bond related to the debt on the Town Center property and the Harrover property.

**Total Bond Indebtedness:**  
**\$1,458,000.00 – Series 2014A Bond (Tax Exempt)**  
**\$243,500.00 – Series 2014B Bond (Taxable)**  
**Total: \$1,701,500.00**

The Bonds were purchased by Carter Bank and Trust in June of 2014. The Series 2014A Bond has a blended tax exempt yield of 2.283% fixed for 11 years. The blended yield consists of bonds maturing in nine years with a rate of 2.15% and bonds maturing in 11 years with a rate of 2.35%. The Series 2014B Bond has a taxable rate of 3.25%, fixed for nine years. The Series 2014A and 2014B Bonds are pre-payable in whole at any time, without penalty.

Series 2014A (Tax Exempt): The purpose of the Series 2014A Bond was to refund the Town’s tax-exempt Series 2004A, 2004C, and 2005 Bonds previously purchased by SunTrust Bank. There was an outstanding balance of \$1,430,060.00.

Series 2014B (Taxable): The purpose of the Series 2014B Bond was to refund the Town’s 2004B Bond, which was originally purchased by SunTrust Bank. The Bond had an outstanding balance of \$238,372.00.

Interest payments on both are due on February 1 and August 1 of each year. Principal payments are due annually on August 1. The final maturity of the Series 2014A Bond is August 1, 2025. The final maturity of the Series 2014B Bond is August 1, 2023.

### 2016/2017 Budget Year Bond Payments:

Series (Tax Exempt)	2014A	Series (Taxable)	2014B
8/1/2016		8/1/2016	
Principal: \$132,100.00		Principal: \$22,900.00	
Interest: \$13,452.92		Interest: \$3,201.25	
Total: \$145,552.92		Total: \$26,101.25	
<b>2/1/2017</b>		<b>2/1/2017</b>	
Interest only: \$11,953.06		Interest only: \$2,829.12	

**Total Payments for the 2016/2017 Budget Year: \$186,436.35**

**SECTION V**

**Capital Fund Budget**

The Town started the initiative in this Fiscal Budget to separate the Town’s General Fund Budget from its Capital Fund Budget. The Capital Fund Budget is the budget allotted for capital expenditures within the 2017 Fiscal budget year. The Capital Fund Budget is based off of the Town’s adopted Capital Improvements Plan. Following the presentation of the Town’s Capital Fund Budget will be the presented and adopted Capital Improvements Plan.

Capital Line	Budget	YTD Actual	YTD Balance	Owed	Available Balance for Budget
Town Administration	25,000	9,997	15,003	0	15,003
Public Safety	53,000	45,398	7,602	0	7,602
Public Works	37,000	0	37,000	0	37,000
Museum	10,000	0	10,000	0	10,000
Washington Street Enhancement	257,798	211,980	45,817	0	45,817
Caboose Enhancement	35,000	24,635	13,866	0	13,866
Town Center Master Plan	435,000	184,884	250,116	137,000	113,116
Harrover Master Plan	310,000	35,176	274,824	0	274,824
Pedestrian Improvement	250,000	58,351	191,649	Unknown/ 100% reimbursable	0

**Balances for 2017 Fiscal Year:**

Cash on Hand as of May of 2016: **\$1,122,995.00**  
 30% Reserve per Fiscal Policy: **\$336,898.50**  
 Balance: **\$786,096.50**  
 Still Owed for PD Construction: **\$137,000.00**  
 Capital Cash on Hand Balance: **\$649,096.50**

**Planned CIP Expenditures for Fiscal 2017**

- \$275,000 Harrover Municipal Park
- \$113,116 Town Center Master Plan
- \$40,000 PD Cruiser
- \$25,000 Gateway Signs
- \$25,000 IT Upgrades



**2016-2021 Capital Improvements Plan**



**Capital Improvements Plan  
Fiscal Years 2016-2021**

**INTRODUCTION**

The initial Capital Improvements Plan (CIP) for Haymarket was adopted in the early 1980s.

Haymarket initiated the CIP in the early 1980s by including projects into the annual fiscal budget and conducting periodic reviews and recommendations by the Planning Commission, which are accepted and approved by the Town Council.

The Town has been successful in completing many projects over the years and has done well in meeting impending needs while still working towards completion of more long range projects.

Haymarket's 2010 Census showed that the Town's population had significantly increased from 879 individuals in 2000 to 1,782 within ten years later. It was anticipated that the Town would grow between the 2000 and 2010 Census, but it makes the importance of the Capital Improvement Plan even more apparent.

The Town strives to keep the Capital Improvements Plan up to date and current by

an annual review and update by the Town's Planning Commission and Town Council. The Town is committed to continually make recommendations for new projects and to making every effort to provide funding for crucial future projects for the betterment and sustainability of the Town.

**THE CAPITAL IMPROVEMENT PLAN**

The Capital Improvement Plan, or CIP, is an optional component of the Comprehensive Plan. A CIP is a management tool that deals with the construction, purchase or acquisition of major public facilities such as public buildings or improvements, land, parks, streets and sidewalks, technology advancements and major equipment. These items, due to their high cost and long-life expectancy, are not easily included in the annual operating budget.

A CIP covers a five-year period and is updated annually. The CIP process involves identifying projects needed over the ensuing five years and ranking them by priority. The projects are tentatively scheduled during this five-year period and a program for financing them is established. The first year of the adopted CIP becomes the basis for the capital budget; the remaining four years is the longer-term capital program. Annually, another year of projects is added and integrated into the CIP so that it always covers a five-year span.

Adoption of a Capital Improvement Plan can benefit the Town of Haymarket in important ways such as:

- Anticipating future capital facility needs;
- Correlating projects to meet community goals, financial capabilities and anticipated growth;
- Eliminating duplication and poorly planned expenditures;
- Encouraging cooperation with other governmental units;

- Establishing work schedules and cost estimates, thereby aiding local officials in projecting future expenditures;
- Providing an opportunity for early selection and acquisition of needed land before it increases in value or is lost to other uses;
- Helping the town get ready to apply for state and federal assistance;
- Enabling developers and public utility companies to plan improvements in anticipation of future capital facilities; and
- Getting town residents interested and involved in capital planning.

**Capital improvements are generally costs of equipment, machinery, tools and software exceeding \$5000.00 or cost of infrastructure, building and property acquisition.**

**Capital Improvements costs do not include personnel, operations and management (O&M), debt service or other overhead costs.**

### SUMMARY OF PROPOSED PROJECTS for 2016-2017

The Town is planning on starting and/or completing the following projects within 2016-2017 fiscal years. The following projects are not within in particular priority or order. Some proposed projects have been carried from previous years within the CIP and is indicated by the year it was proposed and acknowledged by stating that the project has been “carried” from year to year until funding became available or the priority is needed. Not all of the following projects will necessarily be completed, but is included as they are being initiated this fiscal year.

Category	Project Description	Estimated Cost	Year Proposed
General Government	Shared Use Path	\$250,000*	2013-2014 (Carried)
General Government	Town Center Master Plan Const.	\$113,000	2014-2015 (Carried)
General Government	Harrover Architectural/ Engineering	\$310,000	2015-2016 (Carried)
Police Department	Patrol Car	\$35,000	2016-2017
Museum	Caboose Renovations	\$15,500**	2013-2014 (Carried)

NOTES: \*Federally funded through the Connolly funds. \*\*Funded through a VDOT Enhancement Grant

The following narrative of CIP projects is not based on priorities of the projects, which are categorized in the CIP spread sheet on page.

### GENERAL GOVERNMENT

#### **I. Streetscape:**

This Streetscape Project was started in the late 90’s that constructed brick sidewalks to both sides of Washington Street. Construction also included crosswalks, decorative street lights, street trees, landscaping and dedicated bicycle lanes on Washington Street. Phase 1b would be the conclusion of the Town portion of the

Streetscape project and would include the design, engineering and construction across the Harrover property to Bleight Drive.

#### **II. Washington Street Beautification:**

The Washington Street Beautification initiative is a continuation of the Streetscape project. By creating funding for additional aesthetic treatments to Washington Street these improvements help to add to the creation of a community by adding amenities such as benches, trashcans and bike racks. This contributes to the overall goal of creating a walkable community. Furthermore, funds

within this category are also budgeted to make crosswalk repairs and replacement where necessary.

### **III. Streets, Sidewalks, Parking:**

In an effort to increase the use of multi-modal transportation the Town has secured earmarked funding through a federal grant source for pedestrian improvements along Jefferson Street in coordination with the Old Carolina bridge replacement project. These improvements will provide a shared use path from the reconstructed Old Carolina Bridge to the Washington Street intersection.

The Town will also look to improve the aesthetic treatment of the Town's streets by exploring a street striping project that would create a street striping plan for the majority of the streets. A Street striping plan would create traffic calming affect by creating "edge" lines, and on some streets create a defined center line. Aesthetically, having a striping plan on the Town's streets leads to the having a more defined and finished look.

### **IV. Town Center Property:**

In 2010 the Town Council decided that it was going to make the property at 15000 Washington Street the Town Center and Administrative Offices. As a Town progressing to move forward with initiatives against blight of aging structures the Town sees that it is important for the integrity of the Town as well as the economic well being of the center of the Town for the Town to invest in the community by renovating the Town Center property. This process began with a Conceptual Master Plan that was completed in May of 2013. This conceptual plan is now being engineered and construction is slated to begin in the spring of 2017, which will address the storm water drainage issues on the site, the aesthetic features to the buildings, and create a community focal point with a Town "green" application. In May of 2016 the Town completed the renovation and movement of

the Town's Police Department over to the Town Center main building, creating a permanent location of the Police Department. The Town intends to move forward with future façade improvements and site improvements within the coming years. As these improvements are made the Town will need to invest into installing a security surveillance system for the site in general.

### **V. Harrover Property:**

Similar to the initiative at the Town Center property, the Town has completed the creation of a Master Plan for the identified public use property. The Town has designated the Harrover property for the development of a municipal park. Much like the Town Center property project, the Town will fund architecture and engineering this coming fiscal year and potentially some construction in this fiscal year or in subsequent years as funding allows for significant construction projects. The Town will also construct smaller fiscally feasible projects that are part of the Master Plan in the coming years.

### **VI. Town Administration:**

One of the many areas that the Town prides itself on is the ability to keep up with modern technologies with regard to informing the public about the Town and offering the residents and public in general the ability to access their local government. In continuing these efforts it has been determined that as we have made significant upgrades to our audio system in the Council Chambers, there is still a need to enhance the visual equipment. As technologies continue to advance, it is the desire of the Town to become less dependent upon paper and will explore going to handheld devices for meetings. As technology of the facility improves, the need for additional security and reorientation of the administrative offices will also need to be addressed. As part of the Town Center Property project, the administrative offices are planned to be renovated and re-orientated to function more

efficiently as a municipal government building. It is the goal to utilize the main building on the Town Center site as a “regional government center” and has begun the process by relocating the Town’s Police Department on the eastern side of the main floor. The Town intends to continue the process of updating and renovating the Town Hall with façade and grounds improvements.

## **VII. Town Signage:**

One of the more important characteristics within any community is its gateways. Gateway signage is the first impression any community has upon visitors. Understanding this, the Town will be creating gateway signage that is symbolic of the Town’s values while at the same time honoring the Town’s history. The Town is also working with the Journey Through Hallowed Ground through the ARB to also compliment their endeavors as the Town is part of the Journey. Furthermore, the Town will also work with the Department of Historic Resources and the Department of Conservation and Recreation to place within the Town a National Historic Marker and to construct signage along Interstate 66 acknowledging our Historic District and museum.

## **POLICE DEPARTMENT**

The Police Department within a Town provides its own unique needs, set of capital improvements and capital assets. The nature of the Town’s Police Department provides a wide range of services and therefore requires additional equipment for the delivery of their services.

The Town will plan on purchasing another police cruiser that will replace the oldest current patrol car in the fleet. This improvement is considered a capital asset. With public safety in mind, the Police Department purchased and installed two RADAR speed indicator signs along Washington Street. The Police Department will explore purchasing two additional signs for the installation of RADAR

Speed Indicator signs along Jefferson Street in both the north and south directions upon entering the Town. Finally, in addition the Town will explore the possibilities of purchasing an additional variable message board. In 2013, the Police Department was successful in obtaining a grant that covered the cost of purchasing one variable message board. Through this CIP the Town will look to provide additional message boards.



## **MUSEUM**

The Town’s museum is one of the oldest buildings in the Town. The museum is open from the spring through the fall and only closed during the winter, although does open by appointment. As a matter of maintaining the building as a destination location and stop for out of town visitors, the Town will look into making landscaping improvements around the facility. In the upcoming fiscal year the Town will finalize a VDOT Enhancement Grant to construct a deck structure that will go from the rear museum exit to the Caboose and will feature two interpretive signs about the history of rail and transportation within the Town.

Adopted this \_\_\_ day of June, 2016