

**Town of Bedford, Virginia  
Adopted Budget  
FY 2018 – 2019**

215 East Main Street  
Bedford, Virginia 24523  
540.587.6001  
[www.bedfordva.gov](http://www.bedfordva.gov)

## Table of Contents

### Adopted Fiscal Year Budget

### July 1, 2018 – June 30, 2019

<b>Directory of Principal Officials</b>	<b>3</b>		
<b>Organizational Chart</b>	<b>4</b>		
<b>Budget Message</b>	<b>5</b>		
<b>Community Profile</b>	<b>13</b>		
<b>Budget: Strategies, Process &amp; Analysis</b>	<b>18</b>		
<b>Principal Revenue Sources</b>	<b>26</b>		
<b>Distinguished Budget Award</b>	<b>31</b>		
<b>Budget Calendar</b>	<b>32</b>		
<b>Synopsis of Budget</b>	<b>33</b>		
<b>Categorical Budget Summary</b>	<b>34</b>		
• All Funds Graphs	34		
• General Fund	35		
• General Fund Graphs	36		
• Solid Waste Fund	37		
• Solid Waste Fund Graphs	38		
• Electric Fund	39		
• Electric Fund Graphs	40		
• General Capital Projects Fund	41		
• Solid Waste Capital Projects Fund	41		
• Electric Capital Projects Fund	41		
<b>General Fund Revenues</b>	<b>42</b>		
<b>General Fund Expenditures</b>	<b>46</b>		
Administration Functional Area	47		
• Administration Summary	47		
• Town Council	50		
• Clerk of Council	50		
• Other Legislative	50		
• Town Manager	50		
		• Other Legal Services	51
		• Town Attorney	51
		• Personnel	51
		• Independent Auditor	52
		Finance Functional Area	53
		• Treasurer	56
		• Finance Department	56
		• Other Gen & Financial Admin	57
		Information Technology Functional Area	58
		Public Safety/Judicial Functional Area	64
		• Commonwealth’s Attorney	67
		• Police Department	67
		• County/Town Jail Operations	68
		• Police Storage Facility	68
		• Dispatch & Communications	69
		Fire & Rescue	70
		• Fire Department	73
		Public Services Functional Area	75
		• General Administration	78
		• General Engineering	78
		• Highways, Streets & Bridges	79
		• VA Dept. of Transportation	79
		• Storm Drainage	80
		• Snow & Ice Removal	80
		• Old Landfill Monitoring	80
		• General Properties	80
		• Maintenance of Municipal Bldg	82
		• Maintenance of Motor Vehicles	82
		Other Economic/Community Development	83
		• Community Development	84
		• Schools – Bedford Middle School	84
		• Recreation	84
		• Planning	85
		• Zoning Board	85
		• Economic Development	85
		• Support Civic & Community Orgs	85
		• Other Non-Departmental	86
		• Debt	86

• Transfers	86	• Pay Scale	122
		• Position Class Grade Schedule	123
<b>Debt Service</b>	<b>88</b>		
		<b>Taxes &amp; Fees</b>	<b>125</b>
<b>Solid Waste Fund</b>	<b>95</b>	• Fee Schedule	125
Revenues	98	• Tax Schedule	127
Expenditures	98		
• General Administration	98	<b>Financial Policies</b>	<b>128</b>
• Refuse Collection	99	• Accounting, Auditing, & Finance	128
• Refuse Disposal	99	• Capital Asset Management	131
• Debt	100	• Debt Management	134
• Transfers	100	• Electric Fund Cash Reserves	136
		• General Fund Cash Reserves	139
<b>Electric Fund</b>	<b>101</b>	• Internal Control/Risk Mgmt	141
Revenues	103	• Investments	144
Expenditures	103	• Long-Term Financial Planning	147
• Electric - Other Expenses	103	• Operating & Capital Budget	150
• Supervision & Engineering	103	• Procurement	155
• Power Generation	104		
• Purchased Power	105	<b>Glossary of Terms &amp; Acronyms</b>	<b>157</b>
• Transmission - Substations	105		
• Transmission - Distribution	105		
• Maintenance - Street Lights	106		
• Maintenance - Meters	106		
• Distributions Transformers	106		
• Meter Reading	106		
• Right of Way Crew	107		
• Debt	107		
• Transfers	108		
<b>Capital Projects Fund</b>	<b>109</b>		
• General Fund	110		
• Solid Waste Fund	113		
• Electric Fund	114		
<b>Capital Improvement Program</b>	<b>116</b>		
• General Fund	117		
• Solid Waste Fund	118		
• Electric Fund	119		
<b>Community Agency Funding</b>	<b>120</b>		
<b>Position Detail</b>	<b>121</b>		
• Schematic List of Positions	121		

**Directory of Principal Officials  
Adopted Fiscal Year Budget  
July 1, 2018 – June 30, 2019**

**MEMBERS OF TOWN COUNCIL**

Robert T. Wandrei, Mayor  
Tim Black, Vice Mayor

Steve C. Rush  
Stacey Hailey  
Robert Carson

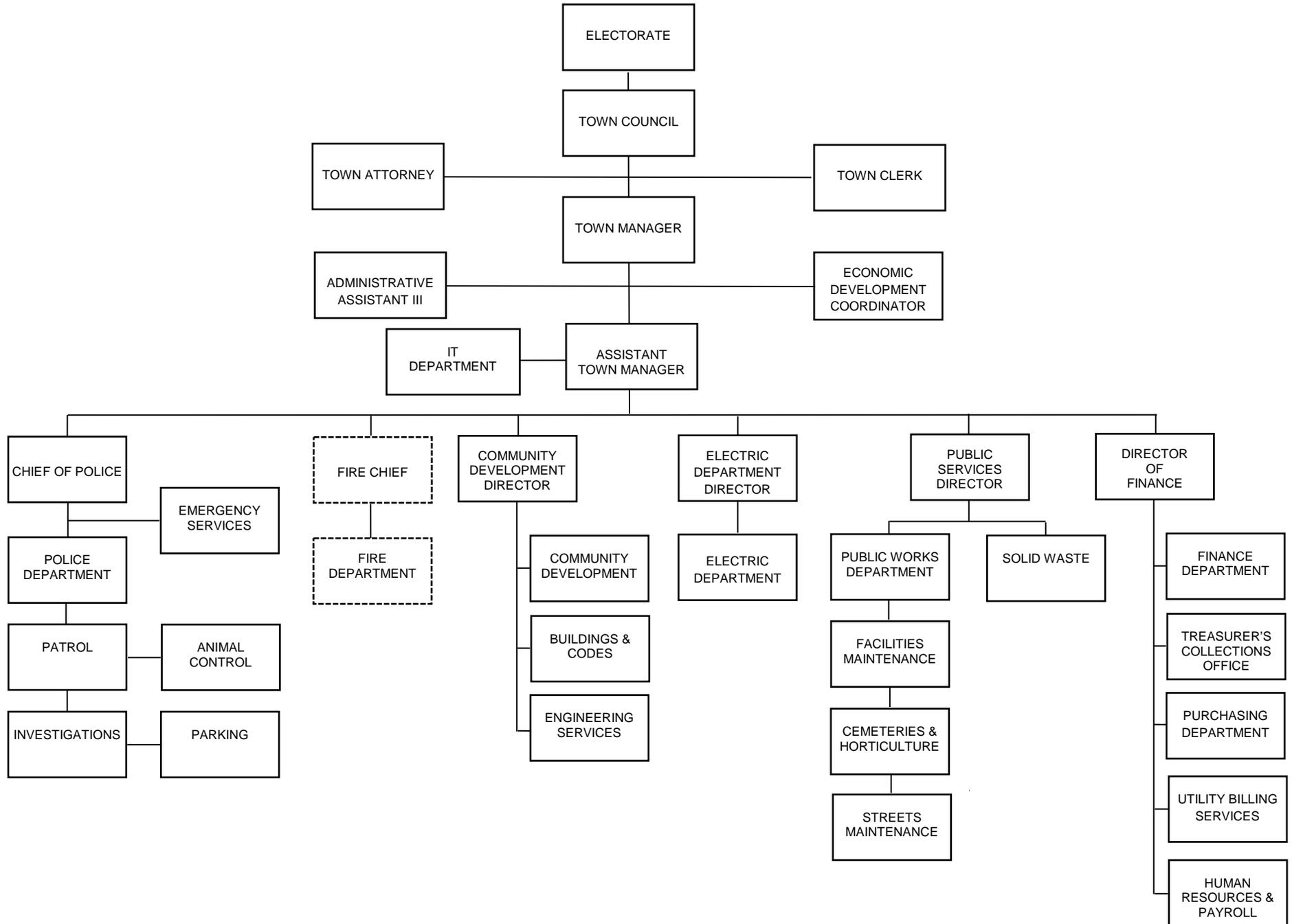
Bryan Schley  
Bruce Johannessen

**OTHER TOWN OFFICIALS**

Barrett F. Warner  
Sonia M. Jammes  
Teresa W. Hatcher  
William W. Berry, IV  
Debbie A. Roberts  
Susan Roberts  
Todd Foreman  
Brad Creasy  
D.W. Lawhorne  
John B. Wagner  
Mary Zirkle

Town Manager  
Assistant Town Manager  
Town Clerk  
Town Attorney  
Town Treasurer  
Assistant Finance Director  
Chief of Police  
Fire Chief  
Director of Public Services  
General Manager - Electric Department  
Economic Development Coordinator

### Town of Bedford Organizational Chart





# Budget Message

The Honorable Members of the Town Council  
Town of Bedford  
215 E Main Street  
Bedford, Virginia 24523

Dear Mayor Wandrei and Honorable Members of the Town Council:

I am pleased to submit the adopted 2018-2019 Fiscal Year Budget for the Town of Bedford. This budget provides the financial resources necessary to fund community services including professional law enforcement, professional land use and economic development support, enjoyable parks, well maintained streets, innovative and supportive use of technology, efficient trash service, adequate physical structures and facilities, and reliable electric service.

The Town's department heads and staff have prepared this annual financial plan to provide for the continuation of adequate Town services for our citizens and also to provide funding for capital improvements and equipment that promote the safe and efficient performance of those services. The Town faces many challenges in the upcoming year, including continuing issues with our aging infrastructure, uncertainty related to the timing of development patterns, and also the uncertain level of state and local revenues. The level and frequency of change in the operating environment of the electric utility poses its own unique set of challenges. Within this service area, capital outlay expense is directed to providing more efficient core services to Town residents as well as maintaining hydro generation operations, system extensions, and circuit reliability maintenance. Energy and energy transmission costs continue to rapidly increase and be passed through the energy market to distributors which make it imperative that the Town continue to evaluate all options in energy production and pursue all available means available to stabilize costs.

The Town continues to monitor its active landfill which is nearing capacity and will carry with it significant closure and post-closure costs. In accordance with federal and state laws the Town is required to perform certain maintenance and monitoring functions for thirty years once capacity is reached and a final cover is placed on the landfill. The Town is actively planning for the activity related to these costs in current budget cycles in order to accommodate these expenses as they arise. However, immediate service demands are present which demand attention and compete for available resources within the overall stream of revenue. In addition, the Town continues to meet DEQ testing and monitoring requirements related to its current closed landfill and to accrue additional expenses resulting from those standards.

Although there are many significant challenges facing the community, they are also accompanied by opportunities. Efforts to expand the local economy, increase the efficiency and effectiveness of services, and enhance the quality of life for all citizens of the Town are ongoing for the foreseeable future. A number of businesses within Town have plans to expand and create additional employment. In addition, several new units of residential housing have been approved throughout Town and construction of many of those is currently underway. The Town also continues to benefit from its association with (and inclusion within) Bedford County. The scheduled opening of the new

Liberty Middle School in August of the upcoming fiscal year is an example of the positive impact of this relationship upon the local community.

### **VISION**

Bedford has a shared vision as “a prosperous, world class community that preserves our heritage, builds upon our assets, and promotes and enhances educational, technological, cultural and economic opportunities for all citizens.” The vision for Bedford is one of a Town that will be vibrant and alive with opportunity ensuring a sound, stable economy. Excellent employment opportunities will keep young people in the area. Downtown will have a colorful, festive atmosphere with a variety of restaurants, retail stores and entertainment opportunities. Centertown will brim with refurbished buildings, and all storefronts will be filled. The Town will be a leader in the region with appropriate infrastructure to enable businesses and residents to capitalize on opportunities and have access the superior services. Because of its location midway between Roanoke and Lynchburg, Bedford will serve as a focal site for regional development and host for various educational and economic development activities.

### **STRATEGIC GOALS**

The statement of goals and objectives establishes a foundation for future decision-making in the Town of Bedford. A goal is defined as a long-range statement of an end or value toward which efforts are directed. Under each goal are more specific objectives, which are clear statements of ways in which goals are reached. They refer to more specific accomplishments that are attainable.

**GOAL 1:** Expand the Town’s economic base and employment opportunities by attracting compatible new industry and by supporting the expansion of existing industry.

**Objective 1:** Increase the visibility of Bedford as a desirable community for business and industry.

**Objective 2:** Encourage business and industry that is consistent with the Town’s ability to provide necessary infrastructure.

**Objective 3:** Ensure that proposed business or industrial development is consistent with the future land use plan and preserves the quality of the environment.

**Objective 4:** Promote a skilled and trained workforce that resides in the Town of Bedford.

**GOAL 2:** Support economic growth and tourism by capitalizing on nearby visitor destinations and on the unique location of Bedford.

**Objective 1:** Promote existing as well as new cultural and historic events in the Town of Bedford and in the region.

**Objective 2:** Encourage economic development that attracts tourists and visitors.

**Objective 3:** Preserve the scenic and historic character of Bedford.

**Objective 4:** Actively solicit private investment for additional lodging opportunities.

**GOAL 3:** Exhibit financial stability and operational efficiency through effectively managing resources. We will ensure that Town residents receive great value for their tax dollars, and that Town programs, services, and capital projects benefit the community as a whole.

- Objective 1:** Implement and adopt the long-term fiscal management plan and accompanying policies, as needed, to ensure financial resources are available to achieve visioning 2023 as stated in the Comprehensive Plan.
- Objective 2:** Identify, refine and improve our methods of service delivery, through continuous process improvement and performance measures.
- Objective 3:** Identify and implement collaboration with other public and private entities in order to achieve cost effective services.
- Objective 4:** Develop a comprehensive human resource strategy.
- Objective 5:** Ensure that revenues for all Town services meet needs by the periodic review of the Town's tax structure and future expenditure and demand.

**GOAL 4:** Plan and provide infrastructure and facilities essential to community growth.

- Objective 1:** Maximize existing facility and infrastructure life through sustainable maintenance programs.
- Objective 2:** Plan solid waste programs to achieve the community's long-range fiscal and environmental priorities.
- Objective 3:** Ensure utility rates reflect the highest level of efficiency and effectiveness.
- Objective 4:** Provide services that promote sustainable environmental stewardship; provide a healthy and satisfying work environment for its employees; and minimize its impact on the physical environment of the community.
- Objective 5:** Create gateways, streetscapes, and public art features to enhance and beautify the Town.
- Objective 6:** Provide and maintain park and recreation facilities to meet the identified needs of the community.
- Objective 7:** Identify and fund necessary infrastructure improvements that increase Electric capacity and reduce Electric system loss on a system wide basis in order to support current and future needs associated with economic expansion and increased residential density.

**GOAL 5:** Enhance neighborhood and community safety through collaboration.

- Objective 1:** Improve the quality of life for all people by preventing crime through enforcement of the law, creation of partnerships through communication and education, and problem-solving using innovative policing strategies.
- Objective 2:** Generate a greater sense of community care and pride through prevention of neighborhood deterioration.
- Objective 3:** Promote enhanced levels of public safety, livability, and attractiveness of neighborhoods and commercial property.
- Objective 4:** Promote a culture of openness, trust, diversity, and equality.
- Objective 5:** Develop and maintain the Town's ability to prepare for, respond to, recover from, and mitigate against major emergencies and disasters, minimizing the loss of life and property, ensuring continuity of government, and facilitating rapid recovery.

Several major initiatives tied to these goals are being implemented which will assist the Town Council, management and staff in preparing for the continued growth and prosperity of the Town. These initiatives include:

- Economic Development continues to be a top priority for Town Council as evidenced by the continuation of a one-half percent meals tax increase, restricting those funds to economic development initiatives only.
- Funding of the Economic Development Coordinator position has been accomplished with staff vacancy savings. This position is intended to provide existing businesses with assistance to grow and recruit new businesses.
- The ability to leverage funds for appropriate grant opportunities is a key result of fiscal responsibility. Grant funds continue to be sought that not only fund projects to improve the live /work environment, but at the same time develop critical partnerships with State funding agencies. As new grant opportunities emerge, such as the GO Virginia initiative, the Town will be well-positioned to take advantage of them by meeting the commitment requirements.
- As part of the Economic Development expansion, Town Council continues to have a major focus on community planning and the level of service required for accommodating growth and providing resources for a sustainable future.
- The Town continues to explore the feasibility of a passenger rail stop within Town limits. Town representatives met with Virginia Department of Rail and Public Transportation (DRPT) as part of the State of Virginia mandated study to examine proposed areas and logistical considerations for a Bedford stop.
- The Town was approved for preliminary funding from the Virginia Department of Housing and Community Development to continue work on a planning grant for a neighborhood improvement project.
- With the approval by the State in 2016 of a significant expansion of the Virginia Enterprise Zone areas to include additional commercial and industrial lands, the Town of Bedford continues to maintain Enterprise Zone designation for the full acreage allowed. Enterprise Zone designation provides State and local incentives for investment in Centertown, the older manufacturing buildings as well as the Bedford Center for Business. State Enterprise Zone grants provide money as a reward for physical improvements to property; and in the case of manufacturing, grants for job creation above four employees. Local incentives are designed to reward both new and existing industries.
- Maintaining the Town's financial stability with a goal of improving fund balances remains an ongoing effort. However, maintaining financial stability with ever-challenging State mandates and reduced State funding of required services is perhaps the greatest short-term threat to the financial stability of the Town.
- The Town continues to focus on areas where physical improvements should be made related to pedestrian safety and ADA accessibility. In addition the Town, in cooperation with Bedford Main Street and service provider Shentel, provides a free, public "wireless hotspot" in Centertown Plaza similar to facilities at the Bedford Welcome Center.
- The Town will continue to upgrade and build new electrical distribution line circuits. With other American Municipal Power members, the Town will continue its participation in projects designed to provide diversity in our wholesale power portfolio. The addition of the Bedford Solar Project increased the provision of the Town's electricity from renewable sources to 15%. We have addressed other revenue sources such as pole attachment agreements and right-of-way fees to ensure that we are competitive and maximizing our revenues in these areas. The Town will also continue to focus on providing exemplary customer service and reliability for our customers.
- The Town will continue to market the excellent broadband availability to attract companies that need fiber optic speeds.

- The Town remains an active regional partner in many programs. We currently participate in regional marketing and economic development, and police and emergency services. We also participate in cooperative services such as the Blue Ridge Power Agency, the Region 2000 Regional Commission, and the Municipal Electric Power Association of Virginia.
- The Town expects to maintain and strengthen relationships with economic development partners such as Bedford County, the Virginia Small Business Development Center (SBDC), the Virginia Economic Development Partnership (Yes Virginia), the Bedford Area Chamber of Commerce, the Bedford County Tourism Department, and private funding partners.

## **BUDGET OVERVIEW**

On February 20<sup>th</sup>, February 27<sup>th</sup>, and March 13<sup>th</sup> of 2018 the Town Council met with Town staff to discuss the tenets of the proposed Town budget. On March 27, 2018, Town Council conducted a public hearing to receive citizen comments and to provide interested parties an opportunity to publicly voice their opinion on the contents of the budget document. As a result of that hearing and the discussions with Council agreed upon changes were made to the proposed budget before it was ultimately adopted on April 10, 2018.

---

### ***Revenues***

The Town revenue sources appear to be stable but still subject to economic trends at the state and national level. The Commonwealth as a whole is in better fiscal condition but faces many demands for spending proposals. The State budget has stabilized spending levels for local services as well as providing longer term funding for transportation issues. We will continue to carefully evaluate the municipal services provided to our citizens to ensure that we are as efficient as possible in the delivery of those services. Town staff will continue to review the budget to achieve any possible efficiency. We are also continuing to focus our resources to properly maintain current Town facilities.

- Real Estate Tax: The spending plan put forth in the budget requires no increase in the Town real estate tax rate of \$0.32 per one hundred dollars of assessed valuation.
- Personal Property Tax: The personal property tax rates are set at the lowest possible level that will enable the Town to receive the Personal Property Tax Relief Act (PPTRA) payment of \$280,647. The adopted tax rate for *calendar year 2018* is \$1.06 per one hundred dollars of assessed value on vehicles valued at \$20,000 dollars or more. PPTRA funds provide relief on the following categories which will not be taxed: (a) Personal use vehicles valued up to \$20,000 will be eligible for 100% tax relief, and (b) Personal use vehicles valued at \$20,001 or more shall only receive 100% tax relief on the first \$20,000 of value with the applicable tax rate applied to the value over \$20,000. All other vehicles which do not meet the definition of “qualifying” (business use vehicles, farm use vehicles, motor homes, etc.) will not be eligible for any form of tax relief under this program.
- Meals Tax: The current rate set in this budget is 5.5%. As in last year’s adopted budget, .5% of this rate is to be restricted for use solely toward economic development and community revitalization.
- Transient Occupancy (Lodging) Tax: The current rate on lodging tax is set at 5.0%.
- Cigarette Tax: The current rate on cigarette tax is \$0.30 per pack.
- Sales Tax: The current rate is based on the methodology in State Code § 58.1-605 which formulates that Incorporated Towns receive a proportionate amount of County collected sales tax commensurate with school age population ratio multiplied by 50% of collected receipts.

- Public Service Corporations: The current rate is \$0.32 per \$100.
- BPOL Tax: The BPOL tax percentage continues to be a flat fee of \$30.00 per year. Our hope is that this will encourage businesses to locate and stay here to provide employment and services.

**Human Resources**

When establishing budget priorities, it is important to remember that one of the Town’s most valuable assets is that of its human capital. It has a premium group of employees that are committed to making social investments into the community in service to the Town’s citizens and customers.

- FY 2019 health insurance rates will increase by approximately 2.0%. Town Council adopted funding designed to fund 100% of the Key Advantage 1000 employee only health insurance coverage. In the previous fiscal year Town Council funded 80% of employee health insurance. This increased benefit equates to a taxable increase in employee annual income of \$1,452.
- As a result of recommendations stemming from the FY 2018 Compensation Study, the budget includes a new 20 grade pay structure. This new pay structure utilizes 20 grades with a 10% increase between grades rather than the previous policy that had 27 defined steps with only a 5% increase between grades. This structure change will offset compression issues that existed with the previous structure.
- In addition, included in the adopted budget are budgeted salary increases of \$22,454 based on Compensation Study recommendations to bring identified employees to the Minimum Point of the new salary structure.
- The Town’s Virginia Retirement System (VRS) contribution rate is set at 18.33% in this budget. That is a decrease of 2.62% from the previous fiscal year rate of 20.95%.
- The Police Department continues to provide the Career Enhancement Program that awards Police Officers additional compensation for skill related career enhancement certifications.
- There are no additional positions approved in this adopted budget.

**General Fund & General Fund Capital Outlay**

The adopted Fiscal Year 2018-2019 General Fund Budget is \$9,560,586, a decrease of \$375,007 (-3.77%) from the previous fiscal year original adopted budget without amendments. The primary reason for this decrease is related to a reduction in transfers to other funds for capital improvement projects. The adopted budget does not include an increase in tax rates.

Highlights of the adopted General Fund Budget include:

- A loss of \$450,000 in revenue as a result of the new Middle School construction finalization.
- Increase in Middle School operational costs due to vacant building.
- A 60.10% reduction in Rent Lease Agreement revenue.
- A continued reduction in Auto Rental tax receipts.
- Increase in expenses related Corrective Measures for the Old Landfill.
- Budgeted transfer of \$500,000 from the Electric Fund to the General Fund.
- Approval of \$200,000 for resurfacing of the Liberty Lake Park tennis courts.

	FY 2019 ADOPTED	FY 2018 ADOPTED	DIFFERENCE	% CHANGE
GENERAL FUND	9,560,586	9,935,593	-375,007	-3.77%
GENERAL CAPITAL IMPROVEMENT FUND	680,500	568,500	112,000	19.70%

**Solid Waste Fund & General Fund Capital Outlay**

The adopted Solid Waste Fund Budget for FY 2018-2019 is \$879,158, a decrease of \$450,198 (-33.87%) from the previous fiscal year original adopted budget without amendments. This includes an increase in the Residential and Commercial Solid Waste Fee of \$2.00 per rate type. This increased fee allows the fund to be self-sustaining for FY 2018-2019 and mitigate the need to do a General Fund transfer. This includes an anticipated transfer of \$9,500 for Solid Waste Capital Improvement Fund items. The Town is continuing its efforts to provide enhanced services to its customers such as its e-waste and paint collections. The Town has also budgeted in anticipation for the closure of the current open landfill.

	FY 2019 ADOPTED	FY 2018 ADOPTED	DIFFERENCE	% CHANGE
SOLID WASTE FUND	879,158	1,329,356	-450,198	-33.87%
SOLID WASTE CAPITAL IMPROVEMENT FUND	9,500	525,000	-515,500	-98.19%

**Electric Fund & Electric Fund Capital Outlay**

The adopted 2018-2019 fiscal year Electric Fund Budget is \$23,998,484, an increase of \$126,037 (0.53%) from the previous fiscal year original adopted budget without amendments. This includes a transfer of \$2,043,000 to the Electric Capital Improvement Project Fund and a transfer of \$500,000 to the General Fund. As with other municipal and investor owned utilities, we are feeling the effect of increased energy and energy transmission costs. We will continue to aggressively evaluate all options during the upcoming fiscal year to continue our efforts to stabilize costs to our customers. The adopted budget does not include an increase in electric customer charges.

	FY 2019 ADOPTED	FY 2018 ADOPTED	DIFFERENCE	% CHANGE
ELECTRIC FUND	23,998,484	23,872,447	126,037	0.53%
ELECTRIC CAPITAL IMPROVEMENT FUND	2,043,000	2,079,500	-36,500	-1.76%

**Economic Development**

The Town continues our efforts at community and economic development in a time of uncertain development patterns that include a volatile job market and increased competition among localities vying for “big business”. The Town has renewed efforts to provide fertile opportunities for new businesses and expansions of existing businesses within its limits but with that comes associated infrastructure, planning, and service costs. Town Council has reaffirmed its commitment to being a great place to have a business by investing in grants and incentives that reward existing business and property owners, and attract new businesses that complement the community. In furtherance of this commitment, Council (re)created the Economic Development Authority and with Town administration created a position focusing on economic development. This new Coordinator position will carry out the goals and policies of Council by introducing business opportunities to our community and fostering a dedicated business-friendly atmosphere. The importance of being a great place to work and live will be key selling factors.

**CONCLUSION**

This budget as adopted allows the Town to continue to provide our citizens and businesses with an adequate level of municipal services. It also provides funding to maintain our core programs and

activities. The Town employees are to be commended for providing these services with very limited resources. I would also like to express the Town's appreciation to those service groups who have stepped up to help provide certain services for our residents. I want to commend the Town's department heads for the hours they spent in developing and refining their budget requests for the upcoming budget year. While there has been much debate over what items would ultimately be adopted, the overriding concern of all the department heads was that our citizens receive the best possible service from their Town. I want to offer special thanks to Sonia Jammes, Assistant Town Manager, and the Town's Finance Staff, for their hard work and diligence during this annual exercise.

Thank you for all your efforts to see that our community truly is "the world's best little town." I appreciate your leadership and your support.

Sincerely,

A handwritten signature in black ink, appearing to read "Barrett F. Warner". The signature is written in a cursive, flowing style.

Barrett F. Warner  
Town Manager

## Community Profile

### LOCATION AND DESCRIPTION

Situated in rolling countryside, farm and pasture land, the **Town of Bedford** is within the foothills of the Blue Ridge Mountains. More specifically, the Town lies approximately fifteen miles south of the definitive Peaks of Otter (the vista of which is represented within the official Town seal). In addition to its location adjacent to US Highway 460, Bedford is proximal to several major highways such as US Highway 29 and Interstate 81. It is strategically located between the larger urban areas of Lynchburg and Roanoke. In broader terms, the community is located approximately 200 miles from the metropolitan areas of Washington, DC to the north and Charlotte, NC to the south. This unique geographic placement has historically allowed Bedford to preserve its small town character while still enabling access to the amenities of larger markets.



The Town is centrally located in the mid-Atlantic region positioned on the eastern slopes of the Blue Ridge mountain range. Bedford's location provides strategic advantages by way of:

- 66% of the nation's population is located within a one day drive of Bedford.
- Bedford is serviced by a main rail line owned by Norfolk Southern Corporation that connects the agricultural Midwest, the industrial Great Lakes and the Allegheny coalfields with the Atlantic Coast shipping ports.
- Amtrak passes through Bedford daily with a connector bus to both Roanoke and Lynchburg stations. Bedford is actively soliciting for a future Bedford Amtrak station.
- Lynchburg Regional (LYH) and Roanoke-Blacksburg Regional (ROA) airports service Bedford providing direct flights to Charlotte, Atlanta, Orlando, Chicago, New York, Philadelphia and St. Petersburg.
- Bedford is positioned within daily commuting distance from both Roanoke and Lynchburg metropolitan areas.
- Interstate I-81 is a 25-minute drive from Bedford which is a major transportation route connecting 6 states from the Canadian border to Tennessee.
- US 29 is a 19 minute drive from Bedford providing a direct route south to the Tri-State area of North Carolina and Interstate I-85 and I-40.
- The Bedford Center for Business is located 10 miles from the Liberty University School of Engineering and Computational Sciences research campus.
- Central Virginia Community College satellite campus is located in the Bedford Center for Business.

## HISTORY

In 1782 the area of Bedford County was partitioned to create Campbell County. As a direct result, the village of Liberty was founded in that year for the purpose of relocating the then-existing Bedford county seat from New London to a more central position. Liberty was incorporated as a Town in 1839, whereupon it functioned primarily as an agrarian-based, service-oriented community. Rail service was completed through Bedford County in 1852, which encouraged the development of industrial activity within the Town. A devastating fire in the late 1880's resulted in a large, citizen-driven revitalization effort. The town was renamed "Bedford City" in 1890. Economic prosperity accompanied the name change in the form of improved rail service, increased manufacturing activity, and electrification of the City. Numerous new buildings and subdivisions were constructed and the Town created its own electric utility.

Bedford City continued to gain prestige as the agricultural, commercial, industrial and administrative center for the area, and it attracted several college preparatory schools during the late 1890's and early 1900's (including Belmont Seminary, Jeter Institute, Randolph Macon Academy, and Virginia Business College). Although the expansion was short-lived, Bedford City continued to be an agricultural and manufacturing center for many years to come, and evolved into a typical American small town.

A defining moment in the community's history occurred during World War II. Bedford City was home to some of the brave soldiers that fought in the first wave of the D-Day Invasion. Known as the "Bedford Boys," these men served with Company A, 116th Infantry. The community lost the most soldiers of any town per capita during the invasion. Their sacrifice is immortalized in the National D-Day Memorial as well as the 2008 film "The Town They Left Behind."



With the adoption of the 1960 municipal code, the municipality became known simply as the Town of Bedford. During the remainder of the twentieth century, the community expanded its industrial base (with several major manufacturers of the time still active and currently based within the community).

In 1968 Bedford became an Independent City of the Second Class. Although it was a separate and distinct political entity from Bedford County, it continued to function as the county seat. Furthermore, many of the ministerial actions typically performed by an Independent City in Virginia (such as the administration of schools, courts, and social services, for example) were administered by Bedford County under contractual arrangements and the constitutional office of Sheriff served both the City and the County concurrently.

Activity within the City of Bedford continued somewhat apace for the remainder of the 20<sup>th</sup> century. However, significant legislative action at the state level and economic realities in the beginning of the 21<sup>st</sup> century ultimately contributed to a change in constitutional status for the municipality. In 1987, the

Virginia General Assembly enacted a moratorium on annexation for independent cities. A citizen-driven effort to merge the City and County failed in 1994. The City of Bedford and Bedford County entered into a revenue sharing agreement in 1995. Under the terms of that agreement, the County contributed one half of tax revenues received from certain areas contiguous to the City limits in exchange for extension of City-operated water, sewer, and electric services.

The Great Recession of 2007-2008 and its subsequent impact upon revenues nationwide led the City Council and Bedford County Board of Supervisors to enter into formal discussions about the possibility of the City reverting to Town status. In September 2011, both jurisdictions approved a Voluntary Settlement of Transition to Town Status and Other Related Issues between the City of Bedford and the County of Bedford. Highlights of the Voluntary Settlement Agreement include the following outcomes:

- Immediate incorporation of certain areas adjacent to the previous City limits into the boundary of the Town of Bedford (referred to as Phase I);
- Merger of the water and sewer systems of the City of Bedford with the Bedford County Public Service Authority to create Bedford Regional Water Authority;
- Discontinuance of services and functions previously overseen by the City or jointly administered that are offered and/or overseen by Bedford County (constitutional offices and recreation, for example);
- Future incorporation of areas adjacent to Town corporate limits within ten years (referred to as Phase II); and
- Provisions for the future incorporation of further areas into the Town corporate limits based on certain criteria.

The reversion petition was ultimately approved by a specially appointed three judge panel in December 2012.

Effective July 1, 2013, Bedford became the third Independent City (after South Boston and Clifton Forge) to officially revert to Town status. The Town continues to serve as the county seat of Bedford and currently covers 8.75 square miles.

## DEMOGRAPHICS AND SERVICES

Bedford, a town in Bedford County, Virginia has a population estimate of 6,615 as represented in the United States Census Bureau (V2016).

### Housing

The number of reported households is 2,740 and the number of persons per household is 2.31. The owner-occupied housing unit rate is 48.50% and the median value of owner-occupied housing units is \$145,500. The median gross rent is reported to be \$670.00, the median monthly owner's cost with a mortgage is \$1,145.00 and without a mortgage is \$440.00.

### Economy

In the civilian labor force, the total percent of population age 16 years and up is 52.40%. In the civilian labor force, the female percent of population age 16 years and up is 49.50%. The mean travel time to

work in minutes for workers age 16 years and up is 19.8. The median household income is \$39,701 as represented by the Census Bureau (V2016). The percent of persons reported living in poverty is 21.50%.

### Work Force

The Town of Bedford is located in between the cities of Lynchburg and Roanoke connected by US Route 460, a four lane divided highway. Consequently, Bedford is a daily commute from both metropolitan areas opening up the town to a potential labor force of approximately 500,000 workers.

- A satellite campus of the Central Virginia Community College (CVCC) is located at The Bedford Center for Business. Both CVCC and Virginia Western Community College located in Roanoke provide industry focused training programs that benefit local companies as well as offer off-campus classes for the University of Virginia, Virginia Tech, and Old Dominion University. Liberty University School of Engineering and Computational Sciences research campus is a 10 minute drive from Bedford providing partnerships opportunities between local businesses, academia and emerging engineering talent.
- The Bedford Science and Technology Center located in the Town of Bedford provides hands-on Career Technical Education for high school students focusing on hands-on training.
- Virginia is a “right-to-work” state with approximately 3% of the regional work force unionized.

### Education

The percent of high school graduates or higher in the persons age 25 years and up in the Town is 82.80%. The percent of persons with a bachelor degree or higher age 25 years and up is 23.70%. Bedford County School system is dedicated to excellence in education with 95% of its school gaining full accreditation while offering Advanced Placement, Dual Enrollment, Early College, and Enrichment programs, Governor’s Health Science Academy and Acceler8, a regional Governor’s S.T.E.M program.

### Library System

There is six public libraries maintained by the Bedford Public Library System.

### Recreation

The Town of Bedford as well as Bedford County has numerous parks offering hiking and mountain bike trails, disc golf courses, picnic pavilions, baseball and soccer facilities. Bedford is located adjacent to thousands of acres National forest land as well as the Blue Ridge Parkway. The 30,000 acre Smith Mountain Lake is located 20 minutes from Bedford to the south combined with the James River 20 minutes to the North, provide ample boating/fishing activities. Other amenities include local golf courses, a variety of local restaurants, local wineries and breweries, historical attractions such as the National D-Day Memorial as well as organized special events like Bedford CenterFest.



### Low Crime

The Town of Bedford is a safe place to live, work, and play in part due to the state accredited Bedford Police Department combined with its tight community and small town environment.

### Cost of Living

Bedford area has a low Cost of Living Index of 90.

**Utilities – Electric System:** The Town of Bedford is one of 16 Virginia municipal utilities that provides its citizens and industrial customers with electrical power.

- **Renewable:** Bedford Electric is a leader in providing “green” renewable electricity where 20-25% of all provided power is generated from both hydroelectric (i.e., Bedford Hydropower) and solar sources (Bedford Solar). Bedford’s unique power portfolio provides the ideal location for environmentally conscious businesses providing justification for LEED certification (Leadership in Energy and Environmental Design) points or other positive environmental impact certifications and product labels useful in product marketing.
- **Reliable:** Bedford Electric operates 5.5 MW of diesel backup generation capacity for industrial customers located in and around the Bedford Center for Business Park. Coupled with redundant interconnection locations with American Electric Power and its dedicated staff, Bedford Electric provides a very high level of reliable power to its power sensitive industrial customers.
- **Affordable:** Bedford Electric can provide special off-peak electric rates that can substantially reduce power costs for high consumption customers as well as provide options for customer specific infrastructure requirements.

**Utilities – Water System:** The Bedford Regional Water Authority provides industries located within the town limits water from the Stony Creek Reservoir located at the base of the Peaks of Otter mountains blended with water from a newly constructed water treatment facility sourced from Virginia's largest reservoir, Smith Mountain Lake.

- **Industry Compatible:** The primary water supplied to Bedford is categorized as being “soft” having relatively low mineral content resulting in maintenance savings related to industrial water handling equipment such as boilers, and permitting more effective use of cleaning protocols.
- **Abundant/Redundant Supply:** Bedford’s redundant water supply is capable of providing businesses up to **15,000,000 gallons/day** of water. This coupled with its sub-tropical climate that provides an average of 42 inches of annual rain fall results in an industrial water supply that is highly reliable, plentiful, pure and exceedingly drought tolerant.
- **Palatable:** The Stony Creek Reservoir is fed by numerous granite mountain springs sourced mostly from National Park Service land resulting in a very palatable and clean water supply suitable for food/beverage manufacturing purposes.

### **\*\*Note on Demographic and Economic Statistics**

*Independent City of Bedford, Virginia (51515) reverted to Town status and was added to Bedford County (51019) effective July 1, 2013. Town of Bedford demographics and economic statistics are now reported in the U.S. Census Bureau via Bedford County, Virginia.*

## Budget: Strategies, Process, and Analysis

### STRATEGIES

Preparation of the adopted FY 2018-2019 Budget was guided by the following strategies:

- Ensure the delivery of the public services provided by the Town through its budget policy is vital to the quality of life of the citizen's that we serve.
- Ensure the budget process is responsive to priorities and then translating those priorities into actions.
- Ensure the application of revenue maximization procedures by maximizing Federal/State funding streams.
- Ensure that the efficiency and productivity of the Town's budget is a catalyst for economic growth.
- Ensure that the budget publication contains four main components: accountability, transparency, predictability, and participation.
- Ensure the stability and operational efficiency of the Town's fundamental infrastructure necessary for the Town's daily operations.
- Ensure the financial resources for long-term, strategic growth and investment into the Town.

### BUDGET FOCUS

The Annual Operating and Capital Budget process produces one of the top policy documents governing the Town's work plan for the year. The Mayor and Town Council's approach displays a thoughtful consideration of which items are most critical in achieving the Town's goals. They undertake the methodology of considering opportunities for redirecting existing resources to mandates and critical, higher priority needs. The budget development process incorporates principles of zero based budgeting by not automatically assuming that current year expenditure levels are justified but rather will systematically review, re-prioritize and shift funding support from activities that no longer align properly with the Town's objective to support core service functions. The Mayor and the Town Council are responsible for legislation, policy formulation, and overall direction setting of the local government. This includes the approval of financial policies which establish and direct the operations of the Town of Bedford to reach and maintain its financial potential through consistent approaches in financial management. The Town Manager is responsible for carrying out the policy directives of the Town Council and managing the day-to-day operations of the executive departments, including the Finance Division. Financial policies will always be evolving; therefore, these documents are living documents representative of the goals of Town Council. The Financial Operating Policy Manual is located in the back of this budget document.

### BASIS OF ACCOUNTING

A basis of accounting is defined as the time various financial transactions are recorded. There are two primary methods of accounting each differing on when income and expenses are recognized. The first primary method is Cash-Basis Accounting which records revenue when cash is received from customers, and expenses are recorded when cash is paid to vendors and employees. The second primary method is Accrual Accounting which records revenue when earned and expenses are recorded when consumed.

The Town of Bedford manages its financial affairs, both basis of budgeting and basis of accounting, using Generally Accepted Accounting Principles (GAAP) and maintains its accounting records on a Modified Accrual Basis. This method is commonly used by government agencies and it combines accrual-basis

accounting with cash-basis accounting. Under this method revenues are recognized in the period they become available and measurable and expenditures are recognized in the period the associated liability (expense) is incurred. This is also called modified cash basis accounting. The Town’s enterprise funds are reported on the full accrual basis, under which revenues are recorded when earned and expenses are recorded when incurred.

**FUND ACCOUNTING**

The accounts of the Town are organized on the basis of funds and accounts groups, each of which is considered a separate accounting entity. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities. The operations of each fund are accounted for with separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures or expenses, as appropriate. All of the funds of the Town can be divided into two categories: governmental funds and proprietary funds.

- **Governmental Fund** – The focus of the Town’s governmental funds is to provide information on near-term revenues, expenditures, and balances of spendable resources. This fund is a grouping used in accounting for tax-supported activities and services. It emphasizes accountability rather than profitability.
- **Enterprise Funds** – Enterprise funds are used to report the same functions presented as business-type activities in the government-wide financial statements. These funds provide goods or services to the public for a fee that makes the entity self-supporting. The Town uses enterprise funds to account for its solid waste and electric operations.

The reporting structure of the Town’s Financial Management System is set up by the following categories:

- **Fund:** An independent fiscal and accounting entity used to record all financial transactions related to the specific purpose for which the fund was created.
- **Department (Org):** A division of the entire local government dealing with a specific subject, commodity, or area of activity.
- **Object Code:** Six-digit numbers that are used to categorize actual expenses, budgeted amounts for expenses, and encumbrances, into categories that describe the nature of the goods or services purchased.

The Town’s Financial Management System has the following primary fund categories:

- General Fund = 10
- Solid Waste Fund = 17
- Electric Fund = 19
- General Capital Improvement Fund = 50
- Solid Waste Capital Improvement Fund = 57
- Electric Capital Improvement Fund = 59

GENERAL FUND (10) STRUCTURE					
Revenue	100011-100091	Police	10033110	P.W. –Maintenance of Motor Vehicles	10044350

Town Council	10011110	County/Town Jail Operations	10033320	Community Development	10033420
Clerk of Council	10011120	Police Storage Facility	10033510	Bedford Middle School	10066450
Other Legislative	10011130	Dispatch & Communications	10033560	Parks/Recreation	10077111
Town Manager	10011211	Fire	10033210	Cemeteries	10077140
Other Legal Services	10011220	P.W.–General Administration	10044110	Planning	10088110
Town Attorney	10011221	P.W.–General Engineering	10044115	Zoning Board	10088140
Personnel	10011222	P.W.–Highways, Streets & Bridges	10044120	Economic Development	10088150
Independent Auditor	10011224	P.W.–VA Dept of Transportation	10044121	Support Civic & Community Orgs	10088170
Treasurer	10011241	P.W.–Storm Drainage	10044131	Soil & Water Conserv. District	10088240
Finance	10011242	P.W.–Snow & Ice Removal	10044133	Other Non-Departmental	10099140
Other Gen & Financial Admin	10011260	P.W.–Old Landfill Monitoring	10044240	Debt Service	10099500
I.T.	10011261	P.W.–General Properties	10044320	Transfers	10099600
Commonwealth's Attorney	10022210	P.W.-Maintenance of Municipal Building	10044340		

**SOLID WASTE FUND (17) STRUCTURE**

Revenue	170043 - 170091	Refuse Disposal	17964240	Debt Service	17969500
SW – General Administration	17964210	Recycling – (Old)	17964270	Transfers	17969600
Refuse Collection	17964230	SW – Other Expense	17964280		

**ELETRIC FUND (19) STRUCTURE**

Revenue	190056 - 190057	Transmission - Substations	19981930	Meter Reading	19981980
Electric – Other Expenses	19981905	Trans & Distribution Lines	19981940	Right of Way Crew	19981990
Supervision & Engineering	19981910	Maintenance – Street Lights	19981950	Debt Service	19989500
Power Generation	19981920	Maintenance – Meters	19981960	Transfers	19989600
Purchased Power	19981925	Distribution Transformers	19981970		

**CAPITAL IMPROVEMENT – GENERAL FUND (50) STRUCTURE**

Revenue	500091	Fire	50033210	P.W. – VA Dept of Transportation	50044121
Finance	50011242	P.W. - General Administration	50044110	P.W. – General Properties	50044320
I.T.	50011261	P.W. - General Engineering	50044115	P.W. – Maintenance of Municipal Building	50044340
Police	50033110	P.W. – Highways, Streets & Bridges	50044120	Economic Development	50088150

**CAPITAL IMPROVEMENT – SOLID WASTE FUND (57) STRUCTURE**

Revenue	570091	Refuse Collection	57964230	Refuse Disposal	57964240
---------	--------	-------------------	----------	-----------------	----------

**CAPITAL IMPROVEMENT – ELECTRIC FUND (59) STRUCTURE**

Revenue	590091	Power Generation	59981920	Trans & Distribution Lines	59981940
Supervision & Engineering	59981910	Transmission-Substations	59981930	Maintenance - Meters	59981960

**BUDGET ADOPTION**

Before commencement of the annual budget process, the Director of Finance, in consultation with the Town Manager, develops recommended budget parameters and the budget calendar. Budget parameters include allowable increases in operating budgets, projected wage increases, targets for borrowing in accordance with the Town’s debt and capital improvement budget policies, anticipated changes in revenue sources or tax base growth, and other factors. Certain elements of budget that are common across departments are calculated and/or monitored on a centralized basis to ensure

comparability and budgetary control, i.e., Town incurred utility charges, liability insurance, salaries and benefits. The Director of Finance coordinates and reviews the departmental budget submissions. Following initial review, the Director of Finance works with the Town Manager, to develop a budget. In accordance with Code of Virginia §15.2-2508, meetings were held with departments to review their budget requests prior to finalizing the budget. The budget consisting of the Manager's recommendations on department requests, were submitted to Town Council for its consideration and in accordance with Code of Virginia §15.2-2504 included:

- A brief budget message which outlined significant highlights of proposed budget requests per fund for the fiscal year, set forth the reasons for any major changes in expenditure and revenue items from the previous fiscal year, and explained any major change in financial policy;
- Synopsis of the budget showing a summary of all revenues and expenditures for each department of each fund;
- Fund graphs and budget summaries;
- Revenue summary including actual, budgeted, and proposed;
- Departmental expenditure summary including mission, description, goals, financial summary, services, significant program impacts by department;
- Line item detail for each department by fund;
- Debt service;
- Capital Improvement Program (CIP) including summary and line item detail;
- Community Agency funding;
- Position classification and pay scale data.

The budget review process includes Town Council participation in the development of each segment through budget work sessions and allows for citizen participation in the process through public hearings on the proposed budget. In accordance with Code of Virginia §15.2-2506, required notice of the hearings was published in the official newspaper of the Town and included:

- The time and location where copies of the budget were available for public inspection,
- The time and location, not less than two (2) weeks after such publication, for a public hearing on the proposed budget, and
- A complete synopsis of all revenue and operating expenses by fund.

Town Council adopts the proposed budget on or before the 20th day of the last month of the fiscal year currently ending. If it failed to adopt the proposed budget, the amounts appropriated for operations for the current fiscal year would have been deemed adopted for the ensuing fiscal year on a month-to-month basis, with all items in it pro-rated accordingly, until such time as Council adopts a budget for the ensuing fiscal year. Adoption of the budget constitutes appropriation of the amounts specified therein as expenditures from the funds indicated and constitutes a levy of the property tax.

## BUDGET AMENDMENTS

In accordance with Code of Virginia §15.2-2507, the Town may amend the adopted budget for supplemental appropriations and emergency appropriations. Town Council may authorize supplemental appropriations for the year if the Town Manager certifies that there are available revenues and/or fund balance in excess of those estimated in the budget. It is the policy of the Town to amend a fund's budget for roll-overs, re-appropriations, emergencies, federal and state mandates, or other circumstances which could not be anticipated, and only if sufficient funds are available; a budget may

not be amended simply because additional revenues become available. In the event of a public emergency affecting life, health, property or the public peace, Council may make emergency appropriations and to the extent that there are no available unappropriated revenues to meet such situations, Town Council may, by such ordinance, authorize the issuance of emergency notes, which may be renewed as necessary. By statute, any budget amendment that exceeds one (1) percent of the total expenditures shown in the currently adopted budget must first publish a notice of a public hearing stating the governing body’s intent to amend the budget including a brief synopsis of the proposed amendment at least seven (7) days prior to the meeting date. After providing that public hearing during such meeting, Town Council may adopt the proposed budget amendment.

**CAPITAL IMPROVEMENT PROCESS**

The Town routinely completes a comprehensive process that allocates limited resources in capital investment to ensure that capital assets are accounted for in conformance with generally accepted accounting principles. The primary objective of this is to establish criteria to systematically identify, plan, schedule, finance, track and monitor capital projects to ensure cost-effectiveness and consistent application throughout funds. The Town prepares, adopts, and updates at least annually a five (5) year Capital Improvement Plan (CIP). The CIP identifies and sets priorities for all major capital assets to be acquired, replaced, constructed, or rehabilitated. The first year of each adopted five year CIP is included in the budget for the coming fiscal year.

**DEBT SERVICE**

This budget includes funding required to meet existing debt obligations of the Town of Bedford. Detailed information regarding current debt and projected debt payments are included in the Debt section of this document a summary is provided below.

DEBT SERVICE	PRINCIPAL	INTEREST	TOTAL
General Fund	\$ 744,140	\$ 77,856	\$ 821,996
Solid Waste Fund	\$ 538,860	\$ 56,379	\$ 595,239
Electric Fund	\$ 9,568,000	\$ 1,292,952	\$ 10,860,952
Water & Sewer Authority Pass-thru	\$ 5,267,100	\$ 601,532	\$ 5,868,633
<b>Total All Funds</b>	<b>\$ 16,118,100.10</b>	<b>\$ 2,028,719.49</b>	<b>\$ 18,146,820</b>

**FINANCIAL ANALYSIS**

**Level of Total Governmental Unrestricted Net Position:** The level of total governmental unrestricted net position is an indication of the amount of unexpended and available resources the Town has in all funds combined at a point in time to fund emergencies, shortfalls, or other unexpected needs. As of the last Comprehensive Annual Financial Report (CAFR) for year ended June 30, 2017, the Town’s total unrestricted net deficit approximated \$4,800,000. The decrease was related to the restriction of cash for debt collateral and the Town’s \$4.3 million unfunded pension liability.

**Level of Budgetary Unassigned Fund Balance:** The level of budgetary unassigned fund balance is an indication of the amount of unexpended, unencumbered, and available resources the Town has at a point in time to carry-over into the next fiscal year to fund budgetary emergencies, shortfalls, or other

unexpected needs. As of the last reported CAFR, the General Fund had 0.79 months in unassigned fund balance and an unassigned fund balance that equated to 6.6% of annual revenues.

Fund Balance Projections	FY 2017	FY 2018	FY 2019 Estimated
<b>General Fund</b>	\$5,842,801	\$6,411,825	\$6,540,062
<b>Enterprise Funds</b>	\$12,918,854	\$17,134,414	\$17,477,102

**Assets to Liabilities Ratio:** The assets to liabilities ratio measures the extent to which the Town has funded its assets with debt and other liabilities. The higher the percentage, the more equity the Town has in its assets. As of the last reported CAFR, the percentage of equity in Governmental activities’ assets was 52.5% and the percentage of equity in Business-Type activities’ assets was 47.6%.

**Current Ratio:** The current ratio is one measure of the Town’s ability to pay its short-term obligations. The current ratio compares total current assets and liabilities. A current ratio of 2.00 to 1.00 indicates a good current liquidity and an ability to meet short-term obligations. As of the last reported CAFR, the Town had a ratio of current assets to current liabilities of 5.94 to 1.00 for its business-type activities. Of that the Town Solid Waste fund had a ratio of current assets to current liabilities of 6.31 to 1.00. The Solid Waste fund’s increase is due to a shift in unrestricted and restricted cash. The Town had a ratio of current assets to current liabilities of 5.91 to 1.00 for its Electric fund. The Electric fund’s increase in the current ratio at June 30, 2017, is attributable to \$4.4 million in operating income.

**Quick Ratio:** The quick ratio is another, more conservative measure of the Town’s ability to pay its short-term obligations. The quick ratio compares total current assets, less the inventory and other assets which are not currently convertible to cash to current liabilities. A quick ratio of 1.00 to 1.00 indicates good current liquidity and an ability to meet the short-term obligations. As of the last reported CAFR, the Governmental activities’ cash and cash equivalents compared to current liabilities equated to 2.00 and the Business-Type activities’ cash and cash equivalents compared to current liabilities equated to 5.55.

**Change in Net Position:** Net position includes all assets of the Town. It is measured as the difference between total assets, including capital assets, deferred inflows, total liabilities, including long-term debt and deferred outflows. Net position increases as a result of earning more revenue than expenses incurred in the fiscal year. As of the last reported CAFR, the net position at year end increased attributable to \$5.5M cash provided by operating activities of the Electric Fund.

**Business-Type Activities (BTA) Self-Sufficiency by Fund:** The self-sufficiency ratio indicates the level at which business-type activities covered their current costs with current year revenues, without having to rely on subsidies or use of prior year reserves. As of the last reported CAFR, the Solid Waste Fund had a self-sufficiency ratio of 82.3% and the Electric Fund has a self-sufficiency ratio of 121.7%.

**Debt Service Coverage:** The debt service coverage ratio compares the Town’s debt service requirements on revenue bonds to the net operating cash generated by the revenue streams pledged for payment. A debt service ratio greater than 1.00 indicates a sufficient ability to make the debt service payments from net revenue from operations. As of the last reported CAFR, the Town experienced a debt service coverage ratio of 4.80. This indicates that the Town generated 4.80 times the amount of cash necessary to pay the debt service requirements on its revenue bonds. The legal debt margin was \$41,822,631 with a total net debt applicable to the limit as a percentage of the debt limit of 16.58%.

**Debt Service Load:** The debt service load ratio measures the extent to which the Town's non-capital expenditures were comprised of debt service payments on long-term debt, excluding any debt payments reimbursed by the Bedford Regional Water Authority (BRWA) Agreement. It also measures the amount of property tax revenue used to pay the current debt service, excluding any debt payments reimbursed by BRWA. As of the last reported CAFR, the percentage of debt service and non-debt expenditures was 94.6%. The debt service as a percentage of property tax revenues was 21.6%.

## Principal Revenue Sources

### GENERAL FUND

#### TAXES

**General Property Taxes:** In accordance with Article III Section 54-99:111 of the Municipal Code, Town Council has the authority to impose a tax levied on the assessed value of all nonexempt property, real and personal, within the jurisdiction of its locality. This revenue category includes all collections associated with the following:

- Real Estate Taxes (Current & Delinquent) – Tax levied on the value of the owned real property.
- Personal Property Taxes (Current & Delinquent) - Tax levied on the value of the owned tangible property.
- Current Public Service Taxes – Article X Section 54-303:304 – Tax levied on service providers for certain service transactions such as telecommunication services.
- Penalties – A penalty enacted on an individual for not paying in full his or her total billed taxes by due date at a rate of 10%.
- Interest – Interest charged on an individual for not paying in full his or her total billed taxes by due date at a rate of 10%.

**Other Local Taxes:** All taxes not considered General Property.

- Local Sales & Use Tax – Article V Section 54-152:154 - The sales tax is imposed on retail transactions. It applies to all retail sales of tangible personal property. The use tax is imposed on consumers of tangible personal property that is used, consumed, or stored. This tax is dispersed to the Town via VA Code § 58.1-605-H requiring the County of Bedford calculate one-half of total sales tax receipts collected factoring in the ratio of the school age population that the Town bears to the school age population of the entire county.
- Contractor – Article XI Section 54-412:425 – Business license flat fee since reversion of \$30.00 annually.
- Bank Franchise Tax – Article IV Section 54-133 – Every bank or trust company shall pay an annual franchise tax measured by its net capital as defined in VA Code § 58.1-1205 to the locality in which it resides.
- Moped Decal Fees – Permit for Moped operation.
- Cigarette & Tobacco Tax – Article IX Section 54-270:277 – Tax imposed on tobacco products sold within the locality. Tax is collected via the purchase of cigarette stamps bought in advance by vendors before selling the tobacco product. The current rate on cigarette tax is \$0.30 per pack.
- Meals Tax – Article VIII Section 54-224:230 – A tax which generally applies to purchases of prepared food that are consumed in a restaurant or similar establishment, or taken “to go” for later consumption. The current rate set in this budget is 5.5%.
- Transient Occupancy (Lodging) Tax – Article VII Section 54-187:191 – A tax imposed on travelers when they rent accommodations (a room, rooms, entire home, or other living space) in a hotel, inn, tourist home or house, motel, or other lodging for a period of less than 30 days. The current rate on lodging tax is set at 5.0%.

#### FEES

##### **Permits & Regulatory Licenses**

- Animal Licenses - A license fee on the privilege of keeping animals.

- Transfer Fees – Transfer of ownership fee on sale of property.
- Zoning & Use Permits - A special use permit allows a landowner to obtain a tract of land for a use that does not fall directly under the permitted usage for that specifically zoned area.
- Sign Permits – A sign permit provides legal permission to post any publicly displayed information that is presented in the form of words, symbols and/or pictures and is designed to advertise a business.
- Solicitor Permits – A required permit allowing a solicitor/hawker/peddler permission to go from home to home, on Town streets or sidewalks, or other public places within the Town limits to sell or solicit orders for goods.
- Plat Fees - A fee charged for obtaining a map or chart of a lot, subdivision or community showing boundary lines, buildings, improvements on the land, and easements.
- Loudspeaker Permits – A permit providing permission to have any type of music or speech that is amplified within Town limits.

#### **Fines & Forfeitures**

- Court Fines & Forfeitures - A fine or mulct that a court of law or other authority decides has to be paid as punishment for a crime or other offence. The amount of the fine is determined case by case.
- Parking Fines – A fine imposed on a vehicle operator which requires a payment of a sum of money because of parking a vehicle somewhere illegally.
- E-Summons Fees – An additional court fee of \$5.00 charged on traffic or criminal offenses within the Town to help pay for an electronic ticketing system for police.

#### **Revenue from Use of Money & Property**

- Interest on Investments - Investment income coming from interest payments and dividends collected upon the sale of a security or other assets, and any other profit made through investment vehicles.
- Interest on Cemetery A/C – Interest income on the restricted Cemetery Perpetual Care Investment Fund.
- Interest on Reynolds Park Fund - Interest income on the Reynolds Park Memorial Investment Fund.
- Rental – General Property – Income resulting from renting the Middle School Property to Bedford County School System.
- Rental – Leased Property – Income resulting from the lease of towers located within the Town to communication companies.

#### **Charges for Services**

- Police-Finger Printing Fees – Fees collected on processing fingerprint cards.

#### **Miscellaneous Revenue**

- Revenue Sharing Agreement – Revenue collected from shared agreements with other localities.

#### **OTHER**

**Use of Prior Year Reserves:** The cash balance carried over from the previous fiscal year to cover expenditures in the current fiscal year.

**Recovered Costs**

- Recoveries & Rebates – Reimbursement to the General Fund on items such as insurance claim recoveries and other various expenditure refunds.
- Recovered Costs – Fire Department – Reimbursement for Fire Department recoveries and expenditure refunds.
- Recovered Costs – Police Department – Reimbursement for Police Department recoveries and expenditure refunds.

**State Non-Categorical**

- Rolling Stock Tax – An annual ad valorem tax levied on the rolling stock of railroads and freight car companies.
- Commonwealth –Current Personal Property Taxes – A tax relief program passed down from the State of Virginia that provides reimbursement for relieving taxes on the first \$20,000 of value for qualifying vehicles to localities.
- Auto Rental Tax – A tax levied on the rental of motor vehicles, whether from a rental business or from an automobile dealership or other establishment, for a period of less than 12 months.
- Communication Tax – A tax levied on communication services such as voice, data, audio, video, or any other information or signals, transmitted by any medium.
- State Aid – Law Enforcement - The Code of Virginia (§9.1-165, et seq.) provides for financial assistance to localities with police departments through the "599" program. The Department of Criminal Justice Services (DCJS) administers the program. To be eligible for "599" funds, a locality must have a police department as defined in §9.1-165, and all of the department's law enforcement personnel must meet the state's minimum training requirements.
- State Aid – Fire Training – Funding allocated to the Town by the State of Virginia to pay for training, construction of training centers, firefighting equipment and protective clothing. Allocations are population-based.

**State Categorical Aid**

- Street & Highway Maintenance – Monetary support provided to localities from the Virginia Department of Transportation for capital improvements and/or maintenance of roads and/or transportation facilities. Direct financial assistance is provided to maintain, operate, and improve arterial and collector roads and local streets. The level of assistance for maintenance expenditures is based on the number of qualifying lane-miles in the locality and available funding.
- VDOT Revenue Sharing Grant – Virginia Department of Transportation funding for eligible projects including construction, reconstruction, improvement, or maintenance and eligible street additions for which Revenue Sharing Program funds are available. Grant provides funds on eligible items of work on a dollar-for-dollar basis to match the locality's contribution.

**Non-Revenue Receipts**

- Proceeds – Sale of Assets – Receipts from the sale of aged or out-of-service fixed assets.

**Transfer from Electric Fund**

- Transfer from the Electric Fund to the General Fund for joint costs and operations.

**REVENUE COLLECTION TREND**

ACCOUNTS FOR: GENERAL FUND	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 ACTUALS	FY 2018 BUDGET	FY 2019 ADOPTED
GEN GOVT - GENERAL REV	\$ 5,592,835	\$ 5,891,742	\$ 5,951,269	\$ 5,764,993	\$ 5,865,671
GEN GOVT - CHARGES FOR	\$ 196,017	\$ 190,613	\$ 479,030	\$ 525,200	\$ 30,000
PUB SAFETY - CHRGR FOR	\$ 72,265	\$ 46,387	\$ 61,580	\$ 93,063	\$ 70,700
PUB SAFETY-OPER GRNTS	\$ 255,495	\$ 255,019	\$ 428,820	\$ 263,421	\$ 271,268
PUB WORKS - CHRGR FOR S	\$ 23,691	\$ -	\$ -	\$ -	\$ -
PUB WORKS - OPER GRNTS	\$ 1,510,050	\$ 1,573,889	\$ 1,530,985	\$ 1,354,991	\$ 1,405,925
PARKS - CHARGES FOR SE	\$ 73,825	\$ 78,653	\$ 83,165	\$ 74,600	\$ 79,950
COMM DEV - OPER GRNTS	\$ 8,196	\$ 8,231	\$ 47,112	\$ 6,000	\$ 7,500
NONDEPT - GENERAL REVE	\$ 157,387	\$ 135,939	\$ 209,051	\$ 2,098,302	\$ 1,829,572
<b>TOTAL GENERAL FUND</b>	<b>\$ 7,889,761</b>	<b>\$ 8,180,472</b>	<b>\$ 8,791,012</b>	<b>\$ 10,180,570</b>	<b>\$ 9,560,586</b>

**SOLID WASTE FUND**

**Solid Waste Fees:** In accordance with Article I of the Municipal Code, the Town Manager has the authority to evaluate the cost of refuse collection and fix a fee to be as uniform as possible to cover such service.

- Refuse Collection Charges – Fees collected on hauling of refuse from private premises within the town
- Refuse Disposal Charges – Fees collected on permitting contractors and others to dispose of tree trimmings, waste from building operations, stumps, wire and other refuse from within the corporate limits of the town.
- Revenue from Use of Money & Property – Receipts from redemption of recyclables and tipping fees on tires.
- Other Revenue – Penalties on refuse collections.
- Transfer from General Fund – Transfer from the General Fund to the Solid Waste Fund for joint costs and operations.

**REVENUE COLLECTION TREND**

ACCOUNTS FOR: SOLID WASTE FUND	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 ACTUALS	FY 2018 BUDGET	FY 2019 ADOPTED
SW - GENERAL REVENUE	\$ 3,404	\$ 9,427	\$ 8,941	\$ 5,500	\$ 8,500
SW - CHRGR FOR SERVICE	\$ 740,127	\$ 745,762	\$ 791,828	\$ 833,771	\$ 870,658
<b>TOTAL SOLID WASTE FUND</b>	<b>\$ 743,531</b>	<b>\$ 755,189</b>	<b>\$ 800,769</b>	<b>\$ 839,271</b>	<b>\$ 879,158</b>

**ELECTRIC FUND**

**Electric Rates:** In accordance with Article II of the Municipal Code, the Town Manager has the authority to evaluate the cost of electric operations and make recommendations to Town Council of a rate to be as uniform as possible to cover such operations.

- Use of Prior Year Reserves – The cash balance carried over from the previous fiscal year to cover expenditures in the current fiscal year.
- Revenue from Use of Money & Property – Revenue made on utility pole lease agreements.
- Sale of Electricity – Fees collected for electricity provided to residential and commercial customers.
- Power Cost Adjustment – Rate adjustment for the leveling of electric charges.
- Gross Receipts Tax – This is the charge assessed to recover the miscellaneous gross receipts tax imposed on retail electric providers operating in an incorporated city or town having a population of more than 1,000.
- Other Non-Revenue Receipts – Interest collected on investments and utility deposits.
- Recoveries & Rebates – Reimbursement to the Electric Fund on items such as insurance claim recoveries and other various expenditure refunds.

**REVENUE COLLECTION TREND**

ACCOUNTS FOR: ELECTRIC FUND	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2017 ACTUALS	FY 2018 BUDGET	FY 2019 ADOPTED
ELECT - GENERAL REVENUE	\$ 315,401	\$ 319,384	\$ 348,194	\$ 347,943	\$ 307,000
ELECT - CHARGES FOR SERVICE	\$ 22,246,613	\$ 23,176,319	\$ 25,335,304	\$ 23,572,443	\$ 23,691,484
<b>TOTAL ELECTRIC FUND</b>	<b>\$ 22,562,014</b>	<b>\$ 23,495,703</b>	<b>\$ 25,683,497</b>	<b>\$ 23,920,386</b>	<b>\$ 23,998,484</b>

**CAPITAL PROJECTS FUNDS**

**Transfers**

- Transfers from each fund’s Operating account to its respective Capital Improvement Project account to cover budgeted CIP projects.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Bedford  
Virginia**

For the Fiscal Year Beginning

**July 1, 2017**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the Town of Bedford for its annual budget for the fiscal year beginning, July 1, 2017.

In order to receive this award, a governmental entity must publish a document that meets guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting as a policy document, as an operations guide, as a financial plan, and as a communication device.



**Budget Calendar  
FY 2018-2019**

<b>November 6, 2017</b>	<b>Open operational &amp; capital improvement budget requests for departments</b>
<b>November 10, 2017</b>	<b>Town Manager to send notification and funding request forms to service groups</b>
<b>December 12, 2017</b>	<b>Close operational &amp; capital improvement budget requests for departments</b>
<b>December 12, 2017</b>	<b>Service group funding requests due from organizations</b>
<b>January 22 – 26, 2018</b>	<b>Individual department head meetings with Town Manager</b>
<b>January 26, 2018</b>	<b>Distribution of service group packets to Town Council</b>
<b>February 2, 2018</b>	<b>Distribution of departmental &amp; capital improvement budget packets to Town Council</b>
<b>February 13, 2018</b>	<b>Presentations from service groups to Town Council</b>
<b>February 13, 2018</b>	<b>Official budget presentation to Town Council</b>
<b>February 20, 2018</b>	<b>Budget work session with Town Council</b>
<b>February 27, 2018</b>	<b>Budget work session with Town Council (Optional)</b>
<b>March 14, 2018</b>	<b>Public budget hearing advertisement in newspaper</b>
<b>March 27, 2018</b>	<b>Public budget hearing and citizen engagement</b>
<b>April 10, 2018</b>	<b>Town Council adoption of operational &amp; capital improvement budgets for Fiscal Year 2018-2019</b>

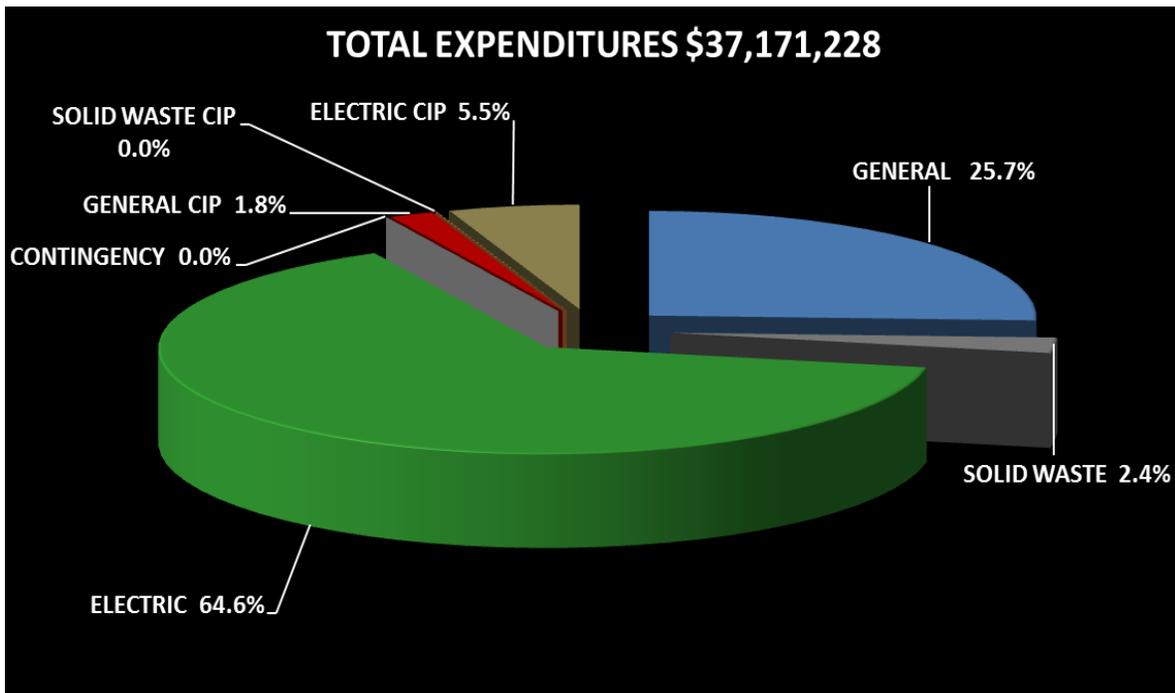
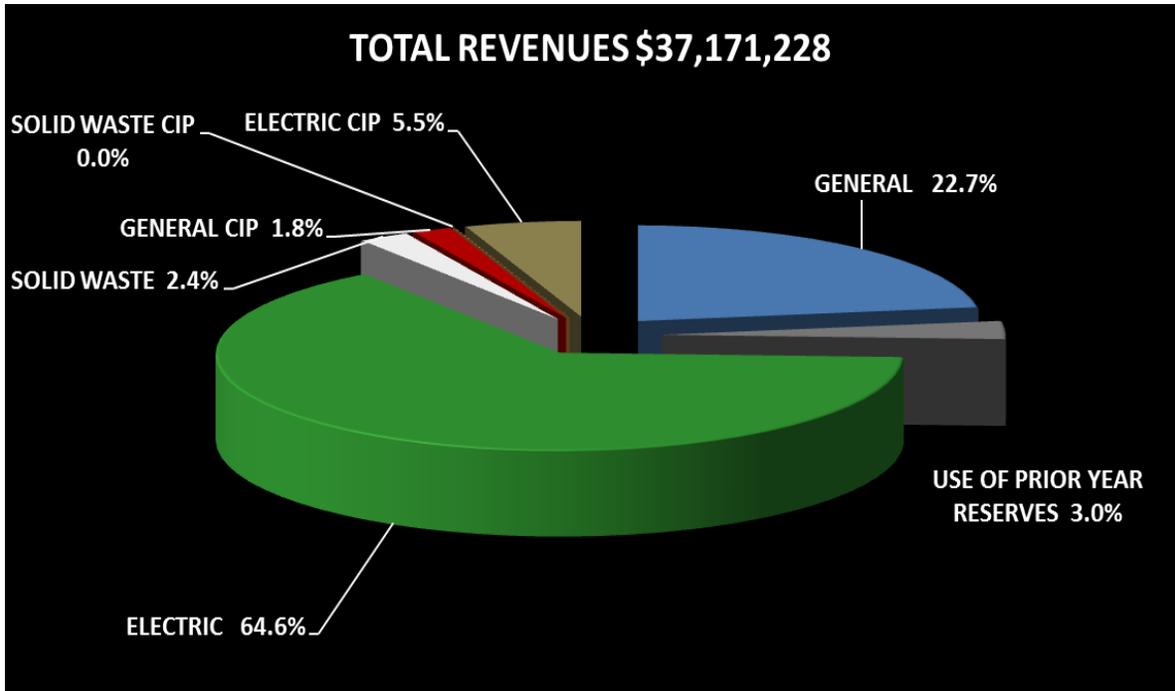


**NOTICE**  
**SYNOPSIS OF BUDGET FOR FISCAL YEAR JULY 1, 2018 TO JUNE 30, 2019**  
**TOWN OF BEDFORD, VIRGINIA**

NOTICE IS HEREBY GIVEN THAT A PUBLIC HEARING WILL BE HELD BY THE TOWN COUNCIL TUESDAY, MARCH 27TH AT 7:00 PM IN THE COUNCIL CHAMBERS OF THE TOWN MUNICIPAL BUILDING IN RELATION TO THE BUDGET FOR THE TOWN OF BEDFORD FOR FISCAL YEAR 2018-19, AT WHICH TIME ANY CITIZEN OF THE TOWN SHALL HAVE THE RIGHT TO ATTEND AND STATE HIS OR HER VIEWS. DETAILED COPIES OF THE BUDGET ARE AVAILABLE FOR INSPECTION DURING NORMAL OFFICE HOURS IN THE OFFICE OF THE TOWN MANAGER AND THE OFFICE OF THE CLERK OF COUNCIL.

REVENUE		EXPENDITURES	
<b>GENERAL FUND</b>		<b>GENERAL FUND</b>	
Use of Prior Year Reserves	1,127,104	Legislative department	60,633
General property taxes	1,672,157	General & Financial Administration	951,362
Other local taxes	2,146,725	Judicial Administration	4,200
Permits & regulatory licenses	8,450	Public Safety	2,713,994
Fines & forfeitures	61,250	Public Works	3,902,595
Revenue from use of money & property	106,000	Education	75,000
Charges for services	1,000	Parks, Recreation & Cultural	33,050
Miscellaneous revenue	1,588,932	Community Development	199,050
Recovered costs	202,468	Non-departmental	11,200
State non-categorical	730,175	Debt Service	929,002
State categorical aid	1,405,925	Transfer to other funds	680,500
Non-revenue receipts	10,400	Contingency	0
Transfer from Electric Fund	500,000		
<b>TOTAL GENERAL FUND</b>	<b>9,560,586</b>	<b>TOTAL GENERAL FUND</b>	<b>9,560,586</b>
<b>SOLID WASTE FUND</b>		<b>SOLID WASTE FUND</b>	
Refuse collection charges	641,056	General administration	134,202
Refuse disposal charges	222,852	Refuse collection	221,621
Revenue from use of money & property	8,500	Refuse disposal	439,456
Other revenue	6,750	Debt service	74,379
Transfer from General Fund	0	Transfer to other funds	9,500
		Contingency	0
<b>TOTAL SOLID WASTE FUND</b>	<b>879,158</b>	<b>TOTAL SOLID WASTE FUND</b>	<b>879,158</b>
<b>ELECTRIC FUND</b>		<b>ELECTRIC FUND</b>	
Use of Prior Year Reserves	0	Supervision & Engineering	1,623,974
Revenue from use of money & property	307,000	Power generation	253,236
Sale of electricity	20,039,942	Purchased Power	16,499,878
Power cost adjustment	3,126,042	Transmission & Distribution	1,162,247
Gross receipts tax	232,500	Maintenance - Street Lights	22,000
Other non-revenue receipts	209,000	Maintenance - Meters	15,000
Recoveries & Rebates	84,000	Transmission & Substations	65,000
		Meter Reading	55,578
		Right of Way Crew	262,444
		Distribution Transformers	40,500
		Other Expenses	1,200
		Debt Service	1,454,427
		Transfer to Other Funds	2,543,000
		Contingency	0
<b>TOTAL ELECTRIC FUND</b>	<b>23,998,484</b>	<b>TOTAL ELECTRIC FUND</b>	<b>23,998,484</b>
<b>GENERAL CAPITAL PROJECTS FUND</b>		<b>GENERAL CAPITAL PROJECTS FUND</b>	
Transfer from General Fund	680,500	Capital Outlay	680,500
<b>TOTAL GENERAL CAP PROJ FUND</b>	<b>680,500</b>	<b>TOTAL GENERAL CAP PROJ FUND</b>	<b>680,500</b>
<b>SOLID WASTE CAPITAL PROJECTS FUND</b>		<b>SOLID WASTE CAPITAL PROJECTS FUND</b>	
Transfer from Solid Waste Fund	9,500	Capital Outlay	9,500
<b>TOTAL GENERAL CAP PROJ FUND</b>	<b>9,500</b>	<b>TOTAL GENERAL CAP PROJ FUND</b>	<b>9,500</b>
<b>ELECTRIC CAPITAL PROJECTS FUND</b>		<b>ELECTRIC CAPITAL PROJECTS FUND</b>	
Transfer from Electric Fund	2,043,000	Capital Outlay	2,043,000
<b>TOTAL ELECTRIC CAP PROJ FUND</b>	<b>2,043,000</b>	<b>TOTAL ELECTRIC CAP PROJ FUND</b>	<b>2,043,000</b>

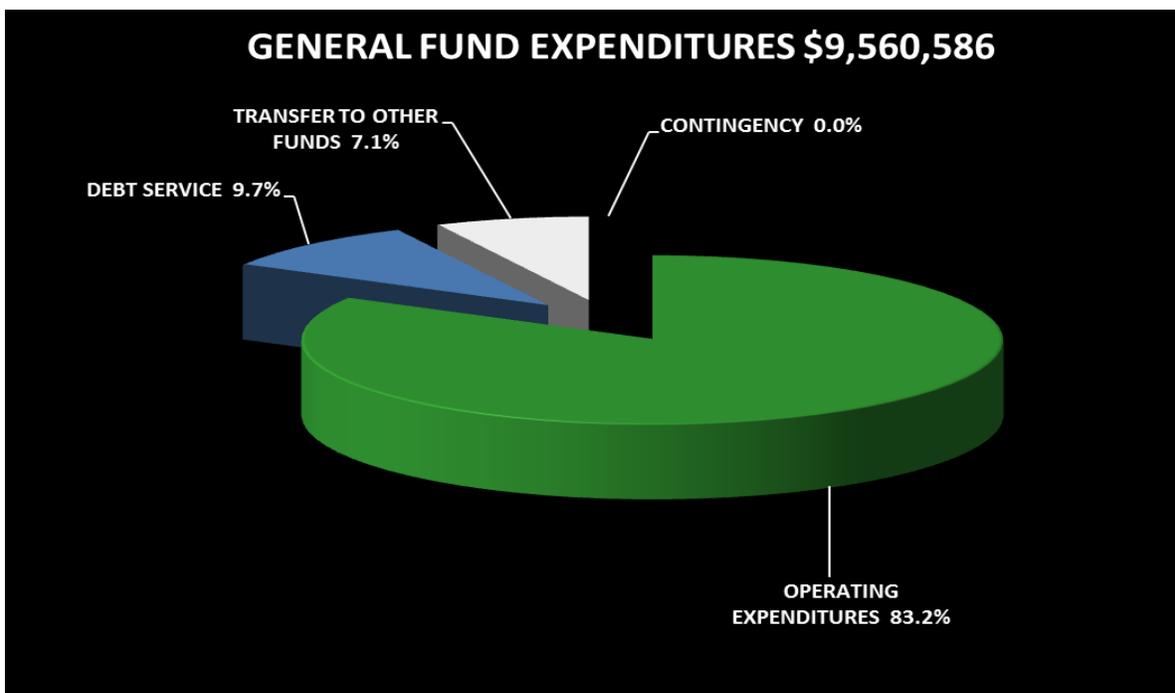
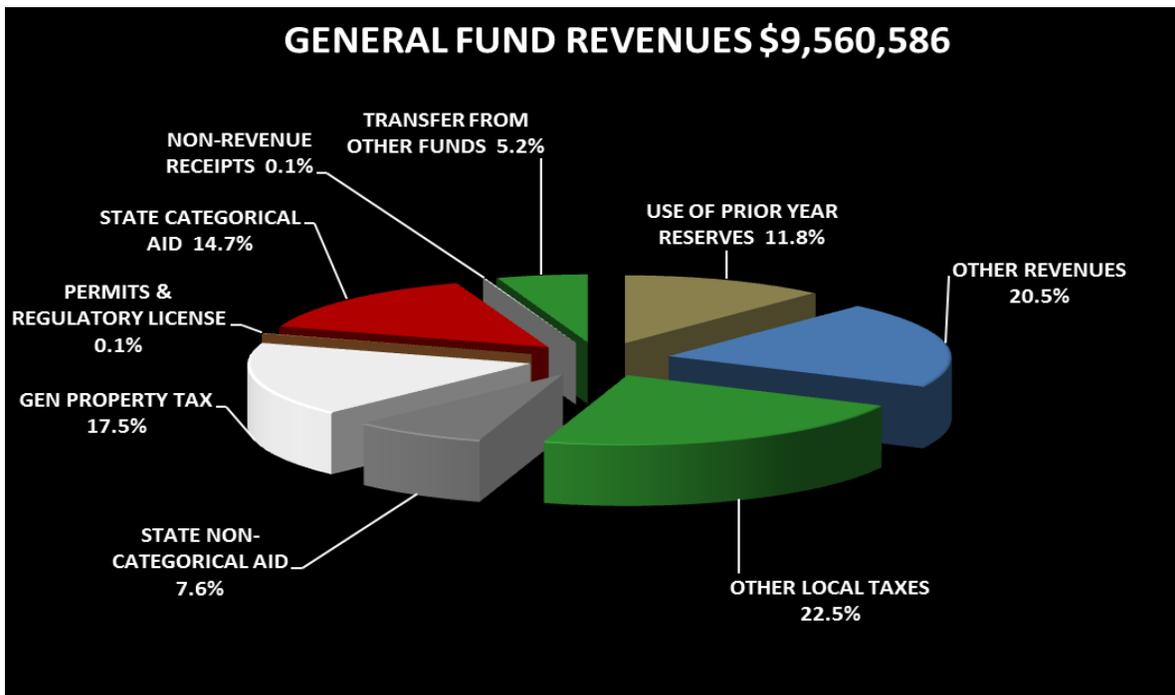
### All Funds Graphs



**GENERAL FUND BUDGET SUMMARY**

<b>REVENUE GENERAL FUND</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>% Change</b>
USE OF PRIOR YEAR RESERVES	1,217,125	1,127,104	-7.40%
GENERAL PROPERTY TAXES	1,696,155	1,672,157	-1.41%
OTHER LOCAL TAX	2,035,543	2,146,725	5.46%
PERMITS & REGULATORY LICENSES	8,850	8,450	-4.52%
FINES & FORFEITURES	83,713	61,250	-26.83%
REVENUE FROM USE OF MONEY & PROPERTY	578,171	106,000	-81.67%
CHARGES FOR SERVICE	500	1,000	100.00%
MISCELLANEOUS REVENUE	1,585,791	1,588,932	0.20%
RECOVERED COST	136,200	202,468	48.65%
STATE NON-CATEGORICAL	728,154	730,175	0.28%
STATE CATEGORICAL AID	1,354,991	1,405,925	3.76%
NON-REVENUE RECEIPTS	10,400	10,400	0.00%
<b>TOTAL</b>	<b>9,435,593</b>	<b>9,060,586</b>	<b>-3.97%</b>
TRANSFER FROM ELECTRIC FUND	500,000	500,000	0.00%
TRANSFER FROM SOLID WASTE FUND	-	-	0.00%
<b>TOTAL GENERAL FUND REVENUE</b>	<b>9,935,593</b>	<b>9,560,586</b>	<b>-3.77%</b>
<b>EXPENDITURES GENERAL FUND</b>			
	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>% Change</b>
LEGISLATIVE	58,792	60,633	3.13%
GENERAL & FINANCIAL ADMINISTRATION	931,388	951,362	2.14%
JUDICIAL ADMINISTRATION	4,200	4,200	0.00%
PUBLIC SAFETY	2,719,534	2,713,994	-0.20%
PUBLIC WORKS	3,606,074	3,902,595	8.22%
EDUCATION	450,000	75,000	-83.33%
PARKS, RECREATION & CULTURAL	33,050	33,050	0.00%
COMMUNITY DEVELOPMENT	128,150	199,050	55.33%
NON-DEPARTMENTAL	11,200	11,200	0.00%
DEBT SERVICE	934,620	929,002	-0.60%
CONTINGENCY	-	-	
<b>TOTAL</b>	<b>8,877,008</b>	<b>8,880,086</b>	<b>0.03%</b>
TRANSFER TO SOLID WASTE FUND	490,085	-	-100.00%
TRANSFER TO GENERAL CAPITAL PROJECTS FUND	568,500	680,500	19.70%
<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>9,935,593</b>	<b>9,560,586</b>	<b>-3.77%</b>
<b>CONTINGENCY</b>	-	-	<b>0.00%</b>
<b>GENERAL FUND EXPENDITURES &amp; CONTINGENCY</b>	<b>9,935,593</b>	<b>9,560,586</b>	<b>-3.77%</b>

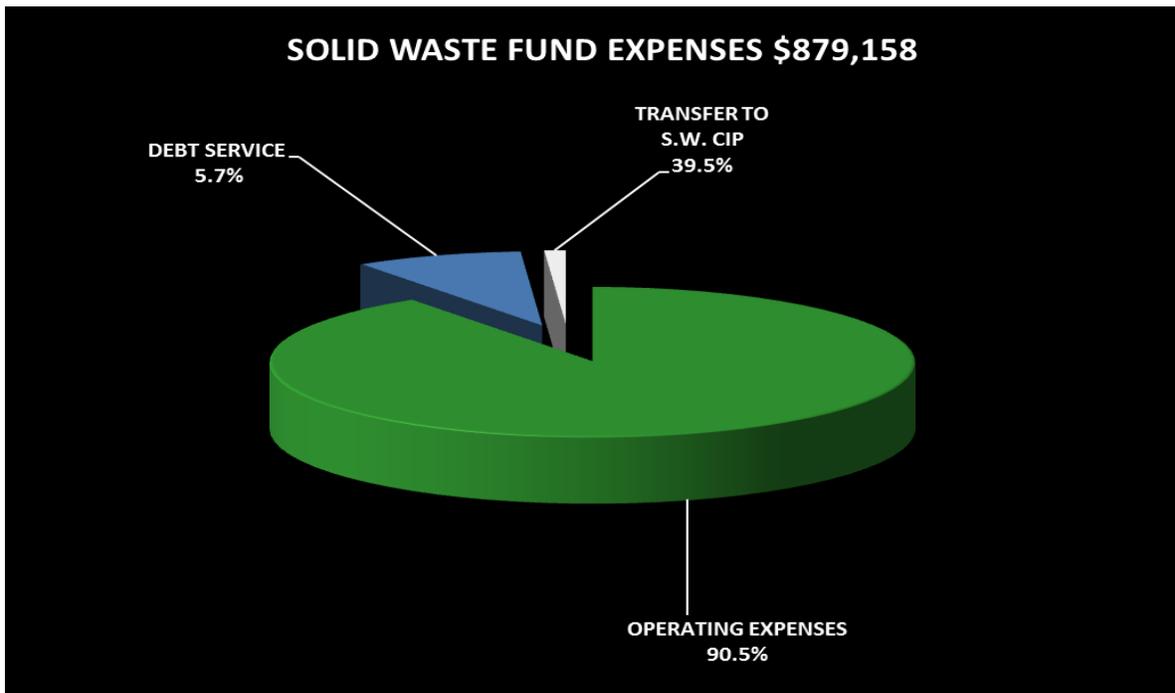
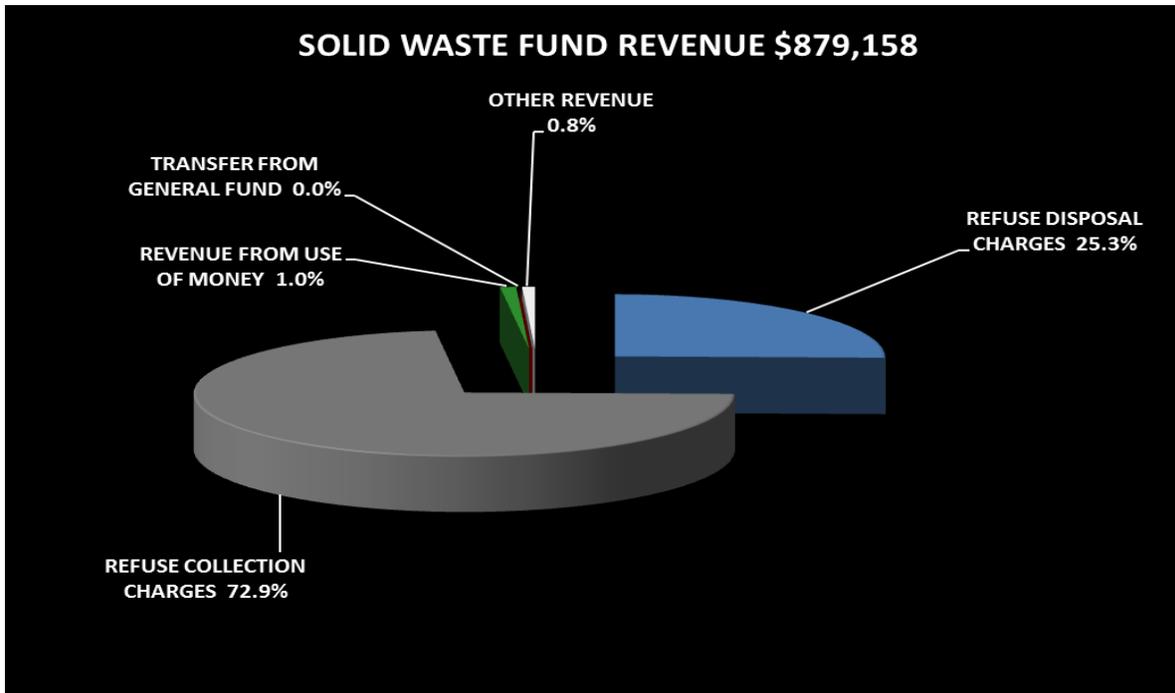
### General Fund Graphs



**SOLID WASTE FUND BUDGET SUMMARY**

<b>REVENUE SOLID WASTE FUND</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>% Change</b>
REFUSE COLLECTION CHARGES	593,271	641,056	8.05%
REFUSE DISPOSAL CHARGES	231,300	222,852	-3.65%
REDEMPTION OF RECYCLABLES	3,000	-	-100.00%
REVENUE FROM USE OF MONEY	5,500	8,500	54.55%
OTHER REVENUE	6,200	6,750	8.87%
TRANSFER FROM GENERAL FUND	490,085	-	-100.00%
<b>TOTAL</b>	<b>1,329,356</b>	<b>879,158</b>	<b>-33.87%</b>
<b>TOTAL SOLID WASTE FUND REVENUE</b>	<b>1,329,356</b>	<b>879,158</b>	<b>-33.87%</b>
<b>EXPENSES SOLID WASTE FUND</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>% Change</b>
GENERAL ADMINISTRATION	120,989	134,202	10.92%
REFUSE COLLECTION	221,144	221,621	0.22%
REFUSE DISPOSAL	386,424	439,456	13.72%
DEBT SERVICE	75,799	74,379	-1.87%
TRANSFER TO SOLID WASTE CAP PROJ FUND	<b>525,000</b>	<b>9,500</b>	<b>-98.19%</b>
<b>TOTAL SOLID WASTE FUND EXPENSES</b>	<b>1,329,356</b>	<b>879,158</b>	<b>-33.87%</b>
<b>CONTINGENCY</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>SOLID WASTE FUND EXPENDITURES &amp; CONTINGENCY</b>	<b>1,329,356</b>	<b>879,158</b>	<b>-33.87%</b>

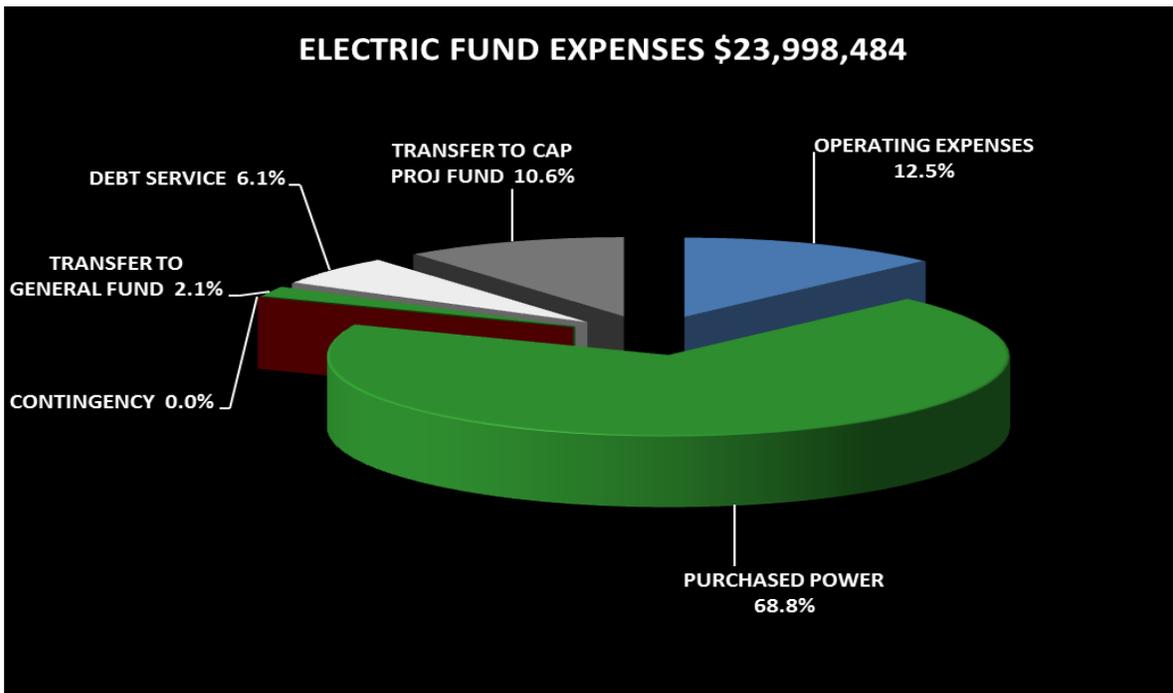
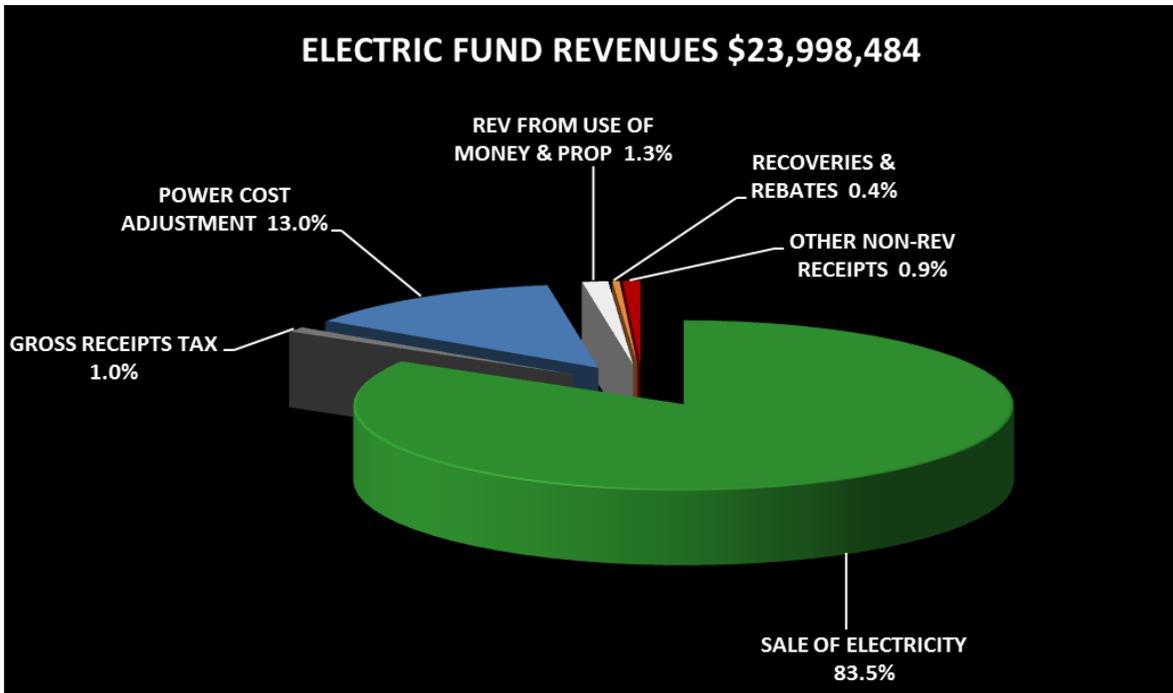
### Solid Waste Fund Graphs



**ELECTRIC FUND BUDGET SUMMARY**

<b>REVENUE ELECTRIC FUND</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>% Change</b>
USE OF PRIOR YEAR RESERVES	-	-	0.00%
SALE OF ELECTRICITY	20,217,471	20,039,942	-0.88%
POWER COST ADJUSTMENT	2,829,472	3,126,042	10.48%
GROSS RECEIPTS TAX REVENUE	232,500	232,500	0.00%
REVENUE FROM USE OF MONEY & PROPERTY	300,004	307,000	2.33%
OTHER NON-REVENUE RECEIPTS	209,000	209,000	0.00%
RECOVERIES & REBATES	84,000	84,000	0.00%
<b>TOTAL ELECTRIC FUND REVENUE</b>	<b>23,872,447</b>	<b>23,998,484</b>	<b>0.53%</b>
<b>EXPENSES ELECTRIC FUND</b>			
	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>% Change</b>
SUPERVISION & ENGINEERING	1,622,896	1,623,839	0.06%
POWER GENERATION	322,200	253,236	-21.40%
PURCHASED POWER	16,314,143	16,499,878	1.14%
TRANSMISSION & DISTRIBUTION	1,147,379	1,162,382	1.31%
MAINTENANCE - STREET LIGHTS	20,000	22,000	0.00%
MAINTENANCE - METERS	15,000	15,000	0.00%
TRANSMISSION - SUBSTATIONS	65,000	65,000	0.00%
METER READING	55,043	55,578	0.97%
RIGHT OF WAY CREW	260,398	262,444	0.79%
DISTRIBUTION - TRANSFORMERS	35,500	40,500	0.00%
OTHER EXPENSES	1,200	1,200	0.00%
DEBT SERVICE	1,434,188	1,454,427	1.41%
<b>TOTAL</b>	<b>21,292,947</b>	<b>21,455,484</b>	<b>0.76%</b>
TRANSFER TO GENERAL FUND	500,000	500,000	0.00%
TRANSFER TO ELECTRIC CAP PROJ FUND	2,079,500	2,043,000	-1.76%
<b>TOTAL ELECTRIC FUND EXPENSES</b>	<b>23,872,447</b>	<b>23,998,484</b>	<b>0.53%</b>
<i>CONTINGENCY</i>	-	-	0.00%
<b>ELECTRIC FUND EXPENSES &amp; CONTINGENCY</b>	<b>23,872,447</b>	<b>23,998,484</b>	<b>0.53%</b>

### Electric Fund Graphs



**GENERAL CAPITAL PROJECTS FUND BUDGET SUMMARY**

<b>REVENUE GENERAL CAP PROJ FUND</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>% Change</b>
TRANSFER FROM GENERAL FUND	568,500	680,500	19.70%
<b>TOTAL GENERAL CAP PROJ FUND REVENUE</b>	<b>568,500</b>	<b>680,500</b>	<b>19.70%</b>
<b>EXPENDITURES GENERAL CAP PROJ FUND</b>			
CAPITAL OUTLAY	568,500	680,500	19.70%
<b>TOTAL GENERAL CAP PROJ FUND EXPENDITURES</b>	<b>568,500</b>	<b>680,500</b>	<b>19.70%</b>
CONTINGENCY	-	-	0.00%
<b>GENERAL CAP PROJ FUND EXPEND &amp; CONTINGENCY</b>	<b>568,500</b>	<b>680,500</b>	<b>19.70%</b>

**SOLID WASTE CAPITAL PROJECTS FUND BUDGET SUMMARY**

<b>REVENUE SOLID WASTE CAP PROJ FUND</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>% Change</b>
TRANSFER FROM SOLID WASTE FUND	525,000	9,500	-98.19%
<b>TOTAL SOLID WASTE CAP PROJ FUND REVENUE</b>	<b>525,000</b>	<b>9,500</b>	<b>-98.19%</b>
<b>EXPENDITURES SOLID WASTE CAP PROJ FUND</b>			
CAPITAL OUTLAY	525,000	9,500	-98.19%
<b>TOTAL SOLID WASTE CAP PROJ FUND EXPENDITURES</b>	<b>525,000</b>	<b>9,500</b>	<b>-98.19%</b>
CONTINGENCY	-	-	0.00%
<b>SOLID WASTE CAP PROJ FUND EXPEND &amp; CONTINGENCY</b>	<b>525,000</b>	<b>9,500</b>	<b>-98.19%</b>

**ELECTRIC CAPITAL PROJECTS FUND BUDGET SUMMARY**

<b>REVENUE ELECTRIC CAP PROJ FUND</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>% Change</b>
TRANSFER FROM ELECTRIC FUND	2,079,500	2,043,000	-1.76%
<b>TOTAL ELECTRIC CAP PROJ FUND REVENUE</b>	<b>2,079,500</b>	<b>2,043,000</b>	<b>-1.76%</b>
<b>EXPENDITURES ELECTRIC CAP PROJ FUND</b>			
CAPITAL OUTLAY	2,079,500	2,043,000	-1.76%
<b>TOTAL ELECTRIC CAP PROJ FUND EXPENDITURES</b>	<b>2,079,500</b>	<b>2,043,000</b>	<b>-1.76%</b>
CONTINGENCY	-	-	0.00%
<b>ELECTRIC CAP PROJ FUND EXPEND &amp; CONTINGENCY</b>	<b>2,079,500</b>	<b>2,043,000</b>	<b>-1.76%</b>

# GENERAL FUND REVENUES

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
<b>100011 GEN GOVT - GENERAL REVENUE</b>						
100011	411101	CURRENT RE TAXES	1,551,689	1,554,813	1,551,690	1,531,847
100011	411102	DELINQUENT RE TAXES	3,220	-	6,500	3,500
100011	411201	CURRENT PUBLIC SERV TAXES	26,966	27,940	26,965	27,750
100011	411301	CURRENT PP TAXES	80,189	88,623	85,000	88,760
100011	411302	DELINQUENT PP TAXES	114	76	1,000	150
100011	411601	PENALTIES	14,976	13,517	15,000	15,000
100011	411602	INTEREST	7,474	3,318	10,000	5,150
100011	412101	LOCAL SALES & USE TAX	184,346	233,412	185,000	199,685
100011	412301	CONTRACTOR	20,310	20,300	20,000	20,300
100011	412402	BANK FRANCHSE TAX	222,513	256,021	222,513	230,250
100011	412502	MOPED DECAL FEES	-	-	50	-
100011	412801	CIGARETTE & TOBACCO TAX	298,080	285,660	297,046	295,325
100011	412901	MEALS TAX	1,176,022	1,345,430	1,257,753	1,345,450
100011	412902	LODGING TAX	55,571	58,157	53,181	55,715
100011	415102	INTEREST ON INVESTMENTS	25,774	67,558	25,000	65,000
100011	415105	INTEREST ON CEMETERY A/C	79,055	(10,734)	20,000	10,000
100011	415106	INTEREST - REYNOLDS PARK FUND	7,971	(603)	7,971	1,000
100011	416812	MISC SEWER	(251)	(40)	-	-
100011	416813	MISC WATER	1,347	(29)	-	-
100011	416904	PROCEEDS - SALE OF ASSETS	48,314	38,067	10,400	10,400
100011	418404	VOLUNTARY SETTLEMENT AGREEMT	750,000	750,000	750,000	750,000
100011	418405	PAYMENTS FROM BRWA	753,311	750,951	748,591	746,232
100011	418911	OTHER MISCELLANEOUS REVENUE	50,212	443	2,000	2,000
100011	418924	SET-OFF DEBT ADMIN FEE	3,460	2,739	4,600	3,250
100011	422103	ROLLING STOCK TAX	12,802	11,576	12,802	11,510
100011	422109	COMMONWEALTH-CURRENT PP TAXES	280,647	280,647	280,647	280,647
100011	422111	AUTO RENTAL TAX	101,373	40,775	30,000	30,000
100011	422112	COMMUNICATION TAXES	136,256	132,652	141,284	136,750
<b>TOTAL</b>	<b>GEN GOVT - GENERAL REVENUE</b>		<b>5,891,742</b>	<b>5,951,269</b>	<b>5,764,993</b>	<b>5,865,671</b>
<b>100012 GEN GOVT - CHARGES FOR SERVICE</b>						
100012	415201	RENTAL-GENERAL PROPERTY	120,000	450,000	450,000	-
100012	415203	RENTAL - LEASED PROPERTY	70,613	29,030	75,200	30,000
<b>TOTAL</b>	<b>GEN GOVT - CHARGES FOR SERVICE</b>		<b>190,613</b>	<b>479,030</b>	<b>525,200</b>	<b>30,000</b>

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
<b>100032 PUB SAFETY - CHRGR FOR SERVICE</b>						
100032	413101	ANIMAL LICENSES	4,817	4,702	5,200	5,200
100032	413305	TRANSFER FEES	-	-	150	-
100032	413307	ZONING AND USE PERMITS	1,725	2,705	2,000	2,000
100032	413308	BUILDING PERMITS	-	30	-	-
100032	413319	SIGN PERMITS	450	525	450	450
100032	413327	SOLICITOR PERMITS	25	-	-	-
100032	413335	PLAT FEES	385	70	750	500
100032	413337	LOUDSPEAKER PERMITS	225	225	200	200
100032	413338	OTHER PERMITS	50	100	100	100
100032	414101	COURT FINES & FORFEITURES	31,077	41,752	70,000	50,000
100032	414102	PARKING FINES	4,075	4,085	8,250	5,000
100032	414105	E-SUMMONS FEES	2,557	6,287	5,463	6,250
100032	416200	BMH SECURITY	-	-	-	-
100032	416302	POLICE-FINGERPRINTING FEES	1,000	1,098	500	1,000
<b>TOTAL</b>	<b>PUB SAFETY - CHRGR FOR SERVICE</b>		<b>46,387</b>	<b>61,580</b>	<b>93,063</b>	<b>70,700</b>
<b>100033 PUB SAFETY-OPER GRNTS &amp; CONTR</b>						
100033	422108	STATE AID - LAW ENFORCEMENT	243,700	251,548	243,701	251,548
100033	424057	DMV GRANT 2014	-	-	-	-
100033	424201	STATE AID - FIRE TRAINING	-	19,720	19,720	19,720
100033	424204	FEMA FIREFIGHTERS GRANT	-	148,500	-	-
100033	433136	BYRNE JUSTICE ASSISTANCE GRANT	2,936	-	-	-
100033	433158	DMV GRANT-2015 ALCOHOL ENFORCE	3,598	-	-	-
100033	433159	DMV GRANT 2015 - OCCUPANT PROT	720	-	-	-
100033	433160	DMV GRANT 2015 - SPEED ENFORCE	2,002	-	-	-
100033	433161	DMV GRANT-2016 ALCOHOL ENFORCE	451	3,694	-	-
100033	433162	DMV GRANT-2016 SPEED ENFORCE	1,613	2,652	-	-
100033	433163	DMV GRANT-2017 ALCOHOL ENFORCE	-	871	-	-
100033	433164	DMV GRANT-2017 SPEED ENFORCE	-	1,835	-	-
<b>TOTAL</b>	<b>PUB SAFETY-OPER GRNTS &amp; CONTR</b>		<b>255,019</b>	<b>428,820</b>	<b>263,421</b>	<b>271,268</b>
<b>100042 PUB WORKS - CHRGR FOR SERVICE</b>						
100042	419202	BRWA PAVING RECOVERY	-	-	-	-
<b>TOTAL</b>	<b>PUB WORKS - CHRGR FOR SERVICE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

			FY 2016 ACTUALS	FY 2017 ACTUALS	FY 2018 BUDGET	FY 2019 ADOPTED
<b>100043 PUB WORKS - OPER GRNTS &amp; CONTRIBUTIONS</b>						
100043	424301	STREET & HIGHWAY MAINTENANCE	1,354,991	1,405,925	1,354,991	1,405,925
100043	424303	VDOT REVENUE SHARING GRANT	218,898	125,060	-	-
<b>TOTAL</b>	<b>PUB WORKS - OPER GRNTS &amp; CONTRIBUTIONS</b>		<b>1,573,889</b>	<b>1,530,985</b>	<b>1,354,991</b>	<b>1,405,925</b>
<b>100072 PARKS - CHARGES FOR SERVICE</b>						
100072	415202	RENTAL-RECREATIONAL FACILITIES	-	850	-	1,200
100072	418906	SALE OF CEMETERY LOTS (30%)	8,184	9,396	7,500	8,750
100072	418912	GRAVE/MONUMENT SERVICE CHARGE	70,469	72,919	67,100	70,000
<b>TOTAL</b>	<b>PARKS - CHARGES FOR SERVICE</b>		<b>78,653</b>	<b>83,165</b>	<b>74,600</b>	<b>79,950</b>
<b>100083 COMM DEV - OPER GRNTS &amp; CONTRIBUTIONS</b>						
100083	418925	ARTS APPRECIATION GRANT	5,000	5,000	5,000	4,500
100083	424302	LITTER CONTROL	3,231	3,112	1,000	3,000
100083	424913	VRA RESTORATION/REDEVELOP GRNT	-	39,000	-	-
<b>TOTAL</b>	<b>COMM DEV - OPER GRNTS &amp; CONTRIBUTIONS</b>		<b>8,231</b>	<b>47,112</b>	<b>6,000</b>	<b>7,500</b>
<b>100091 NONDEPT - GENERAL REVENUE</b>						
100091	419204	RECOVERIES & REBATES	739	32,091	1,000	7,000
100091	419206	RECOVERED COSTS-FIRE DEPT	135,200	137,500	135,200	135,200
100091	419207	RECOVERED COSTS-POLICE DEPT	-	-	-	60,268
100091	433155	DISASTER RECOVERY 2012	-	39,460	-	-
100091	441406	PROCEEDS FROM FINANCING	-	-	-	-
100091	441499	PY RESERVES	-	-	1,462,102	1,127,104
100091	451101	TRANSFER IN - ELECTRIC	-	-	500,000	500,000
<b>TOTAL</b>	<b>NONDEPT - GENERAL REVENUE</b>		<b>135,939</b>	<b>209,051</b>	<b>2,098,302</b>	<b>1,829,572</b>
<b>TOTAL REVENUE</b>			<b>8,180,472</b>	<b>8,791,012</b>	<b>10,180,570</b>	<b>9,560,586</b>

# GENERAL FUND EXPENDITURES

# ADMINISTRATION

## MISSION

It is the mission of the Town of Bedford to provide the best place to live, work, and play.

## DESCRIPTION

The Town Manager is appointed by Council to serve the town for an indefinite term. Selected primarily on the basis of executive and administrative qualifications, the Town Manager directs and supervises the administration of all departments, offices and agencies of the Town, except as otherwise provided in the Town's Charter. The Town Manager implements town policy as determined by the Mayor and Town Council. The Town Manager is charged with advising the Town Council with regard to the financial condition of the town, its future needs, and all matters related to its proper administration. The Town Manager must propose and submit an annual budget to the Town Council and, once it is approved, is responsible for its implementation.

## GOALS, OBJECTIVES, & MEASURES

<b>Goal 1:</b>	<b>Support retention and expansion of existing industries, businesses and services.</b>				
	<b>Objective</b>	<b>Ensure that economic incentives apply to existing industry as well as new industry.</b>			
		<b>Measure:</b>	<b>Number of incentives allocated.</b>		
			<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
	2	6	10		
<b>Goal 2:</b>	<b>Diversify the economic base by attracting sustainable industries, businesses and services, which improve the mix of infrastructure, goods and services available to meet the needs of Town residents.</b>				
	<b>Objective</b>	<b>Encourage adaptive reuse of historic buildings and facilities.</b>			
		<b>Measure:</b>	<b>Number of historic buildings repurposed.</b>		
			<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
	New Measure	New Measure	4		
<b>Goal 3:</b>	<b>Protect and expand public and private investments in Centertown Bedford.</b>				
	<b>Objective</b>	<b>Maintain Centertown Bedford as the hub of community activity by encouraging the location of government, retail, financial and professional services as well as its use for cultural, recreational, and educational programs.</b>			
		<b>Measure:</b>	<b>Number of events held in Centertown Bedford.</b>		
			<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
	New Measure	New Measure	6		

<b>Goal 4:</b>	<b>Support economic growth and tourism by capitalizing on nearby visitor destinations an on the unique location of Bedford.</b>			
	<b>Objective</b>	<b>Encourage expansion of hospitality industry development that attracts and serves tourists and visitors.</b>		
	<b>Measure:</b>	<b>Transient Occupancy (Lodging) Tax Receipts</b>		
		<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
	<b>\$58,156.98</b>	<b>\$52,525.58</b>	<b>\$55,715</b>	

**FINANCIAL SUMMARY**

<b>FUNCTIONAL AREA</b>	<b>FY 15/16 ACTUALS</b>	<b>FY 16/17 ACTUALS</b>	<b>FY 17/18 BUDGET</b>	<b>FY 18/19 ADOPTED</b>
Town Council	38,212	40,149	39,305	40,801
Clerk of the Council	9,116	9,917	9,487	9,832
Other Legislative	10,675	5,402	10,000	10,000
Town Manager	151,348	222,792	159,480	156,064
Other Legal Services	4,785	6,527	10,000	10,000
Town Attorney	70,727	68,618	79,639	81,094
Personnel	44,702	36,915	54,150	54,150
Independent Auditor	40,990	42,220	45,000	45,000
<b>ADMINISTRATION TOTAL</b>	<b>370,555</b>	<b>432,540</b>	<b>407,061</b>	<b>406,941</b>

**SERVICES**

Town Admin - Town Council      The Town of Bedford operates with a council/manager form of government. Under this form of government, the elected governing body is responsible for establishing policy, passing ordinances, voting appropriations, and developing an overall vision for the town. The Council appoints a professional town manager to oversee the daily operations of the Town government and implement the policies they establish. The Town Manager is apolitical, and the Council represents the citizens. The Bedford Town Council is composed of elected members from whom a mayor and vice-mayor are selected. There are seven members of the Town Council, each elected for a four-year term.

Town Admin - Town Council Clerk      Provides for a Clerk to do Town Council duties. Program is responsible for agenda preparation, minutes' preparation, Council and Commissions oversight, advertising of public notices and record keeping for the Town Economic Development Authority.

Town Admin - Town Manager's Office	Provides oversight for all town departments and operations, liaison with community agencies and other local government jurisdictions, serving on regional boards and commissions, supervision for executive level functions of strategic planning/performance management and community relations. Provides support to the Town Council provided by senior Town administrators including preparation for and participation in Council meetings and research and analysis of Council initiatives.
Town Admin - Economic Development	Directs the Town's public information and education program, manages special events; produces all town publications including educational, advertising and marketing materials; manages media relations. Manages citizen participation in town government activities and supports community partnerships to ensure meaningful public engagement in planning and policy development including master planning.
Town Admin - Town Attorney/Legal Services	Provides professional and timely legal representation and advice to the Town Council, the Planning Commission, the Town Manager, Town Departments, Town employees, and various boards and commissions. Majority of time and resources address legal review and/or preparation of Council agenda items; contract preparation, review and disputes; municipal finance; environmental law; legislative services; property acquisition; ordinance drafting; in-house publication and maintenance of the Town Municipal Code; local government taxation; code enforcement; and litigation.
Town Admin - Community Development	Provides for the management and administrative support for all of the Community Development department's operation. Ensures department processes, policies, and procedures are current, coordinated, and effective for both staff and the general public. Provides for the maintenance of the Comprehensive Plan, including master plans and amendments to the Comprehensive Plan. Provides for the administration of the Zoning Ordinance, including appeals and variances, zoning inspections, zoning enforcement, proffer management, business clearances, building permit support, sign permits, temporary event permits, development right determinations, and for interpretations of the zoning ordinance. Provides for the review of all development applications. This includes all subdivisions, site plans, re-zonings, special use permits, Certificates of Appropriateness, storm-water management, subdivision and site bonds and inspections, groundwater assessments, and waivers or modifications of ordinance requirements.
Town Admin - Human Resources/Personnel	Ensures compliance with federal, state and county employment regulations and provides training on workplace safety. Manages opportunities for cost containment to include workers compensation, unemployment insurance and wellness. Provides for an employee wellness program for County employees.

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
<b>10011110 TOWN COUNCIL</b>						
10011110	511000	COMPENSATION	29,000	29,000	29,000	29,000
10011110	521000	FICA	2,218	2,218	2,219	2,219
10011110	527000	WORKER'S COMPENSATION	35	34	36	32
10011110	539000	FIREWORKS	-	-	-	9,000
10011110	552100	POSTAGE	29	25	50	50
10011110	555000	TRAINING EXPENSE	-	-	500	500
10011110	560143	MISCELLANEOUS EXPENSE	6,930	8,872	-	-
<b>TOTAL</b>	<b>TOWN COUNCIL</b>		<b>38,212</b>	<b>40,149</b>	<b>39,305</b>	<b>40,801</b>
<b>10011120 CLERK OF COUNCIL</b>						
10011120	511000	COMPENSATION	8,314	8,659	8,614	8,614
10011120	521000	FICA	636	662	659	659
10011120	527000	WORKER'S COMPENSATION	14	13	14	9
10011120	560010	OFFICE SUPPLIES	153	583	150	500
10011120	560140	COMPUTER SUPPLIES	-	-	50	50
<b>TOTAL</b>	<b>CLERK OF COUNCIL</b>		<b>9,116</b>	<b>9,917</b>	<b>9,487</b>	<b>9,832</b>
<b>10011130 OTHER LEGISLATIVE</b>						
10011130	531315	CODIFICATION OF ORDINANCE	10,675	5,402	10,000	10,000
<b>TOTAL</b>	<b>OTHER LEGISLATIVE</b>		<b>10,675</b>	<b>5,402</b>	<b>10,000</b>	<b>10,000</b>
<b>10011211 TOWN MANAGER</b>						
10011211	511000	COMPENSATION	103,527	164,505	103,881	100,879
10011211	521000	FICA	7,595	12,268	7,947	7,717
10011211	522100	VRS - RETIREMENT	17,980	21,744	21,763	18,491
10011211	522150	VRS - LIFE INSURANCE	1,205	1,360	1,361	1,322
10011211	523000	HOSPITAL INSURANCE	12,367	13,793	14,441	18,844
10011211	527000	WORKER'S COMPENSATION	152	146	157	111
10011211	528700	SUPPLEMENTAL RETIRE - ICMA	1,080	993	1,080	-
10011211	552100	POSTAGE	80	69	100	100
10011211	552300	COMMUNICATIONS	717	838	750	800
10011211	555000	TRAINING EXPENSE	1,063	1,252	2,500	2,500
10011211	558100	DUES & ASSOC MEMBERSHIPS	2,084	1,462	1,700	1,700
10011211	560010	OFFICE SUPPLIES	798	1,016	500	1,000
10011211	560080	GASOLINE & OIL	1,115	962	1,300	1,300

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
10011211	560093	VEHICLE SUPPLIES & PARTS	312	982	700	-
10011211	560120	BOOKS & PUBLICATIONS	835	777	800	800
10011211	560140	COMPUTER SUPPLIES	327	425	250	250
10011211	560143	MISCELLANEOUS EXPENSE	108	199	250	250
<b>TOTAL</b>	<b>TOWN MANAGER</b>		<b>151,348</b>	<b>222,792</b>	<b>159,480</b>	<b>156,064</b>
<b>10011220 OTHER LEGAL SERVICES</b>						
10011220	531500	LEGAL SERVICES	4,785	6,527	10,000	10,000
<b>TOTAL</b>	<b>OTHER LEGAL SERVICES</b>		<b>4,785</b>	<b>6,527</b>	<b>10,000</b>	<b>10,000</b>
<b>10011221 TOWN ATTORNEY</b>						
10011221	511000	COMPENSATION	32,627	32,973	32,927	32,927
10011221	521000	FICA	2,369	2,388	2,519	2,519
10011221	523000	HOSPITAL INSURANCE	5,893	6,242	7,056	8,508
10011221	527000	WORKER'S COMPENSATION	36	34	37	40
10011221	531500	LEGAL SERVICES	-	-	-	-
10011221	531502	SPECIAL FEES	26,500	25,130	35,500	35,500
10011221	555000	TRAINING EXPENSE	1,572	919	500	500
10011221	558100	DUES & ASSOC MEMBERSHIPS	1,142	300	500	500
10011221	560120	BOOKS & PUBLICATIONS	588	631	600	600
<b>TOTAL</b>	<b>TOWN ATTORNEY</b>		<b>70,727</b>	<b>68,618</b>	<b>79,639</b>	<b>81,094</b>
<b>10011222 PERSONNEL</b>						
10011222	528400	EMPLOYEE RECOGNITION	1,272	412	5,000	5,000
10011222	528500	HEPATITIS B VACCINATIONS	-	-	500	500
10011222	531100	MEDICAL EXAMINATIONS	1,928	1,206	4,500	4,500
10011222	531300	INSURANCE CONSULTING	173	867	1,500	1,500
10011222	531304	CREDIT REPORT/CRIMINAL REPR	3,676	2,290	1,500	1,500
10011222	531308	WELLNESS PROGRAM	31,221	29,688	33,000	33,000
10011222	531404	PROFESSIONAL SERVICES	778	-	2,000	2,000
10011222	531500	LEGAL SERVICES	165	602	-	-
10011222	536000	ADVERTISING	5,489	1,650	4,800	4,800
10011222	555000	TRAINING EXPENSE	-	-	1,000	1,000
10011222	558100	DUES & ASSOC MEMBERSHIPS	-	199	350	350
10011222	560010	OFFICE SUPPLIES	-	-	-	-
<b>TOTAL</b>	<b>PERSONNEL</b>		<b>44,702</b>	<b>36,915</b>	<b>54,150</b>	<b>54,150</b>

			FY 2016 ACTUALS	FY 2017 ACTUALS	FY 2018 BUDGET	FY 2019 ADOPTED
<b>10011224 INDEPENDENT AUDITOR</b>						
10011224	531200	AUDITING SERVICES	40,990	42,220	45,000	45,000
<b>TOTAL</b>	<b>INDEPENDENT AUDITOR</b>		<b>40,990</b>	<b>42,220</b>	<b>45,000</b>	<b>45,000</b>
	<b>TOTAL EXPENSE</b>		<b>370,555</b>	<b>432,540</b>	<b>407,061</b>	<b>406,941</b>

# FINANCE

## MISSION

It is the mission of the Department of Finance to provide fiduciary responsibility to the citizens and taxpayers of the Town of Bedford to ensure that financial resources are collected, safe-guarded, maximized and dispersed in a fiscally judicious manner. As employees of the Town we provide optimal financial services to a wide range of constituents in a transparent and professional way that meets the expectations of those we serve while adhering to all current accounting and management standards.

## DESCRIPTION

The function of this division is to administer the financial operations of the Town of Bedford by overseeing Budget Administration, Financial Accounting Processes, Treasury Office, Collections, Payroll Administration, Revenue Management, Utility Services, Debt Management, Risk Management, Procurement & Purchasing Services, and Financial Reporting. Compliance monitoring is done in all financial areas to conform Town operations to existing Federal, State, and local rules and regulations. It is the responsibility of the division to promote the fiscal soundness of the community so that its social, public safety, infrastructure and overall quality of life will be maintained at the high standard required and desired by its residents.

## GOALS, OBJECTIVES, & MEASURES

<b>Goal</b>	<b>Exhibit financial stability and operational efficiency through effectively managing resources. We will ensure that Town residents receive great value for their tax dollars, and that Town programs, services, and capital projects benefit the community as a whole.</b>				
	<b>Objective</b>	<b>Be proactive by providing in advance accurate and timely financial reporting that complies with laws governing municipalities accounting and regulatory practices.</b>			
		<b>Measure:</b>	<b>Complete the monthly financial report for submission to Town Council Finance Committee no later than 15 business days after month-end close.</b>		
			<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
		<b>100%</b>	<b>100%</b>	<b>100%</b>	
	<b>Objective</b>	<b>The quick ratio is another, more conservative measure of the Town’s ability to pay its short-term obligations. The quick ratio compares total current assets, less the inventory and other assets which are not currently convertible to cash to current liabilities. A quick ratio of 1.00 to 1.00 indicates good current liquidity and an ability to meet the short-term obligations.</b>			
		<b>Measure:</b>	<b>Maintain a minimum of a 1.00 to 1.00 quick ratio of liquidity.</b>		
			<b>FY 2017</b>	<b>FY 2018 (Goal)</b>	<b>FY 2019 (Goal)</b>
		<b>General</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>
		<b>Enterprise</b>	<b>5.5</b>	<b>6.0</b>	<b>6.0</b>
<b>Objective</b>	<b>The debt service coverage ratio compares the Town’s debt service requirements on revenue bonds to the net operating cash generated by the</b>				

		revenue streams pledged for payment. A debt service ratio greater than 1.00 indicates a sufficient ability to make the debt service payments from net revenue from operations. As of the last reported CAFR, the Town experienced a debt service coverage ratio of 4.80. This indicates that the Town generated 4.80 times the amount of cash necessary to pay the debt service requirements on its revenue bonds.		
	Measure:	Maintain a minimum of 1.00 debt service ratio.		
		FY 2017	FY 2018 (Goal)	FY 2019 (Goal)
		4.80	4.80	5.5
	Objective	The self-sufficiency ratio indicates the level at which business-type activities covers their current costs with current year revenues, without having to rely on subsidies or use of prior year reserves. As of the last reported CAFR, the Solid Waste Fund had a self-sufficiency ratio of 82.3% and the Electric Fund has a self-sufficiency ratio of 121.7%.		
		Measure:	Maintain a minimum self-sufficiency ratio for business-type activities of 100.0%.	
		FY 2017	FY 2018 (Goal)	FY 2019 (Goal)
	<i>Solid Waste</i>	82.3%	100.0%	100.0%
	<i>Electric</i>	121.7%	100.0%	100.0%

**FINANCIAL SUMMARY**

FUNCTIONAL AREA	FY 15/16 ACTUALS	FY 16/17 ACTUALS	FY 17/18 BUDGET	FY 18/19 ADOPTED
Treasurer's Office	170,438	186,912	199,692	191,945
Finance Department	157,909	151,651	177,867	187,197
Other Gen & Financial Admin	9,014	165,163	11,109	11,109
<b>TOTAL FINANCE</b>	<b>337,362</b>	<b>503,726</b>	<b>388,668</b>	<b>390,251</b>

**SERVICES**

**Budget Administration** The primary responsibility of the Budget Administration division is the development and management of the Town Budget, Capital Improvement Program, and the Five Year Plan. This division works with all other Town department's financial management personnel to produce the Fiscal Year Budget and all other required Federal/State budgetary reporting.

**Financial Accounting Processes** Responsible for all accounts payable and accounts receivable processes for all Town Departments and Enterprise Funds. Provides for the maintenance of all official financial records. Responsible for compiling and filing all official reports pertaining to GAAP, GASB, FASB, State and Federal reporting requirements. Facilitates all recording and reporting of financial activity in current financial software package. Oversees financial interactions made by Town Departments

and Enterprise Funds including issuance of general obligation debt, agency contributions, and grant assistance.

Treasurer’s Office	The Treasurer’s Office is responsible for managing and directing the billing and collection of all real estate taxes, personal property taxes, motor vehicle excise taxes, solid waste charges, utility charges, electric charges, and the issuance of municipal lien certificates. The Treasurer also manages the Town’s property which is in Tax Title or Foreclosure. Delinquent property is turned over to the Treasurer annually for nonpayment of taxes. The Treasurer facilitates a public auction or a disposition of foreclosed properties.
Payroll Administration	Responsible for the recording, processing, payments and administration of employee compensation for all Town Departments. Disburses all Federal, State, retirement and miscellaneous deductions & contributions for all staff. Responsible for all IRS reporting requirements and deadlines.
Revenue Management	Responsible for establishing revenue performance standards, tracking and reporting revenue, analyzing actual versus expected performance, and initiating corrective action on underperformance.
Utility Services	Responsible for the billing, processing, collection, service set-up/disconnect, data management, and customer service troubleshooting on all utility accounts.
Debt Management	Responsible for policy and practice related to the debt issuance process, debt payment oversight, management of debt portfolio, and adherence to debt issuance laws, restrictions and regulations.
Risk Management	Responsible to manage risk transfer by the acquisition of insurance -directly and indirectly via requirement of contract providers - related to worker safety, auto liability, property, general liability, compliance and regulatory liability.
Procurement & Purchasing Services	Responsible for the purchasing of all supplies, equipment and services required by all Town Departments, Enterprise Funds, and associated agencies. All purchases above \$5,000 are required by Town Code to follow the established Town Purchasing Policies. Facilitates the Sale of surplus property owned by the Town and Enterprise Funds. Maintains the Town’s Fixed Asset System. Oversees Town credit card purchases and remittance.
Financial Reporting	Responsible for presenting financial statements that adhere to generally accepted accounting principles (GAAP) and to maintain continuity of information on operating performance and financial position on all local government and enterprise funds.

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
<b>10011241 TREASURER</b>						
10011241	511000	COMPENSATION	107,017	110,339	109,423	102,715
10011241	521000	FICA	7,566	7,755	8,371	7,858
10011241	522100	VRS - RETIREMENT	18,352	22,409	22,924	18,828
10011241	522150	VRS - LIFE INSURANCE	1,230	1,411	1,433	1,346
10011241	522160	VLDP-VRS HYBRID DISABILITY	-	78	78	78
10011241	522170	ICMA-HYBRID RETIREMENT	-	162	195	195
10011241	523000	HOSPITAL INSURANCE	13,987	15,900	17,640	21,270
10011241	527000	WORKER'S COMPENSATION	131	127	136	113
10011241	531250	DATA PROCESSING SERVICES	750	65	1,000	1,000
10011241	531704	COLLECTION AGENCY FEES	(201)	198	100	100
10011241	533112	REPAIRS/MAINT - OFFICE EQUIP	389	389	2,000	2,000
10011241	536000	ADVERTISING	1,058	612	1,000	1,000
10011241	538137	DMV STOP FEES	(40)	(20)	500	500
10011241	552100	POSTAGE	10,110	9,982	14,000	14,000
10011241	552300	COMMUNICATIONS	1,682	1,892	1,750	1,800
10011241	555000	TRAINING EXPENSE	802	1,637	2,000	2,000
10011241	558100	DUES & ASSOC MEMBERSHIPS	225	225	500	500
10011241	560010	OFFICE SUPPLIES	2,023	949	2,500	2,500
10011241	560140	COMPUTER SUPPLIES	4,830	4,467	4,000	4,000
10011241	560144	DOG TAGS	510	531	600	600
10011241	560146	CIGARETTE STAMPS	18	7,804	9,542	9,542
<b>TOTAL</b>	<b>TREASURER</b>		<b>170,438</b>	<b>186,912</b>	<b>199,692</b>	<b>191,945</b>
<b>10011242 FINANCE DEPARTMENT</b>						
10011242	511000	COMPENSATION	76,527	90,603	85,350	92,200
10011242	521000	FICA	6,239	6,567	6,529	7,053
10011242	522100	VRS - RETIREMENT	12,293	17,185	17,881	16,900
10011242	522150	VRS - LIFE INSURANCE	903	1,136	1,118	1,208
10011242	522160	VLDP-VRS HYBRID DISABILITY	115	168	157	168
10011242	522170	ICMA-HYBRID RETIREMENT	672	978	916	978
10011242	523000	HOSPITAL INSURANCE	8,286	8,761	9,878	11,911
10011242	523100	HOSPITAL - RETIRED EMPLOYEES	(627)	-	-	-
10011242	527000	WORKER'S COMPENSATION	147	149	160	101
10011242	531270	MISC ACCOUNTING SERVICES	16,387	3,293	14,000	14,000
10011242	531300	INSURANCE CONSULTING	9,154	-	-	-
10011242	531620	BOND TRUSTEE	600	-	600	600

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
10011242	533103	SOFTWARE/HARDWARE MAINT	10,186	9,222	19,978	20,628
10011242	533112	REPAIRS/MAINT - OFFICE EQUIP	-	-	400	400
10011242	535000	PRINTING AND BINDING	962	-	1,000	1,000
10011242	552100	POSTAGE	1,760	1,217	2,000	2,000
10011242	552300	COMMUNICATIONS	2,313	2,820	2,350	2,500
10011242	555000	TRAINING EXPENSE	3,076	910	3,300	3,300
10011242	555002	TRAINING - TOWN WIDE	-	-	-	-
10011242	558100	DUES & ASSOC MEMBERSHIPS	1,055	834	1,000	1,000
10011242	560010	OFFICE SUPPLIES	4,539	4,535	4,500	4,500
10011242	560017	ACCT ANALYSIS FEES	2,902	3,274	3,000	3,000
10011242	560120	BOOKS & PUBLICATIONS	-	-	250	250
10011242	560141	DATA PROCESSING SUPPLIES	420	-	3,500	3,500
<b>TOTAL</b>	<b>FINANCE DEPARTMENT</b>		<b>157,909</b>	<b>151,651</b>	<b>177,867</b>	<b>187,197</b>
<b>10011260 OTHER GEN &amp; FINANCIAL ADMIN</b>						
10011260	536100	GENERAL TOWN ADVERTISING	3,892	11,775	5,500	5,500
10011260	556529	DUES-CENTRAL VA PLAN DISTRICT	1,045	1,045	1,045	1,045
10011260	556531	DUES-VA MUNICIPAL LEAGUE	4,077	4,425	4,564	4,564
10011260	558099	VA DEPT/TAXATION MV RENTAL TAX	-	147,917	-	-
<b>TOTAL</b>	<b>OTHER GEN &amp; FINANCIAL</b>		<b>9,014</b>	<b>165,163</b>	<b>11,109</b>	<b>11,109</b>
<b>TOTAL EXPENSE</b>			<b>337,362</b>	<b>503,726</b>	<b>388,668</b>	<b>390,251</b>

# INFORMATION TECHNOLOGY

## MISSION

To serve as core technical planning, implementation, and support for all Town departments.

## DESCRIPTION

Team of 2, one full time and one part time, carrying five primary roles: Technician, Software Support, Network and Systems Administration, Database Administration, and Project Manager.

## GOALS, OBJECTIVES, & MEASURES

<b>Goal</b>	<b>To increase efficiency of the IT Department in regards to both internal/external user experience and patch management of devices.</b>				
	<b>Objective</b>	<b>Improvement of response time of user submitted work orders to the IT Department.</b>			
		<b>Measure:</b>	<b>Complete high priority work orders within 3 days of submission.</b>		
			<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
		85.0%	90.0%	100.0%	
	<b>Objective</b>	<b>Maintain rate of 100% on server uptime and server patch management</b>			
		<b>Measure:</b>	<b>Maintain current 100% status.</b>		
			<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
		90.0%	100.0%	100.0%	
	<b>Objective</b>	<b>Increase efficiency regarding patch management of all computers on the town network.</b>			
		<b>Measure:</b>	<b>Utilize a WSUS system to roll out new patches to a variety of Operating Systems throughout the network. To upgrade areas where this was performed manually in previous years.</b>		
			<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
		75.0%	80.0%	100.0%	
	<b>Objective</b>	<b>Increase website traffic by ensuring up to date information and device compatibility.</b>			
		<b>Measure:</b>	<b>Routinely check website statistics to monitor page traffic and device usage.</b>		
			<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
	80.0%	90.0%	100.0%		

**SIGNIFICANT CHANGES**

The I.T. Department has completed several projects throughout the year that continued to keep our network up to current industry standard. Our environment is now more stable than previous years as we have replaced 99% of outdated servers with virtual machines. This continues to ensure a consistent, reliable & redundant backup of servers and files. Our professional network can continue to adapt to growth and ever-changing technology. We remain backed by certified on call network professionals in the event of any network or server emergency situation.

We now have an Exchange server in place & users seem to have transitioned over to Outlook well. The Town’s new Antivirus software (ESET) is also a more robust & secure option that what we had in place in previous years. The Municipal building now has a secure private & public Wi-Fi connection in addition to increased coverage that will accommodate all departments located in that building. Alongside the Finance Director the I.T. Department assisted in web site creation & deployment. We are now able to offer citizens a smartphone application as well. We still have a few projects in the works, one being our Utility billing software conversion. We hope to have that completed by summer/fall 2018.

**FINANCIAL SUMMARY**

<b>FUNCTIONAL AREA</b>	<b>FY 15/16 ACTUALS</b>	<b>FY 16/17 ACTUALS</b>	<b>FY 17/18 BUDGET</b>	<b>FY 18/19 ADOPTED</b>
Information Technology	151,853	228,641	194,451	214,803
<b>TOTAL I.T.</b>	<b>151,853</b>	<b>228,641</b>	<b>194,451</b>	<b>214,803</b>

**SERVICES**

- Financial Services Support

This is a large program that encompasses support for Finance & Collections as well as all departments' interaction with those two. It includes management, configuration, control and upgrade of the primary financial package (Munis) as well as the utility billing package, a variety of printing needs (bills, receipts, reports), report generation, end-user training and support, contract management, vendor interaction, file and database management and backup, and ultimately compliance with a variety of Federal & State laws. This also includes migration from one platform to another.
- PC Maintenance

This program represents the management and maintenance of all user desktop and laptop computers except for MDT's. This requires upgrading components, repairing or replacing broken hardware and peripherals (mice, video boards, hard drives, etc.), monitoring overall PC health and creating the replacement schedule as a result of that.
- PC Replacement

We replace roughly 25% of our desktop PC's every year. We build each new PC from a standard build up to whatever the end user needs. This program also includes replacing major pieces of other hardware (printers, monitors, etc.) This keeps our workstations up-to-date, efficient, and in-line with modern

<p>Network &amp; Systems Administration/MSA with Advanced Network Systems</p>	<p>software.</p> <p>As the I.T. Administrator I work hand-in-hand with Advanced Network Systems through our Alliance Managed Services contract. ANS specializes in providing technology services to support and maintain our IT network. They expertly ensure our network technology runs reliably and effectively. Their total support programs for servers ensure maximum uptime from our systems &amp; daily backups (including redundant offsite backups at the Operations Center). Our Alliance MSA also includes all the monitoring, remediation and maintenance benefits. Their experienced technicians will perform all monitoring, remediation, maintenance, and administrative tasks remotely at first, with additional resources as needed. In addition they assist with strategic network planning, upgrades, switching installation/management &amp; required licensing.</p>
<p>Cell Phone Management</p>	<p>This program provides mobile telephone service to Town employees. It involves provisioning the phones, negotiating the contract, reviewing vendors, programming the phones, education of end users, inventory of phones and peripherals, purchasing of peripherals and new phones, vendor management, and troubleshooting/repair of damaged phones.</p>
<p>Phone System Management</p>	<p>We manage the entire PBX (Private Business eXchange) for the Town government, including hardware, programming, maintenance, connections, contracts, voicemail, transmission and configuration and deployment of handsets. This involves managing contracts with phone system vendors, phone companies, and the Commonwealth. We program the core hardware and the phones themselves and manage the "switchboard", provision and maintain voicemail, develop all of the call routing patterns, deploy new features, manage extensions and all rules associated with them, work with line contractors to maintain the physical phone network, keep inventory, purchase new equipment as needed and upgrade the system when required. We also review and audit the phone bills from our primary and secondary carriers and maintain the POTS (Plain Old Telephone Service) lines (i.e., copper) and their associated devices.</p>
<p>Radio Programming &amp; Management</p>	<p>Program, configure, and manage inventory of radios for departments other than the PD (who do their own). Coordinate with department heads and end users to program and deploy radios and radio updates.</p>
<p>Core Office Software Management</p>	<p>Every employee with a PC has a core suite of software for everyday productivity. This includes the MS Office suite as well as web browsers, plug-ins for video and audio, PDF software, printer configuration, etc. The purpose of this program is to deploy, update, and support this core suite of applications</p>

and help end-users with problems as time goes by.

Departmental  
Software  
Management

Each department has unique pieces of software to accomplish their core missions. This program involves learning each piece of software; installing, managing and upgrading that software; and developing and utilizing a support relationship with the software's manufacturer. Examples include Adobe, RMS and GLINK in the PD; Itron MVRS, MARC, and meter management in the Electric Dept; Phoenix (gas pump software), All-Data and ShopDirector in Public Works; Cloud CIMS and eCIMS for the Cemeteries; Paradigm for Finance and the Landfill. This is not a comprehensive list; we manage over 60 separate software packages in the enterprise.

GIS Mapping &  
Management

This program is a cooperative endeavor with the County. Our responsibility is to coordinate with them, help manage hardware, help manage the software vendor relationships, manage upgrade and deployment projects in coordination with County IT, and provide and quality check Town data for the system. We also pay for a portion of the software and hardware. This is a citizen-facing as well as internal program.

User Training

We help train and coordinate training for users on hardware and software. This includes working with vendors' trainers, setting schedules, gathering materials, etc. and is done on both an individual and group basis.

E911 Technical  
Support

This program coordinates with County IT, the e911 center, the Bedford County Sheriff's Department, and our Town PD to support a software cost at the e911 center. Town I.T. is responsible for a small portion of the secure Net-motion connection used by the Police cars & we offer assistance to them if/when needed.

Police Mobile Data  
Management/Support

In this program we support a police-specific set of PC's and their associated software. This involves setup and maintenance of the laptops themselves, set up and maintenance of their communications software, records management system software, air cards, and VPN.

Local Business Video  
Surveillance Support

Our department gets called in to work with the police to retrieve video footage from a wide variety of camera software systems owned by our local businesses. We then assist the police in being able to review the material, and in getting it ready for the Commonwealth's Attorney.

Printing Support &  
Management

In this program we support all enterprise-wide printing needs. This includes procurement, deployment, maintenance, configuration and end-user assistance for all printers, from the big multifunction machines to the local desktop machines.

Other Town Public Information Tools	As a separate program, we provide information to the citizens in a variety of formats other than just the web site. Facebook, our public information channel (Channel 12), Instagram and occasional presentation projects for the citizens, council, business leaders, etc. We also assist the PD with their public notification and alert system (Everbridge), and the reverse 911 notifications.
Audio/Visual Support	In this program we procure, manage and set up a variety of audio-visual equipment for training, conferences, etc. for Town employees. We often assist in monitoring or connecting to on-line training and informational broadcasts. We also support video cameras and software for the PD and the FD, and sometimes create documentaries.
E-Mail	In this program we provide electronic mail to all employees. This involves management of the software that runs the mail system, as well as the end-user experience. Not only does this provide email, but also calendaring, appointment management, contacts, and some file sharing.
Enterprise Support	This program encompasses a wide variety of "help desk" tasks and service we provide to end users with day to day tasks, small reports, minor log-in issues, etc. The work tickets associated with this program are usually short and some we don't even bother opening a ticket on, but we can get 10 - 20 of these a day. This takes a lot of our time, but this "hand-holding" is critical to the end users' daily work and experience.

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	REQUESTED
<b>10011261 INFORMATION TECHNOLOGY</b>						
10011261	511000	COMPENSATION	58,321	32,926	31,846	31,856
10011261	513000	COMPENSATION - PART TIME	-	-	6,240	11,440
10011261	521000	FICA	4,070	2,494	2,436	3,312
10011261	522100	VRS - RETIREMENT	9,534	6,569	6,672	5,839
10011261	522150	VRS - LIFE INSURANCE	639	411	417	417
10011261	523000	HOSPITAL INSURANCE	5,636	3,121	3,528	4,254
10011261	527000	WORKER'S COMPENSATION	70	67	72	35
10011261	531404	PROFESSIONAL SERVICES	1,621	96,199	64,590	51,800
10011261	533103	SOFTWARE/HARDWARE MAINT	33,030	35,033	16,200	43,000
10011261	533122	PHONE MAINTENANCE	3,283	-	-	-
10011261	533202	WIRE MAINTENANCE	-	215	-	-
10011261	533204	NETWORK MAINTENANCE CONTRACT	943	3,020	-	-
10011261	552100	POSTAGE	69	4	50	50
10011261	552300	COMMUNICATIONS	2,764	3,930	3,150	3,750
10011261	554100	LEASE/RENTAL OF EQUIPMENT	18,868	20,576	25,000	25,000
10011261	555000	TRAINING EXPENSE	-	1,000	1,000	1,000
10011261	555002	TRAINING - TOWN WIDE	588	-	-	-
10011261	560010	OFFICE SUPPLIES	182	193	50	50
10011261	560070	NETWORK MAINTENANCE SUPPLIES	-	1,000	-	-
10011261	560110	UNIFORMS	-	-	-	-
10011261	560140	COMPUTER SUPPLIES	-	-	-	-
10011261	560141	DATA PROCESSING SUPPLIES	15	-	-	-
10011261	581701	IT EQUIPMENT REPLACEMENT	12,223	21,885	33,200	33,000
<b>TOTAL</b>	<b>INFORMATION TECHNOLOGY</b>		<b>151,853</b>	<b>228,641</b>	<b>194,451</b>	<b>214,803</b>
	<b>TOTAL EXPENSE</b>		<b>151,853</b>	<b>228,641</b>	<b>194,451</b>	<b>214,803</b>

# PUBLIC SAFETY/JUDICIAL FUNCTIONAL AREA

## POLICE DEPARTMENT

### MISSION

The Town of Bedford Police Department is dedicated to improving the quality of life by creating a safe environment in partnership with the diverse community we serve. We act with integrity to reduce fear and crime while treating all with respect, compassion and fairness to build trust.

Values: Respect, Integrity, Courage, Innovation, Teamwork

### DESCRIPTION

The Police Department coordinates public safety in the Town of Bedford. Through investigations, patrols, and community partnerships, the Police work to deter and prevent crime. The Police Department consists of twenty-five sworn police officers, two full time civilian support staff and two part time support staff.

The Police Department Motto is “We choose Character over compromise”.

### GOALS, OBJECTIVES, & MEASURES

<b>Goal</b>	<b>Improve the quality of life for all citizens by preventing crime through enforcement of the law, creation of partnerships through communication and education, and problem-solving using innovative policing strategies.</b>			
	<b>Objective</b>	<b>Maximize resources for delivery of quality public services.</b>		
	<b>Measure:</b>	<b>Operating costs for police services per citizen</b>		
		<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
		\$250.57	\$284.71	\$309.32
	<b>Objective</b>	<b>Enhance Officer Safety, Fitness and Training</b>		
	<b>Measure:</b>	<b>The police department will have 30% of the department trained as members of the Crisis Intervention Team (CIT).</b>		
		<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
		2	6	8
	<b>Objective</b>	<b>Improve communication and streamline procedures with in the police department.</b>		
<b>Measure:</b>	<b>Use problem solving techniques to reduce calls for service and traffic crashes at identified high call locations by 10%.</b>			
	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>	
	114	129	116	

	<b>Objective</b>	<b>Enhance Community Trust, Interaction and accountability.</b>		
	<b>Measure:</b>	<b>Use body camera system to reduce complaints by 10% within the department.</b>		
		<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
		<b>11</b>	<b>9</b>	<b>8</b>

**FINANCIAL SUMMARY**

<b>FUNCTIONAL AREA</b>	<b>FY 15/16 ACTUALS</b>	<b>FY 16/17 ACTUALS</b>	<b>FY 17/18 BUDGET</b>	<b>FY 18/19 ADOPTED</b>
Commonwealth’s Attorney	4,200	4,200	4,200	4,200
Police Department	1,792,471	1,880,266	2,182,286	2,262,099
County/Town Jail Operations	0	0	500	0
Police Storage Facility	4,848	2,869	4,588	5,288
Dispatch & Communications	1,037	1,321	1,500	1,500
<b>TOTAL PUBLIC SAFETY</b>	<b>1,802,556</b>	<b>1,888,656</b>	<b>2,193,074</b>	<b>2,273,087</b>

**SERVICES**

COP Camp	One week camp for students aged 9 to 14. The camp provides a week of student/officer interaction with emphasis on gang resistance and drug resistance as well as information on how officers do their jobs.
Explorer Program	The law enforcement explorer is a hands on program open to young men and women from the 6 <sup>th</sup> grade to 20 years old with an interest in learning more about a career in law enforcement.
Drug/Narcotic Crimes Investigations	Enforce codes and ordinances related to the abuse, possession and sales of illegal drugs and narcotics.
Parking Enforcement	Assist with safe and orderly flow or traffic. Minimize abuse of parking privileges to help ensure adequate parking for downtown merchants and shoppers.
Deer Control	Management of the Deer Population to improve highway safety and reduce property damage.
Special Events Programs	This includes community events sponsored by the Police Dept. such as bike rodeos, Special Olympics Torch Run, Child Safety Seat Checks, community engagement with citizens and National Night Out.
Career Enhancement	Program for retention and hiring of officers. Rewards officers for obtaining and using needed skills.

Traffic/DUI Enforcement	Enhanced patrol and traffic checks to reduce traffic crashes caused by speed and intoxicated drivers. Program also includes occupant protection activities.
Animal Control	Patrol in enforcing animal control laws and ensuring animals have all proper vaccinations. That all animals have proper licensure.
Crime Prevention	Site security assessments, Public outreach and education programs, Business Checks, neighborhood awareness meetings and other activities reduce.

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
<b>10022210 COMMONWEALTH'S ATTORNEY</b>						
10022210	531502	SPECIAL FEES	4,200	4,200	4,200	4,200
<b>TOTAL</b>	<b>COMMONWEALTH'S ATTORNE</b>		<b>4,200</b>	<b>4,200</b>	<b>4,200</b>	<b>4,200</b>
<b>10033110 POLICE DEPARTMENT</b>						
10033110	511000	COMPENSATION	1,086,306	1,067,489	1,273,859	1,254,474
10033110	512000	COMPENSATION - OVERTIME	54,229	52,405	52,000	52,000
10033110	512100	COMPENSATION - SPECIAL EVENTS	6,524	8,297	7,000	7,000
10033110	512200	COMPENSATION - BMH SECURITY	-	150	-	-
10033110	513000	COMPENSATION - PART TIME	15,140	13,019	-	33,696
10033110	514000	COMPENSATION - TEMPORARY	-	8,298	-	-
10033110	516000	COMPENSATION - COURT ATTEND	2,752	6,004	4,000	5,000
10033110	518500	CAREER ENHANCEMENT	-	12,500	10,000	17,500
10033110	521000	FICA	86,306	85,262	97,450	98,545
10033110	522100	VRS - RETIREMENT	177,501	210,404	255,230	225,363
10033110	522150	VRS - LIFE INSURANCE	12,252	13,877	15,960	16,106
10033110	523000	HOSPITAL INSURANCE	114,303	134,543	169,344	246,732
10033110	523100	HOSPITAL - RETIRED EMPLOYEES	-	-	-	-
10033110	527000	WORKER'S COMPENSATION	26,994	32,649	35,362	40,222
10033110	528650	LINE OF DUTY ACT EXPENDITURE	8,954	9,954	10,000	10,000
10033110	531100	MEDICAL EXAMINATIONS	1,640	1,254	1,000	1,000
10033110	531101	CORONER'S FEES	-	-	250	250
10033110	531404	PROFESSIONAL SERVICES	-	-	-	-
10033110	533103	SOFTWARE/HARDWARE MAINT	12,762	20,014	19,920	20,000
10033110	533104	ELECTRONIC EQUIPMENT MAINT	509	2,454	3,000	3,000
10033110	533110	AUTO REPAIR - O'SIDE GARAGE	3,892	2,786	6,000	6,000
10033110	533117	TRAINING FACILITY MAINTENANCE	10,183	9,586	12,000	12,000
10033110	551100	ELECTRIC	1,060	1,054	1,000	1,000
10033110	552100	POSTAGE	1,102	918	1,200	1,200
10033110	552300	COMMUNICATIONS	12,701	17,915	16,350	16,350
10033110	555000	TRAINING EXPENSE	31,743	31,116	34,000	34,000
10033110	556549	CALEA ACCREDITATION	-	11,450	-	-
10033110	557234	BYRNE JUSTICE ASSISTANCE GRANT	3,465	-	-	-
10033110	557261	DMV GRANT 2014	-	-	-	-
10033110	557266	DMV GRANT-2015 ALCOHOL ENFORCE	507	-	-	-
10033110	557267	DMV GRANT 2015 - OCCUPANT PROT	1,369	-	311	311
10033110	557268	DMV GRANT 2015 - SPEED ENFORCE	1,845	-	-	-

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
10033110	557269	DMV GRANT-2016 ALCOHOL ENFORCE	3,193	4,624	-	-
10033110	557270	DMV GRANT-2016 SPEED ENFORCE	2,527	4,362	-	-
10033110	558100	DUES & ASSOC MEMBERSHIPS	1,234	1,275	1,650	1,650
10033110	560010	OFFICE SUPPLIES	4,953	12,943	5,000	5,000
10033110	560080	GASOLINE & OIL	31,502	36,493	55,500	55,000
10033110	560091	TIRES & TUBES	3,075	2,616	7,500	7,500
10033110	560092	GARAGE MATERIALS & SUPPLIES	-	-	850	850
10033110	560093	VEHICLE SUPPLIES & PARTS	19,123	9,974	10,000	10,000
10033110	560100	INVESTIGATIVE FUND	2,100	365	6,000	6,000
10033110	560101	INVESTIGATOR EQUIPMENT	1,131	1,027	2,000	2,000
10033110	560102	EXAMINATIONS	-	-	-	-
10033110	560105	DEER CONTROL PROGRAM	2,175	5,960	8,000	9,000
10033110	560106	CRIME PREVENTION WATCH	3,099	2,996	3,000	3,500
10033110	560110	UNIFORMS	29,039	22,488	24,000	25,000
10033110	560120	BOOKS & PUBLICATIONS	878	1,659	2,400	2,400
10033110	560148	BIKE SUPPLIES	391	-	750	750
10033110	560149	COP CAMP EXPENDITURES	9,103	12,198	9,600	9,600
10033110	560170	MATERIALS & SUPPLIES	4,911	7,888	3,800	3,800
10033110	581100	BALLISTIC VESTS	-	-	3,500	3,500
10033110	581313	BODY CAMERA/MIC	-	-	13,500	14,800
10033110	582928	RANGE IMPROVEMENTS	-	-	-	-
<b>TOTAL</b>	<b>POLICE DEPARTMENT</b>		<b>1,792,471</b>	<b>1,880,266</b>	<b>2,182,286</b>	<b>2,262,099</b>
<b>10033320 COUNTY/TOWN JAIL OPERATIONS</b>						
10033320	538001	BOARD & CARE OF PRISONERS	-	-	500	-
<b>TOTAL</b>	<b>COUNTY/TOWN JAIL OPERATIONS</b>		<b>-</b>	<b>-</b>	<b>500</b>	<b>-</b>
<b>10033510 POLICE STORAGE FACILITY</b>						
10033510	533100	BUILDING & GROUNDS MAINTENANCE	84	3	500	500
10033510	551100	ELECTRIC	2,967	1,720	3,000	3,000
10033510	551300	WATER & SEWER	573	931	788	788
10033510	551450	REFUSE TIPPING FEE	18	32	-	-
10033510	560080	GASOLINE & OIL	31	-	-	-
10033510	560170	MATERIALS & SUPPLIES	1,175	183	300	1,000
<b>TOTAL</b>	<b>POLICE STORAGE FACILITY</b>		<b>4,848</b>	<b>2,869</b>	<b>4,588</b>	<b>5,288</b>

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
<b>10033560 DISPATCH &amp; COMMUNICATIONS</b>						
10033560	533105	REPAIRS - HELM STREET BUILDING	(173)	-	300	300
10033560	551100	ELECTRIC	467	539	500	500
10033560	556539	BREMS	743	782	700	700
<b>TOTAL</b>	<b>DISPATCH &amp; COMMUNICATIONS</b>		<b>1,037</b>	<b>1,321</b>	<b>1,500</b>	<b>1,500</b>
<b>TOTAL EXPENSE</b>			<b>1,802,556</b>	<b>1,888,656</b>	<b>2,193,074</b>	<b>2,273,087</b>

## PUBLIC SAFETY/JUDICIAL FUNCTIONAL AREA

# FIRE DEPARTMENT

### MISSION

To preserve the life and property of Bedford residents and visitors through rapid emergency response, public education, organizational preparedness, and planning.

### DESCRIPTION

The Fire Department’s core services include fire suppression, technical rescue, medical emergency services, and risk reduction through public education. The Fire Department consists of fifty volunteer firefighters, one part-time apparatus mechanic, and the fire chief.

### GOALS, OBJECTIVES, & MEASURES

<b>Goal</b>	<b>Be prepared to protect the lives and property of the citizens and visitors to the Town of Bedford and surrounding area from the adverse effects of fires, sudden medical emergencies or exposure to dangerous conditions created by either man or nature.</b>				
	<b>Objective</b>	<b>Monitor trends within and throughout the fire service to improve efficiency and effectiveness.</b>			
		<b>Measure:</b>	<b>Total fire responses and on-scene man hours.</b>		
			<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
		<i>Responses</i>	1,074	TBD	TBD
		<i># of Hours</i>	6,290	TBD	TBD
	<b>Objective</b>	<b>Minimize loss of life and property due to fire.</b>			
		<b>Measure:</b>	<b>Average response time.</b>		
			<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
		<i>Town</i>	5.0 minutes	TBD	TBD
		<i>County</i>	9.0 minutes	TBD	TBD
	<b>Objective</b>	<b>Minimize loss of life and property during rescue operations.</b>			
		<b>Measure:</b>	<b>Total responses that involved medical treatment.</b>		
			<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
			329	TBD	TBD
	<b>Objective</b>	<b>Utilize new Target Solutions software to better track annual firefighter training requirements in attempt to improve ISO rating.</b>			
<b>Measure:</b>		<b>Number of Firefighters trained.</b>			
		<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>	
		New Measure	TBD	TBD	

**FINANCIAL SUMMARY**

<b>FUNCTIONAL AREA</b>	<b>FY 15/16 ACTUALS</b>	<b>FY 16/17 ACTUALS</b>	<b>FY 17/18 BUDGET</b>	<b>FY 18/19 ADOPTED</b>
Fire Department	274,431	272,966	260,962	272,403
Ambulance & Rescue Services	37	0	0	0
<b>TOTAL FIRE &amp; RESCUE</b>	<b>274,468</b>	<b>272,966</b>	<b>260,962</b>	<b>272,403</b>

**SERVICES**

- Fire Prevention

Through visits to multiple schools, daycares, and clubs, the fire department interacts with over 1,500 children and adults annually to teach fire safety and prevention.
- Smoke Alarm Installation

Town and county residents who do not have working smoke alarms can access the department’s free smoke alarm program. By appointment, firefighters will install smoke detectors at no charge to the home owner.
- Business Preplanning

Working with local businesses, the fire department performs walk-through inspections to familiarize firefighters with layouts, identify hazards, and offer fire safety recommendations to the business.
- First Responder Program

Program that dispatches the fire department to life threatening emergency medical calls. This is especially important when a patient is experiencing heart failure or has stopped breathing; unless medical care is received within four to six minutes, there is little chance for recovery.
- Fire Extinguisher Training

Training program is offered to local business employees and emergency response teams who must show fire extinguisher proficiency annually for team or insurance purposes.
- CPR and Defibrillator Training

Cardiopulmonary Resuscitation (CPR) classes are offered to the public twice a year. Recommendations for Automatic Defibrillator (AED) locations are also offered to businesses.
- College Internship Program

Program to give college students who are attending school in the Roanoke and Lynchburg area and who are majoring in fire science or paramedic program an opportunity to gain experience in a progressive agency that responds to a large assortment of emergencies annually.
- Knox Box Program

Program that provides rapid, non-destructive emergency access to commercial and residential property. Utilizing a key vault that is mounted to the exterior of the business near the main door, the vault contains

building keys to provide access for the fire department in emergency situations. The fire department maintains master keys for the Knox boxes in secure locations.

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
<b>10033210 FIRE DEPARTMENT</b>						
10033210	511000	COMPENSATION	28,191	28,881	29,702	29,735
10033210	518400	COMPENSATION - HYDRANT MAINTEN	4,210	4,095	5,000	5,000
10033210	521000	FICA	2,440	2,561	2,272	2,275
10033210	527000	WORKER'S COMPENSATION	4,246	6,639	7,128	7,128
10033210	528650	LINE OF DUTY ACT EXPENDITURE	3,838	8,471	8,500	8,500
10033210	531100	MEDICAL EXAMINATIONS	398	4,260	5,000	5,000
10033210	533100	BUILDING & GROUNDS MAINTENANCE	36,798	28,794	25,000	25,000
10033210	533109	REPAIRS/MAINTENANCE - VEHICLES	23,604	12,357	15,000	15,000
10033210	533116	FIRE HYDRANT MAINTENANCE	1,220	-	-	-
10033210	533128	AIR PACK MAINTENANCE	1,011	3,200	3,000	3,000
10033210	533129	PUMP TESTING	2,752	3,145	3,000	4,000
10033210	551100	ELECTRIC	16,150	17,386	14,595	16,500
10033210	551210	PROPANE FUEL	6,685	731	9,000	9,000
10033210	551300	WATER & SEWER	1,034	2,498	3,045	3,045
10033210	552300	COMMUNICATIONS	4,767	5,655	5,000	5,500
10033210	552301	RADIO COMMUNICATIONS	7,269	6,441	8,000	8,000
10033210	555000	TRAINING EXPENSE	10,735	7,522	7,000	10,000
10033210	556510	FIRE TRAINING CENTER	296	-	-	-
10033210	556534	DFP AID TO LOCALITIES	22,840	35,789	19,720	19,720
10033210	557265	FEMA FIREFIGHTERS GRANT	-	-	-	-
10033210	560045	EMS SUPPLIES	7,035	3,562	6,000	6,000
10033210	560076	SPECIAL OPERATIONS EQUIPMENT	6,728	3,260	2,500	2,500
10033210	560080	FUEL	13,675	9,891	18,000	16,000
10033210	560091	TIRES	3,524	1,243	4,000	4,000
10033210	560093	VEHICLE SUPPLIES & PARTS	12,970	14,722	12,000	12,000
10033210	560111	PERSONNEL EQUIPMENT	7,151	9,822	8,000	10,000
10033210	560112	TURN OUT GEAR	23,446	27,963	19,000	19,000
10033210	560120	BOOKS & PUBLICATIONS	296	193	500	500
10033210	560147	ISO EQUIPMENT	3,168	3,834	2,000	2,000
10033210	560160	FIRE PREVENTION	1,189	600	1,000	1,000
10033210	560170	MATERIALS & SUPPLIES	14,464	7,720	7,000	7,000
10033210	560192	HAND TOOL REPLACEMENT	490	1,900	1,500	1,500
10033210	560200	APPRECIATION DINNER	1,811	2,026	1,500	2,000
10033210	581304	PAGERS	-	-	-	4,500
10033210	582129	HOSE & EQUIPMENT	-	7,805	8,000	8,000
<b>TOTAL</b>	<b>FIRE DEPARTMENT</b>		<b>274,431</b>	<b>272,966</b>	<b>260,962</b>	<b>272,403</b>

				FY 2016	FY 2017	FY 2018	FY 2019
				ACTUALS	ACTUALS	BUDGET	ADOPTED
<b>10033230 AMBULANCE &amp; RESCUE SERVICES</b>							
10033230	556509	CONTRIB-BEDFORD LIFESAVING CR		37	-	-	-
<b>TOTAL</b>	<b>AMBULANCE &amp; RESCUE SER</b>			<b>37</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL EXPENSE</b>			<b>274,468</b>	<b>272,966</b>	<b>260,962</b>	<b>272,403</b>

# PUBLIC SERVICES

## MISSION

It is the mission of the Public Works Department to provide the best customer service in the most efficient way to external and internal customers.

## DESCRIPTION

The Public Works division is organized into six different operations:

- **Automotive Maintenance**
- **Engineering**
- **Grounds Maintenance**
- **Recycling**
- **Refuse Collection**
- **Street Maintenance**

**Automotive Maintenance:** The automotive maintenance operation performs routine maintenance, inspections and repairs to all town owned vehicles and equipment. Ranging from police cars, bulldozers, and trash trucks to lawnmowers and weed eaters.

**Grounds Maintenance:** The grounds maintenance operation is responsible for cutting grass and any landscaping for all town owned buildings and schools, cemeteries, parks, and various right-of-ways within the Town. They also setup decorations downtown for Memorial Day, Labor Day, Veterans Day and July 4th, in addition to the wonderful Christmas light display in Liberty Lake Park.

**Recycling:** The recycling operation is a residential recycling drop off center located at 856 Orange Street which allows Town residents access to conveniently recycle a full range of materials including paper, plastics, glass and cardboard. The recyclables are hauled to a recycling facility where they are processed.

**Refuse Collection:** The refuse collection operation is a curb side service that is responsible for collecting refuse from households and businesses and hauling the waste to the Town Landfill. This service is provided once per week. The Town of Bedford also offers special refuse collection services such as: Spring Cleanup Week, year round brush collection and bulk leaf collection in the fall.

**Street Maintenance:** The street maintenance operation is responsible for repairing pavement failures such as cracks and potholes, constructing and repairing storm sewers, and removing ice and snow from the roadways during winter storms.

**Engineering:** The Engineering Division's responsibilities include designing, implementing and inspecting public works projects such as roads, storm drainage systems, and sidewalks. This division also surveys public works project sites and prepares easements for public works projects, in addition; they also review site plans, and enforce property maintenance issues. The Department also assists with planning, economic development, the zoning department, and code compliance issues. This department reviews site plans and plat surveys, works with businesses looking to relocate or establish themselves in Bedford, works with the community to develop and update the Comprehensive Plan, administers the Land Development Regulations and Zoning and enforces the Town Code as well as working with the County to enforce the Uniform Statewide Building Code (USBC).

**GOALS, OBJECTIVES, & MEASURES**

<b>Goal</b>	<b>Provide preventive, corrective, and emergency maintenance to Town facilities and infrastructure to ensure efficient and effective operations.</b>				
	<b>Objective</b>	<b>Plan and coordinate the repair and maintenance of street and traffic infrastructure to facilitate safe and functional vehicular and pedestrian travel.</b>			
		<b>Measure:</b>	<b>Operating costs for paved (hard top) roads per lane miles.</b>		
			<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
		<b>\$3,035.92</b>	<b>\$5,845.14</b>	<b>\$4,658.18</b>	
	<b>Objective</b>	<b>Maintain effective winter maintenance for Town streets.</b>			
		<b>Measure:</b>	<b>Operating costs for winter maintenance of roadways per lane miles maintained in winter.</b>		
			<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
		<b>\$298.29</b>	<b>\$355.83</b>	<b>\$458.45</b>	
	<b>Objective</b>	<b>Provide and maintain park and recreation facilities to meet the identified needs of the community.</b>			
		<b>Measure:</b>	<b>Receipts from park facility rentals.</b>		
			<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
	<b>\$850.00</b>	<b>\$2,270.00</b>	<b>\$3,000.00</b>		

**FINANCIAL SUMMARY**

<b>FUNCTIONAL AREA</b>	<b>FY 15/16 ACTUALS</b>	<b>FY 16/17 ACTUALS</b>	<b>FY 17/18 BUDGET</b>	<b>FY 18/19 ADOPTED</b>
General Administration	173,316	185,803	254,496	270,630
General Engineering	6,478	11,948	17,493	8,937
Highways, Streets & Bridges	353,340	419,359	763,863	742,367
VA Dept of Transportation (VDOT)	1,106,745	835,562	1,260,547	1,195,941
Storm Drainage	0	0	137,118	100,000
Snow & Ice Removal	56,662	29,304	43,597	45,038
Old Landfill Monitoring	92,561	99,148	312,747	415,698
General Properties	601,688	671,804	780,317	839,213
Maintenance of Municipal Bldg	137,949	140,385	154,905	157,300
Maintenance of Motor Vehicles	114,452	121,565	125,657	127,471
<b>TOTAL PUBLIC WORKS</b>	<b>2,643,191</b>	<b>2,514,877</b>	<b>3,850,740</b>	<b>3,902,595</b>

**SERVICES**

Paving/Milling	To overlay streets with asphalt which are failing and in need of repair. We receive VDOT maintenance funds for this program.
Bridge Inspections	Bridges and certain culverts are to be inspected annually for safety.
Guardrail, Curb and Gutter, Sidewalk Maintenance	Repair and replace damaged guardrail, curb and gutter, and sidewalk annually.
Storm Drainage Projects	Repair and replace damaged storm drain drop inlets and pipes that are vital to street drainage.
Crosswalk Improvements and Line painting	Remark street lines and crosswalks for safety purposes.
VDOT Revenue Sharing	To construct street projects that benefit the community. This program is a 50/50 share with VDOT. Currently working on Ole Turnpike Rd. Ext.
VDOT Enhancement Project	To improve the ingress and egress to Centertown. Also involves landscaping, signage, and lighting where needed.
Street Light Replacement	Repair and replace old inefficient lights located within the street right-of-ways.
Code Enforcement Administration	To ensure that all Federal, State, and Town Codes are enforced within the Town.
Highways, Streets, and Bridges Administration	To ensure that all VDOT requirements are met to keep the Town's transportation system safe and running smoothly.
Planning and Development	Administer, enforce, and interpret the Land Development Regulations which include development, zoning, and subdivision regulations.
Administration	To plan, organize, supervise, and coordinate all work and record keeping for the division.
Motor Vehicles	To maintain and repair the fleet of vehicles and equipment owned by the Town.
Snow and Ice Removal	Clear roads and sidewalks during inclement weather.

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
<b>10044110 GENERAL ADMINISTRATION</b>						
10044110	511000	COMPENSATION	79,396	86,520	132,426	135,185
10044110	521000	FICA	5,415	6,033	10,131	10,342
10044110	522100	VRS - RETIREMENT	13,900	17,704	27,743	24,779
10044110	522150	VRS - LIFE INSURANCE	932	1,107	1,735	1,771
10044110	523000	HOSPITAL INSURANCE	9,282	9,987	25,402	30,629
10044110	527000	WORKER'S COMPENSATION	1,340	1,293	1,429	1,024
10044110	533100	BUILDING & GROUNDS MAINTENANCE	14,584	11,488	12,000	15,000
10044110	533121	RADIO MAINTENANCE	400	-	500	500
10044110	551100	ELECTRIC	14,909	16,243	14,250	15,000
10044110	551300	WATER & SEWER	2,527	3,791	2,730	4,000
10044110	552100	POSTAGE	2,345	2,392	2,000	2,000
10044110	552300	COMMUNICATIONS	4,285	7,014	1,750	5,000
10044110	554100	LEASE/RENTAL OF EQUIPMENT	1,813	2,260	2,000	2,000
10044110	555000	TRAINING EXPENSE	2,721	1,883	5,000	5,000
10044110	558100	DUES & ASSOC MEMBERSHIPS	294	308	400	400
10044110	560010	OFFICE SUPPLIES	5,103	1,981	1,000	1,000
10044110	560080	GASOLINE & OIL	1,288	1,813	1,500	1,500
10044110	560092	GARAGE MATERIALS & SUPPLIES	12,772	13,522	12,000	15,000
10044110	560093	VEHICLE SUPPLIES & PARTS	10	465	500	500
<b>TOTAL</b>	<b>GENERAL ADMINISTRATION</b>		<b>173,316</b>	<b>185,803</b>	<b>254,496</b>	<b>270,630</b>
<b>10044115 GENERAL ENGINEERING</b>						
10044115	533102	EQUIPMENT MAINTENANCE & REPAIR	-	107	500	250
10044115	533103	SOFTWARE/HARDWARE MAINT	2,931	3,073	2,931	3,147
10044115	533121	RADIO MAINTENANCE	-	-	90	90
10044115	552100	POSTAGE	9	6	100	100
10044115	552300	COMMUNICATIONS	1,461	2,123	1,300	1,750
10044115	555000	TRAINING EXPENSE	-	565	250	1,000
10044115	558100	DUES & ASSOC MEMBERSHIPS	-	-	-	100
10044115	560013	ENGINEER'S SUPPLIES	783	1,035	800	800
10044115	560080	GASOLINE & OIL	1,240	1,160	1,500	1,500
10044115	560093	VEHICLE SUPPLIES & PARTS	53	539	200	200
10044115	560172	MATERIALS & SUPPLIES/SIDEWALKS	-	3,340	9,822	-
<b>TOTAL</b>	<b>GENERAL ENGINEERING</b>		<b>6,478</b>	<b>11,948</b>	<b>17,493</b>	<b>8,937</b>

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
<b>10044120 HIGHWAYS STREETS &amp; BRIDGES</b>						
10044120	511000	COMPENSATION	171,222	193,345	248,730	251,928
10044120	512000	COMPENSATION - OVERTIME	6,502	5,403	20,000	20,000
10044120	512100	COMPENSATION - SPECIAL EVENTS	7,146	10,175	5,000	10,000
10044120	514000	COMPENSATION - TEMPORARY	17,250	47,225	20,000	20,000
10044120	521000	FICA	13,292	15,152	19,028	19,272
10044120	522100	VRS - RETIREMENT	28,569	38,991	52,109	46,178
10044120	522150	VRS - LIFE INSURANCE	1,968	2,438	3,258	3,300
10044120	522160	VLDP-VRS HYBRID DISABILITY	-	-	-	-
10044120	522170	ICMA-HYBRID RETIREMENT	-	-	-	185
10044120	523000	HOSPITAL INSURANCE	33,491	37,881	56,448	68,064
10044120	527000	WORKER'S COMPENSATION	12,419	11,977	17,610	17,660
10044120	533102	EQUIPMENT MAINTENANCE & REPAIR	10,869	16,905	15,000	15,000
10044120	533110	AUTO REPAIR - O'SIDE GARAGE	-	1,580	1,000	1,000
10044120	533118	GUARDRAIL/REPLACE MAINTENANCE	-	-	78,360	78,360
10044120	533121	RADIO MAINTENANCE	440	-	500	500
10044120	551460	TIPPING FEE - CLEAN UP WK	-	-	3,000	3,000
10044120	560072	SMALL EQUIPMENT & TOOLS	493	257	500	500
10044120	560073	SAFETY EQUIPMENT & SUPPLIES	2,010	1,497	2,000	2,000
10044120	560080	GASOLINE & OIL	28,882	29,098	70,000	32,800
10044120	560091	TIRES & TUBES	1,840	954	2,500	2,500
10044120	560093	VEHICLE SUPPLIES & PARTS	1,630	1,550	2,000	2,000
10044120	560110	UNIFORMS	1,869	1,851	6,500	6,500
10044120	560142	FLAG SUPPLIES	4,423	296	500	500
10044120	560172	MATERIALS & SUPPLIES/SIDEWALKS	-	-	75,000	75,000
10044120	560173	MATERIALS & SUPPLIES/STREETS	1,677	1,242	-	-
10044120	560175	MATERIALS & SUPPLIES/SIGN SHOP	7,349	1,541	2,200	3,500
10044120	560178	BLACKTOP	-	-	62,620	62,620
<b>TOTAL</b>	<b>HIGHWAYS STREETS &amp; BRIDGES</b>		<b>353,340</b>	<b>419,359</b>	<b>763,863</b>	<b>742,367</b>
<b>10044121 VA DEPT OF TRANSPORTATION</b>						
10044121	511000	COMPENSATION	58,856	61,964	61,649	61,668
10044121	521000	FICA	3,851	3,702	4,716	4,718
10044121	522100	VRS - RETIREMENT	10,226	12,710	12,915	11,304
10044121	522150	VRS - LIFE INSURANCE	686	795	808	808
10044121	523000	HOSPITAL INSURANCE	5,893	6,242	7,056	8,508
10044121	527000	WORKER'S COMPENSATION	964	930	998	635
10044121	531407	BRIDGE INSPECTION	4,140	2,460	5,000	3,000

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
10044121	533118	GUARDRAIL/REPLACE MAINTENANCE	-	-	50,000	50,000
10044121	551100	ELECTRIC	237,117	237,661	238,500	238,500
10044121	560170	MATERIALS & SUPPLIES	1,200	1,344	1,800	1,800
10044121	560171	MATERIALS & SUPPLIES/CURBS	7,808	-	5,000	5,000
10044121	560172	MATERIALS & SUPPLIES/SIDEWALKS	-	4,900	134,100	75,000
10044121	560173	MATERIALS & SUPPLIES/STREETS	20,330	(11,528)	136,854	75,000
10044121	560175	MATERIALS & SUPPLIES/SIGN SHOP	9,387	45,767	28,386	65,000
10044121	560178	BLACKTOP	626,923	298,249	350,000	395,000
10044121	560179	MILLING OF STREETS	59,086	37,534	87,765	60,000
10044121	560195	STORM DRAINAGE PROJECTS	33,250	105,778	100,000	100,000
10044121	581985	STREET LIGHTING MAINTENANCE	27,029	27,054	35,000	40,000
<b>TOTAL</b>	<b>VA DEPT OF TRANSPORTATION</b>		<b>1,106,745</b>	<b>835,562</b>	<b>1,260,547</b>	<b>1,195,941</b>
<b>10044131 STORM DRAINAGE</b>						
10044131	560195	STORM DRAINAGE PROJECTS	-	-	137,118	100,000
<b>TOTAL</b>	<b>STORM DRAINAGE</b>		<b>-</b>	<b>-</b>	<b>137,118</b>	<b>100,000</b>
<b>10044133 SNOW &amp; ICE REMOVAL</b>						
10044133	511000	COMPENSATION	-	429	-	-
10044133	512000	COMPENSATION - OVERTIME	31,322	12,022	20,000	20,000
10044133	521000	FICA	2,277	900	1,530	1,530
10044133	522100	VRS - RETIREMENT	-	96	-	-
10044133	522150	VRS - LIFE INSURANCE	-	6	-	-
10044133	522160	VLDP-VRS HYBRID DISABILITY	-	1	-	-
10044133	522170	ICMA-HYBRID RETIREMENT	-	1	-	-
10044133	523000	HOSPITAL INSURANCE	3,225	1,458	7,067	8,508
10044133	560170	MATERIALS & SUPPLIES	19,837	14,392	15,000	15,000
<b>TOTAL</b>	<b>SNOW &amp; ICE REMOVAL</b>		<b>56,662</b>	<b>29,304</b>	<b>43,597</b>	<b>45,038</b>
<b>10044240 OLD LANDFILL MONITORING</b>						
10044240	531401	GROUNDWATER MONITORING-OLD	16,500	22,860	52,050	79,190
10044240	551100	ELECTRIC	886	1,037	750	850
10044240	559010	CORRECTIVE MEASURE-OLD LANDFIL	75,175	75,252	259,947	335,658
<b>TOTAL</b>	<b>OLD LANDFILL MONITORING</b>		<b>92,561</b>	<b>99,148</b>	<b>312,747</b>	<b>415,698</b>
<b>10044320 GENERAL PROPERTIES</b>						

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
10044320	511000	COMPENSATION	210,589	254,193	240,495	267,168
10044320	512000	COMPENSATION - OVERTIME	17,913	19,590	12,000	12,000
10044320	512100	COMPENSATION - SPECIAL EVENTS	2,612	333	4,000	4,000
10044320	514000	COMPENSATION - TEMPORARY	54,601	28,556	110,000	110,000
10044320	521000	FICA	16,123	18,994	18,398	20,438
10044320	522100	VRS - RETIREMENT	35,209	49,485	50,384	48,972
10044320	522150	VRS - LIFE INSURANCE	2,505	3,209	3,150	3,500
10044320	522160	VLDP-VRS HYBRID DISABILITY	536	854	754	854
10044320	522170	ICMA-HYBRID RETIREMENT	893	1,832	1,780	1,833
10044320	523000	HOSPITAL INSURANCE	32,463	36,591	49,392	59,556
10044320	527000	WORKER'S COMPENSATION	8,555	8,523	9,424	11,306
10044320	533100	BUILDING & GROUNDS MAINTENANCE	17,961	20,739	16,000	25,000
10044320	533102	EQUIPMENT MAINTENANCE & REPAIR	7,596	12,018	8,000	8,000
10044320	533103	SOFTWARE/HARDWARE MAINT	5,861	6,147	5,861	6,295
10044320	533110	AUTO REPAIR - O'SIDE GARAGE	-	-	700	700
10044320	533111	REPAIRS - FARMERS MARKET	930	66	2,000	2,000
10044320	533120	MONUMENT MARKER REPAIR	1,240	1,015	1,000	1,000
10044320	533121	RADIO MAINTENANCE	-	-	600	600
10044320	533200	GROUNDS MAINTENANCE CONTRACTS	-	-	8,000	8,000
10044320	533400	TREE CARE - PARKS	-	-	750	750
10044320	533401	TREE CARE - CEMETERIES	-	-	750	750
10044320	533402	TREE CARE - TOWN WIDE	-	-	750	750
10044320	539001	CONTRACT SERVICES	12,943	39,765	30,000	30,000
10044320	551100	ELECTRIC	1,502	2,016	1,785	1,785
10044320	551300	WATER & SEWER	2,827	5,837	2,888	5,000
10044320	551450	REFUSE TIPPING FEE	-	-	-	-
10044320	552100	POSTAGE	2	3	100	100
10044320	552300	COMMUNICATIONS	654	1,502	750	750
10044320	553800	GENERAL LIABILITY INSURANCE	146,936	135,978	148,211	148,211
10044320	558100	DUES & ASSOC MEMBERSHIPS	-	-	50	50
10044320	560071	MAINTENANCE SUPPLIES	3,781	2,644	4,000	4,000
10044320	560073	SAFETY EQUIPMENT & SUPPLIES	739	1,062	520	520
10044320	560080	GASOLINE & OIL	5,192	6,202	10,500	10,500
10044320	560082	PARKS - MAINTENANCE	209	2,358	2,500	10,000
10044320	560083	CEMETERIES - MAINTENANCE	-	-	20,000	20,000
10044320	560091	TIRES & TUBES	1,418	2,560	2,000	2,000
10044320	560110	UNIFORMS	2,893	2,614	3,000	3,000
10044320	560150	COLUMBARIUM MARKERS	-	-	825	825

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
10044320	560170	MATERIALS & SUPPLIES	7,007	7,119	9,000	9,000
<b>TOTAL</b>	<b>GENERAL PROPERTIES</b>		<b>601,688</b>	<b>671,804</b>	<b>780,317</b>	<b>839,213</b>
<b>10044340 MAINTENANCE OF MUNICIPAL BLDG</b>						
10044340	533100	BUILDING & GROUNDS MAINTENANCE	45,002	46,462	60,000	60,000
10044340	551100	ELECTRIC	76,005	78,205	73,605	76,000
10044340	551300	WATER & SEWER	3,690	5,310	5,250	5,250
10044340	552300	COMMUNICATIONS	2,148	2,721	2,500	2,500
10044340	560010	OFFICE SUPPLIES	3,315	2,566	2,550	2,550
10044340	560050	JANITORIAL SUPPLIES	6,832	5,121	6,000	6,000
10044340	560110	UNIFORMS	-	-	-	-
10044340	581136	GENERATOR	957	-	5,000	5,000
10044340	582930	ADA IMPROVEMENTS	-	-	-	-
<b>TOTAL</b>	<b>MAINTENANCE OF MUNICIPAL BLDG</b>		<b>137,949</b>	<b>140,385</b>	<b>154,905</b>	<b>157,300</b>
<b>10044350 MAINTENANCE OF MOTOR VEHICLES</b>						
10044350	511000	COMPENSATION	78,512	80,322	80,478	80,517
10044350	512000	COMPENSATION - OVERTIME	1,594	2,352	3,000	3,000
10044350	521000	FICA	5,353	5,605	6,157	6,160
10044350	522100	VRS - RETIREMENT	13,779	16,433	16,860	14,759
10044350	522150	VRS - LIFE INSURANCE	924	1,028	1,054	1,055
10044350	523000	HOSPITAL INSURANCE	11,075	11,888	14,112	17,016
10044350	527000	WORKER'S COMPENSATION	1,757	1,813	1,996	2,464
10044350	560073	SAFETY EQUIPMENT & SUPPLIES	-	-	-	500
10044350	560110	UNIFORMS	858	1,528	1,000	1,000
10044350	560193	TOOL ALLOWANCE	600	596	1,000	1,000
<b>TOTAL</b>	<b>MAINTENANCE OF MOTOR VEHICLES</b>		<b>114,452</b>	<b>121,565</b>	<b>125,657</b>	<b>127,471</b>
<b>TOTAL EXPENSE</b>			<b>2,643,191</b>	<b>2,514,877</b>	<b>3,850,740</b>	<b>3,902,595</b>

## OTHER ECONOMIC/COMMUNITY DEVELOPMENT

FUNCTIONAL AREA	FY 15/16 ACTUALS	FY 16/17 ACTUALS	FY 17/18 BUDGET	FY 18/19 ADOPTED
Community Development	228,961	259,623	270,009	172,704
Bedford Middle School	20,740	44,599	450,000	75,000
Recreation	26,804	28,448	33,050	33,050
Planning	1,663	2,285	6,000	6,000
Zoning Board	0	0	1,000	1,500
Economic Development	83,275	4,824	35,150	125,150
Support Civic & Comm Organizations	87,224	97,832	86,000	66,400
Other Non-departmental	1,350	498	11,200	11,200
Debt Service	1,513,651	1,117,377	934,620	929,002
Transfers	0	0	1,058,585	680,500
<b>OTHER TOTAL</b>	<b>1,963,668</b>	<b>1,555,486</b>	<b>2,885,614</b>	<b>2,100,506</b>

			FY 2016 ACTUALS	FY 2017 ACTUALS	FY 2018 BUDGET	FY 2019 ADOPTED
<b>10033420 COMMUNITY DEVELOPMENT</b>						
10033420	511000	COMPENSATION	161,972	143,394	155,846	83,897
10033420	521000	FICA	10,849	10,758	11,922	6,418
10033420	522100	VRS - RETIREMENT	27,279	30,219	32,650	15,378
10033420	522150	VRS - LIFE INSURANCE	1,829	1,890	2,042	1,099
10033420	523000	HOSPITAL INSURANCE	15,692	16,532	19,404	17,016
10033420	527000	WORKER'S COMPENSATION	162	685	749	475
10033420	533103	SOFTWARE/HARDWARE MAINT	4,396	4,610	4,396	4,721
10033420	552100	POSTAGE	1,192	1,477	1,000	1,500
10033420	552300	COMMUNICATIONS	1,795	2,639	2,000	2,000
10033420	555000	TRAINING EXPENSE	-	450	1,500	1,500
10033420	558100	DUES & ASSOC MEMBERSHIPS	597	652	700	700
10033420	559016	DEMOLITION OF STRUCTURE	2,125	44,760	36,500	36,500
10033420	560010	OFFICE SUPPLIES	1,073	1,558	800	1,000
10033420	560016	PLAT SPLIT FEES	-	-	500	500
<b>TOTAL</b>	<b>COMMUNITY DEVELOPMENT</b>		<b>228,961</b>	<b>259,623</b>	<b>270,009</b>	<b>172,704</b>
<b>10066450 SCHOOLS - BEDFORD MIDDLE SCHOOL</b>						
10066450	531404	PROFESSIONAL SERVICES	-	44,500	20,000	20,000
10066450	533100	BUILDING & GROUNDS MAINTENANCE	20,740	99	20,000	20,000
10066450	551100	ELECTRIC	-	-	-	20,000
10066450	551300	WATER & SEWER	-	-	-	15,000
10066450	555604	RESTRICTED EXPENSE	-	-	410,000	-
<b>TOTAL</b>	<b>SCHOOLS - BEDFORD MIDDLE</b>		<b>20,740</b>	<b>44,599</b>	<b>450,000</b>	<b>75,000</b>
<b>10077111 PARKS/RECREATION</b>						
10077111	539002	CONTRACT SERVICES - YMCA	150	875	1,000	1,000
10077111	551100	ELECTRIC	25,466	27,145	25,550	25,550
10077111	551300	WATER & SEWER	905	-	5,000	5,000
10077111	551400	REFUSE COLLECTION FEE	-	-	-	-
10077111	551450	REFUSE TIPPING FEE	283	427	1,500	1,500
10077111	552300	COMMUNICATIONS	-	-	-	-
10077111	560130	PROGRAM EXPENDITURES	-	-	-	-
<b>TOTAL</b>	<b>PARKS/RECREATION</b>		<b>26,804</b>	<b>28,448</b>	<b>33,050</b>	<b>33,050</b>
<b>10077140 CEMETERIES</b>						

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
10077140	533103	SOFTWARE/HARDWARE MAINT	-	-	-	-
10077140	552300	COMMUNICATIONS	27	-	-	-
10077140	560080	GASOLINE & OIL	448	-	-	-
<b>TOTAL</b>	<b>CEMETERIES</b>		<b>475</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>10088110 PLANNING</b>						
10088110	531404	PROFESSIONAL SERVICES	-	-	2,500	2,500
10088110	535000	PRINTING AND BINDING	-	29	500	500
10088110	555000	TRAINING EXPENSE	1,375	2,256	2,000	2,000
10088110	555603	FUTURE PLANNING	289	-	1,000	1,000
<b>TOTAL</b>	<b>PLANNING</b>		<b>1,663</b>	<b>2,285</b>	<b>6,000</b>	<b>6,000</b>
<b>10088140 ZONING BOARD</b>						
10088140	555000	TRAINING EXPENSE	-	-	1,000	1,500
<b>TOTAL</b>	<b>ZONING BOARD</b>		<b>-</b>	<b>-</b>	<b>1,000</b>	<b>1,500</b>
<b>10088150 ECONOMIC DEVELOPMENT</b>						
10088150	511000	COMPENSATION	-	-	-	60,000
10088150	521000	FICA	-	-	-	4,590
10088150	522100	VRS - RETIREMENT	-	-	-	10,998
10088150	522150	VRS - LIFE INSURANCE	-	-	-	786
10088150	523000	HOSPITAL INSURANCE	-	-	-	8,508
10088150	527000	WORKER'S COMPENSATION	-	-	-	618
10088150	552100	POSTAGE	-	-	-	500
10088150	552300	COMMUNICATIONS	-	-	-	1,000
10088150	555000	TRAINING EXPENSE	-	-	-	1,500
10088150	558100	DUES & ASSOC MEMBERSHIPS	-	-	-	1,000
10088150	560010	OFFICE SUPPLIES	-	-	-	500
10088150	570002	MARKETING & PROMOTION	83,275	4,824	35,150	35,150
<b>TOTAL</b>	<b>ECONOMIC DEVELOPMENT</b>		<b>83,275</b>	<b>4,824</b>	<b>35,150</b>	<b>125,150</b>
<b>10088170 SUPPORT CIVIC &amp; COMM ORGANIZATIONS</b>						
10088170	556501	BEDFORD TOWN/CO MUSEUM	7,500	7,500	7,500	7,500
10088170	556508	BEDFORD CHAMBER OF COMMERCE	3,000	3,000	5,000	5,000
10088170	556509	CONTRIB-BEDFORD LIFESAVING CR	10,000	11,000	-	-
10088170	556515	MAIN STREET PROJECT	30,000	34,000	30,000	10,400

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
10088170	556532	BEDFORD RIDE PROGRAM	8,500	8,500	8,500	8,500
10088170	556537	D-DAY MEMORIAL EXPENDITURE	9,000	9,000	10,000	10,000
10088170	556538	WHARTON GARDENS	6,000	6,500	6,500	7,500
10088170	556548	BEDFORD URBAN GARDEN	-	-	2,500	-
10088170	556548	BEDFORD AREA EDUCATIONAL FOUND	-	-	-	2,500
10088170	557239	ARTS APPRECIATION GRANT	10,000	15,000	15,000	14,000
10088170	558401	KEEP BEDFORD BEAUTIFUL COMM	3,224	3,332	1,000	1,000
<b>TOTAL</b>	<b>SUPPORT CIVIC &amp; COMM ORGANIZATIONS</b>		<b>87,224</b>	<b>97,832</b>	<b>86,000</b>	<b>66,400</b>
<b>10099140 OTHER NONDEPARTMENTAL</b>						
10099140	526000	UNEMPLOYMENT INSURANCE	243	217	10,000	10,000
10099140	558300	INTEREST ON UTILITY DEPOSITS	532	(230)	500	500
10099140	560014	WIRE FEES	575	510	700	700
<b>TOTAL</b>	<b>OTHER NONDEPARTMENTAL</b>		<b>1,350</b>	<b>498</b>	<b>11,200</b>	<b>11,200</b>
<b>10099500 DEBT SERVICE</b>						
10099500	591117	REDEMPTION - W/S 2001A	90,000	90,000	90,000	90,000
10099500	591118	REDEMPTION - W/S 2002A	143,315	143,315	143,315	143,315
10099500	591120	REDEMPTION - W/S 98 WASTEWATER	305,912	313,608	321,497	329,585
10099500	591124	REDEMPTION - 97 GYM ISSUE	375,000	-	-	-
10099500	591137	REDEMPTION -W/S STONEY CR 2011	80,000	80,000	80,000	80,000
10099500	591139	REDEMPTION - W/S2010 REFUNDING	175,000	180,000	-	-
10099500	591140	REDEMPTION - 2011 REFUNDING	76,956	79,288	81,620	-
10099500	591142	REDEMPTION - W/S 2008 SERIES	67,528	69,972	72,505	75,130
10099500	591145	REDEMPTION - SERIES 2017A	-	-	-	84,680
10099500	591220	INTEREST - W/S 98 WASTEWATER	34,062	26,367	18,477	10,390
10099500	591224	INTEREST - 97 GYM ISSUE	14,012	-	-	-
10099500	591237	INTEREST - W/S STONEY CRK RES	90,329	87,969	85,609	83,249
10099500	591239	INTEREST - W/S 2010 REFUNDING	10,360	410	-	-
10099500	591240	INTEREST - 2011 REFUNDING	28,962	26,692	24,353	-
10099500	591242	INTEREST - W/S 2008 SERIES	22,215	19,757	17,244	14,619
10099500	591245	INTEREST - SERIES 2017A	-	-	-	18,034
<b>TOTAL</b>	<b>DEBT SERVICE</b>		<b>1,513,651</b>	<b>1,117,377</b>	<b>934,620</b>	<b>929,002</b>
<b>10099600 TRANSFERS</b>						
10099600	592001	TRANSFER TO SOLID WASTE FUND	-	-	490,085	-

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
10099600	592016	TRANS TO GENERAL CAP PROJ	-	-	568,500	680,500
<b>TOTAL</b>	<b>TRANSFERS</b>		-	-	<b>1,058,585</b>	<b>680,500</b>
	<b>TOTAL EXPENSE</b>		<b>1,964,143</b>	<b>1,555,486</b>	<b>2,885,614</b>	<b>2,100,506</b>

# DEBT SERVICE

**OUTSTANDING LONG-TERM DEBT OBLIGATIONS**

Issue	Description	Issue Date	Retire Date	Interest Rate	Original Issue	Balance as of 06/30/2018*	FY 2019 Principal Due*
1996 Taxable EL Lease (Electric Fund)	Distribution Facilities, Lease Back Equipment, (APCO)	1996	2026	7.800%	2,630,000	1,335,000	125,000
1998 WWTP Upgrade (General Fund)	Wastewater Treatment Plant expansion	2000	2019	2.500%	5,222,022	497,474	329,585
2001A VRA W&S (General Fund)	Pump Station, I & I Improvements	2001	2022	0.000%	1,800,000	360,000	90,000
2002A VRA W&S (General Fund)	I & I Improvements	2002	2022	0.000%	2,866,300	644,917	143,315
2008 Series W&S (General Fund)	Draper Road, 460 West Water & Sewer Lines	2008	2023	3.620%	1,024,912	403,849	75,130
2011 W&S (General Fund)	Stoney Creek Reservoir	2011	2026	2.950%	3,302,000	2,822,000	80,000
2017A Series Old SW (General Fund)	Closing costs for old landfill	2017	2026	2.220%	744,140	744,140	84,680
2017A Series Solid Waste (Solid Waste Fund)	Old SW bond and Draper Rd 460 Sewer Lines	2017	2026	2.220%	538,860	538,860	61,320
2017A Series Electric (Electric Fund)	Refund Electric System Improvement & Expansion 2005, 2005B, & Centerville Circuit I	2017	2026	2.220%	7,004,000	7,004,000	797,000
2017B Series Electric (Electric Fund)	Power Sales Contract	2017	2023	1.920%	1,229,000	1,229,000	235,000

\*Figure does not include future interest.

**OUTSTANDING LONG-TERM DEBT OBLIGATIONS GENERAL FUND**

<b>GENERAL FUND</b>			
<b>General Obligation Issue</b>			
<b>FISCAL YEAR</b>	<b>2017A - OLD SOLID WASTE PRINCIPAL</b>	<b>2017A - OLD SOLID WASTE INTEREST</b>	<b>2017A - OLD SOLID WASTE DEBT SERV</b>
2018-19	84,680	18,034	102,714
2019-20	88,160	14,640	102,800
2020-21	89,900	12,683	102,583
2021-22	92,220	10,687	102,907
2022-23	94,540	8,640	103,180
2023-24	96,280	6,541	102,821
2024-25	98,020	4,404	102,424
2025-26	100,340	2,228	102,568
<b>TOTAL</b>	<b>744,140</b>	<b>77,856</b>	<b>821,996</b>

**OUTSTANDING LONG-TERM DEBT OBLIGATIONS SOLID WASTE FUND**

<b>ENTERPRISE General Obligation Issue</b>			
<b>FISCAL YEAR</b>	<b>2017A SOLID WASTE PRINCIPAL</b>	<b>2017A SOLID WASTE INTEREST</b>	<b>2017A SOLID WASTE DEBT SERV</b>
2018-19	61,320	13,059	74,379
2019-20	63,840	10,601	74,441
2020-21	65,100	9,184	74,284
2021-22	66,780	7,739	74,519
2022-23	68,460	6,256	74,716
2023-24	69,720	4,737	74,457
2024-25	70,980	3,189	74,169
2025-26	72,660	1,613	74,273
<b>TOTAL</b>	<b>538,860</b>	<b>56,379</b>	<b>595,239</b>

**OUTSTANDING LONG-TERM DEBT OBLIGATIONS ELECTRIC FUND**

FISCAL YEAR	ENTERPRISE General Obligation Issue			ENTERPRISE General Obligation Issue			ENTERPRISE General Obligation Issue			ENTERPRISE Total Debt Service		
	1996 Taxable EL Lease PRINCIPAL	1996 Taxable EL Lease INTEREST	1996 Taxable EL Lease DEBT SERV	2017A ELECTRIC REFUNDING PRINCIPAL	2017A ELECTRIC REFUNDING INTEREST	2017A ELECTRIC REFUNDING DEBT SERV	2017B ELECTRIC REFUNDING PRINCIPAL	2017B ELECTRIC REFUNDING INTEREST	2017B ELECTRIC REFUNDING DEBT SERV	TOTAL ELECTRIC ENTERPRISE PRINCIPAL	TOTAL ELECTRIC ENTERPRISE INTEREST	TOTAL ELECTRIC ENTERPRISE DEBT SERV
2018-19	125,000	101,921	226,921	797,000	169,742	966,742	235,000	25,760	260,760	1,157,000	297,422	1,454,422
2019-20	135,000	91,963	226,963	829,000	137,795	966,795	241,000	19,085	260,085	1,205,000	248,843	1,453,843
2020-21	145,000	81,224	226,224	848,000	119,392	967,392	246,000	14,458	260,458	1,239,000	215,073	1,454,073
2021-22	160,000	69,509	229,509	867,000	100,566	967,566	251,000	9,734	260,734	1,278,000	179,809	1,457,809
2022-23	170,000	56,818	226,818	886,000	81,319	967,319	256,000	4,915	260,915	1,312,000	143,052	1,455,052
2023-24	185,000	43,346	228,346	905,000	61,649	966,649				1,090,000	104,995	1,194,995
2024-25	200,000	28,507	228,507	926,000	41,558	967,558				1,126,000	70,065	1,196,065
2025-26	215,000	12,691	227,691	946,000	21,001	967,001				1,161,000	33,692	1,194,692
<b>TOTAL</b>	<b>1,335,000</b>	<b>485,977</b>	<b>1,820,977</b>	<b>7,004,000</b>	<b>733,023</b>	<b>7,737,023</b>	<b>1,229,000</b>	<b>73,952</b>	<b>1,302,952</b>	<b>9,568,000</b>	<b>1,292,952</b>	<b>10,860,952</b>

## OUTSTANDING LONG-TERM DEBT OBLIGATIONS OLD WATER & SEWER BEDFORD REGIONAL WATER AUTHORITY (BRWA) DEBT

FISCAL YEAR	WATER & SEWER General Obligation Issue			WATER & SEWER General Obligation Issue			WATER & SEWER General Obligation Issue			WATER & SEWER General Obligation Issue			WATER & SEWER General Obligation Issue			WATER & SEWER Total Debt Service		
	1998 WWTP UPGRADE PRINCIPAL	1998 WWTP UPGRADE INTEREST	1998 WWTP UPGRADE DEBT SERV	2001A VRA W & S PRINCIPAL	2001A VRA W & S INTEREST	2001A VRA W & S DEBT SERV	2002A VRA W & S PRINCIPAL	2002A VRA W & S INTEREST	2002A VRA W & S DEBT SERV	2008 SERIES WATER & SEWER PRINCIPAL	2008 SERIES WATER & SEWER INTEREST	2008 SERIES WATER & SEWER DEBT SERV	2011 SERIES W & S PRINCIPAL	2011 SERIES W & S INTEREST	2011 SERIES W & S DEBT SERV	TOTAL W & S ENTERPRISE PRINCIPAL	TOTAL W & S ENTERPRISE INTEREST	TOTAL W & S ENTERPRISE DEBT SERV
2018-19	329,585	10,390	339,975	90,000	0	90,000	143,315	0	143,315	75,130	14,619	89,749	80,000	83,249	163,249	779,348	121,317	900,666
2019-20	167,889	2,099	169,988	90,000	0	90,000	143,315	0	143,315	77,849	11,900	89,749	61,000	80,889	141,889	603,842	105,489	709,332
2020-21				90,000	0	90,000	143,315	0	143,315	80,668	9,082	89,750	233,000	79,090	312,090	612,203	97,357	709,560
2021-22				90,000	0	90,000	143,315	0	143,315	83,588	6,161	89,749	240,000	72,216	312,216	623,618	86,114	709,733
2022-23							71,657	0	71,657	86,614	3,135	89,749	409,000	65,136	474,136	635,482	74,527	710,009
2023-24													582,000	53,071	635,071	651,642	57,813	709,455
2024-25													600,000	35,901	635,901	671,202	39,097	710,299
2025-26													617,000	18,201	635,201	689,763	19,816	709,579
<b>TOTAL</b>	<b>497,474</b>	<b>12,489</b>	<b>509,963</b>	<b>360,000</b>	<b>0</b>	<b>360,000</b>	<b>644,917</b>	<b>0</b>	<b>644,917</b>	<b>403,849</b>	<b>44,897</b>	<b>448,746</b>	<b>2,822,000</b>	<b>487,753</b>	<b>3,309,753</b>	<b>5,267,100</b>	<b>601,532</b>	<b>5,868,633</b>

**OUTSTANDING LONG-TERM DEBT OBLIGATIONS TOWN OF BEDFORD**

<b>TOTAL TOWN OF BEDFORD DEBT (Including BRWA Water &amp; Sewer Debt)</b>			
<b>FISCAL YEAR</b>	<b>TOTAL PRINCIPAL</b>	<b>TOTAL INTEREST</b>	<b>TOTAL DEBT SERV</b>
2018-19	2,082,350	449,833	2,532,183
2019-20	1,960,893	379,574	2,340,467
2020-21	2,006,083	334,296	2,340,379
2021-22	2,060,683	284,351	2,345,034
2022-23	2,110,731	232,475	2,343,206
2023-24	1,907,720	174,080	2,081,800
2024-25	1,965,980	116,747	2,082,727
2025-26	2,023,660	57,347	2,081,007
<b>TOTAL</b>	<b>16,118,100</b>	<b>2,028,704</b>	<b>18,146,804</b>

<b>TOTAL TOWN OF BEDFORD DEBT (Excluding BRWA Water &amp; Sewer Debt)</b>			
<b>FISCAL YEAR</b>	<b>TOTAL PRINCIPAL</b>	<b>TOTAL INTEREST</b>	<b>TOTAL DEBT SERV</b>
2018-19	1,303,000	328,516	1,631,516
2019-20	1,357,000	274,084	1,631,084
2020-21	1,394,000	236,940	1,630,940
2021-22	1,437,000	198,235	1,635,235
2022-23	1,475,000	157,948	1,632,948
2023-24	1,256,000	116,273	1,372,273
2024-25	1,295,000	77,657	1,372,657
2025-26	1,334,000	37,533	1,371,533
<b>TOTAL</b>	<b>10,851,000</b>	<b>1,427,186</b>	<b>12,278,186</b>

# SOLID WASTE FUND

## MISSION

It is the mission of the Solid Waste Division to provide safe and environmentally sound integrated solid waste services to all citizens of the Town of Bedford. These services emphasize public awareness and communication to enable the citizens to make educated choices concerning proper management of their solid waste and to help maintain the quality of life in the community.

## DESCRIPTION

The Solid Waste is an enterprise fund that is used to account for the activities of the Solid Waste services. All activities required to provide these services are included in this fund. The Solid Waste department provides weekly pickup of residential garbage. The department also provides pickup of yard trimmings, brush and white goods to residential customers at no charge. Household solid waste collection, yard waste collection, transfer station operations, code enforcement and administrative costs are budgeted in this fund.

## GOALS, OBJECTIVES, & MEASURES

<b>Goal</b>	<b>Identify, implement, and/or maintain services for ensuring that solid wastes are managed in accordance with Federal/State laws and regulations in a manner that protects public health, safety, and the environment while providing superior customer service.</b>			
	<b>Objective</b>	<b>Provide a cost effective and sustainable solid waste collection and disposal system which emphasizes resource recovery and meets all environmental quality standards.</b>		
		<b>Measure:</b>	<b>Total refuse customers.</b>	
		<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
		<b>2,486</b>	<b>2,508</b>	<b>2,530</b>
	<b>Measure:</b>	<b>Average daily refuse collections.</b>		
		<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
		<b>494</b>	<b>516</b>	<b>506</b>
	<b>Measure:</b>	<b>Total brush collections.</b>		
		<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
		<b>786.6 tons</b>	<b>720.22 tons</b>	<b>690.00 tons</b>
	<b>Measure:</b>	<b>Total leaves collected.</b>		
		<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
	<b>113.97 tons</b>	<b>144.15 tons</b>	<b>110.00 tons</b>	
<b>Measure:</b>	<b>Trash collected at the landfill.</b>			
	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>	

		3400.17 tons	3601.66 tons	3200.00 tons
	Measure:	Total debris collected from street sweeping.		
		FY 2017	FY 2018	FY 2019 (Goal)
		37.2 tons	41.5 tons	35.0 tons
	Objective	Ensure that the treatment and disposal of waste does not cause any harmful impacts on the environment or public health.		
	Measure:	Expenses for groundwater monitoring and measures for the open and closed landfills.		
		FY 2017	FY 2018	FY 2019 (Goal)
		\$120,468.00	\$130,019.88	\$437,778.00

**FINANCIAL SUMMARY**

FUNCTIONAL AREA	FY 15/16 ACTUALS	FY 16/17 ACTUALS	FY 17/18 BUDGET	FY 18/19 ADOPTED
General Administration	121,509	95,399	120,989	134,202
Refuse Collection	128,513	170,491	221,144	221,621
Refuse Disposal	428,984	499,290	401,176	439,456
Other Expense	74,538	181,668	0	0
Debt Service	20,039	18,395	75,799	74,379
Transfers	0	0	525,000	9,500
<b>TOTAL SOLID WASTE</b>	<b>773,583</b>	<b>965,244</b>	<b>1,344,108</b>	<b>879,158</b>

**SERVICES**

- Refuse Collection      To provide curbside pickup of solid waste from commercial and residential customers.
- Commercial Disposal      Handle all commercial waste brought into the landfill. Scale operation and fill face operation.
- Operate Fill Face      Cover all commercial waste brought to the fill face.
- Drop Off Center      Operate refuse Drop Off Center.
- Recycling      Handle all recycling that is collected from the drop off center.
- General Administration      Provide the repository for central costs that are direct costs to all of the division's operations and to provide management leadership and administrative support to the entire division.

Operate Transfer Building	Transfer residential curbside trash from trash truck to trailer and haul to County landfill.
Monitoring	Perform required DEQ monitoring for old and operating landfill.
Landfill Closure	Contract engineering firm to prepare specifications for closure for bid in 2017.
Maintenance	Maintain the department's physical plants and provide the leadership and administrative resources needed to maintain the same.

			FY 2016 ACTUALS	FY 2017 ACTUALS	FY 2018 BUDGET	FY 2019 ADOPTED
<b>170046 SW - GENERAL REVENUE</b>						
170046	415102	INTEREST ON INVESTMENTS	9,427	8,941	5,500	8,500
<b>TOTAL</b>	<b>SW - GENERAL REVENUE</b>		<b>9,427</b>	<b>8,941</b>	<b>5,500</b>	<b>8,500</b>
<b>170047 SW - CHRG FOR SERVICE</b>						
170047	416702	REFUSE COLLECTION CHARGES	556,956	582,269	593,271	641,056
170047	416705	REFUSE DISPOSAL CHARGES	179,499	197,101	231,300	222,852
170047	416706	RECYCLING COLLECTION CHARGES	87	(18)	-	-
170047	416707	REDEMPTION OF RECYCLABLES	2,883	4,168	3,000	-
170047	416709	TIPPING FEES - TIRES	238	410	200	250
170047	416710	PENALTIES - REFUSE	6,099	7,595	6,000	6,500
170047	416711	PENALTIES - RECYCLING	-	303	-	-
<b>TOTAL</b>	<b>SW - CHRG FOR SERVICE</b>		<b>745,762</b>	<b>791,828</b>	<b>833,771</b>	<b>870,658</b>
<b>170091 NONDEPT - GENERAL REVENUE</b>						
170091	451111	TRANSFER IN - GENERAL FUND	-	-	504,837	-
<b>TOTAL</b>	<b>NONDEPT - GENERAL REVENUE</b>		<b>-</b>	<b>-</b>	<b>504,837</b>	<b>-</b>
<b>17964210 SW - GENERAL ADMINISTRATION</b>						
17964210	511000	COMPENSATION	68,286	74,691	75,774	77,030
17964210	521000	FICA	4,814	5,258	5,797	5,893
17964210	522100	VRS - RETIREMENT	11,614	15,084	15,875	14,120
17964210	522150	VRS - LIFE INSURANCE	796	955	993	1,009
17964210	522160	VLDP-VRS HYBRID DISABILITY	26	33	35	35
17964210	522170	ICMA-HYBRID RETIREMENT	149	192	204	204
17964210	523000	HOSPITAL INSURANCE	8,162	7,909	8,697	10,805
17964210	527000	WORKER'S COMPENSATION	328	364	535	387
17964210	528700	SUPPLEMENTAL RETIRE - ICMA	240	220	240	240
17964210	529000	VRS ADJUSTMENT	15,268	(24,372)	-	-
17964210	533103	SOFTWARE/HARDWARE MAINT	10,547	11,743	11,039	12,679
17964210	533207	E-WASTE/SHRED/PAINT DISPOSAL	-	-	-	10,000
17964210	536000	ADVERTISING	1,279	1,603	1,300	1,300
17964210	558400	BAD DEBT EXPENSE	-	1,720	500	500
<b>TOTAL</b>	<b>SW - GENERAL ADMINISTRATION</b>		<b>121,509</b>	<b>95,399</b>	<b>120,989</b>	<b>134,202</b>

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
<b>17964230 REFUSE COLLECTION</b>						
17964230	511000	COMPENSATION	31,764	32,320	61,342	60,382
17964230	512000	COMPENSATION - OVERTIME	513	408	1,500	1,500
17964230	521000	FICA	2,348	2,388	4,693	4,619
17964230	522100	VRS - RETIREMENT	5,566	6,558	12,851	11,068
17964230	522150	VRS - LIFE INSURANCE	374	410	804	791
17964230	523000	HOSPITAL INSURANCE	5,755	5,961	14,112	17,016
17964230	527000	WORKER'S COMPENSATION	1,296	2,845	3,948	4,351
17964230	533110	AUTO REPAIR - O'SIDE GARAGE	-	315	8,000	8,000
17964230	533121	RADIO MAINTENANCE	-	-	200	200
17964230	551450	REFUSE TIPPING FEE	61,672	101,283	94,619	94,619
17964230	560073	SAFETY EQUIPMENT & SUPPLIES	76	433	500	500
17964230	560080	GASOLINE & OIL	5,919	6,977	8,500	8,500
17964230	560091	TIRES & TUBES	2,731	1,773	2,100	2,100
17964230	560093	VEHICLE SUPPLIES & PARTS	9,127	7,302	5,000	5,000
17964230	560110	UNIFORMS	400	389	500	500
17964230	560170	MATERIALS & SUPPLIES	972	1,127	2,475	2,475
<b>TOTAL</b>	<b>REFUSE COLLECTION</b>		<b>128,513</b>	<b>170,491</b>	<b>221,144</b>	<b>221,621</b>
<b>17964240 REFUSE DISPOSAL</b>						
17964240	511000	COMPENSATION	83,021	74,950	58,118	59,717
17964240	512000	COMPENSATION - OVERTIME	7,134	4,023	4,000	4,000
17964240	521000	FICA	6,470	5,848	4,446	4,568
17964240	522100	VRS - RETIREMENT	12,084	14,546	12,176	10,946
17964240	522150	VRS - LIFE INSURANCE	896	980	761	782
17964240	522160	VLDP-VRS HYBRID DISABILITY	126	230	337	337
17964240	522170	ICMA-HYBRID RETIREMENT	562	1,124	1,316	1,316
17964240	523000	HOSPITAL INSURANCE	9,234	14,271	14,112	17,016
17964240	527000	WORKER'S COMPENSATION	3,947	3,353	4,505	3,817
17964240	531400	EXPERT SERVICES - ENGINEERING	1,006	-	29,504	29,504
17964240	531402	GROUNDWATER MONITORING-NEW	19,075	21,320	21,700	22,080
17964240	531403	OUTSIDE LAB TESTING	1,234	3,723	2,000	4,000
17964240	533100	BUILDING & GROUNDS MAINTENANCE	2,727	6,300	1,000	5,000
17964240	533102	EQUIPMENT MAINTENANCE & REPAIR	16,903	16,960	15,000	15,000
17964240	533110	AUTO REPAIR - O'SIDE GARAGE	-	-	1,000	1,000
17964240	533121	RADIO MAINTENANCE	-	-	200	200
17964240	533203	TRSF & DISPOSAL OF SOLID WASTE	128,166	130,619	166,851	174,873
17964240	533260	LANDFILL MAINTENANCE	4,341	913	2,000	2,000

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
17964240	533262	LANDFILL CLOSURE EXPENSE	66,193	144,385	-	-
17964240	533300	TIRE DISPOSAL	1,947	1,783	2,500	2,500
17964240	539001	CONTRACT SERVICES	33,134	20,000	20,000	40,000
17964240	551100	ELECTRIC	4,733	5,208	4,750	4,750
17964240	551300	WATER & SEWER	3,028	4,505	3,000	4,000
17964240	552100	POSTAGE	93	114	200	200
17964240	552300	COMMUNICATIONS	1,254	1,625	1,250	1,400
17964240	555000	TRAINING EXPENSE	-	1,270	1,000	1,000
17964240	558100	DUES & ASSOC MEMBERSHIPS	-	-	150	150
17964240	559006	DEQ OVERSIGHT FEES	7,699	7,067	7,000	7,000
17964240	560010	OFFICE SUPPLIES	152	-	500	500
17964240	560080	GASOLINE & OIL	7,514	9,154	12,000	12,000
17964240	560091	TIRES & TUBES	4,088	2,960	6,000	6,000
17964240	560092	GARAGE MATERIALS & SUPPLIES	23	-	300	300
17964240	560093	VEHICLE SUPPLIES & PARTS	162	62	1,500	1,500
17964240	560110	UNIFORMS	2,037	1,995	2,000	2,000
<b>TOTAL</b>	<b>REFUSE DISPOSAL</b>		<b>428,984</b>	<b>499,290</b>	<b>401,176</b>	<b>439,456</b>
<b>17964280 SW - OTHER EXPENSESE</b>						
17964280	575001	DEPRECIATION	74,538	181,668	-	-
<b>TOTAL</b>	<b>SW - OTHER EXPENSESE</b>		<b>74,538</b>	<b>181,668</b>	<b>-</b>	<b>-</b>
<b>17969500 DEBT SERVICE</b>						
17969500	591140	REDEMPTION - 2011 REFUNDING	-	-	58,380	-
17969500	591145	REDEMPTION - SERIES 2017A	-	-	-	61,320
17969500	591240	INTEREST - 2011 REFUNDING	20,039	18,395	17,419	-
17969500	591245	INTEREST - SERIES 2017A	-	-	-	13,059
<b>TOTAL</b>	<b>DEBT SERVICE</b>		<b>20,039</b>	<b>18,395</b>	<b>75,799</b>	<b>74,379</b>
<b>17969600 TRANSFERS</b>						
17969600	592017	TRANS TO SOL WST CAP PROJ	-	-	525,000	9,500
<b>TOTAL</b>	<b>TRANSFERS</b>		<b>-</b>	<b>-</b>	<b>525,000</b>	<b>9,500</b>
<b>TOTAL REVENUE</b>			<b>755,189</b>	<b>800,769</b>	<b>1,344,108</b>	<b>879,158</b>
<b>TOTAL EXPENSE</b>			<b>773,583</b>	<b>965,244</b>	<b>1,344,108</b>	<b>879,158</b>

# ELECTRIC FUND

## MISSION

It is the mission of the Electric Department to supply and distribute the electric services as required by its customers at the lowest possible rates consistent with responsible operations, financial integrity, a commitment to reliability, and contributing to the economic and environmental quality of the community.

## DESCRIPTION

The Town of Bedford Electric Department was established in 1899 to provide electric service to the residents, businesses and industries of the Town of Bedford and part of Bedford County. More than 100 years later, the department is still working to provide the same high quality service to the area. At the present time, Bedford serves approximately 6,000 residential and 900 commercial/industrial customers with 700 miles of distribution and transmission lines in the Town of Bedford and Bedford County.

## GOALS, OBJECTIVES, & MEASURES

<b>Goal</b>	<b>Exceed customer's expectations in producing and delivering environmentally responsible, safe, low-cost and reliable power.</b>				
	<b>Objective</b>	<b>Create a service delivery model focused on high quality customer care.</b>			
		<b>Measure:</b>	<b>Total number of residential and commercial accounts.</b>		
			<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
		6,623	6,655	6,687	
	<b>Objective</b>	<b>Strengthen distribution and generation assets to increase reliability and efficiency.</b>			
		<b>Measure:</b>	<b>Total number of miles of distribution and transmission lines.</b>		
			<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>
		<i>Distribution</i>	353	353	353
	<i>Transmission</i>	29	29	29	
<b>Objective</b>	<b>Budget and manage risk to maintain stable rates while continuing a commitment to renewable energy.</b>				
	<b>Measure:</b>	<b>Average percent of renewable energy versus energy sold.</b>			
		<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>	
	New Measure	14.0%	20.0%		
<b>Objective</b>	<b>Control or reduce power costs by dynamically managing supply portfolio.</b>				
	<b>Measure:</b>	<b>Maximize portfolio by increasing sales on the open market by 10% per fiscal year.</b>			
		<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019 (Goal)</b>	
		\$1,257,359	\$1,425,318	\$1,567,850	

**FINANCIAL SUMMARY**

<b>FUNCTIONAL AREA</b>	<b>FY 15/16 ACTUALS</b>	<b>FY 16/17 ACTUALS</b>	<b>FY 17/18 BUDGET</b>	<b>FY 18/19 ADOPTED</b>
Electric-Other Expenses	908,798	904,964	1,200	1,200
Supervision & Engineering	1,620,999	1,602,976	1,658,967	1,623,839
Power Generation	195,552	294,386	324,068	253,236
Purchased Power	15,694,473	16,676,093	16,314,143	16,499,878
Transmission-Substations	38,926	17,694	75,000	65,000
Trans & Distribution Lines	989,416	1,151,039	1,147,379	1,162,382
Maintenance-Street Lights	19,008	10,680	20,000	22,000
Maintenance-Meters	8,395	9,042	15,000	15,000
Distribution Transformers	29,172	36,673	35,500	40,500
Meter Reading	49,253	61,531	55,043	55,578
Right of Way Crew	193,104	178,644	260,398	262,444
Debt Service	619,367	321,942	1,434,188	1,454,427
Transfers	0	0	2,579,500	2,543,000
<b>TOTAL ELECTRIC FUND</b>	<b>20,366,463</b>	<b>21,265,665</b>	<b>23,920,386</b>	<b>23,998,484</b>

**SERVICES**

The Electric Department operates and maintains 11 substations, diesel generating facilities and a hydro plant. In order to provide reliability to its customers, the Electric Department has 2 interconnection points with AEP, Mosely Substation and Centerville Substation. Bedford currently purchases wholesale power from AMP-Ohio to meet its winter peak demand of 55 MW and summer peak demand of 35 MW. The town also generates a portion of its electrical needs at its 5 megawatt hydro facility on the James River. The Department currently has 20 highly skilled professionals to operate, maintain and plan for the future of its electrical system. A state of the art 3 MW solar generating plant will come on line in January, 2018.

In conjunction with the electric service system, the City provides street lighting to various parts of Bedford. The current policy is to provide lights on every other utility pole, and to provide new lights as requested. As part of the Downtown revitalization effort, decorative lighting has been installed. The placing of utilities underground has also been supported as part of revitalization efforts.

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
<b>190056 ELECT - GENERAL REVENUE</b>						
190056	415102	INTEREST ON INVESTMENTS	10,662	45,403	4,000	4,000
190056	416906	INTEREST - AEP LEASE	308,722	302,791	296,004	303,000
190056	441499	PY RESERVES	-	-	47,939	-
<b>TOTAL</b>	<b>ELECT - GENERAL REVENUE</b>		<b>319,384</b>	<b>348,194</b>	<b>347,943</b>	<b>307,000</b>
<b>190057 ELECT - CHARGES FOR SERVICE</b>						
190057	416901	SALE OF ELECTRICITY	18,570,547	18,844,866	20,217,471	20,039,942
190057	416902	RENTAL OF POLES	103,605	104,528	105,000	105,000
190057	416905	ELECTRICITY SALES-OPEN MARKET	1,006,461	1,257,359	-	-
190057	416907	PENALTIES - ELECTRIC	120,612	140,561	104,000	104,000
190057	416909	GROSS RECEIPTS TAX-CONS & REG	161,086	160,616	175,000	175,000
190057	416910	GROSS RECEIPTS TAX-LOCAL	53,153	52,920	57,500	57,500
190057	416911	POWER COST ADJUSTMENT	3,040,683	3,724,610	2,829,472	3,126,042
190057	419204	RECOVERIES & REBATES	120,173	1,049,844	84,000	84,000
<b>TOTAL</b>	<b>ELECT - CHARGES FOR SERVICE</b>		<b>23,176,319</b>	<b>25,335,304</b>	<b>23,572,443</b>	<b>23,691,484</b>
<b>19981905 ELECTRIC-OTHER EXPENSES</b>						
19981905	558300	INTEREST ON UTILITY DEPOSITS	1,394	576	1,200	1,200
19981905	575001	DEPRECIATION	787,822	825,103	-	-
19981905	575002	AMORTIZATION	119,582	79,285	-	-
<b>TOTAL</b>	<b>ELECTRIC-OTHER EXPENSE</b>		<b>908,798</b>	<b>904,964</b>	<b>1,200</b>	<b>1,200</b>
<b>19981910 SUPERVISION &amp; ENGINEERING</b>						
19981910	511000	COMPENSATION	733,842	712,280	704,030	680,201
19981910	512000	COMPENSATION - OVERTIME	627	72	330	330
19981910	521000	FICA	53,434	51,469	53,858	51,963
19981910	522100	VRS - RETIREMENT	122,990	140,767	147,494	124,508
19981910	522150	VRS - LIFE INSURANCE	8,518	9,005	9,223	8,898
19981910	522160	VLDP-VRS HYBRID DISABILITY	888	1,284	1,301	1,301
19981910	522170	ICMA-HYBRID RETIREMENT	1,959	3,235	3,775	3,775
19981910	523000	HOSPITAL INSURANCE	78,055	79,411	88,579	104,416
19981910	527000	WORKER'S COMPENSATION	4,001	4,298	5,146	4,567
19981910	528700	SUPPLEMENTAL RETIRE - ICMA	1,080	988	1,080	-
19981910	529000	VRS ADJUSTMENT	30,826	(11,547)	-	-
19981910	531250	DATA PROCESSING SERVICES	305	-	1,000	1,000

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
19981910	531400	EXPERT SERVICES - ENGINEERING	68,160	16,110	78,890	42,500
19981910	531404	PROFESSIONAL SERVICES	13,400	3,770	10,000	12,500
19981910	531411	NOTIFICATION SYSTEM SERVICE	-	75	-	-
19981910	531500	LEGAL SERVICES	14,620	25,075	15,000	12,500
19981910	531620	BOND TRUSTEE	7,989	1,935	7,000	7,000
19981910	533100	BUILDING & GROUNDS MAINTENANCE	10,475	13,201	10,000	10,000
19981910	533103	SOFTWARE/HARDWARE MAINT	52,258	54,714	60,000	60,000
19981910	533110	AUTO REPAIR - O'SIDE GARAGE	(786)	22,661	12,000	20,000
19981910	533121	RADIO MAINTENANCE	-	759	2,500	2,500
19981910	536000	ADVERTISING	3,299	3,590	2,440	2,440
19981910	538000	COMMUNICATION CENTER OPERATION	44,540	37,453	45,000	45,000
19981910	551100	ELECTRIC	41,487	45,170	38,000	42,000
19981910	551200	HEATING OIL	7,232	8,097	9,000	9,000
19981910	551300	WATER & SEWER	697	1,083	1,000	1,000
19981910	551400	REFUSE COLLECTION FEE	-	-	400	400
19981910	551450	REFUSE TIPPING FEE	656	788	700	2,000
19981910	552100	POSTAGE	53,374	46,915	45,000	55,000
19981910	552300	COMMUNICATIONS	15,841	25,420	15,000	20,000
19981910	555000	TRAINING EXPENSE	7,604	13,819	27,181	25,000
19981910	557101	CONSUMPTION TAX-REG & STATE	161,019	160,414	175,000	175,000
19981910	557102	CONSUMPTION TAX - COUNTY	16,190	15,954	18,000	18,000
19981910	558100	DUES & ASSOC MEMBERSHIPS	4,632	4,656	5,500	5,500
19981910	558400	BAD DEBT EXPENSE	-	30,040	500	500
19981910	560010	OFFICE SUPPLIES	1,230	3,324	1,500	2,500
19981910	560014	WIRE FEES	510	390	540	540
19981910	560050	JANITORIAL SUPPLIES	53	-	400	400
19981910	560080	GASOLINE & OIL	31,010	38,835	40,000	40,000
19981910	560091	TIRES & TUBES	6,676	14,744	8,000	10,000
19981910	560092	GARAGE MATERIALS & SUPPLIES	15	207	100	100
19981910	560093	VEHICLE SUPPLIES & PARTS	22,293	22,429	12,000	20,000
19981910	560140	COMPUTER SUPPLIES	-	86	-	-
19981910	581136	GENERATOR	-	-	2,500	1,500
<b>TOTAL</b>	<b>SUPERVISION &amp; ENGINEERING</b>		<b>1,620,999</b>	<b>1,602,976</b>	<b>1,658,967</b>	<b>1,623,839</b>
<b>19981920 POWER GENERATION</b>						
19981920	511000	COMPENSATION	-	-	-	68,000
19981920	521000	FICA	-	-	-	5,202
19981920	522100	VRS - RETIREMENT	-	-	-	12,464

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
19981920	522150	VRS - LIFE INSURANCE	-	-	-	891
19981920	522170	ICMA-HYBRID RETIREMENT	-	-	-	829
19981920	523000	HOSPITAL INSURANCE	-	-	-	8,508
19981920	527000	WORKER'S COMPENSATION	-	-	-	1,142
19981920	531404	PROFESSIONAL SERVICES	71,106	133,011	229,000	45,000
19981920	533125	MAINTENANCE-PEAKING GENERATOR	3,504	4,632	21,868	22,000
19981920	538400	PROPERTY TAX - AMHERST CO	954	919	1,200	1,200
19981920	559001	ADMIN CHARGE - FERC	19,899	23,377	16,000	17,000
19981920	559002	ADMIN CHARGE - USGS	14,600	15,000	16,000	17,000
19981920	560071	MAINTENANCE SUPPLIES	73,882	100,971	20,000	30,000
19981920	560081	FUEL - PEAKING GENERATOR	11,607	16,475	20,000	24,000
<b>TOTAL</b>	<b>POWER GENERATION</b>		<b>195,552</b>	<b>294,386</b>	<b>324,068</b>	<b>253,236</b>
<b>19981925 PURCHASED POWER</b>						
19981925	551140	PURCHASED POWER - SEPA	25,022	59,840	85,500	12,923
19981925	551141	PURCHASED POWER - AMP-OHIO	9,400,212	10,899,083	10,290,048	9,441,395
19981925	551142	PURCHASED POWER-HOLCOMB ROCK	943,960	857,600	960,000	660,000
19981925	551160	PURCHASED POWER - PJM	5,035,475	4,538,105	4,658,595	6,115,560
19981925	551161	ILR CREDITS DUE TO CUSTOMERS	28,763	38,184	15,000	-
19981925	551165	BRPA - A & G FEES	21,167	39,681	25,000	30,000
19981925	551166	AMP-OHIP A & G FEES	239,874	243,600	220,000	180,000
19981925	551167	AMP GS REPAYMENT	-	-	60,000	60,000
<b>TOTAL</b>	<b>PURCHASED POWER</b>		<b>15,694,473</b>	<b>16,676,093</b>	<b>16,314,143</b>	<b>16,499,878</b>
<b>19981930 TRANSMISSION-SUBSTATIONS</b>						
19981930	554101	LEASE	5,000	-	-	-
19981930	560170	MATERIALS & SUPPLIES	33,926	17,694	45,000	45,000
19981930	582417	STATION TESTING	-	-	30,000	20,000
<b>TOTAL</b>	<b>TRANSMISSION-SUBSTATION</b>		<b>38,926</b>	<b>17,694</b>	<b>75,000</b>	<b>65,000</b>
<b>19981940 TRANS &amp; DISTRIBUTION LINES</b>						
19981940	511000	COMPENSATION	449,081	517,069	559,765	556,608
19981940	512000	COMPENSATION - OVERTIME	94,871	96,350	80,000	80,000
19981940	512100	COMPENSATION - SPECIAL EVENTS	-	-	3,000	3,000
19981940	514500	COMPENSATION - FLAGGERS	-	-	5,000	5,000
19981940	521000	FICA	40,284	44,459	42,822	42,581

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
19981940	522100	VRS - RETIREMENT	80,597	106,999	117,271	102,026
19981940	522150	VRS - LIFE INSURANCE	5,470	6,690	7,333	7,292
19981940	522160	VLDP-VRS HYBRID DISABILITY	-	-	-	101
19981940	522170	ICMA-HYBRID RETIREMENT	-	-	-	135
19981940	523000	HOSPITAL INSURANCE	51,609	61,983	77,616	93,588
19981940	527000	WORKER'S COMPENSATION	7,735	7,556	9,572	9,351
19981940	533127	SCADA SYSTEM MAINTENANCE	15,586	18,082	17,000	17,000
19981940	533130	FIBER MAINTENANCE	665	-	10,000	5,000
19981940	554100	LEASE/RENTAL OF EQUIPMENT	1,260	-	1,500	4,000
19981940	560072	SMALL EQUIPMENT & TOOLS	12,649	15,041	10,000	12,500
19981940	560073	SAFETY EQUIPMENT & SUPPLIES	12,116	17,956	20,000	15,000
19981940	560074	WIRE & CABLE	19,293	33,986	50,000	50,000
19981940	560078	POLES	34,932	21,545	25,000	35,700
19981940	560110	UNIFORMS	11,259	11,771	12,500	13,500
19981940	560170	MATERIALS & SUPPLIES	152,009	191,553	99,000	110,000
<b>TOTAL</b>	<b>TRANS &amp; DISTRIBUTION LINES</b>		<b>989,416</b>	<b>1,151,039</b>	<b>1,147,379</b>	<b>1,162,382</b>
<b>19981950 MAINTENANCE - STREET LIGHTS</b>						
19981950	560075	TRAFFIC LIGHT SUPPLIES	999	180	1,500	1,500
19981950	560170	MATERIALS & SUPPLIES	17,571	9,993	18,000	20,000
19981950	560180	CHRISTMAS DECORATIONS	438	507	500	500
<b>TOTAL</b>	<b>MAINTENANCE - STREET LIGHTS</b>		<b>19,008</b>	<b>10,680</b>	<b>20,000</b>	<b>22,000</b>
<b>19981960 MAINTENANCE - METERS</b>						
19981960	560170	MATERIALS & SUPPLIES	8,395	9,042	15,000	15,000
<b>TOTAL</b>	<b>MAINTENANCE - METERS</b>		<b>8,395</b>	<b>9,042</b>	<b>15,000</b>	<b>15,000</b>
<b>19981970 DISTRIBUTION TRANSFORMERS</b>						
19981970	533119	MAINTENANCE - TRANSFORMER	6,599	7,526	10,000	10,000
19981970	560170	MATERIALS & SUPPLIES	218	-	-	-
19981970	560182	TRANSFORMER DISPOSAL	245	1,150	500	500
19981970	560183	TRANSFORMERS - NEW	22,110	27,997	25,000	30,000
<b>TOTAL</b>	<b>DISTRIBUTION TRANSFORMERS</b>		<b>29,172</b>	<b>36,673</b>	<b>35,500</b>	<b>40,500</b>
<b>19981980 METER READING</b>						
19981980	511000	COMPENSATION	33,932	36,749	36,079	36,109

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
19981980	512000	COMPENSATION - OVERTIME	-	7,576	500	500
19981980	521000	FICA	2,494	2,617	2,760	2,762
19981980	522100	VRS - RETIREMENT	6,014	7,334	7,558	6,619
19981980	522150	VRS - LIFE INSURANCE	403	459	473	473
19981980	523000	HOSPITAL INSURANCE	5,893	6,242	7,056	8,508
19981980	527000	WORKER'S COMPENSATION	516	554	617	607
<b>TOTAL</b>	<b>METER READING</b>		<b>49,253</b>	<b>61,531</b>	<b>55,043</b>	<b>55,578</b>
<b>19981990 RIGHT OF WAY CREW</b>						
19981990	511000	COMPENSATION	126,142	119,743	154,279	151,759
19981990	512000	COMPENSATION - OVERTIME	4,941	1,310	10,000	10,000
19981990	514000	COMPENSATION - TEMPORARY	874	-	-	-
19981990	521000	FICA	9,405	9,861	11,342	11,579
19981990	522100	VRS - RETIREMENT	21,411	24,539	32,322	27,817
19981990	522150	VRS - LIFE INSURANCE	1,509	1,621	1,880	1,921
19981990	522160	VLDP-VRS HYBRID DISABILITY	233	393	318	393
19981990	522170	ICMA-HYBRID RETIREMENT	711	1,384	1,339	1,385
19981990	523000	HOSPITAL INSURANCE	13,214	8,809	35,280	42,540
19981990	527000	WORKER'S COMPENSATION	1,759	1,952	2,638	2,550
19981990	560072	SMALL EQUIPMENT & TOOLS	6,837	6,846	3,500	3,500
19981990	560170	MATERIALS & SUPPLIES	6,067	2,187	7,500	9,000
<b>TOTAL</b>	<b>RIGHT OF WAY CREW</b>		<b>193,104</b>	<b>178,644</b>	<b>260,398</b>	<b>262,444</b>
<b>19989500 DEBT SERVICE</b>						
19989500	531503	BOND ISSUANCE COSTS	116,957	45,282	-	-
19989500	591123	REDEMPTION - ELECT SERIES 96	-	-	115,000	125,000
19989500	591138	REDEMPTION - 2008 SERIES	-	-	221,905	-
19989500	591143	REDEMPTION - C-VILLE CIRCUIT 1	14,603	-	-	-
19989500	591144	REDEMPTION-2016 AMP REFUNDING	112,500	-	838,937	-
19989500	591145	REDEMPTION - SERIES 2017A	-	-	-	797,004
19989500	591146	REDEMPTION - SERIES 2017B	-	-	-	235,000
19989500	591223	INTEREST - ELECTRIC SERIES 96	127,694	119,688	111,097	101,921
19989500	591225	INTEREST - ELECTRIC FACILITY	25,285	-	-	-
19989500	591233	INTEREST - ELEC REFUND 2005	151,569	-	-	-
19989500	591238	INTEREST - 2008 SERIES	43,701	50,332	52,776	-
19989500	591243	INTEREST - C-VILLE CIRCUIT 1	4,830	-	-	-
19989500	591244	INTEREST-2016 AMP REFUNDING	22,230	106,640	94,473	-

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
19989500	591245	INTEREST - SERIES 2017A	-	-	-	169,742
19989500	591246	INTEREST - SERIES 2017B	-	-	-	25,760
<b>TOTAL</b>	<b>DEBT SERVICE</b>		<b>619,367</b>	<b>321,942</b>	<b>1,434,188</b>	<b>1,454,427</b>
<b>19989600 TRANSFERS</b>						
19989600	592002	TRANSFER TO GENERAL FUND	-	-	500,000	500,000
19989600	592018	TRANS TO ELECTRIC CAP PROJ	-	-	2,079,500	2,043,000
<b>TOTAL</b>	<b>TRANSFERS</b>		<b>-</b>	<b>-</b>	<b>2,579,500</b>	<b>2,543,000</b>
<b>TOTAL REVENUE</b>			<b>23,495,703</b>	<b>25,683,497</b>	<b>23,920,386</b>	<b>23,998,484</b>
<b>TOTAL EXPENSE</b>			<b>20,366,463</b>	<b>21,265,665</b>	<b>23,920,386</b>	<b>23,998,484</b>

# CAPITAL PROJECTS FUND

			FY 2016 ACTUALS	FY 2017 ACTUALS	FY 2018 BUDGET	FY 2019 ADOPTED
<b>500091 NONDEPT - GENERAL REVENUE</b>						
500091	451111	TRANSFER IN - GENERAL FUND	-	-	1,255,088	680,500
<b>TOTAL</b>	<b>NONDEPT - GENERAL REVE</b>		-	-	<b>1,255,088</b>	<b>680,500</b>
<b>50011242 FINANCE DEPARTMENT</b>						
50011242	581732	UTILITY BILLING SOFTWARE	3,525	-	44,850	-
50011242	581737	SOFTWARE UPGRADE	-	-	37,563	-
<b>TOTAL</b>	<b>FINANCE DEPARTMENT</b>		<b>3,525</b>	-	<b>82,413</b>	-
<b>50011261 INFORMATION TECHNOLOGY</b>						
50011261	581721	PRIMARY TERMINAL SERVER	-	11,840	-	-
50011261	581723	MDT REPLACEMENT	-	-	20,000	-
50011261	581724	FIREWALL/WEB MGMT	-	10,000	-	-
50011261	581729	PENETRATION TESTING	2,275	-	-	-
50011261	581730	SECOND MUNIS SERVER	-	11,840	-	-
50011261	581731	NEW SWITCH	-	6,855	7,000	10,000
50011261	581738	WI-FI SERVICE UPGRADE	-	-	19,500	-
50011261	581988	LLP BLDG SECURITY	-	-	-	6,000
50011261	582915	COOLING FANS-SERVER ROOM	-	-	5,000	-
<b>TOTAL</b>	<b>INFORMATION TECHNOLOGY</b>		<b>2,275</b>	<b>40,535</b>	<b>51,500</b>	<b>16,000</b>
<b>50033110 POLICE DEPARTMENT</b>						
50033110	581303	RADIOS	20,208	(4,776)	-	15,000
50033110	581313	BODY CAMERA/MIC	(3,295)	11,096	-	-
50033110	581500	VEHICLE REPLACEMENT	47,326	69,192	72,000	80,000
50033110	582120	TASERS	4,451	-	-	-
<b>TOTAL</b>	<b>POLICE DEPARTMENT</b>		<b>68,690</b>	<b>75,513</b>	<b>72,000</b>	<b>95,000</b>
<b>50033210 FIRE DEPARTMENT</b>						
50033210	581136	GENERATOR	-	43,379	-	-
50033210	581303	RADIOS	-	-	-	20,000
50033210	581500	VEHICLE REPLACEMENT	-	57,000	-	-
50033210	581545	FIRE STATION KITCHEN EQUIPMENT	-	-	-	18,000
50033210	581547	FIRE STATION DOOR REPLACEMENT	-	-	-	32,000
50033210	581951	RENOVATE RESTROOMS	19,660	-	-	-

			FY 2016 ACTUALS	FY 2017 ACTUALS	FY 2018 BUDGET	FY 2019 ADOPTED
50033210	582130	KEYLESS ENTRY SYSTEM	-	-	28,000	-
<b>TOTAL</b>	<b>FIRE DEPARTMENT</b>		<b>19,660</b>	<b>100,379</b>	<b>28,000</b>	<b>70,000</b>
<b>50044110 GENERAL ADMINISTRATION</b>						
50044110	581475	AUTOMOTIVE SCAN TOOL	-	6,500	-	-
50044110	581917	HEAT PUMP	6,033	-	-	-
50044110	581951	RENOVATE RESTROOMS	-	-	-	10,000
<b>TOTAL</b>	<b>GENERAL ADMINISTRATION</b>		<b>6,033</b>	<b>6,500</b>	<b>-</b>	<b>10,000</b>
<b>50044115 GENERAL ENGINEERING</b>						
50044115	581984	LIBERTY LAKE ASPHALT OVERLAY	-	-	40,000	-
50044115	582916	GPS - UTILITIES	-	-	12,657	-
50044115	582943	COMMUNITY IMPROVEMENT FUND	-	388	99,612	-
<b>TOTAL</b>	<b>GENERAL ENGINEERING</b>		<b>-</b>	<b>388</b>	<b>152,269</b>	<b>-</b>
<b>50044120 HIGHWAYS STREETS &amp; BRIDGES</b>						
50044120	581303	RADIOS	11,200	(1,232)	-	-
50044120	581542	SKID STEER LOADER	-	-	65,000	-
50044120	581989	GATEWAY SIGNAGE SYSTEM	-	-	-	100,000
<b>TOTAL</b>	<b>HIGHWAYS STREETS &amp; BRIDGES</b>		<b>11,200</b>	<b>(1,232)</b>	<b>65,000</b>	<b>100,000</b>
<b>50044121 VA DEPT OF TRANSPORTATION</b>						
50044121	581145	LEAF MACHINE	-	30,808	-	-
50044121	581609	3/4-TON PICK-UP W/PLOW	33,321	-	-	80,000
50044121	581612	MINI-EXCAVATOR	74,989	-	-	-
50044121	581613	MINI-PAVER	39,445	-	-	-
50044121	581614	ASPHALT ROLLER	47,980	-	-	-
50044121	581615	VA-CON TRUCK	-	272,880	-	-
50044121	581617	DUMP TRUCK W/SPREADER	-	-	170,000	-
<b>TOTAL</b>	<b>VA DEPT OF TRANSPORTATION</b>		<b>195,734</b>	<b>303,688</b>	<b>170,000</b>	<b>80,000</b>
<b>50044320 GENERAL PROPERTIES</b>						
50044320	558409	TENNIS COURTS	-	-	-	200,000
50044320	581101	MOWER/TRACTOR	13,973	-	-	-
50044320	581159	PLAYGROUND EQUIPMENT	-	54,583	-	-

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
50044320	581611	ZERO TURN MOWER	16,407	-	18,000	9,500
50044320	581979	REPLACE DRINKING FOUNTAINS	1,400	2,940	-	-
50044320	581981	REPLACE ROOF-COMMUNITY CENTER	8,828	-	-	-
50044320	581986	EDMUNDS STREET PARK	13,994	-	-	-
50044320	581987	LLP FIELD UPGRADES	-	22,934	-	-
50044320	582501	EQUIPMENT TRAILER	-	-	4,000	-
<b>TOTAL</b>	<b>GENERAL PROPERTIES</b>		<b>54,602</b>	<b>80,458</b>	<b>22,000</b>	<b>209,500</b>
<b>50044340 MAINTENANCE OF MUNICIPAL BLDG</b>						
50044340	581825	INTERIOR WALL - MUNICIPAL BLDG	-	-	15,000	-
50044340	581979	REPLACE DRINKING FOUNTAINS	1,470	-	-	-
50044340	582930	ADA IMPROVEMENTS	14,370	(166)	14,893	-
<b>TOTAL</b>	<b>MAINTENANCE OF MUNICIPAL BLDG</b>		<b>15,840</b>	<b>(166)</b>	<b>29,893</b>	<b>-</b>
<b>50044350 MAINTENANCE OF MOTOR VEHICLES</b>						
50044350	581476	AUTOMOTIVE LIFT - SHOP	-	-	5,000	-
<b>TOTAL</b>	<b>MAINTENANCE OF MOTOR VEHICLES</b>		<b>-</b>	<b>-</b>	<b>5,000</b>	<b>-</b>
<b>50088150 ECONOMIC DEVELOPMENT</b>						
50088150	581933	ECONOMIC DEVELOPMENT FUND	12,750	75,000	527,717	100,000
50088150	581948	CENTERTOWN IMPROVEMENT PROJ	427,443	(110,771)	27,860	-
50088150	582919	ENTERPRISE ZONE MAINTENANCE	-	-	21,435	-
<b>TOTAL</b>	<b>ECONOMIC DEVELOPMENT</b>		<b>440,193</b>	<b>(35,771)</b>	<b>577,012</b>	<b>100,000</b>
<b>TOTAL REVENUE</b>			<b>-</b>	<b>-</b>	<b>1,255,088</b>	<b>680,500</b>
<b>TOTAL EXPENSE</b>			<b>817,752</b>	<b>570,291</b>	<b>1,255,088</b>	<b>680,500</b>

			FY 2016 ACTUALS	FY 2017 ACTUALS	FY 2018 BUDGET	FY 2019 ADOPTED
<b>570091 NONDEPT - GENERAL REVENUE</b>						
570091	451102	TRANSFER IN - SOLID WASTE	-	-	525,000	9,500
<b>TOTAL</b>	<b>NONDEPT - GENERAL REVE</b>		-	-	<b>525,000</b>	<b>9,500</b>
<b>57964230 REFUSE COLLECTION</b>						
57964230	581509	REFUSE TRUCK	-	-	260,000	-
57964230	582504	CLAMSHELL BOOM TRUCK	-	-	170,000	-
<b>TOTAL</b>	<b>REFUSE COLLECTION</b>		-	-	<b>430,000</b>	-
<b>57964240 REFUSE DISPOSAL</b>						
57964240	581611	ZERO TURN MOWER	-	-	-	9,500
57964240	582505	TRASH HAUL TRAILER - 45 FOOT	-	-	80,000	-
57964240	582506	ALL-TERRAIN VEHICLE	-	-	15,000	-
<b>TOTAL</b>	<b>REFUSE DISPOSAL</b>		-	-	<b>95,000</b>	<b>9,500</b>
<b>TOTAL REVENUE</b>			-	-	<b>525,000</b>	<b>9,500</b>
<b>TOTAL EXPENSE</b>			-	-	<b>525,000</b>	<b>9,500</b>

			FY 2016 ACTUALS	FY 2017 ACTUALS	FY 2018 BUDGET	FY 2019 ADOPTED
<b>590091 NONDEPT - GENERAL REVENUE</b>						
590091	451101	TRANSFER IN - ELECTRIC	-	-	3,075,775	2,043,000
<b>TOTAL</b>	<b>NONDEPT - GENERAL REVE</b>		-	-	<b>3,075,775</b>	<b>2,043,000</b>
<b>59981910 SUPERVISION &amp; ENGINEERING</b>						
59981910	581303	RADIOS	-	-	4,500	-
59981910	581915	REPAIR/REPLACE ROOF	-	-	500,000	-
<b>TOTAL</b>	<b>SUPERVISION &amp; ENGINEER</b>		-	-	<b>504,500</b>	-
<b>59981920 POWER GENERATION</b>						
59981920	560071	MAINTENANCE SUPPLIES	-	3,375	-	-
59981920	581441	TURBINE PACKING BOX-UNIT 4	-	675	21,031	-
59981920	581442	REBUILD SPEED INCREASER-4	-	(875,000)	-	-
59981920	581449	REFURBISH TAIL GATE	-	-	13,500	-
59981920	581450	FERC LICENSE AMENDMENT	30,545	(11,629)	-	-
59981920	581451	REPLACE #5 TURBINE BOX	-	-	15,241	-
59981920	581472	REPLACE SERVICE PANEL & LIGHTS	-	-	31,960	-
59981920	581473	REPLACE HEAD GATE ACTUATORS	-	-	60,000	-
59981920	581477	HYDRO TRASH DUMP SYSTEM	-	-	100,000	-
59981920	581478	HYDRO TURBINE GATES & RAKES	-	-	1,200,000	-
59981920	581480	HYDRO MAINTENANCE PROJECTS	-	-	40,000	40,000
59981920	581525	UNIT #5 TURBINE HEAD	-	-	-	988,000
59981920	581540	SNOWDEN HEAT & WATER SYSTEM	-	-	-	-
59981920	581541	UPGRADE TURBINE CONTROL SYSTEM	-	214	-	-
59981920	581543	DIESEL GENERATOR-POWER SECURE	-	-	-	-
<b>TOTAL</b>	<b>POWER GENERATION</b>		<b>30,545</b>	<b>(882,365)</b>	<b>1,481,732</b>	<b>1,028,000</b>
<b>59981930 TRANSMISSION-SUBSTATIONS</b>						
59981930	581469	REPLACE CENTERVILLE STRUCTURE	-	-	100,000	-
59981930	581479	ASSET SECURITY CONTROLS	-	-	100,000	-
<b>TOTAL</b>	<b>TRANSMISSION-SUBSTATION</b>		-	-	<b>200,000</b>	-
<b>59981940 TRANS &amp; DISTRIBUTION LINES</b>						
59981940	581157	SCADA UPGRADE	-	-	75,000	75,000
59981940	581470	CIRCUIT UPGRADE-WINOA	-	-	95,650	-

			FY 2016	FY 2017	FY 2018	FY 2019
			ACTUALS	ACTUALS	BUDGET	ADOPTED
59981940	581471	REPLACE TRANSFORMER CABLES	-	-	100,000	-
59981940	581474	CIRCUIT-CVILLE TO BEDFORD WEAV	-	401	288,598	-
59981940	581520	MOTOR DRIVEN REEL CART	-	-	16,000	-
59981940	581529	COMPRESSION TOOL	-	-	10,000	-
59981940	581531	CENTERVILLE CIRCUIT 1-PHASE 1	(646,680)	-	-	-
59981940	581544	CENTERVILLE CIRCUIT PHASE 3	-	-	-	350,000
59981940	581616	BACKHOE	-	-	-	140,000
59981940	582415	PARKWAY CROSSING UPGRADE	-	-	-	200,000
59981940	582416	VOLTAGE REGULATORS	-	-	15,815	-
59981940	582418	INFRASTRUCTURE IMPROV & EXTEND	-	-	206,300	250,000
<b>TOTAL</b>	<b>TRANS &amp; DISTRIBUTION LINES</b>		<b>(646,680)</b>	<b>401</b>	<b>807,363</b>	<b>1,015,000</b>
<b>59981960 MAINTENANCE - METERS</b>						
59981960	581536	AMR COMMERCIAL METERS	-	-	82,179	-
<b>TOTAL</b>	<b>MAINTENANCE - METERS</b>		<b>-</b>	<b>-</b>	<b>82,179</b>	<b>-</b>
<b>TOTAL REVENUE</b>			<b>-</b>	<b>-</b>	<b>3,075,775</b>	<b>2,043,000</b>
<b>TOTAL EXPENSE</b>			<b>(616,135)</b>	<b>(881,964)</b>	<b>3,075,775</b>	<b>2,043,000</b>

# CAPITAL IMPROVEMENT PROGRAM

# CIP – GENERAL FUND

DEPARTMENT	LOCATION	PROJECT TITLE	ADOPTED FY 2019	REQUEST FY 2020	REQUEST FY 2021	REQUEST FY 2022	REQUEST FY 2023	TOTAL COST
<b>INFORMATION TECHNOLOGY</b>	Townwide	Switch Project	10,000					10,000
	General Properties	Liberty Lake Park Building Security System	6,000					6,000
	<b>TOTAL INFORMATION TECHNOLOGY</b>			<b>16,000</b>	-	-	-	-
<b>POLICE DEPARTMENT</b>	Police Department	Vehicle Replacement	80,000	60,000	85,000	85,000	115,000	425,000
	Police Department	Radio Replacement	15,000	18,000	18,000	18,000	18,000	87,000
	<b>TOTAL POLICE DEPARTMENT</b>			<b>95,000</b>	<b>78,000</b>	<b>103,000</b>	<b>103,000</b>	<b>133,000</b>
<b>FIRE DEPARTMENT</b>	Fire Station	Replacement of Overhead Bay Doors	32,000					32,000
	Fire Station	Radio Replacement	20,000					20,000
	Fire Station	Stove Replacement	18,000					18,000
	Fire Station	Pumper/Tanker		565,000				565,000
	Fire Station	Apparatus Bay Flooring			30,000			30,000
	<b>TOTAL FIRE DEPARTMENT</b>			<b>70,000</b>	<b>565,000</b>	<b>30,000</b>	-	-
<b>PUBLIC WORKS</b>	VA Department of Transportation	Pickup Truck with Plow (2 Vehicles)	80,000					80,000
	Highways, Streets & Bridges	Gateway Signage System	100,000					
	General Administration	Renovation of Women's Locker/Restroom at Orange Street	10,000					
	General Properties	Zero Turn Mower	9,500	20,000				29,500
	General Properties	Liberty Lake Park Replacement of Tennis Courts	200,000					200,000
	General Properties	Tractor with Mower Attachment		30,000				30,000
	<b>TOTAL PUBLIC WORKS</b>			<b>399,500</b>	<b>50,000</b>	-	-	-
<b>ECONOMIC DEVELOPMENT</b>	Townwide	Economic Development Fund	100,000					100,000
	<b>TOTAL ECONOMIC DEVELOPMENT</b>			<b>100,000</b>				<b>100,000</b>
<b>TOTAL GENERAL FUND REQUESTED CAPITAL IMPROVEMENT BUDGET</b>			<b>680,500</b>	<b>693,000</b>	<b>133,000</b>	<b>103,000</b>	<b>133,000</b>	<b>1,632,500</b>

## CIP – SOLID WASTE FUND

DEPARTMENT	LOCATION	PROJECT TITLE	ADOPTED FY 2019	REQUEST FY 2020	REQUEST FY 2021	REQUEST FY 2022	REQUEST FY 2023	TOTAL COST	
<b>SOLID WASTE</b>	Landfill	Zero Turn Mower	9,500					9,500	
	Landfill	Road Tractor to Haul Solid Waste Trailer		170,000				170,000	
	Landfill	45 Foot Trailer to Haul Solid Waste			95,000			95,000	
	<b>TOTAL LANDFILL</b>			<b>9,500</b>	<b>170,000</b>	<b>95,000</b>	-	-	<b>274,500</b>
	<b>TOTAL SOLID WASTE FUND REQUESTED CAPITAL IMPROVEMENT BUDGET</b>			<b>9,500</b>	<b>170,000</b>	<b>95,000</b>	-	-	<b>274,500</b>

# CIP – ELECTRIC FUND

DEPARTMENT	LOCATION	PROJECT TITLE	ADOPTED FY 2019	REQUEST FY 2020	REQUEST FY 2021	REQUEST FY 2022	REQUEST FY 2023	TOTAL COST	
ELECTRIC	Transmission-Substations	SCADA Upgrade to Digital Controls & Software	75,000	75,000	75,000			225,000	
	Centerville	Centerville Circuit Phase 3 - Kelso Mill to Fancy Farm Road	350,000					350,000	
	Transmission & Distribution Lines	Blue Ridge Parkway Crossing Improvements	200,000					200,000	
	System Wide	Backhoe	140,000					140,000	
	System Wide	Infrastructure Improvement & Extensions	250,000					250,000	
	System Wide	Crew Truck		65,000	45,000			110,000	
	Transmission & Distribution Lines	New Delivery Point at Skimmer Substation		500,000				500,000	
	System Wide	Digger (or Line) Truck		250,000				250,000	
	Transmission & Distribution Lines	Upgrade Colton Mill to Sedalia 12kV Circuit			350,000			350,000	
	System Wide	Complete 69kV Loop			300,000			300,000	
	System Wide	Digger (or Line) Truck				250,000		250,000	
	Transmission & Distribution Lines	US 460 West Improvements				210,000		210,000	
	Transmission-Substations	Frank Chervan Substation Retirement				125,000		125,000	
	Transmission & Distribution Lines	US 460 East Improvements					195,000	195,000	
	System Wide	Digger (or Line) Truck					250,000	250,000	
	<b>TOTAL ELECTRIC</b>		<b>1,015,000</b>	<b>890,000</b>	<b>770,000</b>	<b>585,000</b>	<b>445,000</b>	<b>3,705,000</b>	
SNOWDEN HYDRO PLANT	Snowden Hydro Plant	U-5 Turbine Head Repair	988,000					988,000	
	Snowden Hydro Plant	Hydro Maintenance Projects	40,000		40,000	40,000	40,000	160,000	
	Snowden Hydro Plant	U-5 Speed Increaser Overhaul		250,000				250,000	
		<b>TOTAL SNOWDEN HYDRO PLANT</b>		<b>1,028,000</b>	<b>250,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>1,398,000</b>
		<b>TOTAL ELECTRIC DEPARTMENT</b>		<b>2,043,000</b>	<b>1,140,000</b>	<b>810,000</b>	<b>625,000</b>	<b>485,000</b>	<b>5,103,000</b>

# COMMUNITY AGENCY FUNDING



**TOWN OF BEDFORD  
FUNDING REQUESTS FROM OUTSIDE AGENCIES  
FISCAL YEAR 2018 - 2019**

ORGANIZATION	14-15	15-16	16-17	17-18	AGENCY REQUEST 18-19	COUNCIL APPROVED 18-19
BEDFORD CHAMBER OF COMMERCE	2,500	3,000	3,000	5,000	7,000	5,000
BEDFORD AREA EDUCATIONAL FOUNDATION	-	-	-	-	2,500	2,500
BEDFORD MAIN STREET, INC.	30,000	30,000	34,000	10,400	15,000	10,400
BEDFORD MUSEUM & GENEALOGICAL LIBRARY	7,500	7,500	7,500	7,500	7,500	7,500
BEDFORD RIDE PROGRAM	8,500	8,500	8,500	8,500	8,500	8,500
NATIONAL D-DAY MEMORIAL FOUNDATION	12,000	9,000	9,000	10,000	10,000	10,000
BOWER CENTER FOR THE ARTS*	10,000	10,000	15,000	15,000	15,000	14,000
WHARTON GARDENS MEMORIAL FOUNDATION	7,000	6,000	6,500	6,500	8,500	7,500
BEDFORD URBAN GARDEN, INC.	-	-	-	2,500	-	-
<b>TOTAL</b>	<b>77,500</b>	<b>74,000</b>	<b>83,500</b>	<b>65,400</b>	<b>74,000</b>	<b>65,400</b>

\*Up to \$5,000.00 of the Wharton Bower Center for the Arts approved funding is reimbursed by the 2018-19 Local Government Challenge Grant. Local contribution will be commensurate with allocated grant amount.

# POSITION DETAIL

<b>Schematic List of Positions by Department</b>					
<b>DEPARTMENT</b>	<b>FY 14-15</b>	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>
<b>REGULAR EMPLOYEES</b>					
EXECUTIVE	2	2	2	2	3
ENGINEERING	2	1	1	1	1
COMMUNITY DEVELOPMENT	2	3	3	2	2
ECONOMIC DEVELOPMENT	-	-	-	1	1
POLICE	27	27	27	29	29
FINANCE	5	5	5	5	4
INFORMATION TECHNOLOGY	2	2	2	1	1
PUBLIC WORKS	20	19	19	23	23
SOLID WASTE	1	4	4	3	3
ELECTRIC	18	21	21	23	23
TREASURER	5	5	5	5	5
<b>TOTAL REGULAR EMPLOYEES</b>	<b>84</b>	<b>89</b>	<b>89</b>	<b>95</b>	<b>95</b>
<b>PART-TIME EMPLOYEES</b>					
LEGAL - ATTORNEY	1	1	1	1	1
CLERK/COUNCIL	1	1	1	1	1
ELECTED OFFICIALS	7	7	7	7	7
POLICE	-	-	-	2	2
SCHOOL CROSSING GUARDS	2	-	-	-	-
INFORMATION TECHNOLOGY	-	-	-	1	1
FIRE	2	2	2	2	2
ELECTRIC	-	-	-	1	1
<b>TOTAL PART-TIME EMPLOYEES</b>	<b>13</b>	<b>11</b>	<b>11</b>	<b>15</b>	<b>15</b>

## Pay Structure

## Analysis of Pay Structure

Grade	Minimum	Control Point	Maximum	Count of Jobs	Total Grade Spread	Step to Next Grade	Contol Point Spread:		Avg Market Data Deviation:		
							To Minimum	To Maximum	From Minimum	From Control Point	From Maximum
1	\$17,000	\$20,000	\$24,000	0	41.2%	10%	15%	20%	N/A	N/A	N/A
2	\$18,700	\$22,000	\$26,400	0	41.2%	10%	15%	20%	N/A	N/A	N/A
3	\$20,600	\$24,200	\$29,000	1	40.8%	10%	15%	20%	1.8%	0.8%	2.4%
4	\$22,600	\$26,600	\$31,900	1	41.2%	10%	15%	20%	2.4%	0.8%	3.0%
5	\$24,900	\$29,300	\$35,200	6	41.4%	10%	15%	20%	1.3%	1.5%	2.1%
6	\$27,400	\$32,200	\$38,600	7	40.9%	10%	15%	20%	1.7%	1.3%	1.2%
7	\$30,100	\$35,400	\$42,500	6	41.2%	10%	15%	20%	2.3%	2.4%	3.4%
8	\$33,100	\$38,900	\$46,700	8	41.1%	10%	15%	20%	2.5%	2.9%	4.0%
9	\$36,400	\$42,800	\$51,400	6	41.2%	10%	15%	20%	1.5%	2.5%	3.4%
10	\$40,000	\$47,100	\$56,500	5	41.3%	10%	15%	20%	2.9%	2.4%	3.5%
11	\$41,400	\$51,800	\$62,200	6	50.2%	10%	20%	20%	2.9%	3.4%	4.2%
12	\$45,600	\$57,000	\$68,400	5	50.0%	10%	20%	20%	4.3%	1.7%	3.4%
13	\$50,200	\$62,700	\$75,200	4	49.8%	10%	20%	20%	2.7%	1.1%	1.5%
14	\$55,200	\$69,000	\$82,800	4	50.0%	10%	20%	20%	5.1%	1.6%	2.3%
15	\$60,700	\$75,900	\$91,100	2	50.1%	10%	20%	20%	2.2%	1.8%	1.8%
16	\$66,800	\$83,500	\$100,200	2	50.0%	10%	20%	20%	1.0%	0.8%	2.5%
17	\$73,500	\$91,900	\$110,300	2	50.1%	10%	20%	20%	0.7%	0.6%	1.3%
18	\$75,800	\$101,100	\$121,300	2	60.0%	10%	25%	20%	0.5%	2.9%	2.4%
19	\$83,400	\$111,200	\$133,400	0	60.0%	10%	25%	20%	N/A	N/A	N/A
20	\$91,700	\$122,300	\$152,900	0	66.7%	n/a	25%	25%	N/A	N/A	N/A
<b>Simple Avg.</b>									2.2%	1.8%	2.6%

POSITION CLASSIFICATION	POSITIONS ALLOCATED	POSITIONS FILLED
<b>GRADE 1</b>		
No Positions		
<b>GRADE 2</b>		
No Positions		
<b>GRADE 3</b>		
Building and Grounds Worker	2	2
<b>GRADE 4</b>		
No Positions		
<b>GRADE 5</b>		
Right of Way Trimmer	4	4
Senior Right of Way Trimmer	1	1
Utility Billing Clerk	1	1
<b>GRADE 6</b>		
Administrative Assistant I	2	2
Deputy Treasurer	4	4
Maintenance Operator	13	13
<b>GRADE 7</b>		
Administrative Assistant II	1	1
Animal Control Officer	1	1
Equipment Operator III	3	3
Records Management Technician	1	1
<b>GRADE 8</b>		
Equipment Mechanic	2	2
Lineman Apprentice	3	3
Maintenance Technician	1	1
Utility Inventory Assistant	1	1
Utility Meter Technician	1	1
<b>GRADE 9</b>		
Crew Leader	1	1
Police Officer	18	18
<b>GRADE 10</b>		
Administrative Assistant III	1	1
Buyer	1	1

Cemetery Administrator	1	1
<b>GRADE 11</b>		
Administrative Assistant to Town Manager	1	1
Economic Development Coordinator	1	1
Line Worker A	5	5
Utility Billing Supervisor	1	1
<b>GRADE 12</b>		
Code Enforcement Officer	1	1
Line Crew Supervisor	2	2
Police Sergeant	5	5
<b>GRADE 13</b>		
Assistant Finance Director	1	1
Project Administrator	1	1
Public Works Superintendent	1	1
Substation Maintenance Technician	1	1
<b>GRADE 14</b>		
Electrical System Engineer	1	1
Hydro Plant Supervisor	1	1
Police Lieutenant	2	2
Town Treasurer	1	1
<b>GRADE 15</b>		
Line Crew Superintendent	1	1
Network Systems Engineer	1	1
<b>GRADE 16</b>		
No Positions		
<b>GRADE 17</b>		
No Positions		
<b>GRADE 18</b>		
Assistant Town Manager	1	1
Chief of Police	1	1
Director of Public Works	1	1
General Manager of Electric	1	1
<b>GRADE 19</b>		
No Positions		
<b>GRADE 20</b>		
Town Manager	1	1
<b>TOTAL POSITIONS</b>	<b>95</b>	<b>95</b>

# FEE SCHEDULE

Copies, per page.....	\$0.50
Bad check charge .....	\$35.00
Cigarette Stamps – 20-pack rolls (15,000 stamps per roll) .....	\$4,140.00
Dog tags – Neutered/Spayed .....	\$5.00
Dog tags – Non-Neutered/Spayed .....	\$10.00
Dog tags – Kennel tags up to 10.....	\$25.00
Dog tags – Kennel tags over 10.....	\$50.00
Dog tags – Hobbyist up to 10.....	\$25.00
Dog tags – Hobbyist up to 10.....	\$50.00
Parking Fines .....	
Fine paid within 48 hours .....	\$10.00
Fine paid after 72 hours.....	\$20.00
Debt Set-Off Fees .....	\$20.00
Business License Permit .....	\$30.00
Going-out-of-business Permit.....	\$65.00
Loudspeaker Permit.....	\$25.00
Canvasser/agents Permit, per person.....	\$5.00
Fireworks Permit.....	\$25.00
Transfer fee – electric utility service.....	\$8.00
Connection fee – Electric service .....	\$15.00
Reconnection fee – 8:30 – 5:00 .....	\$30.00
Reconnection fee – after hours .....	\$60.00
New pole – dusk-to-dawn light.....	\$100.00
Temporary electric service, plus cost of wire .....	\$35.00
Meter Test – Electric, if inaccurate .....	No charge
Meter Test – Electric, single phase, if accurate .....	\$30.00
Meter Test – Electric, poly phase, if accurate.....	\$40.00
Re-read Meter – Electric, if accurate .....	\$10.00
Tampering with Meter Reconnection Fee – 1 <sup>st</sup> Occurrence .....	\$75.00
Tampering with Meter Reconnection Fee – 2 <sup>nd</sup> or more Occurrence .....	\$150.00
Meter Base Damage from Tampering – 200 AMP .....	\$55.00
Utility Deposit – Electric.....	2xAverage Month’s Bill
Electric (residential-minimum) .....	\$100.00
Electric (commercial-minimum) .....	\$200.00
Underground Electric – single phase primary, Town provides trench .....	\$1.00/ft
Underground Electric – single phase primary, Customer provides trench.....	\$0.40/ft
Underground Electric – secondary, from overhead system, Town provides trench.....	\$1.75/ft
Underground Electric – secondary, from overhead system, Customer provides trench .....	\$1.15/ft
Underground Electric – secondary, from underground, Town provides trench .....	\$1.50/ft

Underground Electric – secondary, from underground, Customer provides trench.....	\$1.50/ft
Solid Waste Fee per month.....	\$20.00
Extra Trash Cart Fee per month.....	\$3.00
Grave Spaces - Adult .....	\$1,200.00
Columbarium –.....	
Standard Niche.....	\$1,000.00
Custom Niche.....	\$1,400.00
Grave Services -.....	
Adult –Weekdays before 3:00 pm .....	\$1,000.00
Adult – Weekdays after 3:00 pm .....	\$1,120.00
Adult - Saturday .....	\$1,180.00
Adult – Sunday & Holiday .....	\$1,300.00
Infants (See Notes) - Weekdays before 3:00 pm .....	\$500.00
Infants (See Notes) - Weekdays after 3:00 pm .....	\$600.00
Infants (See Notes) - Saturday .....	\$650.00
Infants (See Notes) - Sunday & Holiday .....	\$750.00
Cremation – Weekdays before 3:00 pm .....	\$500.00
Cremation – Weekdays after 3:00 pm .....	\$560.00
Cremation - Saturday.....	\$590.00
Cremation – Sunday & Holiday.....	\$660.00
Double Depth Burials – Weekdays before 3:00 pm.....	\$1,240.00
Double Depth Burials – Weekdays after 3:00 pm.....	\$1,360.00
Double Depth Burials - Saturday.....	\$1,360.00
Double Depth Burials – Sunday & Holiday.....	\$1,600.00
Mausoleum – Weekdays before 3:00 pm.....	\$600.00
Mausoleum – Weekdays after 3:00 pm.....	\$660.00
Mausoleum - Saturday.....	\$720.00
Mausoleum – Sunday & Holiday.....	\$840.00
Foundations .....	
Monument .....	\$130.00/sqft
Marker.....	\$100.00/sqft
Disinterment Service.....	Same as Adult Grave Service Fees
Re-Interment Services.....	Same as Adult Grave Service Fees

Notes:

1. Town Staff will designate an adult grave for infant burials. The grave space will be divided into six 2’x3’ infant interment spaces. The vault/burial receptacle must fit into one space.
2. Only a 1’x1’ marker will be placed on an infant interment space.
3. Fees for infant services include interment rights and opening and closing services.
4. A family may choose to inter an infant in an adult grave at regular cost.

# TAX SCHEDULE

Real Estate .....	\$0.32 per \$100*
General Tangible Personal Property .....	\$1.06 per \$100**
Business Tangible Personal Property .....	\$0.000001 per \$100
Mobile Homes.....	\$0.32 per \$100
Machinery & Tools .....	\$0.000001 per \$100
Motor Carriers.....	\$0.000001 per \$100
One Vehicle Owned by Disabled Veteran .....	\$0.000001 per \$100
Motor Vehicles (more than 30 seating) .....	\$0.000001 per \$100
Public Service Corporations .....	\$0.32 per \$100
Cigarette.....	\$0.30 per pack
Meals.....	5.5%
Transient Occupancy Tax (Lodging) .....	5.0%
Sales .....	5.3% (approximately)

\*As a result of reversion, Town residents now pay \$0.32 per \$100 value Real Estate taxes. In addition, Town residents pay \$0.52 per \$100 value Real Estate tax to the County of Bedford. Each locality bills separately for their respective rate thus residents get TWO bills – they are not getting double charged. When the Town was a City residents paid \$0.86 per \$100 value Real Estate taxes. Residents have received a net reduction in their tax rate of \$0.02 per \$100 value on their taxes and now have access to Town and County services.

\*\*The established tax rate is \$1.06 per one hundred dollars of assessed value. Town Council resolved to pass-through Personal Property Tax Relief (PPTR) funds which are allocated in the following ways: (a) personal use vehicles valued up to \$20,000 will be eligible for 100% tax relief, (b) personal use vehicles valued at \$20,001 or more shall only receive 100% tax relief on the first \$20,000 of value with the applicable tax rate applied to the value over \$20,000, and (c) all other vehicles which do not meet the definition of "qualifying" (business use vehicles, farm use vehicles, motor home, etc.) will not be eligible for any form of tax relief under PPTR. Vehicles that are valued up to \$20,000 will not receive a personal property tax bill.

**TOWN OF BEDFORD**  
**OPERATING POLICY MANUAL**

---

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

---

**ACCOUNTING, AUDITING, AND FINANCIAL REPORTING**

**Section 1. PURPOSE**

This policy is to document the Accounting, Auditing, and Financial Reporting process of the Town of Bedford ("Town"). The purpose of this policy is to establish organizational standards in which the Town will maintain a system of accounting procedures, financial control, and reporting for all operations and funds in order to provide an effective means of ensuring that financial integrity is not compromised and to ensure that the Town's finances are well managed and fiscally sound.

**Section 2. POLICY**

- A. The **ACCOUNTING PRACTICES** of the Town shall conform to Generally Accepted Accounting Principles (GAAP) for local governments as established by the Governmental Accounting Standards Board (GASB) and of the recommended standards as set forth by the Government Finance Officers Association (GFOA) to provide for and enhance the financial stability of the Town.
1. **BASIS OF ACCOUNTING:** The Director of Finance will establish and maintain a system of fund accounting and shall measure financial position and results of operations using the modified accrual basis of accounting for governmental funds and the accrual basis of accounting for proprietary and fiduciary funds.
  2. **ACCOUNTS RECEIVABLE:** Generally, the Town is able to collect receivables during the normal course of operations, most of which relate to taxes and utility payments. Procedures are established to address any potential material outstanding receivables in order to ensure that the Town takes all necessary and possible steps for collection of receipts owed to the locality.
  3. **INVENTORY REPORTING:** The Town uses the purchase method of inventory reporting on a "first-in, first-out" (FIFO) basis.
  4. **MANAGEMENT DECISION ON ACCOUNTING ISSUES:** The Director of Finance shall have authority to make procedural decisions with respect to specific accounting treatments, such as interpretation of accounting principles, design of the general ledger and chart of accounts, and items of similar nature. However, in certain special or unique situations, review by the Town Council may be necessary. Council will be made aware of any issue that:
    - i. Involves identified weaknesses in separation of duties.
    - ii. Creates controversy among those responsible for audit oversight, or between said individuals and the independent auditors.
    - iii. Is or will be material to the financial statements.
    - iv. Involves significant uncertainty or volatility that could materially affect an estimate.
    - v. Is or will be a matter of public interest or exposure.
    - vi. Must be reported to an external body, and those responsible for audit oversight are unclear or undecided on its presentation.
    - vii. Applies a new accounting standard for the first time.

**TOWN OF BEDFORD**  
OPERATING POLICY MANUAL

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

**ACCOUNTING, AUDITING, AND FINANCIAL REPORTING**

- viii. Relates to the application of a standard in a way that is not consistent with general practice or in a way that is different from how it has been applied in past years.
  - ix. Relates to key controls over financial information that are being designed or redesigned, or that may have failed or are otherwise being addressed by the Town.
- B. The annual **AUDIT** shall be conducted by an independent auditor in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States; and the Specification for Audits of Counties, Cities, and Towns issued by the Auditor of Public Accounts of the Commonwealth of Virginia and as directed in the Code of Virginia §15.2-2511.
- C. The Finance Division shall develop and maintain an ongoing system of **FINANCIAL REPORTING** to meet the information needs of the government, authorities, and regulatory agencies. In addition, the Town Council, Town Manager, Department Heads, and the public shall have access to reports to allow them to monitor, regulate, and to use as a basis for future financial decisions.
1. **COMPREHENSIVE ANNUAL FINANCIAL REPORT:** In conjunction with the annual independent audit, the Town shall prepare and publish a Comprehensive Annual Financial Report (CAFR). The Town shall prepare the CAFR in conformity with GAAP and the Government Finance Officers Association (GFOA) program requirements. Annually, the Town shall submit its CAFR to the GFOA to determine its eligibility to receive the GFOA's "Certificate of Achievement for Excellence in Financial Reporting".
  2. **ANNUAL BUDGET DOCUMENT:** The Town shall prepare and publish an annual budget document in accordance with the policies contained within this document. This budget shall measure the annual funding and forecast the financial position of the Town annually. This document shall be prepared in conformity to the GFOA program requirements. Annually, the Town shall submit this budget to the GFOA to determine its eligibility to receive the GFOA's "Distinguished Budget Presentation Award".
  3. **FINANCIAL REPORTING TO TOWN COUNCIL:** On a monthly basis, the Finance Division shall prepare and present financial reports to the Town Council for all Town operating funds. Such reports will enable Town Council to be constantly informed of the financial status of the Town.
  4. **EXTERNAL FINANCIAL REPORTING:** The Town shall adhere to all requirements of reporting to the Virginia Auditor of Public Accounts within the time-frame specified. Additionally, all external reports as required by regulatory agencies shall be completed and filed as prescribed by state and federal law.

**Section 3. OBJECTIVES**

- A. The primary objectives of the Accounting, Auditing, and Financial Reporting Policy shall be as follows:

**TOWN OF BEDFORD**  
**OPERATING POLICY MANUAL**

---

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

---

**ACCOUNTING, AUDITING, AND FINANCIAL REPORTING**

1. To establish a system of financial monitoring and control for all operations and funds in order to maintain legal compliance and sound financial administration.
2. To ensure that the Town maintains regulatory compliance with all internal and external reporting requirements.
3. To provide Town officials with the necessary resources to make well-informed and prudent financial decisions.

**Section 4. PROCEDURES**

## A. Town Council:

1. Approve Accounting, Auditing, and Financial Reporting Policy.
2. Regularly review deliverables that are generated in compliance with this policy.

## B. Town Staff:

1. Ensure the Town maintains compliance with the Accounting, Auditing, and Financial Reporting Policy.
2. Monitor the accuracy and reliability of: accounting controls, financial functions, assets (capital and controlled equipment), operational protocols, and compliance with applicable laws and regulations.
3. Assist independent auditors in conducting the annual financial audit by providing required documentation.
4. The Town Manager is authorized to adjust this policy in response to evolving governmental practices where necessary.

**Section 5. REVISIONS**

- A. This policy was approved and adopted by the Town Council on June 13, 2017.

Revisions

Original-June, 2017

**TOWN OF BEDFORD**  
**OPERATING POLICY MANUAL**

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

**CAPITAL ASSET MANAGEMENT**

**Section 1. PURPOSE**

This policy is to document the Capital Asset Management procedures of the Town of Bedford (“Town”). The purpose of this policy is to provide guidelines to complete a comprehensive process that allocates limited resources in capital investment and to ensure that capital assets are accounted for in conformance with generally accepted accounting principles. The primary objective of this policy is to establish criteria to systematically identify, plan, schedule, finance, track and monitor capital projects to ensure cost-effectiveness and consistent application throughout funds.

**Section 2. POLICY**

- A. The Town will prepare, adopt, and update at least annually a five (5) year Capital Improvement Plan (CIP). The CIP will identify and set priorities for all major capital assets to be acquired, replaced, constructed, or rehabilitated by the Town. The first year of each adopted five year CIP will be included in the budget for the coming fiscal year.
- B. The Town will adhere to the following threshold when accounting for capital assets:
  - 1. Capitalization of individual assets that cost \$5,000 or more and have an estimated useful (depreciable) life of at least two (2) years.
  - 2. Assets acquired with debt proceeds may be capitalized regardless of cost.
  - 3. Individual assets that cost less than \$5,000, but that operate as part of a network system may be capitalized in the aggregate, using the group method, if the estimated average useful life of the individual asset is a least two (2) years. (A network is determined to be where individual components may be below \$5,000 but are interdependent and the overriding value to the Town is on the entire network and not the individual assets.)
- C. The Town will adhere to the following ranges in setting estimated useful lives for depreciating assets:
 

1. Land	No Depreciation
2. Land Improvements	20 – 30 years
3. Buildings & Improvements	7 – 40 years
4. Machinery & Equipment	5 – 30 years
5. Infrastructure	20 – 50 years
- D. In accordance with generally accepted accounting principles, the Town will value its capital assets at historical cost. Historical cost includes the cost or estimated cost at the time of acquisition, freight charges, installation and site preparation charges, and the cost of any subsequent additions or improvements, excluding repairs. If a capital asset is donated to the Town the asset will be valued based on the fair market value at the time the asset is donated.
- E. For internal control purposes, the Town may maintain an inventory of listing of certain assets (controlled equipment) that do not meet the established capitalization amounts. Controlled

**TOWN OF BEDFORD**  
**OPERATING POLICY MANUAL**

---

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

---

**CAPITAL ASSET MANAGEMENT**

equipment includes items that should be specifically accounted for and inventoried periodically due to the high re-sale value of the equipment and potential risk of theft. Controlled equipment may include items such as computers, construction equipment, and other office equipment. Each Department Head is responsible for all controlled equipment within their areas of responsibility.

- F. As part of the financial audit, the Finance Department shall submit a capital asset report to the Town's independent auditor on an annual basis. This report will include the following information:
1. Asset Tag Number
  2. Asset Description
  3. Date of acquisition
  4. Acquisition cost
  5. Estimated useful life
  6. Annual depreciation
  7. Accumulated depreciation
- G. The Town will use the Straight-Line Method as its basic or standard approach to depreciate capital assets. The Modified Approach, which does not require depreciation, may be used on infrastructure assets whenever applicable and approved by the Town's independent auditor.
- H. The following criteria are the basis for distinguishing costs as either a capital expense or as a repair and maintenance expense:
1. With respect to improvements on non-infrastructure and infrastructure capital assets, under the Basic Approach, costs should be capitalized if the useful life of the asset is substantially extended, or the cost results in a substantial increase in the capacity or efficiency of the assets. Otherwise, the cost should be expensed as repair and maintenance.
  2. With respect to improvements on infrastructure capital assets under the Modified Approach, costs should be capitalized if expenditures substantially increase the capacity or efficiency of an infrastructure. Otherwise, costs, including those that preserve the useful life of an infrastructure asset, are expensed.
- I. To the extent possible, improvement projects and major equipment purchases will be funded on a "pay-as-you-go" basis from existing or foreseeable revenue sources. Fund balances above established reserve requirements may be used for one-time expenditures such as capital equipment or financing of capital improvements.
- J. Disposal and/or transfer of Town assets will be performed in accordance with applicable Town policies and procedures.

**TOWN OF BEDFORD**  
**OPERATING POLICY MANUAL**

---

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

---

**CAPITAL ASSET MANAGEMENT**

**Section 3. OBJECTIVES**

- A. The primary objectives of the Capital Asset Management Policy shall be as follows:
1. To operate and maintain the Town's physical assets in a manner that protects the public investment and that ensures a maximum useful life.
  2. To seek to match the useful life of projects with the maturity of the debt when considering debt financing.
  3. To develop a replacement program for the capital assets in association with other financial policies in an effort to plan for large expenditures and to minimize deferred maintenance costs.
  4. To allow project planning giving consideration to longer-range needs and goals, as well as, enabling the Town to evaluate funding options while gaining a consensus on project priorities.

**Section 4. PROCEDURES**

- A. Town Council:
1. Approve Capital Asset Management Policy.
  2. Manage capital assets through review of the annual budget process and the Comprehensive Annual Financial Report (CAFR).
- B. Town Staff:
1. Manage capital assets through operational procedures.
  2. Submit a capital asset report to the Town's independent auditor on an annual basis.
  3. Review capital assets acquisition and repair needs during the annual budget process.
  4. Maintain an inventory of listing of controlled equipment.
  5. Dispose of and/or transfer of Town capital assets in accordance with policies and procedures.
  6. The Town Manager is authorized to adjust this policy where necessary.

**Section 5. REVISIONS**

- A. This policy was approved and adopted by the Town Council on June 13, 2017.

Revisions

Original-June, 2017

**TOWN OF BEDFORD**  
**OPERATING POLICY MANUAL**

---

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

---

**DEBT MANAGEMENT**

**Section 1. PURPOSE**

This policy is to document general guidance for the issuance and management of all debt of the Town of Bedford ("Town"). The primary objective of this policy is to establish criteria that will protect the Town's financial integrity while providing a funding mechanism to meet the Town's capital needs. It is the standard of the Town to borrow only for capital improvements that cannot be funded on a pay-as-you-go basis. The Town will not issue long-term debt to finance current operations.

**Section 2. POLICY**

- A. The Town will follow any state or federal law, by-law or covenant that sets debt limits. In addition, Town Council will evaluate acceptable debt service levels and develop public policy on fund debt limits since issuing debt will commit the Town's revenues several years into the future. Best practices and standards of Commonwealth of Virginia Public Finance Act of 1991, Government Accounting Standards Board (GASB), Government Finance Officers Association (GFOA) and the Town Charter will also be followed.
- B. The Town will confine long-term borrowing to capital improvement needs that cannot be financed from current revenue sources.
- C. If needed, the Town may use short-term debt for bond anticipation purposes and tax anticipation purposes only with a maturity of one year or less. Short-term debt may include inter-fund loans which will be repaid to the source fund within a specified period of time.
- D. The maturity of any debt will not exceed the expected useful life of the project for which the debt is issued.
- E. Town Council shall be committed to addressing the level of indebtedness the Town can reasonably expect to incur without jeopardizing its existing financial position and operational capabilities. Council will adopt a maximum annual debt service payment level of no more than 10% of approved expenditures/expenses per fund and will seek to maintain debt service within those limits. In establishing its target maximum debt service percentages, the Town will consider the strength of its long-term capital plan. If the long-term capital plan is nonexistent or ineffective, a lower maximum percentage may be necessary to offset any future unpredictable capital losses.
- F. Town Council may undertake refinancing of outstanding debt if it allows the Town to realize significant debt service savings without lengthening the term of the refinanced debt. In addition, the benefits of replacing such debt must outweigh the costs associated with the new issuance.
- G. General obligation debt will not be used for enterprise activities.

**TOWN OF BEDFORD**  
**OPERATING POLICY MANUAL**

---

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

---

**DEBT MANAGEMENT**

**Section 3. OBJECTIVES**

- A. The primary objectives of the Debt Management Policy shall be as follows:
1. To provide guidelines in the decision-making and budgetary process.
  2. To enhance the quality of decisions.
  3. To show a commitment to long-range, financial planning.
  4. To improve credit quality amongst rating agencies, capital markets, and constituents.

**Section 4. PROCEDURES**

- A. Town Council:
1. Approve Debt Management Policy.
  2. Approve resolutions issuing debt parameters including borrowing limitations and debt structure.
- B. Town Staff:
1. Select an outside consultant and bond counsel to assist in issuing bonds and other debt.
  2. Ensure that debt is issued through the competitive bidding process unless otherwise instructed by Town Council.
  3. Ensure that investments of bond proceeds shall at all times be in compliance with the Town's Investment Policy and relevant debt covenants, with consideration of potential arbitrage.
  4. Follow a policy of full disclosure on every financial report and bond prospectus.
  5. Maintain records retention policy for bond documents and records associated with the use of bond proceeds and interest earnings.
  6. Ensure post issuance compliance.

**Section 5. REVISIONS**

- A. This policy was approved and adopted by the Town Council on June 13, 2017.

Revisions

Original-July, 2017

**TOWN OF BEDFORD**  
OPERATING POLICY MANUAL

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

**ELECTRIC FUND CASH RESERVES**

**Section 1. PURPOSE**

This policy is to document the Electric Fund Cash Reserves objectives of the Town of Bedford (“Town”). Compounded impacts of power supply cost uncertainties, a sluggish economy, volatile energy prices, and rising capital improvement costs have posed challenges to maintaining stable rates and cash reserves. The overall goal of this policy is to allow the Utility to maintain the financial flexibility to smooth rate increases and stagger rate adjustments for customers. Cash reserves quantify the amount of cash the Utility should keep in reserve to maintain a prudent level of financial resources to guard its constituents against service disruption in the event of unexpected temporary revenue shortfalls, unpredicted one-time expenditures and to provide sufficient cash flow to avoid the need for unexpected short-term borrowing. To help ensure financial stability, timely completion of capital improvements and enable the Utility to meet requirements for large unexpected expenditures, the Town shall establish a minimum Cash Reserve in accordance with industry standard best practices. The actual cash reserves may vary above the minimum and is dependent upon several risk factors for the Utility.

The minimum cash reserve guidelines established in this policy shall be set to allow reserves to fluctuate above the minimum requirements. The determination to reserve additional funds beyond the required minimum shall be based on the assessments of uncertainties and other financial policies such as:

- The financial risk facing the Utility.
- The Utility’s rate setting policies.
- The variability in power costs.
- The Town’s Debt policies.
- The future capital improvements that will be needed by Utility.
- The Utility’s Line Extension policies.

**Section 2. POLICY & METHODOLOGY**

The methodology used in this policy is based on certain assumptions related to percent of operation and maintenance, purchase power, historical investment in assets, debt service and the five (5) year capital improvement plan. The establishment of minimum cash reserves shall consider the following factors:

- A. **Operations and Maintenance Risk - Working Capital Lag:** Timing differences exist between when expenses are incurred and revenues received from customers. Establishing a minimum cash reserve helps ensure cash exists to pay expenses in a timely manner.
  - This Cash Reserve Policy will include 12.3% of annual operating expenses excluding depreciation expense and power supply expenditures.
    - 12.3% was derived by assuming a 45 day lag between billing and payment receipt from customers. (45 days/365 days)
- B. **Power Supply Risk - Max Month:** The peak month power supply cost was used for the minimum cash policy. This represents 9.3% of the total yearly power supply.
  - This recommended cash reserve policy will include 9.3% (or the percentage of the Peak Month) of annual power supply.

**TOWN OF BEDFORD**  
OPERATING POLICY MANUAL

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

**ELECTRIC FUND CASH RESERVES**

- C. **Historical Investment in Assets Risk:** Catastrophic events may occur that require substantial investments to replace damaged assets. Some examples of catastrophic events include ice storms, earthquakes, wind storms, floods, or tornadoes. Many of these catastrophic events may allow the Utility to recover the cost of damages from FEMA; however FEMA reimbursements can take between 6 months to 2 years to recover. The Utility should ensure adequate cash reserves exist to replace the assets in a timely fashion and to arrange short term financing options. The minimum reserve levels are often combined with emergency funding from banks or bonding agencies. The percent to the minimum cash reserves are dependent on the age of the assets in service and the level of risk of catastrophic type events.
- D. **Annual Debt Service Risk:** Some debt service payments do not occur evenly throughout the year and often occur every six months. The Utility has to ensure adequate cash reserves exist to fund the debt service payment when the payment is due.
- This Cash Reserve Policy will include 100.0% of the current portion of Debt Service.
  - The Town of Bedford currently pays some debt payments with monthly transfers, some semi-annually and some annually. Town Council shall reserve funds to satisfy the maximum payment for the year or 100.0% of the annual debt payment.
- E. **Five-Year Capital Plan Risk:** Some capital improvements are funded through bond issuances and some through cash reserves. The establishment of this minimum cash reserve level will help to ensure the timely replacement or construction of assets.
- This recommended Cash Reserve Policy will include 20.0% of the total five (5) year Capital Improvement Program less any improvements funded through the issuance of bonds.
  - The minimum cash reserve calculation considers the risk “in total” and not each individual category. For example; catastrophic events can occur and the amount may far exceed the amount set aside under “historical investment in assets”.
- F. **Minimum Levels:** If certain events occur that results in cash reserves falling below the minimum cash reserve levels, Town Council shall take action to restore cash reserves to the minimum levels over the subsequent three (3) years. These actions may include a number of options:
1. Rate Adjustments
  2. Cost reductions
  3. Issuance of bonds to fund capital improvement programs
  4. Modification of the assumptions used to determine the cash reserve levels
- G. **Working Capital:** To determine the number of working capital days, divide the cash reserves by the audited Operating and Maintenance (O&M) expenses (excluding depreciation) which equates to providing 100 days.
- H. **Recommended Reserves:** The recommended Cash Reserves Policy shall ensure that there is minimum cash on hand of between 90 and 120 days in the event of a system disruption. Actual cash reserves may vary substantially above the minimum and is dependent on the life cycle of assets, future capital plan, rate setting policies, and debt policies.

**Section 3. OBJECTIVES**

The primary objectives of the Electric Utility Cash Reserve Policy, listed in priority order, shall be as follows:

**TOWN OF BEDFORD**  
OPERATING POLICY MANUAL

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

**ELECTRIC FUND CASH RESERVES**

1. **Maintain appropriate cash reserves to ensure:**
  - a. Cash exists for timely payment of bills.
  - b. The short-term and long-term financial health of the Utility.
  - c. Stable rates for customers.
  - d. Cash exists to fund unanticipated cost contingencies.
  - e. The amount and timing of future bond issues are identified.
  - f. A significant requirement is being met for bond rating agencies in determining the Utility's credit score.
2. **Reserve for cash flow:** This reserve addresses liquidity. A reserve for cash flow is needed to address the imbalance of monthly income compared to monthly expenditures in the event that expenditures exceed income.
3. **Reserve for emergencies:** This reserve addresses emergency or disaster in which there is extreme peril to the safety of person and property within the Electric Utility coverage area caused by such conditions as air pollution, fire, flood, storm, epidemic, riot, earthquake or other conditions as set forth by Town Council.
4. **Reserve for economic stabilization:** This reserve addresses the stabilization of the delivery of Electric Utility services during periods of operation budget deficits resulting in conditions such as drastic and unanticipated economic downturns or unanticipated spikes in operating costs.

**Section 4. PROCEDURES**

- A. Town Council:
  1. Approve Electric Utility Cash Reserve Policy.
  2. Approve the use of any reserves.
- B. Town Manager:
  1. Propose revisions to the Cash Reserve Policy.
  2. Ensure the Town is in compliance with the cash reserves.
  3. Recommend use of any reserves.
  4. Report results from use of any reserves.

**Section 5. REVISIONS**

- A. This policy was approved and adopted by the Town Council on May 24, 2016.
- B. This policy was revised and adopted by the Town Council on June 13, 2017.

Revisions

Original-May, 2016

Revised-June, 2017

**TOWN OF BEDFORD**  
**OPERATING POLICY MANUAL**

---

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

---

**GENERAL FUND CASH RESERVES**

**Section 1. PURPOSE**

This policy is to document the General Fund Cash Reserves objectives of the Town of Bedford ("Town"). The Town's goal is to maintain a prudent level of financial resources to guard its constituents against service disruption in the event of unexpected temporary revenue shortfalls, unpredicted one-time expenditures and to provide sufficient cash flow to avoid the need for short-term borrowing. The General Fund cash reserves are accumulated and maintained to provide stability and flexibility to respond to unexpected adversity and/or opportunities. In addition, this policy is intended to document the appropriate reserve level to protect the Town's credit worthiness.

**Section 2. POLICY**

- A. Each year, Town Council through its staff shall allocate any carry-forward funds with respect to the General Fund which are not recognized in the current budget as a result of the annual close-out audit and exceeds an operating surplus of \$50,000 or more into the Unrestricted General Fund Reserve Account. This allocation shall be after budget adjustments are made for approved projects, programs, or services.
- B. In recognition of its fiduciary role in the management of all Town funds entrusted to its care it shall be the policy of Town Council, in accordance with the Code of Virginia §15.2-2505, that the use of reserves shall be limited to unanticipated, non-recurring needs, or anticipated future obligations. Fund balances shall not be used for routine or recurring annual operating expenditures.
- C. The Town will maintain a minimum Undesignated/Unreserved General Fund Reserve that is sufficient to provide financial resources for the Town in the event of an emergency or the loss of a major revenue source. Therefore, the Town has set the minimum Undesignated/Unreserved Balance for the General Fund at an amount equal to two (2) months of General Fund operating expenditures to mitigate the impacts of unanticipated revenue shortfalls, and provide a buffer for unexpected expenditure requirements. Any General Fund balance that the Town has designated as a contingency reduces the amount of Undesignated/Unreserved balance that must be maintained in accordance with this policy.
- D. An assessment of the minimum Undesignated/Unreserved General Fund Reserve funds will be conducted once the Town's Comprehensive Annual Financial Report (CAFR) becomes available for each fiscal year.
- E. It is the responsibility of the Town Manager to make recommendations to the Town Council for use of reserves. A majority vote of the Town Council will be required to use reserves. Any recommendation to Town Council for use of reserves shall also be accompanied with an action plan on the replenishment of the used reserves.

**TOWN OF BEDFORD**  
**OPERATING POLICY MANUAL**

---

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

---

**GENERAL FUND CASH RESERVES**

**Section 3. OBJECTIVES**

- A. The primary objectives of the General Fund Cash Reserves Policy shall be as follows:
1. **Reserve for cash flow:** This reserve addresses liquidity. A reserve for cash flow is needed to address the imbalance of monthly income compared to monthly expenditures in the event that expenditures exceed income.
  2. **Reserve for emergencies:** This reserve addresses emergency or disaster in which there is extreme peril to the safety of person and/or property within the Town limits caused by such conditions as air pollution, fire, flood, storm, epidemic, riot, earthquake or other conditions as set forth by Town Council.
  3. **Reserve for economic stabilization:** This reserve addresses the stabilization of the delivery of Town services during periods of operation budget deficits resulting in conditions such as drastic and unanticipated economic downturns or unanticipated spikes in operating costs.

**Section 4. PROCEDURES**

- A. Town Council:
1. Approve General Fund Cash Reserves Policy.
  2. Approve the use of any reserves.
- B. Town Staff:
1. Propose revisions to the General Fund Cash Reserves Policy.
  2. Ensure the Town is in compliance with the General Fund Cash Reserves Policy.
  3. Recommend use of any reserves.
  4. Report results from use of any reserves.

**Section 5. REVISIONS**

- A. This policy was approved and adopted by the Town Council on June 13, 2017.

Revisions

Original-June, 2017

**TOWN OF BEDFORD**  
**OPERATING POLICY MANUAL**

---

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

---

**INTERNAL CONTROL AND RISK MANAGEMENT**

**Section 1. PURPOSE**

This policy is to document the Internal Control and Risk Management procedures of the Town of Bedford ("Town"). The purpose of this policy is to provide measures to manage internal and external factors that may affect the achievement of the Town's objectives – whether they are strategic, operational, or financial. The Town's risk management focuses on identifying threats and opportunities, while internal control helps to counter threats and take advantage of opportunities. The primary objective of this policy is to establish criteria to effectively pursue an integrated, organization-wide approach to managing the accuracy and reliability of: accounting controls, financial functions, assets (capital and controlled equipment), operational protocols, and compliance with applicable laws and regulations.

**Section 2. POLICY**

- A. The Town will maintain internal controls that will be responsive in nature, reflect sound governmental practices, and remain relevant over time while evolving to meet the specific needs of the community.
- B. The Town will maintain a control environment which will provide a foundation of discipline and structure specifically cultivating factors of ethical values and competence (quality) of personnel, direction provided by the Council and effectiveness of management.
- C. The Town will maintain a risk assessment environment which will identify and analyze risks associated with the achievement of organizational goals, inclusive of risks related to the changing regulatory and operating environment, as a basis for determining how such risks should be mitigated and managed.
- D. The Town will maintain control activities that will ensure management directives are carried out and any actions that may be needed to address risks to achieving objectives are taken.
- E. The Town will maintain information and communication systems that identify capture and report operational, financial and compliance-related information in a form and timeframe that enables staff to carry out responsibilities.
- F. The Town will maintain monitoring processes that assess the adequacy and quality of internal control system's performance and ensure that deficiencies of internal controls are appropriately reported.

**Section 3. OBJECTIVES**

- A. The primary objectives of the Internal Control and Risk Management Policy shall be as follows:

**TOWN OF BEDFORD**  
**OPERATING POLICY MANUAL**

---

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

---

**INTERNAL CONTROL AND RISK MANAGEMENT**

1. The Finance Division will issue internal control procedures based upon the published standards of the Governmental Accounting Standards Board (GASB) and upon deficiencies that have been identified through the Town's independent auditors and/or Town staff. The Finance Division will ensure that a good faith effort is made to implement all independent auditor recommendations pertaining to internal control. The Finance Division will regularly review and monitor procedures and compliance with federal and state regulatory requirements pertaining to internal controls and financial reporting.
2. Each Department Head has the responsibility of ensuring that internal control procedures are followed in their respective departments.
3. Written internal control procedures will be maintained in the Finance Division and/or Treasurer's Office for all functions involving the handling of cash and securities.
4. The organizational plan will separate functional responsibilities via defined segregation of duties procedures. Internal controls will be in place to ensure that financial transactions are processed through two or more employees and will contain built in safeguards that require transactions to travel through multiple approval processes before transaction is complete.
5. Transactions will be recorded to permit preparation of financial statements in conformance to statutory requirements and accounting principles generally accepted in the United States and will maintain accountability for assets.
6. The Town will have an annual financial audit conducted by an independent public accounting firm according to the standards set forth by GASB and by the Commonwealth of Virginia Auditor of Public Accounts (APA).

**Section 4. PROCEDURES**

## A. Town Council:

1. Approve Internal Control and Risk Management Policy.
2. Manage Internal Control and Risk Management through review of the Comprehensive Annual Financial Report (CAFR).

## B. Town Staff:

1. Establish and maintain Segregation of Duties in operations.
2. Maintain written documentation of Internal Control procedures.
3. Identify and conduct Risk Assessments annually.
4. Monitor the accuracy and reliability of: accounting controls, financial functions, assets (capital and controlled equipment), operational protocols, and compliance with applicable laws and regulations.
5. Assist independent auditors in conducting the annual financial audit by providing documentation on Fraud Risk Inquiries, Segregation of Duties Evaluations, Workflow Rules, Application IT Controls ICQ and General IT Controls ICQ Reports.
6. The Town Manager is authorized to adjust this policy in response to evolving governmental practices where necessary.

**TOWN OF BEDFORD**  
OPERATING POLICY MANUAL

---

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

---

**INTERNAL CONTROL AND RISK MANAGEMENT**

**Section 5. REVISIONS**

- A. This policy was approved and adopted by the Town Council on June 13, 2017.

Revisions  
Original-June, 2017

**TOWN OF BEDFORD**  
**OPERATING POLICY MANUAL**

---

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

---

**INVESTMENTS**

**Section 1. PURPOSE**

This policy is to document the Investment Strategy objectives of the Town of Bedford (“Town”) and define the allowable investments and restrictions that must be followed by the Town.

**Section 2. POLICY**

- A. In recognition of its fiduciary role in the management of all Town funds entrusted to its care, it shall be the policy of the Town Council that all funds be invested with the care, skill, prudence, and diligence to ensure that sound investments are made to protect the Town’s financial position and provide for ample returns on the investments.
  
- B. It is the responsibility of the Town Treasurer to manage the investment program of the Town such that the Town meets or exceeds all statutes and guidelines governing the deposit and investment of public funds in Virginia, including the Investment Code of Virginia and the guidelines established by the State Treasury Board and the Governmental Accounting Standards Board (GASB). In addition, the Town will comply with all provisions relating to investments and deposits included in any Bond Indenture, Financing Agreement, or similar document.

**Section 3. OBJECTIVES**

- A. The primary objectives of the investment strategy, listed in priority order, shall be as follows:
  - 1. **Safety** – safety of principal is the foremost objective of the investment program.
  - 2. **Liquidity** – the investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated.
  - 3. **Yield (Return on Investment)** – the investment portfolio shall be designed with the objective of attaining a market rate of return throughout the budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs.

**Section 4. ALLOWABLE INVESTMENTS**

- A. The following investment types are approved for use by Town Council, Director of Finance and the Treasurer in the investment of public funds, provided that the provisions of any Bond Indenture, Financing Agreement, or similar document are also satisfied:
  - 1. U.S. Treasury Bills, Notes, Bonds, and other direct obligations of the United States Government.
  - 2. U.S. Government agencies and instrumentality obligations that have a liquid market with a readily determinable market value.
  - 3. Certificates of deposit or other deposits of financial institutions located within the Commonwealth and state-chartered banks under Commonwealth supervision provided such deposits are insured by the Federal Deposit Insurance Corporation (FDIC) or collateralized as provided by the Virginia Security for Public Deposits Act.

**TOWN OF BEDFORD**  
OPERATING POLICY MANUAL

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

**INVESTMENTS**

4. U.S. dollar denominated Banker's acceptances issued by a domestic bank, provided, however, that such financial institutions and state chartered banks are rated by Moody's Investor Services as P-1 or better and by Standard & Poor's as A-1 or better.
5. Taxable obligations of the Commonwealth of Virginia and of its local governments and public bodies, provided such obligations have a debt rating of at least "AA" or equivalent by Moody's and/or Standard & Poor's.
6. Repurchase agreements executed through Federal Reserve Member banks or Primary Dealers in U.S. Government Securities and collateralized by Treasury or Agency obligations, the market value of which is at least 102% of the purchase price of the repurchase agreement.
7. The Commonwealth of Virginia Treasury Department's Local Government Investment Pool ("LGIP") and the Virginia State Non-Arbitrage Program.

**Section 5. DEPOSITS**

All Town deposits must be insured under the Federal Deposit Insurance Corporation (FDIC) or collateralized under the Virginia Security for Public Deposits Act, Section 2.2-4400 et seq. of the Code of Virginia.

**Section 6. MATURITY RESTRICTIONS**

- A. It is recognized that, prior to maturity date, the market value of securities in the Town's portfolio may fluctuate due to changes in market conditions. In accordance with the Town's primary investment objectives of liquidity and preservation of principal, every effort should be made to manage investment maturities to precede or coincide with the expected need for funds.
- B. Accordingly, the requirements established by the Code of Virginia and State Treasury Board guidelines are further restricted as follows:
  1. Funds shall be invested at all times in keeping with the seasonal pattern of the Town's cash balances, as well as any other special factors or needs, in order to assure the availability of funds on a timely and liquid basis. Cash flow projections will be monitored and updated on an ongoing basis by the Treasurer and Director of Finance and communicated on an as needed basis to Town Council.
  2. The portfolio must be invested in securities maturing within five (5) years. If an investment may be redeemed by the Town, or by a Trustee on behalf of the Town, for its intended purpose without penalty within five (5) years, such investment shall be deemed in compliance with this maturity restriction.
  3. Reserve funds and other funds with longer-term investment horizons may be invested in securities exceeding five (5) years if the maturities of such investments are made to coincide as nearly as practicable with the expected use of funds.

**TOWN OF BEDFORD**  
**OPERATING POLICY MANUAL**

---

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

---

**INVESTMENTS**

**Section 7. PROHIBITED SECURITIES**

Any security not specifically authorized in this Investments policy is expressly prohibited.

**Section 8. ADDITIONAL REQUIREMENTS**

- A. All securities purchased for the Town shall be held by the Town's Treasurer or by a custodian. If held by a custodian, the securities must be in the Town's name or in the custodian's nominee name and identifiable on the custodian's books as belonging to the Town. Further, if held by a custodian, the custodian must be a third party, not counterparty (buyer, issuer or seller) to the transaction. This requirement does not apply to excess checking account funds invested overnight in a bank "sweep" repurchase agreement or similar vehicle authorized under this policy.
- B. It is the Town's policy to require dual approvals for any cash transfers. The individuals authorized to approve the transfer of funds or otherwise conduct investment transactions shall be the Assistant Town Manager and the Treasurer. In the absence of the Assistant Town Manager, the second approval will be from the Town Manager. Any change in these positions shall be explicitly approved by the Town Council of the Town.
- C. Town Council must approve any modifications to this Investment policy.

**Section 9. REVISIONS**

- A. This policy was approved and adopted by the Town Council on July 12, 2011.
- B. This policy was revised and adopted by the Town Council on June 13, 2017.

Revisions

Original-July, 2011

Revised-June, 2017

**TOWN OF BEDFORD**  
**OPERATING POLICY MANUAL**

---

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

---

**LONG-TERM FINANCIAL PLANNING**

**Section 1. PURPOSE**

This policy is to document the Long-Term Financial Planning objectives of the Town of Bedford ("Town"). The purpose of this policy is to serve as the Town's long-term growth and operating blueprint in an effort to ensure the Town's on-going financial sustainability spanning beyond the current budget cycle. The primary objectives of this policy are to establish a framework to guide the Town in planning, decision-making, and to create a purposeful approach to aligning short-term actions with long-term financial strategies. This policy is intended to assess the implications of today's decisions on future budgets with respect to changes in economic conditions.

**Section 2. POLICY**

- A. The Town will maintain long-term fiscal solvency by identifying significant future expenses, liabilities, problems and resources that are not included or recognized in the annual budget. The Town will highlight critical areas which have, or are expected to have, an impact on the financial condition of the Town over the next three (3) years. Specific goals and objectives will be developed for each structural deficiency.
- B. The Town shall engage in long-term financial planning to align financial capacity with service objectives by financing ongoing operating expenditure requirements, and whenever possible capital infrastructure, from ongoing sustainable revenues sources using a pay-as-you-go methodology.
- C. Reserve Funds are a critical component of the Town's long-term financial plan. These funds are used to provide for one-time or short-term requirements, provide for future replacement or acquisition of capital assets if possible, and to provide flexibility to manage debt. Building of Reserve Funds shall primarily be accomplished through:
  - a. Allocation of Operating Surplus:
    - i. Any General Fund operating surplus over \$50,000 at the end of the fiscal year will be transferred to the Unrestricted General Fund Reserve Account. Any General Fund operating deficits will be funded from the Unrestricted General Fund Reserve Account.
    - ii. Any Solid Waste Fund operating surplus over \$50,000 at the end of the fiscal year will be transferred to the Unrestricted Solid Waste Fund Reserve Account. Any Solid Waste Fund operating deficits will be funded from the Unrestricted Solid Waste Fund Reserve Account.
    - iii. Any Electric Fund operating surplus over \$50,000 at the end of the fiscal year will be transferred to the Unrestricted Electric Fund Reserve Account. Any Electric Fund operating deficits will be funded from the Unrestricted Electric Fund Reserve Account.
  - b. Operating Budget Allocation to Reserve Funds:
    - i. The contribution to each respective Reserve Fund will continue after each annual budget cycle to sustain asset management strategies.

**TOWN OF BEDFORD**  
**OPERATING POLICY MANUAL**

---

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

---

**LONG-TERM FINANCIAL PLANNING**

- D. The Town shall ensure that ongoing expenditure requirements are satisfied by ongoing revenue sources such as user fees, taxation, and grants. Town Council will establish fees and taxation that will yield the target proportions essential to service delivery and sustainability. Council will ensure that both operating and capital costs are considered when establishing fees and taxation.
- E. The Town shall ensure long-term financial sustainability through the preparation and annual review of a five (5) year Capital Improvement Plan (CIP) which will identify asset replacement needs and infrastructure capital work plans versus corresponding revenue generation and/or funding gap.
- F. The Town shall actively seek additional sustainable revenues from the state and federal governments sufficient to bridge the infrastructure funding for capital renewal and/or replacement projects that would otherwise be unaffordable.
- G. Long-term debt financing shall only be considered for new, non-recurring infrastructure rehabilitation/replacement requirements, for tangible capital assets unable to be expensed with current funding streams and for projects where the cost of deferring expenditures exceeds debt-servicing costs.

**Section 3. OBJECTIVES**

- A. The primary objectives of the Long-Term Financial Planning Policy shall be as follows:
  - 1. Ensure long-term structural soundness and continuous improvement in the Town's financial position.
  - 2. Maintain and/or improvement of the Town's service level standards.
  - 3. Ensure that the Town achieves full cost recovery when possible for the provision of services.

**Section 4. PROCEDURES**

- A. Town Council:
  - 1. Approve Long-Term Financial Planning Policy.
  - 2. Monitor compliance to the Long-Term Financial Planning Policy through maintaining budgetary control throughout the budget adoption and ongoing operating budget process.
- B. Town Staff:
  - 1. Propose revisions to the Long-Term Financial Planning Policy.
  - 2. Identify significant future expenses, liabilities, problems and resources that are not included or recognized in the annual budget and develop specific goals and objectives to manage each structural deficiency.
  - 3. Prepare an annual review of a five (5) year Capital Improvement Plan (CIP).
  - 4. Actively seek additional sustainable revenues from the state and federal governments.

**TOWN OF BEDFORD**  
**OPERATING POLICY MANUAL**

---

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

---

**LONG-TERM FINANCIAL PLANNING**

5. Recommend when long-term debt financing should be considered.
6. The Town Manager is authorized to adjust this policy in response to evolving governmental practices where necessary.

**Section 5. REVISIONS**

- A. This policy was approved and adopted by the Town Council on June 13, 2017.

Revisions

Original-June, 2017

**TOWN OF BEDFORD**  
**OPERATING POLICY MANUAL**

---

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

---

**OPERATING AND CAPITAL BUDGET PROCESS**

**Section 1. PURPOSE**

This policy is to document the Operating and Capital Budget process of the Town of Bedford ("Town"). The purpose of this policy is to promote efficiency and effectiveness in the management and operation of all Town programs with the utilization of available financial resources by the adoption of a balanced annual operating budget for the fiscal year. It is the responsibility of all elected officials, Town management, department heads, and employees to exercise good stewardship in the management of public funds and resources according to State statutes, Town policies and approved budgets. The primary objective of this policy is to provide accountability to the Town's citizens by carefully accounting for public funds, managing funds wisely, and by planning for the provision of services. The operating and capital budgets are developed on an annual basis, with the capital budget based upon a five-year capital improvement plan, and are intended to provide conceptual standards for financial decision-making, enhance consistency in financial decisions, and establish parameters for administration to use in directing the daily financial operations of the Town.

**Section 2. POLICY**

- A. The Town's budget shall conform to all the laws of the Commonwealth of Virginia as they relate to the adoption, amendment, and control of the budget. In addition, all policies set forth in this document are designed to provide for and enhance the financial stability of the Town.
- B. The Town will exercise budgetary control by adhering to the Code of Virginia §15.2-2503 requirement to adopt an annual balanced budget by formal resolution for the following funds:
  1. General Fund, in which a balanced budget is achieved when the amounts available from taxation and other sources including amounts carried over from prior fiscal years, equals the total appropriations for expenditures and reserves.
  2. Enterprise Funds, in which a balanced budget is achieved when the amounts available from fees, charges and investment earnings including amounts carried over from prior fiscal years, equals the total appropriations for expenditures and reserves.
  3. Capital Improvement Funds, in which a mixed use of the above sources of funding by each respective Fund including amounts carried over from prior fiscal years, equals the total appropriations for expenditures.
- C. The Town will maintain a budgetary control system to ensure adherence to the budget and will use a budget/encumbrance control system to ensure proper budgetary control.
- D. The budget shall clearly delineate the sources of funding for each year's expenditures. Any one-time revenues or use of unassigned fund balance will be used for one-time, non-recurring expenditures such as capital assets, equipment, special studies, debt reduction, and reserve contributions. Restricted or committed fund balances may only be used for the purpose so stated.

**TOWN OF BEDFORD**  
**OPERATING POLICY MANUAL**

---

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

---

**OPERATING AND CAPITAL BUDGET PROCESS**

- E. The Town shall account for the General Fund using the modified accrual basis of accounting, under which revenue is recognized in the accounting period in which it becomes available and measurable, while expenditures are recognized in the accounting period in which they are incurred. The Town shall account for the Enterprise Funds using the full accrual basis of accounting, under which revenues are recorded when earned and expenses are recorded when incurred. Because the appropriated budget is used as the basis for control and comparison of budgeted and actual amounts, the basis for preparing the budget is the same as the basis of accounting.
- F. Public involvement shall be encouraged in the annual budget decision-making process through public hearings, public outreach, and the dissemination of accessible information. Public participation efforts will allow the Town to improve performance by identifying public needs, priorities and service delivery expectations. Increased public involvement will allow the Town to be more responsive to community needs, thereby increasing the value that the public receives from Town government.
- G. **Budget Adoption:**
1. Before commencement of the annual budget process, the Director of Finance, in consultation with the Town Manager, shall develop recommended budget parameters and the budget calendar. Budget parameters will include allowable increases in operating budgets, projected wage increases, targets for borrowing in accordance with the Town's debt and capital improvement budget policies, anticipated changes in revenue sources or tax base growth, and other factors.
  2. Certain elements of budgets that are common across departments shall be calculated and/or monitored on a centralized basis to ensure comparability and budgetary control, i.e., Town incurred utility charges, liability insurance, salaries and benefits.
  3. The Director of Finance shall be responsible for coordination and initial review of department budget submissions. Following initial review, the Director of Finance will work with the Town Manager, to develop a budget. In accordance with Code of Virginia §15.2-2508, meetings will be held with departments to review their budget requests prior to finalizing the budget.
  4. The budget, consisting of the Manager's recommendations on department requests, shall be submitted to Town Council for its consideration and in accordance with Code of Virginia §15.2-2504 shall include:
    - i. A brief budget message which shall outline significant highlights of proposed budget requests per fund for the fiscal year, shall set forth the reasons for any major changes in expenditure and revenue items from the previous fiscal year, and shall explain any major change in financial policy;

**TOWN OF BEDFORD**  
OPERATING POLICY MANUAL

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

**OPERATING AND CAPITAL BUDGET PROCESS**

- ii. Synopsis of the budget showing a summary of all revenues and expenditures for each department of each fund;
  - iii. Fund graphs and budget summaries;
  - iv. Revenue summary including actual, budgeted, and proposed;
  - v. Departmental expenditure summary including mission, description, goals, financial summary, services, significant program impacts by department;
  - vi. Line item detail for each department by fund;
  - vii. Debt service;
  - viii. Capital Improvement Program (CIP) including summary and line item detail;
  - ix. Community Agency funding;
  - x. Position classification and pay scale data.
5. The budget review process will include Town Council participation in the development of each segment through budget work sessions and will allow for citizen participation in the process through public hearings on the proposed budget. In accordance with Code of Virginia §15.2-2506, required notice of the hearings will be published in the official newspaper of the Town and shall include:
    - i. The time and location where copies of the budget are available for public inspection,
    - ii. The time and location, not less than two (2) weeks after such publication, for a public hearing on the proposed budget, and
    - iii. A complete synopsis of all revenue and operating expenses by fund.
  6. After the public hearing, Council may adopt the budget with or without amendments. In amending the proposed budget, it may add or increase programs or amounts and may delete or decrease any programs or amounts, except expenditures required by law or for debt service, provided that no amendment to the proposed budget shall increase expenditures to an amount greater than the estimated income (including the use of available Fund Balance).
  7. Town Council shall adopt the proposed budget on or before the 20<sup>th</sup> day of the last month of the fiscal year currently ending. If it fails to adopt the proposed budget by this date, the amounts appropriated for operations for the current fiscal year will be deemed adopted for the ensuing fiscal year on a month-to-month basis, with all items in it pro-rated accordingly, until such time as Council adopts a budget for the ensuing fiscal year. Adoption of the budget will constitute appropriation of the amounts specified therein as expenditures from the funds indicated and will constitute a levy of the property tax therein proposed.
  8. A copy of the adopted budget will be filed in the Town Municipal Offices and will also be available on the Town's website.

**H. Budget Amendments:**

**TOWN OF BEDFORD**  
OPERATING POLICY MANUAL

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

**OPERATING AND CAPITAL BUDGET PROCESS**

1. In accordance with Code of Virginia §15.2-2507, the Town may amend the adopted budget for supplemental appropriations and emergency appropriations. Town Council may authorize supplemental appropriations for the year if the Town Manager certifies that there are available revenues and/or fund balance in excess of those estimated in the budget.
  2. It is the policy of the Town to amend a fund's budget for roll-overs, re-appropriations, emergencies, federal and state mandates, or other circumstances which could not be anticipated, and only if sufficient funds are available; a budget may not be amended simply because additional revenues become available.
  3. In the event of a public emergency affecting life, health, property or the public peace, Council may make emergency appropriations and to the extent that there are no available unappropriated revenues to meet such situations, Town Council may, by such ordinance, authorize the issuance of emergency notes, which may be renewed as necessary.
  4. By statute, any budget amendment that exceeds one (1) percent of the total expenditures shown in the currently adopted budget must first publish a notice of a public hearing stating the governing body's intent to amend the budget including a brief synopsis of the proposed amendment at least seven (7) days prior to the meeting date. After providing that public hearing during such meeting, Town Council may adopt the proposed budget amendment.
- I. **Budget Monitoring:**
1. The Annual Budget, being an intricate part of maintaining the financial stability of the Town, and acting as the Financial Plan directing the Town in both long-range planning and everyday operations, it is essential that timely reports are generated to inform Town Council and management staff of the Town's financial progress. The Finance Division will submit to the Town Council, Town Manager and Department Heads on a monthly basis, an overview report of budget to actual, both revenue and expense for all Funds and/or Departments. Any significant changes will be described in detail with any necessary recommended corrective action. Should Finance realize a financial problem exists or trends warrant closer analysis, the Director of Finance is required to inform Town Council and the Town Manager as soon as a situation is detected.

**Section 3. OBJECTIVES**

- A. The primary objectives of the Operating and Capital Budget Process shall be as follows:
1. To conform to all the laws of the Commonwealth of Virginia as they relate to the adoption, amendment, and control of the budget.
  2. To establish budget priorities in order to underline organizational goals and community vision to provide direction.
  3. To determine short and long term capital needs that are essential to Town operations.

**TOWN OF BEDFORD**  
**OPERATING POLICY MANUAL**

---

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

---

**OPERATING AND CAPITAL BUDGET PROCESS**

4. To ensure sound revenue and resource forecasting based upon qualitative and quantitative methods for conservative and realistic estimates.
5. To ensure that spending follows a plan, supports organizational objectives, stays within preset limits, and does not exceed available funds.

**Section 4. PROCEDURES**

## A. Town Council:

1. Approve Operating and Capital Budget Process Policy.
2. Manage operating and capital budget process through maintaining budgetary control throughout the budget adoption and ongoing operating budget process ensuring that the Town adheres to the requirements of the Code of Virginia and Town policies.

## B. Town Staff:

1. Coordinate department and capital budget requests, including explanations and justifications of specific requests.
2. Coordinate and evaluate revenue estimations, expenditure estimations, and financial impacts of budget requests.
3. Ensure compliance with applicable budgetary statutes.
4. Administer policies and procedures regarding the annual budget process and the ongoing daily operations of the budget.
5. Prepare monthly financial reports that monitor financial results.
6. The Town Manager is authorized to adjust this policy in response to evolving governmental practices where necessary.

**Section 5. REVISIONS**

- A. This policy was approved and adopted by the Town Council on June 13, 2017.

Revisions

Original-June, 2017

**TOWN OF BEDFORD**  
OPERATING POLICY MANUAL

---

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

---

**PROCUREMENT**

**Section 1. PURPOSE**

This policy is to document the Procurement and General Purchasing guidelines of the Town of Bedford ("Town"). The Town's goal is to facilitate the procurement of goods and services that meet the community's needs at the lowest possible cost consistent with the quality needed for the proper operation of the various departments. All purchases should be handled in a manner that creates the greatest ultimate value per dollar expended.

**Section 2. POLICY**

- A. Town Council has appointed the Town Manager and/or his designee to serve as the principal public purchasing official for the Town and shall be responsible for the procurement of goods, services, insurance, and construction in accordance with the Town of Bedford Procurement Ordinance. The ordinance set forth by the Town follows the competitive procurement statutes established in § 2.2.4300 B & C of the Virginia Public Procurement Act.
- B. Purchasing procedures shall adhere to the following guidelines:
1. **Purchases under \$5,000.00 in value** - should be done solely by the Department Head, or designee. This amount applies to the total of all items purchased on an invoice. No competition or documentation required.
  2. **Purchases equal to \$5,000.00, but less than \$50,000.00** - Purchases in this group are normally completed by the Department Head, or designee with the assistance of the Buyer, if required. For purchases of this type, a description of the item/service to be purchased shall be faxed or e-mailed to at least three (3) possible vendors. The vendors must be provided an adequate response time to return the quotation. A purchase requisition must be completed including the information on the selected vendor and the item/service to be purchased. All quotes shall be submitted to the Finance Division/Buyer in order to process the required requisition and purchase order.
  3. **Purchases equal to \$50,000.00 and over** - Purchases in the group are normally completed by the Finance Division/Buyer with assistance from the Department Heads or designee. Purchases of this type shall be accomplished by the use of formal sealed bids/proposals. Detailed specifications (either complete or in draft form) shall be submitted to the Finance Division/Buyer. Any special terms and conditions should also be included. The Finance Division/Buyer shall complete the bid process: add general terms and conditions, advertise in the local newspaper(s), prepare and mail the bid packages, receive bids, open bids, and forward the bidding schedule and packages to the appropriate department. The Department Head, or designated individual, shall thoroughly review all bids/proposals in order to make the bid award to the best responsive and responsible bidder.

**TOWN OF BEDFORD**  
**OPERATING POLICY MANUAL**

---

Chapter: Finance

Issue (Effective) Date: July 1, 2017

Approval Date: June 13, 2017

Approved By: Town Council

---

**PROCUREMENT**

- C. The purchasing policy and procedures manual shall provide a step-by-step guide to the Town's procurement methods and practices. The understanding and cooperation of all employees in adhering to this guide is essential for the Town to obtain the maximum value for each tax and utility dollar spent.

**Section 3. OBJECTIVES**

- A. The primary objectives of the Procurement Policy shall be as follows:
1. Obtain high quality goods and services at reasonable cost.
  2. Procurement procedures are to be conducted in a fair and impartial manner with avoidance of any impropriety or appearance of impropriety.
  3. All qualified vendors have access to public business and that no offeror is arbitrarily or capriciously excluded.
  4. Completion is to be sought to the maximum feasible degree.
  5. Procurement procedures involve openness and administrative efficiency.
  6. Rules governing contract award are to be made clear in advance of the competition.
  7. Procurement specification should reflect the need of the purchasing body rather than being drawn to favor a particular vendor.
  8. Purchaser and vendor freely exchange information concerning what is sought to be procured and what is offered.

**Section 4. PROCEDURES**

- A. Town Council:
1. Approve Purchasing Ordinance
- B. Town Staff:
1. Propose revisions to the Purchasing Ordinance and/or Policy Manual
  2. Ensure the Town is in compliance with the Purchasing Ordinance and Policy Manual

**Section 5. REVISIONS**

- A. This policy was approved and adopted by the Town Council on June 13, 2017.

Revisions

Original-June, 2017

# GLOSSARY OF TERMS & ACRONYMS

**Accrual Basis Accounting:** Expenses and revenues are matched. Expenses are recorded (or accrued) in the month incurred, even if the cash isn't paid out until next month. Revenues are recorded in the month the project is complete or the product is shipped even if the cash is not received yet.

**Appropriation:** An authorization by the Town Council to make expenditures/expenses and to incur obligations for a specific purpose within a specific time frame. An appropriation is usually limited in amount and as to time when it may be expended. Operational appropriations usually expire at fiscal year-end.

**Assessed Valuation:** Is a dollar value placed on real estate or other property by the Commissioner of Revenue as a basis for levying taxes.

**Assets:** A probable future economic benefit obtained or controlled by a particular entity as a result of past transactions or events.

**Audit:** A view of the Town's accounts by an independent auditing firm to substantiate fiscal year-end funds, salaries, reserves, and cash on hand.

**Base Budget:** Is the cost of continuing the existing levels of service in the current budget year.

**Beginning/Ending (Unappropriated) Fund Balance:** Are unencumbered resources available in a fund from the prior/current fiscal year after payment of the prior/current fiscal year's expenditures/expenses. This is not necessarily cash on hand.

**Bond (Issue):** The Town may raise capital by issuing a written promise to pay a specific sum of money, called the face value or principal amount, at a specific date or dates in the future, together with periodic interest at a special rate.

**Budget:** A plan of financial activity for a specified period of time indicating all planned revenues and expenses for the budget period (July 1<sup>st</sup> through June 30<sup>th</sup>). The budget is proposed until it has been approved by the Town Council.

**Budget Accounts:** Funds, orgs, object codes that are used by the Town to oversee and maintain spending control.

**Budget Amendment:** The Town Council has the sole responsibility for adopting the Town's budget and may amend or supplement the budget at any time after adoption by a majority vote. The Town Manager has the authority to approve administrative adjustments to the budget as long as those changes will not have a significant policy impact nor affect budgeted year-end fund balances. Amendments that exceed 1.0% of the original Adopted Budget must first have a public hearing before action can be taken.

**Budget Hearing:** A public meeting at which any citizen may appear and be heard regarding the increase, decrease or omission of any item in the proposed or amended budget as presented in writing by the Town Manager to the Town Council.

**Business License Permit:** A Business License Permit must be obtained for the privilege of conducting business within the Town. These fees are collected into the General Fund.

**CAFR:** Comprehensive Annual Financial Report – audit required by the Code of Virginia to be conducted on an annual basis.

**Capital Improvement:** A permanent addition to the Town's assets, including the design, construction, or purchase of land, buildings, or facilities, or major renovations of same.

**Capital Improvement Program (CIP):** A financial plan of proposed capital improvement projects with single- and multiple-year capital expenditures/expenses. The Capital Improvement Program plans for five years and is updated annually.

**Capital Outlay:** A budget appropriation category which budgets all equipment having a unit cost of more than \$5,000 and an estimated useful life of five years. Non-CIP capital outlay is budgeted in the Town's operating budget.

**Capital Projects:** Major construction, acquisition, or renovation activities which add value to the government's physical assets or significantly increase their useful life.

**Cash Accounts:** An account in which all transactions are in money.

**Cash Basis Accounting:** Expenses and revenues aren't carefully matched on month-to-month basis. Expenses aren't recognized until money is paid out even if incurred in previous month & revenues earned in previous months are not recognized until cash is actually received.

**Contingency:** A budgetary reserve set aside for emergency or unanticipated expenditures, revenue shortfalls and/or unknown expenditures.

**Consumer Price Index (CPI)** - Consumer price index is a statistical measure of a weighted average of prices of a specified set of goods and services purchased by wage earners in urban areas.

**Debt Service:** Payment of the principal and interest on an obligation resulting from the issuance of bonds, notes, or certificates of participation.

**Debt Service Requirements:** The amount of money required to pay principal and interest on outstanding debt and required contributions to accumulate monies for future retirement of term bonds.

**Deficit:** An excess of expenditures or expenses over revenues (resources).

**Department:** An organizational unit comprised of divisions or programs. It is the basic unit of service responsibility encompassing a broad mandate of related activities.

**Division:** A sub-section (or activity) within a department which furthers the objectives of the Town Council by providing specific services or a product.

**Encumbrances:** Funds not yet expended, but which are legally obligated or "set aside" in anticipation of expenditure. These funds cease to be an encumbrance when paid, and become a disbursement. A purchase order encumbers funds towards specific projects.

**Enterprise Funds:** A type of fund established for the total costs of those governmental facilities and services which are operated in a manner similar to private enterprises. These programs are entirely or predominantly self-supporting. The Town's electric fund is an enterprise fund.

**eVA:** Virginia State Contract - is Virginia's online, electronic procurement system. This web-based vendor registration and purchasing system allows state agencies, colleges, universities and many local governments to use eVA to conduct all purchasing and sourcing activities for goods and services.

**Expenditure:** The actual spending of governmental or enterprise funds set aside by appropriation.

**Fiscal Year:** A 12-month period of time to which a budget applies. Generally the date range for a local government entity is July 1<sup>st</sup> through June 30<sup>th</sup>.

**Fixed Assets:** Are assets of a long-term character such as land, building, machinery, furniture and other equipment with a value greater than \$5,000 and a useful life longer than 5 years.

**Franchise Fee:** A Franchise Fee is imposed on various utilities and organizations which permits them to use and operate those facilities within the Town. These fees are collected into the General Fund.

**FTE (Full-Time Equivalent):** The amount of time a regular full or part time position has been budgeted for in terms of the amount of time an employee works in a year.

**Fund:** An independent fiscal and accounting entity used to record all financial transactions related to the specific purpose for which the fund was created.

**Fund Balance:** Also known as financial position, fund balance is the excess of assets over liabilities, and represents the cumulative effect of revenues and other financing sources over expenditure and other financing uses.

**General Fund:** The primary fund of the Town used to account for all revenues and expenditures of the Town not legally restricted as to use. This fund is used to offset the cost of the Town's general operations.

**Governmental Fund Types:** General, Enterprise, Debt Service and Capital Projects fund types are used to account for most governmental functions.

**Grant:** Contributions, gifts of cash, or other assets from another governmental entity to be used or expended for a specific purpose, activity, or facility.

**Infrastructure:** Facilities on which the continuance and growth of a community depend on such as roads, water lines, sewers, public buildings, and parks.

**Interest:** Interest income is earned as the Town invests its idle funds in various investment media. The goal of the Town's investment is to protect each investment while achieving the highest rate of return.

**Interfund Transfers:** Monies transferred from one fund to another. Such money is transferred to finance the operations of another fund or to reimburse the fund for certain expenditures/expenses. This type of transfer must be approved by Town Council.

**Landfill Financial Assurance:** Required documentation submission to Department Environmental Quality (DEQ) on landfill engineering studies and future closure costs.

**Materials, Supplies, and Services:** Expenditures/expenses for materials, supplies, and services which are ordinarily consumed within a fiscal year and which are not included in departmental inventories.

**Modified Accrual Accounting:** Is commonly used by government agencies that combine accrual-basis accounting with cash-basis accounting. Method under which revenues are recognized in the period they become available and measurable & expenditures are recognized in the period the associated liability (expense) is incurred.

**Munis Financial Management Software by Tyler Technologies:** An integrated enterprise resource planning (ERP) system that manages all core functions, including financials, budgeting, capital improvement program (CIP) and human resources functions of the Town.

**Object Code:** Six-digit numbers that are used to categorize actual expenses, budgeted amounts for expenses, and encumbrances, into categories that describe the nature of the goods or services purchased within the Munis Financial Management System.

**Objectives:** The expected results or achievements of a budget activity.

**Operating Budget:** Annual appropriation of funds for on-going program costs, including salaries and benefits, services and supplies, debt service, capital outlay and capital improvements.

**Ordinance:** A formal legislative enactment by the Town Council. It has the full force and effect of law within Town boundaries unless preempted by a higher form of law. An ordinance has a higher legal standing than a resolution.

**Performance Measures:** A performance measure is a public oriented measure which, whether stated in terms of effectiveness or efficiency, quantitatively describes how well a service is being performed.

**Perpetual Care Fund:** Funds held in trust the income of which is to be expended in keeping up forever the necessary care of the individual lots and graves for the Town's municipal cemetery.

**Prior Year Reserves:** Budget line that uses fund balance to cover rollovers from the previous fiscal year.

**Procurement:** The action of obtaining or purchasing goods or services in the operations of the Town.

**Property Tax:** Property tax is imposed on real property (land and permanently attached improvements, such as building) and tangible personal property located within the Town.

**Proprietary Fund Types:** Enterprise and Internal Service fund types are used to account for ongoing activities which are financed and operated in a manner similar to those found in the private sector. The

intent is that costs (expenses, including depreciation) be financed or recovered through user charges. The measurement focus is "capital maintenance" as in private industry, with the emphasis on net income determination.

**Purchase Order:** A Town generated document that authorizes a purchase transaction. A purchase order sets forth the descriptions, quantities, prices, discounts, payment terms, date of performance or shipment, other associated terms and conditions, and identifies a specific seller.

**Re-appropriations:** Outstanding purchase orders from the previous fiscal year representing work that has not been completed. Goods and services have already been ordered but not yet received or invoiced. Offset by prior year reserves.

**Reimbursement:** Payment of amount remitted on behalf of another party, department, or fund.

**REC:** Renewable Energy Credit – credits that represent renewable energy resources associated with power production, when certified are eligible for renewable energy certificates. Credits can be sold, bartered or traded.

**Reserved Fund Balance:** Accounts used to record a portion of the fund balance as legally segregated for a specific use and not available for appropriation.

**Resolution:** A special order of the Town Council which has a lower legal standing than an ordinance.

**Revenues:** Amount received for taxes, fees, permits, licenses, interest, intergovernmental sources, and other sources during the fiscal year.

**Revised Budget:** Budget amendments made to the original adopted budget.

**RFP:** Request for Proposal – a document that solicits proposal, often made through a bidding process, for procurement of a commodity, service, or valuable asset.

**Risk Management:** Is the process for conserving the earning power and assets of the Town by minimizing the financial effect of accidental losses.

**Rollovers:** Projects not completed in the previous fiscal year and must be rolled over into the current fiscal year for completion. Offset by prior year reserves.

**Salaries and Benefits:** A budget category which generally accounts for full time and temporary employees; overtime expenses; and all employee benefits, such as medical, retirement, worker's compensation, and dental.

**Sales and Use Tax:** Sales and use tax is imposed on retailers for the privilege of selling, at retail, within the Town limits. This tax is based on the sales price of any taxable transaction of tangible personal property. This revenue is collected by the County and then apportioned out based on a formula as set forth by the Code of Virginia. This revenue is placed in the General Fund for unrestricted uses.

**Special Revenue Funds:** This fund type collects revenues that are restricted by the Town, State, or Federal Government as to how the Town might spend them.

**Transfer:** Moving funds from one – fund, department, object – to another. Fund transfers must be approved by Town Council. Department and object transfers are at the discretion of Administrative Staff.

**Transient Occupancy Tax:** The Transient Occupancy Tax is a tax imposed on "transients" who occupy a room or room in a hotel or motel in the City. This tax is 5% - otherwise known as the lodging tax.

**VDOT:** Virginia Department of Transportation – provides funding sources to the Town for the maintenance and upkeep of designated roads.

**VML:** Virginia Municipal League – organization of municipal governments around Virginia. VML serves as the Town's insurance provider.

**VRS:** Virginia Retirement System - administers pension plans and other benefits for Virginia's public sector employees covered under VRS.



TOWN OF BEDFORD, VIRGINIA