

# Town of Vienna's Operating Budgets New Initiatives

Fiscal Year 2025-2026



*Conference Session: December 16, 2024*

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**TOWN OF VIENNA**  
**MEMORANDUM**

**TO:** Honorable Mayor and Council

**FROM:** Steven Barlow, Deputy Director of Finance

**CC:** Mercury Payton, Town Manager  
Department Directors

**DATE:** November 22, 2024

**SUBJECT:** Operating Budget New Initiatives Conference Session

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Attached please find the reporting package summarizing operating budget new initiatives to be discussed at the work session on Monday, December 16, 2024.

The package includes summary information for each department, plus a listing of each department's new initiatives, descriptions, costs and relevant backup materials. Each department's package includes a mission statement and a statement on the current strategic plan initiatives supported by the department for reference.

We do not expect decisions to be made on December 16. We would like these returned to the Budget Manager Christina Williams ([christina.williams@viennava.gov](mailto:christina.williams@viennava.gov)) by **January 16, 2025**.

The new initiatives are summarized starting on the fifth page of the package. General Fund requests total **\$1.7million**. All the new requests will not fit into the 2025-26 budget, so your direction on priorities is key.

We look forward to an interesting discussion on December 16<sup>th</sup>. Please do not hesitate to reach out to me, Christina or to other department heads if you have questions.

Thank you.

# Schedule for the Town Council Conference Session

| <u>Time Expectation</u> | <u>Department</u>         |
|-------------------------|---------------------------|
| 10MIN                   | TOWN MANAGER / TOWN CLERK |
| 15MIN                   | HUMAN RESOURCES           |
| 10MIN                   | INFORMATION TECHNOLOGY    |
| 30MIN                   | PUBLIC INFORMATION        |
| 10MIN                   | FINANCE                   |
| 15MIN                   | POLICE                    |
| 10MIN                   | PLANNING & ZONING         |
| 30MIN                   | ECONOMIC DEVELOPMENT      |
| 1HOUR                   | PARKS AND RECREATION      |
| 1HOUR                   | PUBLIC WORKS              |

| <b>Major New Initiatives by Department</b> |   | <b>Cost</b>             |                              |                    |
|--|---|-------------------------|------------------------------|--------------------|
| <b>Department Priority</b>                 | <b>Initiative</b>                                       | <b>Increasing FTE's</b> | <b>Salary &amp; Benefits</b> | <b>Other Costs</b> |
|  | <b>General Fund</b>                                     |                         |                              |                    |
|  | <b><u>Town Manager</u></b>                              |                         |                              |                    |
|  | <i>See Future Year Budget Requests Below</i>            |                         |                              |                    |
|  | <b><u>Town Clerk</u></b>                                |                         |                              |                    |
|  | None  |                         |                              |                    |
|  | <b><u>Human Resources</u></b>                           |                         |                              |                    |
|  | New Manager Training - 1st Year & Ongoing               |                         |                              | \$50,000           |
|  | <b><u>IT</u></b>  |                         |                              |                    |
|  | None  |                         |                              |                    |
|  | <b><u>Public Information Office</u></b>                 |                         |                              |                    |
| 1  | Multimedia Design Specialist / Centralize Publications* | 1.0                     | \$110,000                    |                    |
| 2  | Expand Video Services / Videographer*                   | 1.0                     | \$100,000                    |                    |
|  | <b><u>Finance</u></b>                                   |                         |                              |                    |
|  | <i>See Future Year Budget Requests Below</i>            |                         |                              |                    |
|  | <b><u>Police</u></b>                                    |                         |                              |                    |
| 1  | Chief's Health & Safety Group                           |                         |                              | \$30,000           |
| 2  | Deer Management Program                                 |                         |                              | \$25,000           |
|  | <b><u>Planning &amp; Zoning</u></b>                     |                         |                              |                    |
|  | None  |                         |                              |                    |

| <b>Potential Cost Savings</b>  |                          |
|--------------------------------|--------------------------|
| <b>Savings / Carryforwards</b> | <b>Increased Revenue</b> |
|                                |                          |
|                                |                          |
|                                |                          |
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|                                |                          |
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|                                |                          |

| <b>Total Cost</b>             |                              |                      |
|-------------------------------|------------------------------|----------------------|
| <b>One Time Cost Increase</b> | <b>Ongoing Cost Increase</b> | <b>BCOM Rankings</b> |
|                               |                              |                      |
|                               | <b>\$0</b>                   |                      |
|                               | \$0                          |                      |
|                               | <b>\$0</b>                   |                      |
|                               |                              |                      |
|                               | <b>\$50,000</b>              |                      |
| \$ 25,000                     | \$25,000                     | 3.0                  |
|                               | <b>\$0</b>                   |                      |
|                               | \$0                          |                      |
|                               | <b>\$210,000</b>             |                      |
|                               | \$110,000                    | 14.0                 |
|                               | \$100,000                    |                      |
|                               | <b>\$0</b>                   |                      |
|                               | \$0                          |                      |
|                               | <b>\$55,000</b>              |                      |
|                               | \$30,000                     | 6.0                  |
|                               | \$25,000                     | 9.0                  |
|                               | <b>\$0</b>                   |                      |
|                               | \$0                          |                      |
|                               |                              |                      |



| <b>Major New Initiatives by Department</b> |   | <b>Cost</b>             |                              |                    |
|--|---|-------------------------|------------------------------|--------------------|
| <b>Department Priority</b>                 | <b>Initiative</b>                         | <b>Increasing FTE's</b> | <b>Salary &amp; Benefits</b> | <b>Other Costs</b> |
|  | <b><u>Water &amp; Sewer Fund</u></b>      |                         |                              |                    |
|  | None                                      |                         |                              |                    |
|  | <b>Water &amp; Sewer Fund Grand Total</b> |                         | \$ -                         | \$ -               |

|  |                                    |  |      |      |
|--|------------------------------------|--|------|------|
|  | <b><u>Stormwater Fund</u></b>      |  |      |      |
|  | None                               |  |      |      |
|  | <b>Stormwater Fund Grand Total</b> |  | \$ - | \$ - |

|  |                              |            |                   |                   |
|--|------------------------------|------------|-------------------|-------------------|
|  | <b>ALL Funds Grand Total</b> | <b>8.0</b> | <b>\$ 730,500</b> | <b>\$ 885,000</b> |
|--|------------------------------|------------|-------------------|-------------------|

|  |   |     |                   |             |
|--|---|-----|-------------------|-------------|
|  | <b><u>Future Year Budget Requests</u></b> |     |                   |             |
|  | <b><u>Town Manager</u></b>                |     |                   |             |
|  | Deputy Town Manager (Request is for FY27) | 1.0 | \$249,750         |             |
|  | Management Analyst (Request is for FY28)  | 1.0 | \$148,500         |             |
|  | <b><u>Finance</u></b>                     |     |                   |             |
|  | Grants Analyst (Request is for FY27)      | 0.5 | \$52,000          |             |
|  | <b>Prior Year Total</b>                   |     | <b>\$ 450,250</b> | <b>\$ -</b> |

| <b>Potential Cost Savings</b>  |                          |
|--------------------------------|--------------------------|
| <b>Savings / Carryforwards</b> | <b>Increased Revenue</b> |
|                                |                          |
| \$ -                           | \$ -                     |

|      |      |
|------|------|
|      |      |
| \$ - | \$ - |

|      |             |
|------|-------------|
| \$ - | \$ (12,000) |
|------|-------------|

|      |             |
|------|-------------|
|      |             |
|      |             |
|      |             |
|      |             |
|      | (\$26,000)  |
| \$ - | \$ (26,000) |

| <b>Total Cost</b>             |                              | <b>BCOM Rankings</b> |
|-------------------------------|------------------------------|----------------------|
| <b>One Time Cost Increase</b> | <b>Ongoing Cost Increase</b> |                      |
|                               |                              |                      |
| \$ -                          | \$ -                         |                      |
| <b>\$0</b>                    |                              |                      |

|            |      |  |
|------------|------|--|
|            | \$ - |  |
| \$ -       | \$ - |  |
| <b>\$0</b> |      |  |

|                    |              |  |
|--------------------|--------------|--|
| \$ 105,000         | \$ 1,548,500 |  |
| <b>\$1,653,500</b> |              |  |

|                  |           |  |
|------------------|-----------|--|
|                  |           |  |
|                  | \$249,750 |  |
|                  | \$148,500 |  |
|                  | \$26,000  |  |
| <b>\$424,250</b> |           |  |

# Town of Vienna's Executive Summary All Funds



December 16, 2024



# Town of Vienna's Executive Summary

## All Funds

| Five Year Financials Summary          |                    |                    |                    |                              |                               |                              |
|---------------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                            | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Total Expenditures - GF               | \$ 25,701.3        | \$ 26,104.9        | \$ 29,873.8        | \$ 34,257.7                  | \$ 30,488.8                   | \$ 33,074.3                  |
| Total Expenditures - DSF              | \$ 5,971.2         | \$ 5,388.6         | \$ 5,658.4         | \$ 5,470.0                   | \$ 5,226.2                    | \$ 6,511.7                   |
| Total Expenditures - WSF              | \$ 8,658.6         | \$ 8,236.1         | \$ 8,688.5         | \$ 12,248.9                  | \$ 8,893.1                    | \$ 13,411.0                  |
| Total Expenditures - SWF              | \$ 306.1           | \$ 329.2           | \$ 477.1           | \$ 800.1                     | \$ 371.2                      | \$ 769.7                     |
| <b>Total Expenditures</b>             | <b>\$ 40,637.2</b> | <b>\$ 40,058.9</b> | <b>\$ 44,697.8</b> | <b>\$ 52,776.8</b>           | <b>\$ 44,979.3</b>            | <b>\$ 53,766.6</b>           |
| <b>Yr to Yr % change</b>              | <b>10.1%</b>       | <b>-1.4%</b>       | <b>11.6%</b>       | <b>18.1%</b>                 | <b>0.6%</b>                   | <b>19.5%</b>                 |
| Total Revenue - GF                    | \$ 26,972.0        | \$ 26,860.4        | \$ 28,784.3        | \$ 32,650.5                  | \$ 32,748.3                   | \$ 33,074.3                  |
| Total Revenue - DSF                   | \$ 4,573.3         | \$ 5,134.4         | \$ 5,440.3         | \$ 5,470.0                   | \$ 5,558.0                    | \$ 6,511.7                   |
| Total Revenue - WSF                   | \$ 10,813.0        | \$ 14,006.0        | \$ 10,796.4        | \$ 12,250.2                  | \$ 11,771.4                   | \$ 13,411.0                  |
| Total Revenue - SWF                   | \$ 435.6           | \$ 456.1           | \$ 545.2           | \$ 752.0                     | \$ 606.1                      | \$ 769.7                     |
| <b>Total Revenue</b>                  | <b>\$ 42,794.0</b> | <b>\$ 46,456.9</b> | <b>\$ 45,566.2</b> | <b>\$ 51,122.8</b>           | <b>\$ 50,683.8</b>            | <b>\$ 53,766.7</b>           |
| FTE's - GF                            | 167.63             | 171.26             | 172.26             | 175.26                       | 175.26                        | 177.26                       |
| FTE's - WSF                           | 21.50              | 21.50              | 21.50              | 21.50                        | 21.50                         | 21.50                        |
| FTE's - SWF                           | 2.50               | 2.50               | 2.50               | 2.50                         | 2.50                          | 2.50                         |
| <b>Full Time Equivalent Employees</b> | <b>191.63</b>      | <b>195.26</b>      | <b>196.26</b>      | <b>199.26</b>                | <b>199.26</b>                 | <b>201.26</b>                |

| Expenditures by Type - \$ |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | \$ 15,325.6        | \$ 16,295.9        | \$ 17,438.1        | \$ 18,172.7                  | \$ 18,309.6                   | \$ 19,405.7                  |
| Benefits                  | \$ 5,930.5         | \$ 5,771.5         | \$ 6,675.7         | \$ 7,082.4                   | \$ 6,750.7                    | \$ 7,737.7                   |
| Purchased Services        | \$ 7,423.8         | \$ 7,122.5         | \$ 7,923.1         | \$ 9,541.6                   | \$ 8,485.3                    | \$ 9,210.2                   |
| Other Charges / Utilities | \$ 2,182.7         | \$ 1,071.0         | \$ 1,222.6         | \$ 1,563.0                   | \$ 1,439.5                    | \$ 1,522.3                   |
| Materials & Supplies      | \$ 1,233.1         | \$ 1,311.7         | \$ 1,346.8         | \$ 1,775.3                   | \$ 1,408.1                    | \$ 1,678.8                   |
| Programs & Services       | \$ 661.1           | \$ 914.1           | \$ 2,298.9         | \$ 1,947.9                   | \$ 1,474.3                    | \$ 1,751.5                   |
| Capital Outlay            | \$ 1,688.0         | \$ 1,956.1         | \$ 1,687.0         | \$ 3,813.5                   | \$ 2,140.9                    | \$ 1,822.6                   |
| Transfers                 | \$ 6,192.3         | \$ 5,616.1         | \$ 6,105.5         | \$ 8,880.5                   | \$ 4,970.8                    | \$ 10,637.9                  |
| <b>Total</b>              | <b>\$ 40,637.2</b> | <b>\$ 40,058.9</b> | <b>\$ 44,697.8</b> | <b>\$ 52,776.8</b>           | <b>\$ 44,979.3</b>            | <b>\$ 53,766.6</b>           |

# Town of Vienna's Executive Summary

## All Funds

| Expenditures by Type - %         |                    |                    |                    |                              |                               |                              |
|----------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                                  | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| <b>Salaries</b>                  | 37.7%              | 40.7%              | 39.0%              | 34.4%                        | 40.7%                         | 36.1%                        |
| <b>Benefits</b>                  | 14.6%              | 14.4%              | 14.9%              | 13.4%                        | 15.0%                         | 14.4%                        |
| <b>Purchased Services</b>        | 18.3%              | 17.8%              | 17.7%              | 18.1%                        | 18.9%                         | 17.1%                        |
| <b>Other Charges / Utilities</b> | 5.4%               | 2.7%               | 2.7%               | 3.0%                         | 3.2%                          | 2.8%                         |
| <b>Materials &amp; Supplies</b>  | 3.0%               | 3.3%               | 3.0%               | 3.4%                         | 3.1%                          | 3.1%                         |
| <b>Programs &amp; Services</b>   | 1.6%               | 2.3%               | 5.1%               | 3.7%                         | 3.3%                          | 3.3%                         |
| <b>Capital Outlay</b>            | 4.2%               | 4.9%               | 3.8%               | 7.2%                         | 4.8%                          | 3.4%                         |
| <b>Transfers</b>                 | 15.2%              | 14.0%              | 13.7%              | 16.8%                        | 11.1%                         | 19.8%                        |

# Town of Vienna's Executive Summary

## General Fund

| Five Year Financials Summary          |                    |                    |                    |                              |                               |                              |
|---------------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                            | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| <b>Total Expenditures - GF</b>        | \$ 25,701.3        | \$ 26,104.9        | \$ 29,873.8        | \$ 34,257.7                  | \$ 30,488.8                   | \$ 33,074.3                  |
| <b>Yr to Yr % change</b>              | 0.0%               | 1.6%               | 14.4%              | 14.7%                        | 2.1%                          | 8.5%                         |
| <b>Related Revenue</b>                | \$ 26,972.0        | \$ 26,860.4        | \$ 28,784.3        | \$ 32,650.5                  | \$ 32,748.3                   | \$ 33,074.3                  |
| <b>Full Time Equivalent Employees</b> | 167.63             | 171.26             | 172.26             | 175.26                       | 175.26                        | 177.26                       |

| Expenditures by Type - \$ |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | \$ 13,766.5        | \$ 14,581.9        | \$ 15,587.1        | \$ 16,362.5                  | \$ 16,448.9                   | \$ 17,501.4                  |
| Benefits                  | \$ 5,248.0         | \$ 5,229.3         | \$ 5,997.5         | \$ 6,360.3                   | \$ 6,109.2                    | \$ 6,920.4                   |
| Purchased Services        | \$ 2,471.7         | \$ 2,459.5         | \$ 3,120.1         | \$ 3,874.7                   | \$ 3,447.4                    | \$ 3,488.4                   |
| Other Charges / Utilities | \$ 2,125.2         | \$ 1,032.7         | \$ 1,136.1         | \$ 1,475.8                   | \$ 1,352.9                    | \$ 1,435.1                   |
| Materials & Supplies      | \$ 940.1           | \$ 1,000.5         | \$ 993.7           | \$ 1,298.8                   | \$ 1,009.4                    | \$ 1,268.5                   |
| Programs & Services       | \$ 390.0           | \$ 685.6           | \$ 1,974.3         | \$ 1,501.3                   | \$ 1,283.1                    | \$ 1,288.4                   |
| Capital Outlay            | \$ 957.1           | \$ 1,115.4         | \$ 818.7           | \$ 3,766.2                   | \$ 669.9                      | \$ 1,761.1                   |
| Transfers                 | \$ (197.2)         | \$ -               | \$ 246.4           | \$ (382.0)                   | \$ 168.0                      | \$ (589.0)                   |
| <b>Total</b>              | \$ 25,701.3        | \$ 26,104.9        | \$ 29,873.8        | \$ 34,257.7                  | \$ 30,488.8                   | \$ 33,074.3                  |

| Expenditures by Type - %  |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 53.6%              | 55.9%              | 52.2%              | 47.8%                        | 54.0%                         | 52.9%                        |
| Benefits                  | 20.4%              | 20.0%              | 20.1%              | 18.6%                        | 20.0%                         | 20.9%                        |
| Purchased Services        | 9.6%               | 9.4%               | 10.4%              | 11.3%                        | 11.3%                         | 10.5%                        |
| Other Charges / Utilities | 8.3%               | 4.0%               | 3.8%               | 4.3%                         | 4.4%                          | 4.3%                         |
| Materials & Supplies      | 3.7%               | 3.8%               | 3.3%               | 3.8%                         | 3.3%                          | 3.8%                         |
| Programs & Services       | 1.5%               | 2.6%               | 6.6%               | 4.4%                         | 4.2%                          | 3.9%                         |
| Capital Outlay            | 3.7%               | 4.3%               | 2.7%               | 11.0%                        | 2.2%                          | 5.3%                         |
| Transfers                 | -0.8%              | 0.0%               | 0.8%               | -1.1%                        | 0.6%                          | -1.8%                        |

## Percentage Breakdown by Department

|                           | <b>Salary &amp; Benefits - %</b> |                            |                            |                                       |  |                                       |
|---------------------------|----------------------------------|----------------------------|----------------------------|---------------------------------------|--|---------------------------------------|
|                           | <b>Actuals<br/>2020/21</b>       | <b>Actuals<br/>2021/22</b> | <b>Actuals<br/>2022/23</b> | <b>Revised<br/>Budget<br/>2023/24</b> | <b>Current<br/>Actuals<br/>2023/24</b> | <b>Adopted<br/>Budget<br/>2024/25</b> |
| Town Manager              | 97.5%                            | 95.3%                      | 96.0%                      | 92.0%                                 | 93.9%                                  | 93.8%                                 |
| Town Clerk                | 89.2%                            | 89.1%                      | 92.7%                      | 81.4%                                 | 90.4%                                  | 89.7%                                 |
| Human Resources           | 84.6%                            | 82.0%                      | 84.2%                      | 72.4%                                 | 76.9%                                  | 77.8%                                 |
| Information Technology    | 69.7%                            | 64.4%                      | 58.1%                      | 60.2%                                 | 62.1%                                  | 68.9%                                 |
| Public Information Office | 71.1%                            | 77.7%                      | 84.1%                      | 74.7%                                 | 77.6%                                  | 78.1%                                 |
| Finance                   | 87.4%                            | 87.0%                      | 86.5%                      | 86.2%                                 | 85.8%                                  | 82.9%                                 |
| Police                    | 76.7%                            | 94.9%                      | 94.8%                      | 92.8%                                 | 94.1%                                  | 93.5%                                 |
| Planning and Zoning       | 87.6%                            | 87.4%                      | 91.5%                      | 89.2%                                 | 93.8%                                  | 91.2%                                 |
| Economic Development      | 47.3%                            | 78.7%                      | 76.7%                      | 71.5%                                 | 74.9%                                  | 72.3%                                 |
| Parks and Recreation      | 76.7%                            | 68.2%                      | 64.1%                      | 62.8%                                 | 64.0%                                  | 68.7%                                 |
| Dept of Public Works      | 78.5%                            | 75.8%                      | 65.8%                      | 66.3%                                 | 70.4%                                  | 69.6%                                 |
| Water & Sewer             | 23.8%                            | 25.7%                      | 26.6%                      | 18.3%                                 | 14.2%                                  | 18.0%                                 |
| Stormwater                | 59.0%                            | 42.4%                      | 44.9%                      | 36.0%                                 | 46.9%                                  | 39.4%                                 |

|                           | <b>Other Expenditures - %</b> |                            |                            |                                       |  |                                       |
|---------------------------|-------------------------------|----------------------------|----------------------------|---------------------------------------|--|---------------------------------------|
|                           | <b>Actuals<br/>2020/21</b>    | <b>Actuals<br/>2021/22</b> | <b>Actuals<br/>2022/23</b> | <b>Revised<br/>Budget<br/>2023/24</b> | <b>Current<br/>Actuals<br/>2023/24</b> | <b>Adopted<br/>Budget<br/>2024/25</b> |
| Town Manager              | 2.5%                          | 4.7%                       | 4.0%                       | 8.0%                                  | 6.1%                                   | 6.2%                                  |
| Town Clerk                | 10.8%                         | 10.9%                      | 7.3%                       | 18.6%                                 | 9.6%                                   | 10.3%                                 |
| Human Resources           | 15.4%                         | 18.0%                      | 15.8%                      | 27.6%                                 | 23.1%                                  | 22.2%                                 |
| Information Technology    | 30.3%                         | 35.6%                      | 41.9%                      | 39.8%                                 | 37.9%                                  | 31.1%                                 |
| Public Information Office | 28.9%                         | 22.3%                      | 15.9%                      | 25.3%                                 | 22.4%                                  | 21.9%                                 |
| Finance                   | 12.6%                         | 13.0%                      | 13.5%                      | 13.8%                                 | 14.2%                                  | 17.1%                                 |
| Police                    | 23.3%                         | 5.1%                       | 5.2%                       | 7.2%                                  | 5.9%                                   | 6.5%                                  |
| Planning and Zoning       | 12.4%                         | 12.6%                      | 8.5%                       | 10.8%                                 | 6.2%                                   | 8.8%                                  |
| Economic Development      | 52.7%                         | 21.3%                      | 23.3%                      | 28.5%                                 | 25.1%                                  | 27.7%                                 |
| Parks and Recreation      | 23.3%                         | 31.8%                      | 35.9%                      | 37.2%                                 | 36.0%                                  | 31.3%                                 |
| Dept of Public Works      | 21.5%                         | 24.2%                      | 34.2%                      | 33.7%                                 | 29.6%                                  | 30.4%                                 |
| Water & Sewer             | 76.2%                         | 74.3%                      | 73.4%                      | 81.7%                                 | 85.8%                                  | 82.0%                                 |
| Stormwater                | 41.0%                         | 57.6%                      | 55.1%                      | 64.0%                                 | 53.1%                                  | 60.6%                                 |

# Town of Vienna's Executive Summary By Department



*December 16, 2024*

# Town Manager's Executive Summary

| Five Year Financials Summary   |                    |                    |                    |                              |                               |                              |
|--------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                                | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                     |                    |                    |                    |                              |                               |                              |
| <b>Total Expenditures - GF</b> | \$ 392.7           | \$ 418.7           | \$ 448.8           | \$ 481.7                     | \$ 483.7                      | \$ 482.1                     |
| <b>Yr to Yr % change</b>       | 3.7%               | 6.6%               | 7.2%               |                              | 7.8%                          | -0.3%                        |
| <b>Related Revenue</b>         | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| Town Managers FTE's:           | 2.00               | 2.00               | 2.00               | 2.00                         | 2.00                          | 2.00                         |

| Expenditures by Type - \$        |                    |                    |                    |                              |                               |                              |
|----------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                                  | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                       |                    |                    |                    |                              |                               |                              |
| <b>Salaries</b>                  | \$ 284.4           | \$ 299.3           | \$ 319.0           | \$ 326.2                     | \$ 345.2                      | \$ 337.3                     |
| <b>Benefits</b>                  | \$ 98.5            | \$ 99.6            | \$ 111.8           | \$ 117.0                     | \$ 109.1                      | \$ 114.8                     |
| <b>Purchased Services</b>        | \$ 1.4             | \$ 2.5             | \$ 0.3             | \$ 13.0                      | \$ 11.7                       | \$ 1.0                       |
| <b>Other Charges / Utilities</b> | \$ 7.3             | \$ 16.0            | \$ 15.7            | \$ 23.5                      | \$ 15.3                       | \$ 26.8                      |
| <b>Materials &amp; Supplies</b>  | \$ 1.2             | \$ 1.3             | \$ 2.0             | \$ 2.1                       | \$ 2.4                        | \$ 2.3                       |
| <b>Programs &amp; Services</b>   | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Capital Outlay</b>            | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Transfers</b>                 | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Total</b>                     | \$ 392.7           | \$ 418.7           | \$ 448.8           | \$ 481.7                     | \$ 483.7                      | \$ 482.1                     |

| Expenditures by Type - %         |                    |                    |                    |                              |                               |                              |
|----------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                                  | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| <b>Salaries</b>                  | 72.4%              | 71.5%              | 71.1%              | 67.7%                        | 71.4%                         | 70.0%                        |
| <b>Benefits</b>                  | 25.1%              | 23.8%              | 24.9%              | 24.3%                        | 22.6%                         | 23.8%                        |
| <b>Purchased Services</b>        | 0.4%               | 0.6%               | 0.1%               | 2.7%                         | 2.4%                          | 0.2%                         |
| <b>Other Charges / Utilities</b> | 1.9%               | 3.8%               | 3.5%               | 4.9%                         | 3.2%                          | 5.5%                         |
| <b>Materials &amp; Supplies</b>  | 0.3%               | 0.3%               | 0.5%               | 0.4%                         | 0.5%                          | 0.5%                         |
| <b>Programs &amp; Services</b>   | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |
| <b>Capital Outlay</b>            | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |
| <b>Transfers</b>                 | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

# Town Manager's Executive Summary

## Key Objectives & Initiatives

### Department Mission

The Town Manager serves as the Chief Executive Officer of the Town, responsible for implementing the policies of the Town Council and overseeing the day to day activities of the organization.

### Strategic Plan Initiatives

The Town Manager will continue to strive to ensure that the Town of Vienna remains a fiscally responsible, safe, engaged, mobile, economically prosperous, environmentally sustainable, influential and well governed community.

### Major New Initiatives and Fiscal Impact:

|  |   |
|--|---|
| <b>Major New Initiatives:</b>                                      | Deputy Town Manager   |
| <b>Services Provided:</b>  | 1. Increased Efficiency 2. Better Follow-Up on Council Requests<br>3. Improve Daily Operations 4. Enhanced Responsiveness 5. Continuity |
| <b>Cost:</b>   | <i>See workforce planning</i>   |
| <b>Key Opportunities:</b>  | 1. Enhance Collaboration with Town Council Members 2. Engage with Residents and Businesses. 3. Lead Staff 4. Regional Presence          |
| <b>Key Challenges:</b>   | <i>*Due to cost &amp; competing needs request is for 2026-2027 Fiscal Year</i>  |
| <b><u>Workforce Planning Associated with Major Initiative:</u></b> |   |
| <b>New Position Requests:</b>                                      | Deputy Town Manager   |
| <b>Service Impact:</b>   | Increase effectiveness & efficiencies of leadership team, Deploy multi-departmental projects, Improve regional presence                 |
| <b>Cost:</b>   | \$249,750   |
| <b>Projected Positions to be Eliminated:</b>                       | None  |
| <b>Service Impact:</b>   | Not applicable  |
| <b>Cost:</b>   |   |

# Town Manager's Executive Summary

## Major New Initiatives and Fiscal Impact

|  |  |
|--|--|
| <b>Major New Initiatives:</b>                                      | Management Analyst   |
| <b>Services Provided:</b>  | Support the work of the Deputy Town Manager  |
| <b>Cost:</b>   | <i>See workforce planning</i>  |
| <b>Key Opportunities:</b>  | 1. Conduct Research 2. Work on Council Requests 3. Work on Grants and Assist with Providing Data and High-Level Support for all Directors 4. Provide Analysis to Enhance Decision Making 5. Improve Responsiveness on Council Requests |
| <b>Key Challenges:</b>   | <i>*Due to cost &amp; competing needs request is for 2027-2028 Fiscal Year</i>   |
| <b><u>Workforce Planning Associated with Major Initiative:</u></b> |  |
| <b>New Position Requests:</b>                                      | Management Analyst   |
| <b>Service Impact:</b>   | Increase effectiveness   |
| <b>Cost:</b>   | \$148,500  |
| <b>Projected Positions to be Eliminated:</b>                       | None   |
| <b>Service Impact:</b>   | Not applicable   |
| <b>Cost:</b>   |  |



# Town Clerk's Executive Summary

| Five Year Financials Summary   |                    |                    |                    |                               |                              |                              |
|--------------------------------|--------------------|--------------------|--------------------|-------------------------------|------------------------------|------------------------------|
|                                | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Current<br>Actuals<br>2023/24 | Revised<br>Budget<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                     |                    |                    |                    |                               |                              |                              |
| <b>Total Expenditures - GF</b> | \$ 316.9           | \$ 324.6           | \$ 330.9           | \$ 336.2                      | \$ 392.4                     | \$ 347.3                     |
| <b>Yr to Yr % change</b>       | -4.7%              | 2.4%               | 1.9%               | 1.6%                          |                              | 3.3%                         |
| <b>Related Revenue</b>         | \$ -               | \$ -               | \$ -               | \$ -                          | \$ -                         | \$ -                         |
| Town Clerks FTE's:             | 2.00               | 2.00               | 2.00               | 2.00                          | 2.00                         | 2.00                         |

| Expenditures by Type - \$ |                    |                    |                    |                               |                              |                              |
|---------------------------|--------------------|--------------------|--------------------|-------------------------------|------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Current<br>Actuals<br>2023/24 | Revised<br>Budget<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                |                    |                    |                    |                               |                              |                              |
| Salaries                  | \$ 219.5           | \$ 225.2           | \$ 234.8           | \$ 236.6                      | \$ 245.4                     | \$ 240.3                     |
| Benefits                  | \$ 63.3            | \$ 64.1            | \$ 71.9            | \$ 67.3                       | \$ 74.1                      | \$ 71.2                      |
| Purchased Services        | \$ 29.0            | \$ 24.4            | \$ 15.3            | \$ 21.1                       | \$ 59.1                      | \$ 26.8                      |
| Other Charges / Utilities | \$ 3.7             | \$ 6.5             | \$ 6.4             | \$ 4.3                        | \$ 6.4                       | \$ 6.4                       |
| Materials & Supplies      | \$ 1.4             | \$ 2.1             | \$ 2.3             | \$ 2.2                        | \$ 2.7                       | \$ 2.7                       |
| Programs & Services       | \$ -               | \$ -               | \$ 0.2             | \$ -                          | \$ -                         | \$ -                         |
| Capital Outlay            | \$ -               | \$ 2.4             | \$ -               | \$ 4.8                        | \$ 4.8                       | \$ -                         |
| Transfers                 | -                  | -                  | -                  | -                             | -                            | -                            |
| <b>Total</b>              | \$ 316.9           | \$ 324.6           | \$ 330.9           | \$ 336.2                      | \$ 392.4                     | \$ 347.3                     |

| Expenditures by Type - %  |                    |                    |                    |                               |                              |                              |
|---------------------------|--------------------|--------------------|--------------------|-------------------------------|------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Current<br>Actuals<br>2023/24 | Revised<br>Budget<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 69.3%              | 69.4%              | 70.9%              | 70.4%                         | 62.5%                        | 69.2%                        |
| Benefits                  | 20.0%              | 19.7%              | 21.7%              | 20.0%                         | 18.9%                        | 20.5%                        |
| Purchased Services        | 9.2%               | 7.5%               | 4.6%               | 6.3%                          | 15.0%                        | 7.7%                         |
| Other Charges / Utilities | 1.2%               | 2.0%               | 1.9%               | 1.3%                          | 1.6%                         | 1.8%                         |
| Materials & Supplies      | 0.4%               | 0.6%               | 0.7%               | 0.6%                          | 0.7%                         | 0.8%                         |
| Programs & Services       | 0.0%               | 0.0%               | 0.0%               | 0.0%                          | 0.0%                         | 0.0%                         |
| Capital Outlay            | 0.0%               | 0.7%               | 0.0%               | 1.4%                          | 1.2%                         | 0.0%                         |
| Transfers                 | 0.0%               | 0.0%               | 0.0%               | 0.0%                          | 0.0%                         | 0.0%                         |

# Town Clerk's Executive Summary

## **Key Objectives & Initiatives**

### **Department Mission**

Responsible for keeping the official record of Town Governmental actions including recording the minutes of all Town Council meetings, all ordinances and resolutions adopted by Town Council, and all other official documents of the Town which establish the public, official and historical record of the Town. Serve as Legislative Liaison between members of the Council, the public, department heads, Town Boards, and Commissions and federal and state officials.

### **Strategic Plan Initiatives**

The Town Clerk provides administrative support to Council through the oversight of notices, meetings, meeting agendas, and accurate preservation of records. Assisting the Town Council in ensuring the Town of Vienna remains a fiscally responsible, safe, engaged mobile, economically prosperous, environmentally sustainable, influential and well-governed community.

**Major New Initiatives and Fiscal Impact: N/A**

# Human Resources Executive Summary

| Five Year Financials Summary   |                    |                    |                    |                              |                               |                              |
|--------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                                | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                     |                    |                    |                    |                              |                               |                              |
| <b>Total Expenditures - GF</b> | \$ 468.3           | \$ 509.8           | \$ 543.5           | \$ 642.5                     | \$ 619.3                      | \$ 636.1                     |
| Yr to Yr % change              | -5.9%              | 8.9%               | 6.6%               |                              | 13.9%                         | 2.7%                         |
| <b>Related Revenue</b>         | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| Human Resources FTE's:         | 3.00               | 3.00               | 3.00               | 3.00                         | 3.00                          | 3.00                         |

| Expenditures by Type - \$ |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                |                    |                    |                    |                              |                               |                              |
| Salaries                  | \$ 300.9           | \$ 299.3           | \$ 320.9           | \$ 330.4                     | \$ 342.4                      | \$ 351.5                     |
| Benefits                  | \$ 95.1            | \$ 118.8           | \$ 136.8           | \$ 134.6                     | \$ 134.1                      | \$ 143.1                     |
| Purchased Services        | \$ 43.1            | \$ 53.8            | \$ 51.2            | \$ 115.0                     | \$ 102.4                      | \$ 75.0                      |
| Other Charges / Utilities | \$ 8.5             | \$ 9.7             | \$ 7.4             | \$ 14.2                      | \$ 6.9                        | \$ 14.2                      |
| Materials & Supplies      | \$ 8.4             | \$ 14.5            | \$ 15.0            | \$ 19.2                      | \$ 14.4                       | \$ 20.2                      |
| Programs & Services       | \$ 12.2            | \$ 13.7            | \$ 12.2            | \$ 29.1                      | \$ 19.1                       | \$ 32.0                      |
| Capital Outlay            | \$ -               | \$ -               | \$ -               |                              | \$ -                          | \$ -                         |
| Transfers                 | \$ -               | \$ -               | \$ -               |                              | \$ -                          | \$ -                         |
| <b>Total</b>              | \$ 468.3           | \$ 509.8           | \$ 543.5           | \$ 642.5                     | \$ 619.3                      | \$ 636.1                     |

| Expenditures by Type - %  |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 64.3%              | 58.7%              | 59.1%              | 51.4%                        | 55.3%                         | 55.3%                        |
| Benefits                  | 20.3%              | 23.3%              | 25.2%              | 20.9%                        | 21.6%                         | 22.5%                        |
| Purchased Services        | 9.2%               | 10.6%              | 9.4%               | 17.9%                        | 16.5%                         | 11.8%                        |
| Other Charges / Utilities | 1.8%               | 1.9%               | 1.4%               | 2.2%                         | 1.1%                          | 2.2%                         |
| Materials & Supplies      | 1.8%               | 2.8%               | 2.8%               | 3.0%                         | 2.3%                          | 3.2%                         |
| Programs & Services       | 2.6%               | 2.7%               | 2.2%               | 4.5%                         | 3.1%                          | 5.0%                         |
| Capital Outlay            | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |
| Transfers                 | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

# Human Resources Executive Summary

## Key Objectives & Initiatives

### Department Mission

Through a strategic approach, the Human Resources Team cultivates and supports a legal, healthy, safe and productive work environment. This is so that working together as a team, Town employees are better able to meet our customers' needs on time, every time. This function is aligned to the strategic initiatives of Vienna as a Well-Governed and Influential Community and Vienna as a Complete Community

### Strategic Plan Initiatives

To ensure Vienna hires the best employees, trains and develops the best employees, has the best benefits and a workplace culture to retain the best employees to provide excellent customer service to the residents of the Town.

### Major New Initiatives and Fiscal Impact

|  |   |
|--|---|
| <b>Major New Initiatives:</b>  | New Manager Training  |
| <b>Services Provided:</b>  | Searching for an organization to conduct new manager training classes in person for 15-25 people          |
| <b>Cost:</b>   | \$50,000 First Year / \$25,000 Thereafter   |
| <b>Key Opportunities:</b>  | New manager training is needed to fill a gap in knowledge and skills for newly promoted or hired managers |
| <b>Key Challenges:</b>   | First challenge is finding in person training!  |
| <b><u>Workforce Planning Associated with Major Initiative: N/A</u></b> |   |

# Risk Management's Executive Summary

| Five Year Financials Summary   |                    |                    |                    |                              |                               |                              |
|--------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                                | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                     |                    |                    |                    |                              |                               |                              |
| <b>Total Expenditures - GF</b> | \$ 486.7           | \$ 471.4           | \$ 528.2           | \$ 650.5                     | \$ 638.5                      | \$ 678.8                     |
| <b>Yr to Yr % change</b>       | 10.2%              | -3.1%              | 12.0%              |                              | 20.9%                         | 6.3%                         |
| <b>Related Revenue</b>         | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| FTE's:                         | -                  | -                  | -                  | -                            | -                             | -                            |

| Expenditures by Type - \$ |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                |                    |                    |                    |                              |                               |                              |
| Salaries                  | \$ -               | \$ -               | \$ -               |                              |                               | \$ -                         |
| Benefits                  | \$ 265.0           | \$ 228.3           | \$ 256.9           | \$ 319.4                     | \$ 320.1                      | \$ 327.6                     |
| Purchased Services        | \$ -               | \$ -               | \$ -               |                              |                               | \$ -                         |
| Other Charges / Utilities | \$ 221.1           | \$ 236.8           | \$ 262.3           | \$ 316.7                     | \$ 307.8                      | \$ 336.2                     |
| Materials & Supplies      | \$ 0.5             | \$ (1.4)           | \$ -               | \$ 3.5                       | \$ 0.8                        | \$ 5.0                       |
| Programs & Services       | \$ 0.1             | \$ 7.7             | \$ 8.9             | \$ 10.9                      | \$ 9.7                        | \$ 10.0                      |
| Capital Outlay            | \$ -               | \$ -               | \$ -               |                              |                               | \$ -                         |
| Transfers                 | \$ -               | \$ -               | \$ -               |                              |                               | \$ -                         |
| <b>Total</b>              | \$ 486.7           | \$ 471.4           | \$ 528.2           | \$ 650.5                     | \$ 638.5                      | \$ 678.8                     |

| Expenditures by Type - %  |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |
| Benefits                  | 54.5%              | 48.4%              | 48.6%              | 49.1%                        | 50.1%                         | 48.3%                        |
| Purchased Services        | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |
| Other Charges / Utilities | 45.4%              | 50.2%              | 49.7%              | 48.7%                        | 48.2%                         | 49.5%                        |
| Materials & Supplies      | 0.1%               | -0.3%              | 0.0%               | 0.5%                         | 0.1%                          | 0.7%                         |
| Programs & Services       | 0.0%               | 1.6%               | 1.7%               | 1.7%                         | 1.5%                          | 1.5%                         |
| Capital Outlay            | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |
| Transfers                 | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

# Risk Management's Executive Summary

## **Key Objectives & Initiatives**

### **Department Mission**

Through a strategic approach, the Human Resources Team cultivates and supports a legal, healthy, safe and productive work environment. This is so that working together as a team, Town employees are better able to meet our customers' needs on time, every time. This function is aligned to the strategic initiatives of Vienna as a Well-Governed and Influential Community and Vienna as a Complete Community

### **Strategic Plan Initiatives**

To ensure Town employees are properly trained in all aspects of safety and compliance, model a safe workplace, and in turn the employees safeguard the assets and the residents of the Town. Risk Management is aligned to the strategic initiatives of "Vienna as a Well-Governed and Influential, and Complete Community."

### **Major New Initiatives and Fiscal Impact: N/A**

# IT Department's Executive Summary

| Five Year Financials Summary    |                    |                    |                    |                              |                               |                              |
|---------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                                 | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                      |                    |                    |                    |                              |                               |                              |
| <b>Total Expenditures - GF</b>  | \$ 929.2           | \$ 917.6           | \$ 1,165.0         | \$ 1,135.7                   | \$ 1,215.8                    | \$ 1,358.8                   |
| <b>Yr to Yr % change</b>        | 3.3%               | -1.3%              | 27.0%              |                              | 4.4%                          | 11.8%                        |
| <b>Related Revenue</b>          | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| Information Technologies FTE's: | 4.50               | 4.50               | 4.50               | 4.50                         | 4.50                          | 6.50                         |

| Expenditures by Type - \$ |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                |                    |                    |                    |                              |                               |                              |
| Salaries                  | \$ 494.5           | \$ 470.9           | \$ 525.4           | \$ 517.2                     | \$ 591.5                      | \$ 695.9                     |
| Benefits                  | \$ 153.5           | \$ 120.0           | \$ 151.1           | \$ 167.0                     | \$ 164.0                      | \$ 239.7                     |
| Purchased Services        | \$ 144.8           | \$ 128.0           | \$ 251.2           | \$ 280.1                     | \$ 287.1                      | \$ 238.8                     |
| Other Charges / Utilities | \$ 51.4            | \$ 51.5            | \$ 49.7            | \$ 62.4                      | \$ 61.2                       | \$ 62.4                      |
| Materials & Supplies      | \$ 28.4            | \$ 38.1            | \$ 42.1            | \$ 42.0                      | \$ 43.3                       | \$ 45.0                      |
| Programs & Services       | \$ 50.2            | \$ 57.7            | \$ 130.9           | \$ 67.0                      | \$ 68.7                       | \$ 77.0                      |
| Capital Outlay            | \$ 6.4             | \$ 51.4            | \$ 14.5            | \$ -                         | \$ (0.0)                      | \$ -                         |
| Transfers                 | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Total</b>              | \$ 929.2           | \$ 917.6           | \$ 1,165.0         | \$ 1,135.7                   | \$ 1,215.8                    | \$ 1,358.8                   |

| Expenditures by Type - %  |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 53.2%              | 51.3%              | 45.1%              | 45.5%                        | 48.7%                         | 51.2%                        |
| Benefits                  | 16.5%              | 13.1%              | 13.0%              | 14.7%                        | 13.5%                         | 17.6%                        |
| Purchased Services        | 15.6%              | 14.0%              | 21.6%              | 24.7%                        | 23.6%                         | 17.6%                        |
| Other Charges / Utilities | 5.5%               | 5.6%               | 4.3%               | 5.5%                         | 5.0%                          | 4.6%                         |
| Materials & Supplies      | 3.1%               | 4.2%               | 3.6%               | 3.7%                         | 3.6%                          | 3.3%                         |
| Programs & Services       | 5.4%               | 6.3%               | 11.2%              | 5.9%                         | 5.7%                          | 5.7%                         |
| Capital Outlay            | 0.7%               | 5.6%               | 1.2%               | 0.0%                         | 0.0%                          | 0.0%                         |
| Transfers                 | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

# IT Department's Executive Summary

## **Key Objectives & Initiatives**

### **Department Mission**

The Office of Information Technology provides the highest quality technology-based services most cost-effectively. The department is charged with identifying technological solutions to improve operational efficiencies for staff and citizens.

### **Strategic Plan Initiatives**

The Information Technology department's mission is to ensure a safe and secure Vienna, emphasizing cybersecurity and emergency management.

### **Major New Initiatives and Fiscal Impact: N/A**



# Public Information Department Executive Summary

| Five Year Financials Summary      |                    |                    |                    |                              |                               |                              |
|-----------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                        | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Total Expenditures - GF           | \$ 344.7           | \$ 396.1           | \$ 497.6           | \$ 570.9                     | \$ 548.7                      | \$ 560.1                     |
| Total Expenditures - WSF          | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Total Expenditures</b>         | <b>\$ 344.7</b>    | <b>\$ 396.1</b>    | <b>\$ 497.6</b>    | <b>\$ 570.9</b>              | <b>\$ 548.7</b>               | <b>\$ 560.1</b>              |
| Yr to Yr % change                 | -11.1%             | 14.9%              | 25.6%              |                              | 10.3%                         | 2.1%                         |
| Related Revenue                   | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| Public Information Offices FTE's: | 2.00               | 2.00               | 3.00               | 3.00                         | 3.00                          | 3.00                         |

| Expenditures by Type - \$ |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | \$ 181.9           | \$ 234.4           | \$ 308.0           | \$ 314.0                     | \$ 319.5                      | \$ 321.1                     |
| Benefits                  | \$ 63.2            | \$ 73.4            | \$ 110.7           | \$ 112.2                     | \$ 106.4                      | \$ 116.2                     |
| Purchased Services        | \$ 39.1            | \$ 16.4            | \$ 14.9            | \$ 49.8                      | \$ 43.4                       | \$ 30.2                      |
| Other Charges / Utilities | \$ 25.5            | \$ 28.3            | \$ 32.7            | \$ 36.3                      | \$ 33.1                       | \$ 37.2                      |
| Materials & Supplies      | \$ 1.6             | \$ 1.3             | \$ 2.0             | \$ 8.2                       | \$ 2.8                        | \$ 1.7                       |
| Programs & Services       | \$ 33.5            | \$ 32.8            | \$ 29.4            | \$ 44.1                      | \$ 37.3                       | \$ 53.7                      |
| Capital Outlay            | \$ -               | \$ 9.6             | \$ -               | \$ 6.2                       | \$ 6.2                        | \$ -                         |
| Transfers                 | \$ -               | \$ -               | \$ -               |                              | \$ -                          | \$ -                         |
| <b>Total</b>              | <b>\$ 344.7</b>    | <b>\$ 396.1</b>    | <b>\$ 497.6</b>    | <b>\$ 570.9</b>              | <b>\$ 548.7</b>               | <b>\$ 560.1</b>              |

| Expenditures by Type - %  |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 52.8%              | 59.2%              | 61.9%              | 55.0%                        | 58.2%                         | 57.3%                        |
| Benefits                  | 18.3%              | 18.5%              | 22.2%              | 19.7%                        | 19.4%                         | 20.7%                        |
| Purchased Services        | 11.3%              | 4.1%               | 3.0%               | 8.7%                         | 7.9%                          | 5.4%                         |
| Other Charges / Utilities | 7.4%               | 7.2%               | 6.6%               | 6.4%                         | 6.0%                          | 6.6%                         |
| Materials & Supplies      | 0.5%               | 0.3%               | 0.4%               | 1.4%                         | 0.5%                          | 0.3%                         |
| Programs & Services       | 9.7%               | 8.3%               | 5.9%               | 7.7%                         | 6.8%                          | 9.6%                         |
| Capital Outlay            | 0.0%               | 2.4%               | 0.0%               | 1.1%                         | 1.1%                          | 0.0%                         |
| Transfers                 | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

# Public Information Department Executive Summary

## Key Objectives & Initiatives

### Department Mission

To develop mutually beneficial relationships between the Town government and its audiences by consistently and effectively communicating in one clear voice across all channels using best practices in the field of public information and public relations.

### Strategic Plan Initiatives

Department supports every initiative in the Strategic Plan: Fiscally Responsible Community, Safe Community, Mobile Community, Influential and Well-Governed Community, Economically Prosperous, Engaged Community, Environmentally Sustainable Community, Complete Community.

### Major New Initiatives and Fiscal Impact

|  |  |
|--|--|
| <b>Major New Initiatives:</b>                                      | Centralized Promotions and Publication Production  |
| <b>Services Provided:</b>  | Provides every Town department and every elected and appointed body the ability to communicate more effectively through visual design.   |
| <b>Cost:</b>   | <i>See Workforce Planning</i>  |
| <b>Key Opportunities:</b>  | Provide more effective messaging through visual communication; free up staff time in multiple departments to focus on areas of expertise; reduce or eliminate need for expensive external design services; create the ability to provide value-added service at no additional cost; assure brand consistency; establish production process efficiency.   |
| <b>Key Challenges:</b>   | Our greatest communications weakness is the ability to present information visually Town-wide. Currently, no one on staff has this specialized skill set to effectively and professionally represent the Town of Vienna graphically, and outsourcing all needed work would be cost-prohibitive. The result is an inefficient use of staff time to create sub-standard visual messages that often do not conform to professional communication standards and best practices in design. This position would centralize the publication production process for print and electronic media, ensure a consistent, Town-wide brand, and free up time for other staff in all departments to focus on their areas of expertise by turning over time-consuming content creation to an expert who can produce engaging visual content quickly and efficiently. |
| <b><u>Workforce Planning Associated with Major Initiative:</u></b> |  |
| <b>New Position Requests:</b>                                      | <b>Multimedia Design Specialist - See Attachment A</b>   |
| <b>Service Impact:</b>   | Provide more effective messaging through visual communication; free up staff time in multiple departments to focus on areas of expertise; reduce or eliminate need for expensive external design services; reduce or eliminate the staff time needed for to contract and coordinate with outside contractors; create the ability to provide value-added service at no additional cost; assure brand consistency; establish production process efficiency. Creates the opportunity to bring professional standards to all existing Town publications and electronic media and to take on additional design projects at no additional cost.  |
| <b>Cost:</b>   | \$110,000  |
| <b>Projected Positions to be Eliminated:</b>                       | No positions, but would reduce or eliminate the need for outside design contractors.   |
| <b>Service Impact:</b>   |  |
| <b>Cost:</b>   | May need a computer and related software.  |

**Graphic Artist Work Quantification - Attachment A**

| Sum of<br>Total Hours | Annual Hours<br>Worked | Annual Time |
|-----------------------|------------------------|-------------|
| 2,918                 | 2080                   | 1.40        |
| 1,340                 | 2080                   | 0.64        |
| 4,258                 | 2080                   | 2.05        |

Current Work (Either in-house or outsourced)

Additional Requests

FTEs Needed

| <u>Tasks - Current Work</u>  | <u>Number</u> | <u>Hours/Task</u> | <u>Total Hours</u> |
|--|---------------|-------------------|--------------------|
| Vienna Voice   | 12            | 60                | 720                |
| Town Calendar  | 1             | 160               | 160                |
| Print Shop Coordination  | 52            | 0.5               | 26                 |
| Parks & Rec Program Guide  | 4             | 160               | 640                |
| Halloween Parade Materials (Banner, road signs, flyer, house ads, social media graphics)                           | 5             | 4                 | 20                 |
| Church Street Stroll materials (Banner, flyer, house ads, social media graphics)                                   | 4             | 4                 | 16                 |
| Liberty Amendments Month Guide   | 1             | 80                | 80                 |
| Liberty Amendments Month flyers, banner, house ads, social media graphics  | 4             | 4                 | 16                 |
| Program Flyers/House Ads   | 50            | 4                 | 200                |
| Budget Book (TM Message), PAFR,  | 2             | 120               | 240                |
| Employee Newsletter  | 4             | 40                | 160                |
| Summer Event materials (Chillin' on Church, Summer on the Green, Big Screen on the Green, Kids on the Green, etc.) | 40            | 8                 | 320                |
| Could include banners, flyers, house ads, social media graphics, sponsor packets, etc.                             |               |                   |                    |
| Water Quality Report   | 1             | 80                | 80                 |
| Public Works Outreach materials (house ads, flyers)  | 6             | 30                | 180                |
| Town Council reception invitations and holiday card  | 3             | 20                | 60                 |
| <u>Tasks - Additional Work Requests</u>  | <u>Number</u> | <u>Hours/Task</u> | <u>Total Hours</u> |
| Welcome Guide  | 1             | 80                | 80                 |
| Town Coloring Book   | 1             | 80                | 80                 |
| PD Business Suite  | 5             | 20                | 100                |
| Town Commission Event Materials (Green Expo, Spring and Fall Plant Sale, Bike to Work Day, etc.)                   | 12            | 10                | 120                |
| Town Flag  | 1             | 40                | 40                 |
| Vienna Way Banners/Cards/Plans(Strat, Comprehensive)/Reports   | 10            | 40                | 400                |
| Community Outreach Campaigns   | 4             | 80                | 320                |
| Public Works Outreach (banners, flyers, signs)   | 12            | 10                | 120                |
| PD Outreach (banners, flyers, signs, graphic elements)   | 4             | 20                | 80                 |

# Public Information Department Executive Summary

## Major New Initiatives and Fiscal Impact

|  |   |
|--|---|
| <b>Major New Initiatives:</b>                                      | Expand Video Services   |
| <b>Services Provided:</b>  | Videographer support and backup for the only other Town employee who has this specialized skill set, the current video producer who is solely responsible for all video coverage of public meetings, community events, research to support videos, setting up and maintaining equipment and a vehicle, managing all administrative aspects of the cable television channel, appropriately vetting video productions and converting videos to suit social media and broadcast platforms, and creating and posting bulletin board information on the cable channel.   |
| <b>Cost:</b>   | <i>See Workforce Planning</i>   |
| <b>Key Opportunities:</b>  | Provide support for the sole video producer while assuring a continuum of service for the Town government and its elected and appointed bodies in the event of a staff vacancy or illness; create more original programming to support various strategic planning initiatives to include contributions from elected and appointed bodies, Town departments and Town employees with expertise that would benefit the community. For example - a short video on how to plant a tree. Garden tips. Bike safety for beginners.  |
| <b>Key Challenges:</b>   | Currently there is no redundancy in skill set in the area of video production, and it is a highly specialized area of communication. Only one full time person is currently responsible for both administrative and technical operations, coordinating public meeting coverage and producing videos to support the Council-led directive to provide original content for TVCN and producing engaging content to support social media. In the event of illness or vacancy, this jeopardizes the Town's ability to assure a continuum of service, and we have already experienced this multiple times. If the current position were to become vacant, or if the producer should need to be out for an extended period, there would be no one on staff who would have the knowledge to provide this service. In short, there is no bench strength in this area. This additional position would assist in all current video productions, take on additional video productions, and help assure a continuum of service in the event of illness or staff vacancy. |
| <b><u>Workforce Planning Associated with Major Initiative:</u></b> |   |
| <b>New Position Requests:</b>                                      | <b>Videographer - See Attachment B</b>  |
| <b>Service Impact:</b>   | Provides support for the sole video producer while assuring a continuum of service for the Town government and its elected and appointed bodies in the event of a staff vacancy or illness; create more original programming quickly and efficiently, reduces turnaround time for major productions. Creates the opportunity to produce more engaging, original video content in a more timely manner.  |
| <b>Cost:</b>   | \$100,000   |
| <b>Projected Positions to be Eliminated:</b>                       | 0   |
| <b>Service Impact:</b>   | Most equipment is already in-house. May need a new computer and related software.   |
| <b>Cost:</b>   |   |

**Videographer Work Quantification - Attachment B**

| Sum of Total Hours | Annual Hours Worked | Annual Time |                     |
|--------------------|---------------------|-------------|---------------------|
| 4,259              | 2080                | 2.05        | Current Work        |
| 2,000              | 2080                | 0.96        | Additional Requests |
| 6,259              | 2080                | 3.01        | <b>FTEs Needed</b>  |

| Tasks - Current Work  | Number | Hours/Task | Total Hours |
|---|--------|------------|-------------|
| Event Coverage (planning, pre-production, production and post-production) | 10     | 50         | 500         |
| Covering On Deck with Mercury (ODWM) and Mayor & Chief (M&C)              | 12     | 12         | 144         |
| Post production - ODWM and M&C  | 12     | 40         | 480         |
| Covering Town Council Meetings  | 20     | 6          | 120         |
| Producing bulletin board graphics   | 50     | 2          | 100         |
| Bulletin Board Management   | 52     | 1          | 52          |
| Street Smart  | 4      | 160        | 640         |
| Public Service Announcements  | 25     | 8          | 200         |
| What's Your Story   | 8      | 60         | 480         |
| Library Author talks  | 4      | 40         | 160         |
| Mayor's Fitness Challenge   | 1      | 40         | 40          |
| Discover the Difference (Econ. Dev.)                                      | 8      | 50         | 400         |
| Covering Planning Commission Meetings                                     | 19     | 5          | 95          |
| CSC Green Expo  | 1      | 40         | 40          |
| Aquatics  | 8      | 40         | 320         |
| Ad Hoc Departments Requests (ie Finance Resident Access)                  | 6      | 4          | 24          |
| Internal Star Award Videos  | 8      | 8          | 64          |
| Administrative Duties   | 400    | 1          | 400         |

| Tasks - Additional Requests  | Number | Hours/Task | Total Hours |
|--|--------|------------|-------------|
| Internal Orientation Videos  | 9      | 60         | 540         |
| Internal Training Videos   | 4      | 50         | 200         |
| Board & Commission Programs - Monthly and Ad Hoc   | 12     | 20         | 240         |
| About Vienna Videos (Newcomers guide, Historical Landmarks, New Library, Public Works projects, Human interest stories about staff and residents, Liberty Amendments Month videos, etc.) | 8      | 120        | 960         |
| PD Community Outreach (Cops & Kids Fun Run and Safety)   | 1      | 60         | 60          |

# Finance Department's Executive Summary

| Five Year Financials Summary   |                    |                    |                    |                              |                               |                              |
|--------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                     | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Total Expenditures - GF        | \$ 1,653.3         | \$ 1,787.5         | \$ 1,962.5         | \$ 2,051.1                   | \$ 1,993.5                    | \$ 2,058.0                   |
| Total Expenditures - WSF       | \$ 229.2           | \$ 216.9           | \$ 263.6           | \$ 275.7                     | \$ 275.0                      | \$ 295.4                     |
| <b>Total Expenditures</b>      | <b>\$ 1,882.5</b>  | <b>\$ 2,004.4</b>  | <b>\$ 2,226.2</b>  | <b>\$ 2,326.8</b>            | <b>\$ 2,268.5</b>             | <b>\$ 2,353.4</b>            |
| <b>Yr to Yr % change</b>       | <b>0.0%</b>        | <b>6.5%</b>        | <b>11.1%</b>       |                              | <b>1.9%</b>                   | <b>3.7%</b>                  |
| Related Revenue                | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| Full Time Equivalent Employees | 15.63              | 15.26              | 15.26              | 15.26                        | 15.26                         | 15.26                        |

| Expenditures by Type - \$ |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | \$ 1,192.5         | \$ 1,307.4         | \$ 1,395.9         | \$ 1,446.9                   | \$ 1,393.6                    | \$ 1,366.0                   |
| Benefits                  | \$ 408.5           | \$ 416.2           | \$ 464.5           | \$ 515.2                     | \$ 480.4                      | \$ 530.4                     |
| Purchased Services        | \$ 216.2           | \$ 222.1           | \$ 267.7           | \$ 280.3                     | \$ 316.0                      | \$ 375.2                     |
| Other Charges / Utilities | \$ 58.6            | \$ 44.5            | \$ 81.0            | \$ 58.4                      | \$ 53.2                       | \$ 63.4                      |
| Materials & Supplies      | \$ 10.2            | \$ 14.1            | \$ 17.0            | \$ 16.0                      | \$ 14.8                       | \$ 18.5                      |
| Programs & Services       | \$ -               | \$ 0.2             | \$ 0.2             | \$ -                         | \$ 0.5                        | \$ -                         |
| Capital Outlay            | \$ -               | \$ -               | \$ -               | \$ 10.0                      | \$ 10.0                       | \$ -                         |
| Transfers                 | \$ (3.5)           | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Total</b>              | <b>\$ 1,882.5</b>  | <b>\$ 2,004.4</b>  | <b>\$ 2,226.2</b>  | <b>\$ 2,326.8</b>            | <b>\$ 2,268.5</b>             | <b>\$ 2,353.4</b>            |

| Expenditures by Type - %  |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 63.3%              | 65.2%              | 62.7%              | 62.2%                        | 61.4%                         | 58.0%                        |
| Benefits                  | 21.7%              | 20.8%              | 20.9%              | 22.1%                        | 21.2%                         | 22.5%                        |
| Purchased Services        | 11.5%              | 11.1%              | 12.0%              | 12.0%                        | 13.9%                         | 15.9%                        |
| Other Charges / Utilities | 3.1%               | 2.2%               | 3.6%               | 2.5%                         | 2.3%                          | 2.7%                         |
| Materials & Supplies      | 0.5%               | 0.7%               | 0.8%               | 0.7%                         | 0.7%                          | 0.8%                         |
| Programs & Services       | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |
| Capital Outlay            | 0.0%               | 0.0%               | 0.0%               | 0.4%                         | 0.4%                          | 0.0%                         |
| Transfers                 | -0.2%              | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

# Finance Department's Executive Summary

## Key Objectives & Initiatives

### Department Mission

The mission of the Finance Department is to provide excellent financial leadership and customer services to maximize financials resources which will enable Council, Staff and Other Stakeholders to have resources available to achieve their objectives.

### Strategic Plan Initiatives

Fiscally Responsible, Economically Prosperous, Safe

### Major New Initiatives and Fiscal Impact

|  |   |
|--|---|
| <b>Major New Initiatives:</b>                                      | Part-Time, Grants Manager ( <i>for FY26-27 Budget Year</i> )  |
| <b>Services Provided:</b>  | Research, apply for, and administer grants in conjunction with several departments, including Public Works, Public Safety, Economic Development, and Parks and Recreation.  |
| <b>Cost:</b>   | <i>See Workforce Planning</i>   |
| <b>Key Opportunities:</b>  | The Town already has over \$6 million awarded in federal earmark funding that requires extra resources to claim. We are also aware of many other grants, federal and state, that require research and application. An additional headcount, partially grant funded would be a way to unlock these extra sources of funding. |
| <b>Key Challenges:</b>   | Finding a part-time resource with adequate experience   |
| <b><u>Workforce Planning Associated with Major Initiative:</u></b> |   |
| <b>New Position Requests:</b>                                      | 0.5 FTE (0.25 Funded by Grants researched)  |
| <b>Service Impact:</b>   | Would increase funding to allow the Town to complete more projects without increasing tax rates.  |
| <b>Cost:</b>   | \$26,000 (\$52,000, half funded by Grants researched)   |
| <b>Projected Positions to be Eliminated:</b>                       |   |
| <b>Service Impact:</b>   |   |
| <b>Cost:</b>   |   |

## **Justification for Grants Manager Request - For FY26-27**

The Finance Department requests consideration for adding a Grants Manager position. This position would work with not only the Finance Department, but it would also assist the Police Department, Public Works Department, Economic Development Department, and Parks and Recreation Department. The goal of the Grants Manager would be to seek out grants and then perform the required regulatory reporting for each grant.

The Town applied for and received \$1.9 million in federal earmarks from the 2024 federal budget and an additional \$4.0 million from the 2025 federal budget. This is the first time we have received such an award, and the reporting requirements require more bandwidth than what is available in the finance department currently.

The salary for the proposed Grants Manager could be at least partially reimbursed by grant awards, depending on the terms of the grant. We propose to start with a part-time resource in 2026-27 to work on the federal earmarks and seek out other grant funding. Examples of grants to be explored are:

1. Federal infrastructure grants
2. Tax credit grant available to localities for investing in electric vehicles and related infrastructure through the Federal Highway Administration and the US Department of Transportation
3. Tax credit grants for installing solar power
4. Grants for Low Income residents
5. National Association of Parks and Recreation grants (comprehensive list below)
6. Virginia State Police Heat Grant – \$12,500 yearly
7. Virginia Department of Criminal Justice Services (DCJS) Grants. The Police department has used them for:
  - \$90,000 for our first in car video system
  - \$66,000 for computers in cars
  - \$1,000 range safety equipment
  - \$1,000 gym equipment
  - \$51,000 radar equipment
  - State 599 money now comes out looking like a grant

Additionally, from the Police Department:

All the grants with higher dollar amounts require justification that fits within the guidelines of the grant and a defined budget plan. They then require quarterly reporting to the State even if no grant money was used in that quarter.

United States Department of Justice through the COPS Office routinely offer grants and unlike the DCJS grants, you have to often go looking for these grants because you are never sure where they will come out. In the past these grants have funded officer positions which required a great deal of tracking.

There are also private grants offered by national businesses to law enforcement, but we don't have the time to assign someone the task of always looking for those. They usually fund



community prevention efforts and events.

Additionally, many economic development grants exist that require application, justification and tracking available through HUD, block grants and other programs.

The proposal for a grants manager would be to start in FY 2025-26 with a 20-hour a week part-time, no benefits position at \$50 an hour, with approximately half to be funded by the earmark grant awards. The start-up cost would be \$52K. The goal would be to eventually fund the position 80 – 90% by grant funds and increase to a full-time benefitted position when conditions require it.

Addendum: Parks and Recreation resources for grants

### 1. Federal Government Grants

- **Grants.gov:** A comprehensive database for federal grant opportunities across multiple sectors, including parks, recreation, and conservation. (Grants.gov offers opportunities for many of the Town's functions).
- **National Park Service (NPS):** Offers grants such as the *Land and Water Conservation Fund* and *Rivers, Trails, and Conservation Assistance Program*.
- **U.S. Department of Agriculture (USDA):** Programs like the *Community Facilities Direct Loan & Grant Program* and *Rural Development* funds.
- **U.S. Environmental Protection Agency (EPA):** Offers funding for environmental education and brownfield redevelopment, which can support green spaces.

### 2. State and Local Government Grants

- **Virginia Department of Conservation and Recreation (DCR):** Consider programs like *Recreational Trails Program (RTP)* or *Land and Water Conservation Fund (LWCF)*.
- **Municipal or Regional Planning Commissions:** May provide grants for local park projects, urban greening, or recreational programming.
- **Virginia Department of Transportation:** Trails initiatives intended to provide alternative transportation methods.

### 3. Foundations and Nonprofits

- **National Recreation and Park Association (NRPA):** Provides grants and fundraising opportunities for parks and recreation projects.
- **The Trust for Public Land:** Supports the creation and preservation of public parks and green spaces.
- **KaBOOM!:** Focuses on grants for playgrounds, particularly in underserved communities.
- **The Conservation Fund:** Offers funding for land acquisition and park development.
- **Robert Wood Johnson Foundation:** Supports health and wellness initiatives, which can align with community recreation programs.
- **The Kresge Foundation:** Provides funding for projects that enhance the quality of life, including parks and recreation.
- **Virginia Recreation and Park Society (VRPS):** Offers resources and information about available grants for parks and recreation projects in Virginia.
- **American Planning Association (APA):** Can provide resources on grants for urban planning and development, including parks.

### 4. Corporate Grants and Sponsorships

- **REI, Inc. (and Amazon):** Frequently funds outdoor recreational projects and initiatives promoting environmental stewardship.

- **The Coca-Cola Foundation:** Supports healthy, active lifestyles, which may include funding for fitness and recreation programs.
- **Target, Walmart, and Home Depot:** Have community grant programs that may support local parks, gardens, and recreational facilities.

#### 5. Environmental and Conservation Organizations

- **National Fish and Wildlife Foundation (NFWF):** Offers grants for conservation and habitat restoration, which can integrate with parks projects.
- **The Nature Conservancy:** Provides funding for projects that promote conservation and sustainable use of natural resources.
- **American Hiking Society:** Grants for trail building and maintenance.

#### 6. Recreation-Specific Programs

- **U.S. Soccer Foundation:** Supports the development of soccer fields and sports facilities.
- **Project Fit America:** Funds fitness equipment and wellness programs for youth.

#### 7. Online Grant Databases

- **Candid (formerly Foundation Center):** A comprehensive grant database where you can search by area of interest and location.
- **GrantWatch:** Lists grants available for various sectors, including parks and recreation.

# Police Department's Executive Summary

| Five Year Financials Summary          |                    |                    |                    |                              |                               |                              |
|---------------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                                       | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                            |                    |                    |                    |                              |                               |                              |
| <b>Total Expenditures - GF</b>        | \$ 8,301.1         | \$ 6,703.1         | \$ 7,254.2         | \$ 7,576.1                   | \$ 7,683.7                    | \$ 8,113.0                   |
| <b>Yr to Yr % change</b>              | <b>10.1%</b>       | <b>-19.3%</b>      | <b>8.2%</b>        |                              | <b>5.9%</b>                   | <b>5.6%</b>                  |
| Administration                        | 3.00               | 3.00               | 3.00               | 3.00                         | 3.00                          | 3.00                         |
| Operations                            | 27.00              | 27.00              | 27.00              | 27.00                        | 27.00                         | 26.00                        |
| Administrative Services               | 11.00              | 11.00              | 11.00              | 11.00                        | 11.00                         | 12.00                        |
| Support Services                      | 10.00              | 10.00              | 10.00              | 10.00                        | 10.00                         | 10.00                        |
| <b>Full Time Equivalent Employees</b> | <b>51.00</b>       | <b>51.00</b>       | <b>51.00</b>       | <b>51.00</b>                 | <b>51.00</b>                  | <b>51.00</b>                 |

| Expenditures by Type - \$ |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                |                    |                    |                    |                              |                               |                              |
| Salaries                  | \$ 4,613.6         | \$ 4,669.8         | \$ 4,964.7         | \$ 5,054.6                   | \$ 5,291.2                    | \$ 5,403.7                   |
| Benefits                  | \$ 1,757.3         | \$ 1,688.5         | \$ 1,911.0         | \$ 1,974.2                   | \$ 1,941.8                    | \$ 2,180.8                   |
| Purchased Services        | \$ 363.5           | \$ 146.5           | \$ 148.8           | \$ 185.7                     | \$ 162.9                      | \$ 202.0                     |
| Other Charges / Utilities | \$ 1,252.7         | \$ 8.5             | \$ 41.0            | \$ 110.5                     | \$ 101.0                      | \$ 101.2                     |
| Materials & Supplies      | \$ 138.5           | \$ 154.5           | \$ 156.8           | \$ 200.4                     | \$ 150.2                      | \$ 193.1                     |
| Programs & Services       | \$ 21.2            | \$ 34.1            | \$ 30.2            | \$ 44.7                      | \$ 34.4                       | \$ 26.1                      |
| Capital Outlay            | \$ 154.2           | \$ 1.2             | \$ 1.8             | \$ 6.0                       | \$ 2.1                        | \$ 6.0                       |
| Transfers                 | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Total</b>              | <b>\$ 8,301.1</b>  | <b>\$ 6,703.1</b>  | <b>\$ 7,254.2</b>  | <b>\$ 7,576.1</b>            | <b>\$ 7,683.7</b>             | <b>\$ 8,113.0</b>            |

| Expenditures by Type - %  |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 55.6%              | 69.7%              | 68.4%              | 66.7%                        | 68.9%                         | 66.6%                        |
| Benefits                  | 21.2%              | 25.2%              | 26.3%              | 26.1%                        | 25.3%                         | 26.9%                        |
| Purchased Services        | 4.4%               | 2.2%               | 2.1%               | 2.5%                         | 2.1%                          | 2.5%                         |
| Other Charges / Utilities | 15.1%              | 0.1%               | 0.6%               | 1.5%                         | 1.3%                          | 1.2%                         |
| Materials & Supplies      | 1.7%               | 2.3%               | 2.2%               | 2.6%                         | 2.0%                          | 2.4%                         |
| Programs & Services       | 0.3%               | 0.5%               | 0.4%               | 0.6%                         | 0.4%                          | 0.3%                         |
| Capital Outlay            | 1.9%               | 0.0%               | 0.0%               | 0.1%                         | 0.0%                          | 0.1%                         |
| Transfers                 | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

\*CARES Funding FY2020/21 (\$1,829K)

# Police Department's Executive Summary

## Key Objectives & Initiatives

### Department Mission

The mission of the Town of Vienna Police Department is to enhance the quality of life in the Town by working with the community to enforce the law, prevent and detect crime and provide for a safe environment for everyone.

### Strategic Plan Initiatives

Vienna as a safe community, Vienna as an influential and well governed community.

### Major New Initiatives and Fiscal Impact

|   |  |
|---|--|
| Major New Initiatives:  | Create a Health and Safety line item in budget             |
| Services Provided:  | Chief's Health and Safety Group (See Attachment)           |
| Cost:   | \$30,000   |
| Key Opportunities:  | Bring all the safety and wellness programs under one roof. |
| Key Challenges:   | Managing the programs that support officers                |
| <b>Workforce Planning Associated with Major Initiative: N/A</b> |  |

### Major New Initiatives and Fiscal Impact

|   |   |
|---|---|
| Major New Initiatives:  | Deer Management   |
| Services Provided:  | Develop a program to begin the effort of reducing the deer population in two Town owned properties. |
| Cost:   | \$25,000 est  |
| Key Opportunities:  | Council priority  |
| Key Challenges:   | Cost and effectiveness  |
| <b>Workforce Planning Associated with Major Initiative: N/A</b> |   |



## **Bring all the safety and wellness programs under one roof.**

The Law Enforcement profession has evolved over the past decade with a much larger emphasis on officer health and wellness. A holistic approach to include a focus on mental, physical, emotional and spiritual health is now considered the best practice for law enforcement agencies. Younger potential applicants have come to expect these services from any future employer. Evidence also suggests these preventive health programs easily pay for themselves with reduced sick leave, injuries and citizen complaints, as well as developing high performing teams.

The Vienna Police Department recognized these emerging needs several years ago and began implementing several funded and unfunded programs that establish gold standard services within the law enforcement profession. We have recently implemented the following:

- Virginia State accredited peer support team
- Police Chaplain program
- Facility support dog program (Marlin)
- Narcan program
- Tactical Emergency Causality Care (TECC) kits and training.
- New Officer family and career orientation day.

With the increasing need for employee wellness and safety, the Vienna Police Department instituted a new section now identified as “Chief’s Health & Safety Group”, which is aligned and reports directly to the Chief of Police. We anticipate assigning several existing programs under this new section along with the listed above programs. The following existing programs would be included:

- Physical fitness program (gym, nutrition)
- First Aid kits/AED’s
- CPR masks and training equipment
- PPE equipment
- Ballistic vests
- Gas masks
- Light duty/restricted duty
- Employee Assistance Program
- INOVA medical exams for all sworn officers
- Hired culturally competent licensed clinical psychologist with team of clinicians specializing in police wellness. They conduct annual educational wellness checks on all officers.

Many of the existing programs historically did not have dedicated funding and no replacement cycles. With the formation of the new Chief’s Health & Safety Group, this will provide a formal structure and will improve overall management, budgeting and projecting needs in the future. By developing and funding a single line item for all these programs, funding can be budgeted and tracked more efficiently.

# Planning & Zoning's Executive Summary

| Five Year Financials Summary          |                    |                    |                    |                              |                               |                              |
|---------------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                                       | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                            |                    |                    |                    |                              |                               |                              |
| <b>Total Expenditures - GF</b>        | \$ 1,108.7         | \$ 1,248.2         | \$ 1,106.5         | \$ 1,356.9                   | \$ 1,176.7                    | \$ 1,438.3                   |
| <b>Yr to Yr % change</b>              | 13.1%              | 12.6%              | -11.4%             |                              | 6.3%                          | 22.2%                        |
| <b>Related Revenue</b>                | \$ 373.8           | \$ 330.6           | \$ 226.6           | \$ 263.3                     | \$ 315.6                      | \$ 277.0                     |
| <b>Full Time Equivalent Employees</b> | 8.00               | 8.00               | 8.00               | 9.00                         | 9.00                          | 9.00                         |

| Expenditures by Type - \$ |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                |                    |                    |                    |                              |                               |                              |
| Salaries                  | \$ 717.7           | \$ 837.8           | \$ 726.4           | \$ 865.6                     | \$ 813.1                      | \$ 942.7                     |
| Benefits                  | \$ 253.6           | \$ 253.1           | \$ 285.5           | \$ 345.1                     | \$ 290.2                      | \$ 368.4                     |
| Purchased Services        | \$ 124.2           | \$ 135.5           | \$ 69.2            | \$ 114.4                     | \$ 44.2                       | \$ 94.3                      |
| Other Charges / Utilities | \$ 5.3             | \$ 10.3            | \$ 14.7            | \$ 15.4                      | \$ 15.2                       | \$ 18.5                      |
| Materials & Supplies      | \$ 5.0             | \$ 7.7             | \$ 6.9             | \$ 7.1                       | \$ 4.7                        | \$ 8.3                       |
| Programs & Services       | \$ 2.8             | \$ 0.8             | \$ 3.7             | \$ 4.3                       | \$ 4.3                        | \$ 3.1                       |
| Capital Outlay            | \$ -               | \$ 2.9             | \$ -               | \$ 5.0                       | \$ 4.9                        | \$ 3.0                       |
| Transfers                 | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Total</b>              | \$ 1,108.7         | \$ 1,248.2         | \$ 1,106.5         | \$ 1,356.9                   | \$ 1,176.7                    | \$ 1,438.3                   |

| Expenditures by Type - %  |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 64.7%              | 67.1%              | 65.7%              | 63.8%                        | 69.1%                         | 65.5%                        |
| Benefits                  | 22.9%              | 20.3%              | 25.8%              | 25.4%                        | 24.7%                         | 25.6%                        |
| Purchased Services        | 11.2%              | 10.9%              | 6.3%               | 8.4%                         | 3.8%                          | 6.6%                         |
| Other Charges / Utilities | 0.5%               | 0.8%               | 1.3%               | 1.1%                         | 1.3%                          | 1.3%                         |
| Materials & Supplies      | 0.5%               | 0.6%               | 0.6%               | 0.5%                         | 0.4%                          | 0.6%                         |
| Programs & Services       | 0.3%               | 0.1%               | 0.3%               | 0.3%                         | 0.4%                          | 0.2%                         |
| Capital Outlay            | 0.0%               | 0.2%               | 0.0%               | 0.4%                         | 0.4%                          | 0.2%                         |
| Transfers                 | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

# Planning & Zoning's Executive Summary

## **Key Objectives & Initiatives**

### **Department Mission**

Planning and Zoning strives to provide the highest-quality services in planning, zoning administration, and code compliance to ensure that the Town of Vienna remains a well-planned, attractive, comfortable and vibrant community. Our professional staff uses both technical knowledge and premium customer service 1) to achieve great solutions for customers and the broader community, and 2) in assisting the Town Council and boards/commissions in reaching their decisions.

### **Strategic Plan Initiatives**

The department serves the Town's Strategic Plan by ensuring that "Vienna is an engaged, complete, economically prosperous, environmentally sustainable, and influential and well-governed community." It does so by engaging residents and businesses to voice their thoughts on the Comprehensive Plan and the Town Code, enforcing the code, and by providing technical advice to the Mayor and Council, and to Boards and Commissions to assist their decision-making.

### **Major New Initiatives and Fiscal Impact: N/A**

# Economic Development's Executive Summary

| Five Year Financials Summary   |                    |                    |                    |                              |                               |                              |
|--------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                                | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                     |                    |                    |                    |                              |                               |                              |
| Total Expenditures - GF        | \$ 340.5           | \$ 236.5           | \$ 344.4           | \$ 401.6                     | \$ 403.4                      | \$ 426.0                     |
| Total Expenditures - WSF       | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| Total Expenditures             | \$ 340.5           | \$ 236.5           | \$ 344.4           | \$ 401.6                     | \$ 403.4                      | \$ 426.0                     |
| Yr to Yr % change              | 216.5%             | -30.5%             | 45.6%              |                              | 17.1%                         | 5.6%                         |
| Related Revenue                | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| Full Time Equivalent Employees | 1.00               | 1.00               | 2.00               | 2.00                         | 2.00                          | 2.00                         |

| Expenditures by Type - \$ |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                |                    |                    |                    |                              |                               |                              |
| Salaries                  | \$ 122.6           | \$ 141.2           | \$ 198.4           | \$ 213.7                     | \$ 232.2                      | \$ 228.5                     |
| Benefits                  | \$ 38.3            | \$ 45.0            | \$ 65.9            | \$ 73.4                      | \$ 69.9                       | \$ 79.4                      |
| Purchased Services        | \$ 158.7           | \$ 27.4            | \$ 33.1            | \$ 54.2                      | \$ 44.4                       | \$ 41.0                      |
| Other Charges / Utilities | \$ 0.7             | \$ 1.9             | \$ 17.5            | \$ 23.9                      | \$ 22.0                       | \$ 33.0                      |
| Materials & Supplies      | \$ 20.2            | \$ 21.1            | \$ 29.5            | \$ 27.6                      | \$ 26.2                       | \$ 26.0                      |
| Programs & Services       | \$ -               | \$ -               | \$ -               | \$ 8.8                       | \$ 8.8                        | \$ 18.0                      |
| Capital Outlay            | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| Transfers                 | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| Total                     | \$ 340.5           | \$ 236.5           | \$ 344.4           | \$ 401.6                     | \$ 403.4                      | \$ 426.0                     |

| Expenditures by Type - %  |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                |                    |                    |                    |                              |                               |                              |
| Salaries                  | 36.0%              | 59.7%              | 57.6%              | 53.2%                        | 57.6%                         | 53.7%                        |
| Benefits                  | 11.3%              | 19.0%              | 19.1%              | 18.3%                        | 17.3%                         | 18.6%                        |
| Purchased Services        | 46.6%              | 11.6%              | 9.6%               | 13.5%                        | 11.0%                         | 9.6%                         |
| Other Charges / Utilities | 0.2%               | 0.8%               | 5.1%               | 6.0%                         | 5.4%                          | 7.7%                         |
| Materials & Supplies      | 5.9%               | 8.9%               | 8.6%               | 6.9%                         | 6.5%                          | 6.1%                         |
| Programs & Services       | 0.0%               | 0.0%               | 0.0%               | 2.2%                         | 2.2%                          | 4.2%                         |
| Capital Outlay            | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |
| Transfers                 | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |



# Economic Development's Executive Summary

## Key Objectives & Initiatives

### Department Mission

The mission of the Economic Development Division is to cultivate and promote the long-term economic competitiveness and vibrancy of Vienna for business. The work of the Division includes working to diversify the business community through the attraction and retention of businesses and strengthening existing businesses through a variety of services, programs, and community development strategies.

### Strategic Plan Initiatives

The economic development division’s main goal is to ensure the “Town is an engaged, complete, and economically prosperous community” by strategically expanding the commercial tax base, cultivating relationships within the business community, being an attractive business location for new and existing businesses and supporting the growth of the Town’s business community.

### Major New Initiatives and Fiscal Impact

|   |  |
|---|--|
| <b>Major New Initiatives:</b>                                   | Advertising to Support Town Businesses   |
| <b>Services Provided:</b>                                       | <p>The Economic Development Department is requesting funding for advertising to enhance our strategic marketing efforts for Town businesses, including Restaurant Week, which for the past three years has been successfully funded through the American Rescue Plan Act (ARPA). We aim to not only continue the tradition of this event but also expand our marketing reach to promote year-round business outside of Restaurant Week.</p> <p>This budget increase will enable us to create comprehensive strategic marketing campaigns across various platforms, including radio, paid and organic advertisements. Notably, the Vienna Restaurant Week budget has been \$30,000, covering radio ads, social media ads, television, and online banners. The increased funds, will sustain and elevate our promotional activities to drive consistent business growth throughout the year.</p> |
| <b>Cost:</b>  | \$50,000   |
| <b>Key Opportunities:</b>                                       | The increased advertising budget provides a unique opportunity to drive significant economic activity by implementing targeted, multi-channel marketing campaigns. These campaigns will highlight Vienna’s local businesses and promote the Town as a vibrant dining and shopping destination, attracting both residents and visitors. By expanding beyond seasonal events like Restaurant Week, the Town can ensure consistent visibility for local businesses throughout the year, fostering year-round growth.  |
| <b>Key Challenges:</b>  | Transitioning from ARPA-funded initiatives to sustained budget-supported advertising presents challenges in maintaining successful programs like Restaurant Week. Without long-term funding, the Town risks losing momentum in its promotional efforts, which could impact local businesses. Vienna also faces stiff competition from neighboring towns with well-funded marketing campaigns, requiring the Town to develop distinctive strategies to stand out. Measuring the effectiveness of these campaigns will be critical, as robust tracking systems are needed to demonstrate return on investment and justify future support. Additionally, reaching diverse audiences across multiple platforms will require tailored approaches to ensure that Vienna’s message resonates widely and effectively.  |
|   | <i>See Attachment 01</i>   |
| <b>Workforce Planning Associated with Major Initiative: N/A</b> |  |

## Advertising Budget to Support Town Businesses

### Introduction

The proposed increased advertising budget for FY25-26 is a strategic initiative to bolster Vienna's local businesses by enhancing marketing efforts. By promoting the Town's dining and shopping establishments, this initiative aims to attract both residents and visitors, stimulate economic activity, and ensure the success of Vienna's commercial districts. The additional funding will enable year-round, multi-channel marketing campaigns to drive consistent customer traffic, supporting the vitality and competitiveness of Vienna's business community.

### Issues to be Addressed

1. **Loss of Dedicated Funding for Signature Programs** - Vienna Restaurant Week, first launched in 2021 with ARPA funding, has become an integral part of the Town's culture and a key driver of economic activity. However, with ARPA funds no longer available, this signature initiative—and other year-round promotional programs—faces discontinuation without dedicated funding. Without these programs, the Town risks losing critical support mechanisms for local businesses and diminishing the visibility of its commercial assets.
2. **Need for Consistent, Year-Round Business Support** - Currently, Vienna's marketing efforts are concentrated on specific events like Restaurant Week, leaving gaps in sustained promotion throughout the year. This absence of continuous marketing leaves businesses vulnerable, particularly in a competitive regional landscape where neighboring towns invest heavily in advertising to attract diners and shoppers. Year-round marketing is essential to maintain the visibility and growth of Vienna's businesses.
3. **Impact of the Meals Tax Increase** – The proposed meals tax increase has raised concerns among local businesses about its potential to discourage diners. Without strategic advertising to highlight the unique experiences offered by Vienna's dining and shopping establishments, the Town risks reduced customer traffic. Small and independently owned businesses, in particular, lack the resources for self-promotion and depend on Town-led initiatives to drive customer engagement and mitigate the impact of the meals tax.

### Town Examples and Other Communities

#### Town of Vienna

Vienna's Restaurant Week, held March 3–10, 2024, featured 48 participating businesses and generated a 0.51% increase in meals tax revenue for March 2024 compared to March 2023. The accompanying marketing campaign brought 18,000 new users to the Vienna Restaurant Week page on ExploreViennaVA.com, showcasing the program's success in driving awareness and economic activity.

## **FY25-26 Budget: Economic Development Major New Initiatives**

### *Advertising Budget to Support Town Businesses*

#### **City of Fairfax**

During Fairfax City 2021 Restaurant Week (May 24–31, 2021), 41% of surveyed businesses reported a 25–100% or more increase in sales compared to the same period the previous year. Additionally, 100% of surveyed participants reported gaining first-time diners through the program and expressed a desire to participate in future restaurant weeks. The city has begun offering two restaurant weeks, one in Summer and one in Winter.

#### **City of Falls Church**

Falls Church’s Restaurant Week (January 19–28, 2024) saw 41 participating businesses, with 69.3% reporting higher sales during the event. Moreover, 76.9% of participants expressed interest in joining future winter and summer restaurant weeks. The campaign drove 38,875 visits to the city’s promotional website. Falls Church also extended its marketing impact by creating an interactive Dining Guide and Map to promote local businesses year-round.

#### **Conclusion**

The proposed increase in the advertising budget is a proactive and necessary investment to support Vienna’s dining establishments and local businesses, particularly in light of the meals tax increase. By funding year-round marketing initiatives, the Town can ensure the continued success of its businesses, attract more visitors, and foster sustainable economic growth. This strategic allocation will maintain Vienna’s reputation as a vibrant, business-friendly community, ultimately benefiting residents, visitors, and the broader economy.

# Economic Development's Executive Summary

## Major New Initiatives and Fiscal Impact

|   |  |
|---|--|
| <b>Major New Initiatives:</b>   | Facade and Property Interior Improvement Program   |
| <b>Services Provided:</b>   | The Façade and Property Interior Improvement Program is designed to encourage property owners and small businesses in Vienna to invest in the aesthetic and functional upgrades of their commercial properties. This initiative offers financial assistance in the form of matching grants for eligible exterior and interior renovations, covering up to 30% of the project cost or a maximum of \$10,000 per business. The program focuses on supporting retail, food, and beverage establishments, with an emphasis on women-, minority-, and veteran-owned businesses. Depending on the size of the projects applied for and approved, this program could help anywhere from 10 to 20 businesses in Town.  |
| <b>Cost:</b>  | \$85,000   |
| <b>Key Opportunities:</b>   | The Façade and Property Interior Improvement Program presents a significant opportunity to enhance the visual appeal and functionality of Vienna’s commercial corridors. By incentivizing property improvements, the program can attract more visitors, shoppers, and diners, ultimately boosting foot traffic and local economic activity. This initiative can also encourage private investment, as property owners see the Town’s commitment to revitalization, creating a ripple effect that stimulates additional improvements in surrounding areas. Furthermore, the program would provide targeted support to women-, minority-, and veteran-owned businesses, promoting inclusivity and ensuring a diverse business community continues to thrive.   |
| <b>Key Challenges:</b>  | Implementing the Façade and Property Interior Improvement Program comes with challenges, including the need for clear guidelines and processes to ensure the program is equitable, efficient, and impactful. Developing an MOU with the Fairfax County Economic Development Authority will be essential to distribute funds directly to property owners, which requires coordination and legal considerations. Additionally, working with the Board of Architectural Review (BAR) to establish application criteria and approval processes may require significant effort to balance aesthetic standards with practical business needs. Ensuring consistent community awareness and participation is another challenge, as businesses may need education and outreach to fully understand the benefits of the program and how to apply. Finally, managing and tracking the success of funded projects will require robust administrative resources to measure the program's impact and ensure its long-term viability. |
|   | <i>See Attachment 02</i>   |
| <b style="color: red;">Workforce Planning Associated with Major Initiative: N/A</b> |  |

## Façade and Property Interior Improvement Program

### Introduction

The Façade and Property Interior Improvement Program is a strategic initiative designed to encourage businesses in the Town of Vienna to enhance the appearance of their buildings. By offering financial assistance for a portion of renovation costs, this program seeks to revitalize Vienna’s commercial corridors, contributing to the community’s economic vitality. Façade and interior improvements can attract new businesses, investors, and tourists, increasing foot traffic, stimulating economic activity, and boosting property values. This growth leads to job creation, increased tax revenue, and a thriving local economy.

Commercial space incentives ranked third among the top five priority strategies in the **Commercial Market Study and Economic Development Strategy** completed in 2021. This program aligns with Vienna’s long-term goals for economic growth, community vibrancy, and preserving its unique charm.

### Issue to be Addressed

The Facade and Property Interior Improvement Program addresses several interconnected challenges impacting the economic vitality, visual appeal, and competitiveness of Vienna’s commercial districts:

1. **Outdated and deteriorating commercial properties** – Many commercial buildings are aging, with facades and interiors that may not meet modern aesthetics or functional standards. This affects the attractiveness of the Town to shoppers, diners, visitors, and business owners looking to relocate to Vienna. Unappealing storefronts and poorly maintained interiors contribute to higher vacancy rates, creating a negative cycle of neglect and disinvestment.
2. **Limited Resources for Small Businesses** - Small and independently owned businesses often lack the financial resources to renovate their properties. Without support, these businesses may struggle to stay competitive, especially compared to newer developments in neighboring communities.
3. **Fostering Community Pride and Boosting Foot Traffic** - A more attractive and vibrant town boosts civic pride among residents and business owners. It demonstrates the town’s commitment to supporting its commercial sectors and maintaining a high quality of life. Inviting storefronts and improved interiors encourage more residents and visitors to shop, dine, and explore Vienna’s commercial areas, which increases spending at local businesses and contributes to a thriving local economy.
4. **Increased Tax Revenue** - Updated and attractive properties often lead to higher sales and property values, which can generate additional tax revenue for the Town. Without an improvement program, Vienna could miss this opportunity to boost local government revenue, which could be reinvested in other community services and projects.

**FY25-26 Budget: Economic Development Major New Initiatives**  
*Façade and Property Interior Improvement Program*

**Examples from Other Communities**

**City of Manassas**

The City of Manassas launched the Façade Improvement Grant (FIG) program in 2017. The program has provided substantial benefits to the community. The City has partnered with property owners to invest over \$582,000 in grant funds, which has leveraged more than \$4.8 million in private capital investment to renovate commercial properties, resulting in an 8:1 ratio of private to public investment. (Source: Economic Development 2024 Annual Report)

| Year | Number of Projects | Grant Awards (\$) | Private Investment (\$) | Return on Investment |
|------|--------------------|-------------------|-------------------------|----------------------|
| 2023 | 4                  | \$51,990          | \$371,662               | 8:1                  |
| 2022 | 11                 | \$108,450         | \$1,066,614             | 10:1                 |
| 2021 | 9                  | \$116,000         | \$565,000               | 5:1                  |
| 2020 | 3                  | \$47,775          | \$233,893               | 5:1                  |
| 2019 | 10                 | \$121,163         | \$698,440               | 6:1                  |

**Key Impacts of Manassas FIG Program:**

- **Enhanced Streetscape:** The FIG program has contributed to a more attractive streetscape, with visibly improved building facades in designated commercial areas.
- **Small Business Support:** This initiative supports small businesses by helping them enhance their properties, increasing their appeal to customers and supporting local economic growth.
- **Private Investment Stimulation:** Manassas’s FIG program has successfully encouraged further investment from private sector stakeholders, demonstrating a strong return on investment.

**Economic Indicators:**

The program has positively impacted the retail market in Manassas. As of Q3 2024:

- Vacancy rates remained low at 3.4%, below the regional average.
- Market rent increased, reflecting a robust local economy strengthened by these revitalization efforts.

**Conclusion**

The **Facade and Property Interior Improvement Program** represents a forward-looking investment in Vienna’s future. By allocating \$85,000 for this initiative, the Town of Vienna can:

- Stimulate private business investment.
- Enhance the visual and economic appeal of its commercial districts.
- Create a more vibrant, welcoming environment for residents, visitors, and investors.

This program aligns with the town’s strategic priorities, drawing inspiration from proven successes in neighboring communities. By acting now, Vienna can solidify its reputation as a thriving, business-friendly community that values small businesses and cultivates economic vitality.

# Economic Development's Executive Summary

## Major New Initiatives and Fiscal Impact

|                               |  |
|-------------------------------|--|
| <b>Major New Initiatives:</b> | Administrative Specialist - Full Time or Part Time   |
| <b>Services Provided:</b>     | The addition of an Administrative Specialist will enhance the operational efficiency of the Economic Development Division by providing essential support to the Director. This position will focus on maintaining accurate business records, managing financial documentation (including purchase orders and invoices), coordinating mailings to new businesses, and analyzing data for quarterly reports. These responsibilities will ensure smooth department operations and enable strategic initiatives to be implemented effectively.                           |
| <b>Cost:</b>                  | <i>See Workforce Planning</i>  |
| <b>Key Opportunities:</b>     | The Administrative Specialist will improve the Town's ability to manage critical administrative tasks efficiently, ensuring timely updates to business records and financial documentation. This role will allow the Economic Development Director to focus on strategic priorities by delegating clerical and organizational responsibilities. Additionally, the position will enhance communication with Vienna's 1,700+ businesses by ensuring consistent and professional outreach efforts, such as mailings to new businesses and accurate quarterly reporting. |
| <b>Key Challenges:</b>        | The primary challenge for this position will be effectively managing the high volume of administrative tasks required to support a growing and diverse business community. This includes maintaining comprehensive business and financial records while meeting tight deadlines for reporting and outreach efforts. Additionally, as the department grows, the Administrative Specialist will need to adapt to evolving priorities and ensure that administrative systems remain efficient and scalable.   |
|                               | <i>See Attachment 03</i>   |

## Workforce Planning Associated with Major Initiative:

|  |  |
|--|--|
| <b>New Position Requests:</b>                | Administrative Specialist - Full Time or Part Time   |
| <b>Service Impact:</b>                       | <p>This position will provide essential administrative support to the Economic Development Division, ensuring accurate business records, streamlined financial management, and improved outreach to the business community. The Administrative Specialist will play a key role in maintaining the department's operational excellence, allowing for more effective implementation of strategic initiatives and better service delivery to Vienna's businesses.</p> <p>Data collection and analysis is currently completed by consultants and paid interns when available. This position would formalize and standardize data collection and analysis to ensure the department has up-to-date, actionable insights.</p> |
| <b>Cost:</b>                                 | \$75,000 Full-Time / \$45,000 Part-Time  |
| <b>Projected Positions to be Eliminated:</b> | Interns previously hired to assist with data collection and analysis. This role will consolidate these responsibilities into a single, more stable position, providing continuity and improving operational efficiency.  |
| <b>Service Impact:</b>                       | Improved administrative efficiency, streamlined operations, and enhanced support for Vienna's business community by ensuring consistent and professional management of records, finances, and outreach efforts.  |
| <b>Cost:</b>                                 |  |

## Administrative Specialist

### Introduction

The addition of an Administrative Specialist to the Economic Development Division is essential to ensuring the smooth operation of the department and supporting the Economic Development Director in managing day-to-day tasks efficiently. This position will be key in enhancing the department's capacity to serve Vienna's business community by focusing on critical administrative tasks that ensure operational excellence.

While the preference is to add this position as a full-time employee to maximize its impact on the department's operations, even a part-time Administrative Specialist would provide significant benefits. A part-time role would still help address pressing administrative needs and enhance the department's efficiency.

### Purpose and Role Overview

This position will provide vital administrative support to the Economic Development Director. Key responsibilities include maintaining and updating business records for Vienna's 1,700+ businesses, managing financial records such as purchase orders and invoices, preparing and distributing mailings to new businesses, and analyzing data for quarterly reports. These efforts will enable the department to operate more effectively and dedicate greater attention to strategic initiatives.

### Issues to be Addressed

- 1. Administrative Complexity in Business Support**  
Vienna's business landscape continues to grow and diversify, increasing the need for accurate record-keeping and efficient communication with business owners. An Administrative Specialist will provide the necessary clerical and organizational support to meet these demands.
- 2. Challenges in Financial and Data Management**  
Managing financial records and maintaining up-to-date business data is critical to the success of the Economic Development Department. Currently, these tasks lack dedicated support, limiting the department's ability to stay organized and respond promptly to financial and operational needs.
- 3. Supporting Outreach and Engagement Efforts**  
Regular communication with new and existing businesses, including mailings and data reporting, requires significant time and effort. An Administrative Specialist will enable the department to maintain strong connections with the business community and effectively share key information.

### Proposed Role and Responsibilities

- **Maintain Business Records:** Ensure business records are consistently updated and accurately documented to support department initiatives.
- **Financial Record Management:** Process purchase orders, track invoices, and oversee the department's financial records to ensure accountability and transparency.



## **FY25-26 Budget: Economic Development Major New Initiatives**

### *Administrative Specialist*

- **Outreach to New Businesses:** Prepare and distribute mailings to new businesses, ensuring they receive timely information and resources.
- **Data Analysis and Reporting:** Analyze economic data to produce quarterly reports that inform decision-making and strategic planning.
- **Clerical Support:** Assist the Economic Development Director with general administrative and clerical tasks, enabling smoother departmental operations.

### **Conclusion**

Adding an Administrative Specialist is a practical and necessary investment in the Economic Development Division's operational efficiency. This role will address critical gaps in administrative support, improve financial and business record management, and ensure the department can maintain strong connections with Vienna's growing business community. By funding this position in the FY25-26 budget, Vienna will reinforce its commitment to providing excellent service to local businesses while enhancing the department's overall effectiveness.

Although a full-time Administrative Specialist is ideal to fully address the department's needs, even a part-time employee in this role would provide critical support. By filling this position in either capacity, the Town will ensure that the Economic Development Division can maintain effective operations and better serve Vienna's growing business community.

# Parks and Recreation's Executive Summary

| Five Year Financials Summary                 |                    |                    |                    |                              |                               |                              |
|--|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                                   | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| <b>Total Expenditures - GF</b>               | \$ 3,030.5         | \$ 4,202.9         | \$ 4,904.3         | \$ 5,135.4                   | \$ 5,028.0                    | \$ 5,205.5                   |
| <b>Yr to Yr % change</b>                     | -13.3%             | 38.7%              | 16.7%              |                              | 2.5%                          | 3.5%                         |
| Contributions                                | 37.96              | 55.29              | 53.65              | 53.65                        | 54.41                         | 58.64                        |
| Donations                                    | 29.91              | 40.64              | 18.98              | 18.98                        | 50.77                         | 52.97                        |
| Revenue                                      | 575.57             | 1,035.63           | 1,424.44           | 1,424.44                     | 1,487.84                      | 1,710.00                     |
| <b>Related Revenue</b>                       | <b>\$ 628.5</b>    | <b>\$ 1,099.3</b>  | <b>\$ 1,097.6</b>  | <b>\$ 1,328.5</b>            | <b>\$ 1,328.5</b>             | <b>\$ 1,821.6</b>            |
| Administration                               | 6.00               | 6.00               | 7.00               | 7.00                         | 7.00                          | 8.00                         |
| Parks Maintenance                            | 10.00              | 12.00              | 12.00              | 12.00                        | 12.00                         | 12.00                        |
| Community Center Operations                  | 5.00               | 5.00               | 5.00               | 5.00                         | 5.00                          | 4.00                         |
| Teen Center                                  | 2.00               | 2.00               | 2.00               | 2.00                         | 2.00                          | 2.00                         |
| <b>Full Time Equivalent Employees</b>        | 23.00              | 25.00              | 26.00              | 26.00                        | 26.00                         | 26.00                        |
| <b>Part Time, Seasonal, &amp; Temp Staff</b> | 99.00              | 102.00             | 111.00             | 113.00                       | 111.00                        | 111.00                       |

| Expenditures by Type - \$        |                    |                    |                    |                              |                               |                              |
|----------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                       | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| <b>Salaries</b>                  | \$ 1,747.9         | \$ 2,211.4         | \$ 2,412.6         | \$ 2,431.4                   | \$ 2,485.7                    | \$ 2,742.1                   |
| <b>Benefits</b>                  | \$ 576.8           | \$ 653.1           | \$ 733.3           | \$ 795.2                     | \$ 736.2                      | \$ 834.0                     |
| <b>Purchased Services</b>        | \$ 353.7           | \$ 661.2           | \$ 980.3           | \$ 1,065.6                   | \$ 1,039.4                    | \$ 876.1                     |
| <b>Other Charges / Utilities</b> | \$ 152.4           | \$ 201.5           | \$ 171.2           | \$ 241.8                     | \$ 241.5                      | \$ 214.7                     |
| <b>Materials &amp; Supplies</b>  | \$ 89.2            | \$ 181.0           | \$ 157.5           | \$ 175.4                     | \$ 163.7                      | \$ 184.0                     |
| <b>Programs &amp; Services</b>   | \$ 105.2           | \$ 288.9           | \$ 421.8           | \$ 401.2                     | \$ 341.5                      | \$ 325.5                     |
| <b>Capital Outlay</b>            | \$ 5.4             | \$ 5.8             | \$ 27.5            | \$ 24.8                      | \$ 20.1                       | \$ 29.1                      |
| <b>Transfers</b>                 | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Total</b>                     | <b>\$ 3,030.5</b>  | <b>\$ 4,202.9</b>  | <b>\$ 4,904.3</b>  | <b>\$ 5,135.4</b>            | <b>\$ 5,028.0</b>             | <b>\$ 5,205.5</b>            |

## Parks and Recreation's Executive Summary

|                           | Expenditures by Type - % |                    |                    |                              |                               |                              |
|---------------------------|--------------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21       | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 57.7%                    | 52.6%              | 49.2%              | 47.3%                        | 49.4%                         | 52.7%                        |
| Benefits                  | 19.0%                    | 15.5%              | 15.0%              | 15.5%                        | 14.6%                         | 16.0%                        |
| Purchased Services        | 11.7%                    | 15.7%              | 20.0%              | 20.8%                        | 20.7%                         | 16.8%                        |
| Other Charges / Utilities | 5.0%                     | 4.8%               | 3.5%               | 4.7%                         | 4.8%                          | 4.1%                         |
| Materials & Supplies      | 2.9%                     | 4.3%               | 3.2%               | 3.4%                         | 3.3%                          | 3.5%                         |
| Programs & Services       | 3.5%                     | 6.9%               | 8.6%               | 7.8%                         | 6.8%                          | 6.3%                         |
| Capital Outlay            | 0.2%                     | 0.1%               | 0.6%               | 0.5%                         | 0.4%                          | 0.6%                         |
| Transfers                 | 0.0%                     | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

**\*Due to the COVID-19 Pandemic, the community center was closed and other events were halted from March 2020 to the end of May 2021. This accounts for variances in FY2020/21.**

# P&R Administrations Executive Summary

| Five Year Financials Summary          |                    |                    |                    |                              |                               |                              |
|---------------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                            | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| <b>Total Expenditures - GF</b>        | \$ 861.3           | \$ 958.4           | \$ 1,067.5         | \$ 1,135.9                   | \$ 1,311.9                    | \$ 1,381.8                   |
| <b>Yr to Yr % change</b>              | -0.2%              | 11.3%              | 11.4%              |                              | 22.9%                         | 5.3%                         |
| <b>Related Revenue</b>                | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| Director                              | 1.00               | 1.00               | 1.00               | 1.00                         | 1.00                          | 1.00                         |
| Deputy Director                       | -                  | -                  | -                  | -                            | 1.00                          | 1.00                         |
| Recreation Manager                    | 1.00               | 1.00               | 1.00               | 1.00                         | 1.00                          | 1.00                         |
| Recreation Program Coordinator II     | 2.00               | 2.00               | 2.00               | 2.00                         | 2.00                          | 2.00                         |
| Recreation Program Coordinator I      | 1.00               | 1.00               | 2.00               | 2.00                         | 2.00                          | 2.00                         |
| Administrative Assistant II           | 1.00               | 1.00               | 1.00               | 1.00                         | 1.00                          | 1.00                         |
| <b>Full Time Equivalent Employees</b> | 6.00               | 6.00               | 7.00               | 7.00                         | 8.00                          | 8.00                         |

| Expenditures by Type - \$ |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | \$ 588.7           | \$ 646.4           | \$ 738.5           | \$ 756.3                     | \$ 901.7                      | \$ 944.2                     |
| Benefits                  | \$ 203.7           | \$ 210.5           | \$ 249.9           | \$ 258.1                     | \$ 283.3                      | \$ 308.0                     |
| Purchased Services        | \$ 37.2            | \$ 58.7            | \$ 68.5            | \$ 68.4                      | \$ 77.2                       | \$ 75.6                      |
| Other Charges / Utilities | \$ 24.7            | \$ 31.6            | \$ (1.4)           | \$ 42.0                      | \$ 37.8                       | \$ 43.0                      |
| Materials & Supplies      | \$ 7.0             | \$ 11.3            | \$ 11.7            | \$ 11.0                      | \$ 11.7                       | \$ 11.0                      |
| Programs & Services       | \$ -               | \$ -               | \$ 0.3             | \$ -                         | \$ 0.2                        | \$ -                         |
| Capital Outlay            | \$ -               | \$ -               | \$ -               |                              | \$ -                          | \$ -                         |
| Transfers                 | \$ -               | \$ -               | \$ -               |                              | \$ -                          | \$ -                         |
| <b>Total</b>              | \$ 861.3           | \$ 958.4           | \$ 1,067.5         | \$ 1,135.9                   | \$ 1,311.9                    | \$ 1,381.8                   |

| Expenditures by Type - %  |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 68.3%              | 67.4%              | 69.2%              | 66.6%                        | 68.7%                         | 68.3%                        |
| Benefits                  | 23.7%              | 22.0%              | 23.4%              | 22.7%                        | 21.6%                         | 22.3%                        |
| Purchased Services        | 4.3%               | 6.1%               | 6.4%               | 6.0%                         | 5.9%                          | 5.5%                         |
| Other Charges / Utilities | 2.9%               | 3.3%               | -0.1%              | 3.7%                         | 2.9%                          | 3.1%                         |
| Materials & Supplies      | 0.8%               | 1.2%               | 1.1%               | 1.0%                         | 0.9%                          | 0.8%                         |
| Programs & Services       | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |
| Capital Outlay            | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |
| Transfers                 | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

# P&R Administrations Executive Summary

## Key Objectives & Initiatives

**Department Mission**

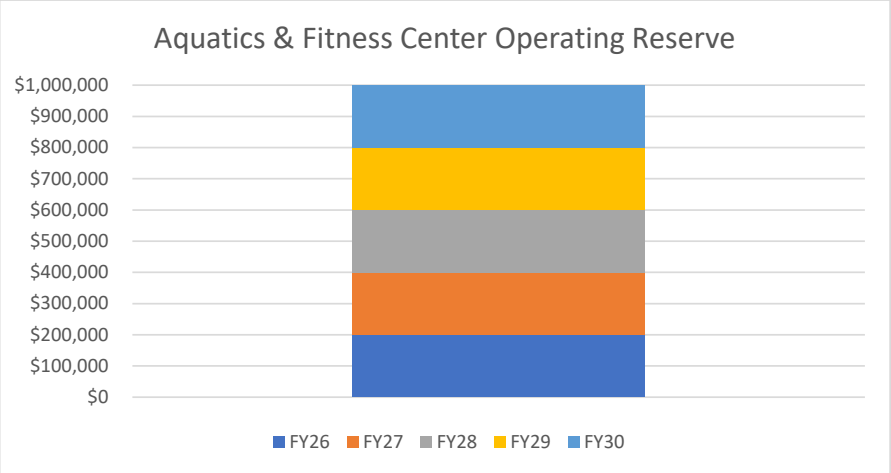
To provide the staffing and administrative support to carry out the daily operations of the Parks and Recreation Department and to provide leadership, vision and management to facilitate the provision of effective and efficient parks and recreation services.

**Strategic Plan Initiatives**

Volunteers enrich our community services while giving our citizens opportunity to learn and grow. Their assistance fills gaps in staffing for safer events, programs, and services. Generous donors provide the Town the ability to provide services for those in need; their support is vital. This support helps instill “Vienna as an engaged and complete community.”

**Major New Initiatives and Fiscal Impact:**

|   |   |
|---|---|
| <b>Major New Initiatives:</b>                                   | Aquatics & Fitness Center Operating Reserve   |
| <b>Services Provided:</b>                                       |   |
| <b>Cost:</b>  | \$200,000 (annually for 5 years)  |
| <b>Key Opportunities:</b>                                       | Build a reserve of funds available to offset expected operational expenses during the first years of operating a new fitness and aquatic facility. Cost recovery is projected to improve thereafter. The intent is to reserve \$200,000 each year (FY26 - FY30) until opening the new center. |
| <b>Key Challenges:</b>  | A feasibility study completed in 2024 identified the need to plan for \$500,000 - \$1,000,000 in operating expenses that will not be offset by programs or memberships during the first year of operating the new center.   |
| <b>Workforce Planning Associated with Major Initiative: N/A</b> |   |



# P&R Maintenance's Executive Summary

| Five Year Financials Summary          |                    |                    |                    |                              |                               |                              |
|---------------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                            | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| <b>Total Expenditures - GF</b>        | \$ 987.7           | \$ 1,471.8         | \$ 1,740.7         | \$ 1,693.1                   | \$ 1,514.2                    | \$ 1,786.7                   |
| <b>Yr to Yr % change</b>              | -14.4%             | 49.0%              | 18.3%              |                              | -13.0%                        | 18.0%                        |
| Contributions                         | 5.51               | 22.86              | 21.35              | 21.35                        | 22.11                         | 18.64                        |
| Donations                             | 3.10               | 21.30              | 0.93               | 0.93                         | 11.11                         | 7.47                         |
| Revenue                               | -                  | -                  | -                  | -                            | -                             | -                            |
| <b>Related Revenue</b>                | <b>\$ 8.1</b>      | <b>\$ 8.6</b>      | <b>\$ 44.2</b>     | <b>\$ 22.3</b>               | <b>\$ 22.3</b>                | <b>\$ 26.1</b>               |
| Parks Maintenance Superintendent      | 1.00               | 1.00               | 1.00               | 1.00                         | 1.00                          | 1.00                         |
| Parks Maintenance Supervisor          | -                  | 1.00               | 1.00               | 1.00                         | 1.00                          | 1.00                         |
| Arborist/Horticulturist               | 1.00               | 1.00               | 1.00               | 1.00                         | 1.00                          | 1.00                         |
| Urban Arborist                        | 1.00               | 1.00               | 1.00               | 1.00                         | 1.00                          | 1.00                         |
| Maintenance Workers                   | 7.00               | 8.00               | 8.00               | 8.00                         | 8.00                          | 8.00                         |
| <b>Full Time Equivalent Employees</b> | <b>10.00</b>       | <b>12.00</b>       | <b>12.00</b>       | <b>12.00</b>                 | <b>12.00</b>                  | <b>12.00</b>                 |

| Expenditures by Type - \$ |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | \$ 562.6           | \$ 749.2           | \$ 744.8           | \$ 832.0                     | \$ 725.5                      | \$ 912.4                     |
| Benefits                  | \$ 203.3           | \$ 262.8           | \$ 275.9           | \$ 312.1                     | \$ 262.7                      | \$ 353.0                     |
| Purchased Services        | \$ 61.1            | \$ 161.8           | \$ 327.0           | \$ 298.9                     | \$ 280.3                      | \$ 263.7                     |
| Other Charges / Utilities | \$ 41.7            | \$ 55.0            | \$ 64.2            | \$ 62.2                      | \$ 63.8                       | \$ 70.9                      |
| Materials & Supplies      | \$ 53.0            | \$ 123.9           | \$ 100.0           | \$ 84.5                      | \$ 79.2                       | \$ 104.7                     |
| Programs & Services       | \$ 60.7            | \$ 114.1           | \$ 228.4           | \$ 91.4                      | \$ 91.1                       | \$ 78.0                      |
| Capital Outlay            | \$ 5.2             | \$ 5.0             | \$ 0.6             | \$ 12.0                      | \$ 11.5                       | \$ 4.0                       |
| Transfers                 | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Total</b>              | <b>\$ 987.7</b>    | <b>\$ 1,471.8</b>  | <b>\$ 1,740.7</b>  | <b>\$ 1,693.1</b>            | <b>\$ 1,514.2</b>             | <b>\$ 1,786.7</b>            |

| Expenditures by Type - %  |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 57.0%              | 50.9%              | 42.8%              | 49.1%                        | 47.9%                         | 51.1%                        |
| Benefits                  | 20.6%              | 17.9%              | 15.8%              | 18.4%                        | 17.3%                         | 19.8%                        |
| Purchased Services        | 6.2%               | 11.0%              | 18.8%              | 17.7%                        | 18.5%                         | 14.8%                        |
| Other Charges / Utilities | 4.2%               | 3.7%               | 3.7%               | 3.7%                         | 4.2%                          | 4.0%                         |
| Materials & Supplies      | 5.4%               | 8.4%               | 5.7%               | 5.0%                         | 5.2%                          | 5.9%                         |
| Programs & Services       | 6.1%               | 7.8%               | 13.1%              | 5.4%                         | 6.0%                          | 4.4%                         |
| Capital Outlay            | 0.5%               | 0.3%               | 0.0%               | 0.7%                         | 0.8%                          | 0.2%                         |
| Transfers                 | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

# P&R Maintenance's Executive Summary

## Key Objectives & Initiatives

### Department Mission

To provide safe, resilient, well-maintained and aesthetically pleasing urban forest, parks, streetscapes and green spaces for the enjoyment of all residents, visitors and businesses.

### Strategic Plan Initiatives

Identifying and implementing all possibilities for streamlining processes and creating efficiencies that will expedite maintenance, project completion, and enhance beautification of the Town while also growing volunteerism by expanding volunteer opportunities. Through these initiatives this division exemplifies “Vienna as an influential and well-governed, engaged, complete, and safe community.”

### Major New Initiatives and Fiscal Impact

|  |  |
|--|--|
| <b>Major New Initiatives:</b>  | Landscape Services   |
| <b>Services Provided:</b>  | Monthly maintenance to include weeding in landscape and hardscape, shrub and perennial plant care, mulching, spring cleanup, etc. for 18 sites through out Town. See attached detail for location and special provisions (Attachment 1). |
| <b>Cost:</b>   | \$200,000  |
| <b>Key Opportunities:</b>  | Improve aesthetics and health of the Town's landscape.   |
| <b>Key Challenges:</b>   | One time carryforward funds were provided for landscape maintenance in FY25, because current staffing levels are not adequate to support this need. Extended funding is required to address annual need.                                 |
| <b><u>Workforce Planning Associated with Major Initiative: N/A</u></b> |  |

## Attachment 1 - Vienna Landscape Services

The Town will hire a contractor to perform landscape maintenance tasks throughout the Town.

Tasks will include:

- Collect and remove all debris, leaves, branches, seed pods, acorns, cones, leaves and other natural debris, non-Town signs (i.e. real estate, yard sale) and all trash to include metal cans, paper, cardboard, plastic, metal objects, glass bottles, ties, auto parts, rocks and broken glass.
- All weeds are to be removed from the entire contracted area during each maintenance event to include physical removal of weeds from pavement cracks.
- All landscape beds shall have their edge established or maintained during the Spring Clean-up and then maintained at each visit (no more than once per month).
- Deadheading: Cut back the flowering stems of perennials that have completed flowering as directed by the Project Manager.
- All trees shall have all root suckers removed.
- Pruning of shrubs
- Annual Spring Clean-Up
  - The Contractor shall perform an annual Spring Clean-up (no later than March 1) for each site, prior to Spring Mulching.
  - Herbaceous perennials (including Liriope) and ornamental grasses left standing through winter shall be cut approximately 3” – 6” above their crown.
  - Leaves of spring bulbs such as crocus, daffodil, hyacinth and tulip shall remain for approximately six (6) weeks after flowers have faded or until they naturally senesce (yellow or brown). After this time frame or senescence, they shall be cut at grade.
- Annual Mulching
- Fall Leaf/Debris Removal
  - Responsible for leaf collections and removal in landscape beds, lawns, playgrounds, sports fields, recreation courts, parking lots, other paved areas and any other open space areas. Removal of all seed pods (for example Southern magnolia and black walnut), acorns, cones, branches and trash from all leaf blowing areas.



## Contractor Crew Sizes

- The following minimum crew sizes are required:
  - Monthly Maintenance visit: 1 Crew of 4 people
  - Leaf Removal: 1 Crew of 5-6 people on each crew
  - Spring Cleanup & Mulching: 1 Crew of 5-6 people on each crew

## Locations Include:

- Town Hall
- Bowman House
- Police Station
- Community Center
- Town Green, Freeman Store & Little Library
- Northside Property Yard
- Maple Avenue ROW
- Church Street ROW
- Nutley Street ROW
- Malcolm Road triangular medians
- Windover Road traffic median
- Courthouse Road SE ROW
- Town Parks & Sports Fields
  - Moorefield Park – Dog Park
  - Meadow Lane Park
  - Sarah Walker Mercer Park & Nutley Property Yard
  - West End Cemetery
  - Northside Park
  - Branch Road Tot Lot
  - Caffi Fields/Waters Field

# P&R Maintenance's Executive Summary

## Major New Initiatives and Fiscal Impact

|  |  |
|--|--|
| <b>Major New Initiatives:</b>                                      | Urban Forestry Maintenance Staff II (1 new FTE)  |
| <b>Services Provided:</b>  | Urban Forestry - build the crew to a size that can provide the level of safety compliance to adhere to VDOT, OSHA and ANSI standards as well as produce work to the productivity and standards expected by the Town. |
| <b>Cost:</b>   | <i>See Workforce Planning</i>  |
| <b>Key Opportunities:</b>  | Comply with VDOT and safety standards  |
| <b>Key Challenges:</b>   | Need more staff  |
| <b><u>Workforce Planning Associated with Major Initiative:</u></b> |  |
| <b>New Position Requests:</b>                                      | Urban Forestry Maintenance Staff II  |
| <b>Service Impact:</b>   | Will enable the Urban Forestry staff to get closer to meeting safety and productivity standards (See Attachment).  |
| <b>Cost:</b>   | \$85,000   |
| <b>Projected Positions to be Eliminated:</b>                       | 0  |
| <b>Service Impact:</b>   |  |
| <b>Cost:</b>   |  |

## Major New Initiatives and Fiscal Impact

|  |  |
|--|--|
| <b>Major New Initiatives:</b>  | Money for Irrigation & Mowing Contracts  |
| <b>Services Provided:</b>  | Increase funding for contracts in order to fill the 1 FTE whose salary (\$85,000) is currently being used to fund mowing and irrigation contracts.   |
| <b>Cost:</b>   | \$85,000   |
| <b>Key Opportunities:</b>  | Increase level of maintenance within parks and provide additional special event support.   |
| <b>Key Challenges:</b>   | Insufficient staff, staff suffer from repeated burnout due to volume of work and OT expectations relating to staffing special events, improve staff morale, focus on building skillset of existing staff while improving level of park maintenance. Pay attention to details of maintenance that are continually overlooked. |
| <b><u>Workforce Planning Associated with Major Initiative: N/A</u></b> |  |

# P&R Maintenance's Executive Summary

## Major New Initiatives and Fiscal Impact

|  |   |
|--|---|
| <b>Major New Initiatives:</b>  | Streetscape Beautification  |
| <b>Services Provided:</b>  | Purchasing and installation of yearly seasonal annual plants at the traffic intersection corners of the landscape beds along Maple Ave and Church St.   |
| <b>Cost:</b>   | \$50,000  |
| <b>Key Opportunities:</b>  | A \$50,000 investment in annual plants would enhance the aesthetic appeal of Maple Ave and Nutley, creating a vibrant and welcoming streetscape that attracts residents, visitors, and potential customers.   |
| <b>Key Challenges:</b>   | Currently funded is replacing the annuals with perennials at the traffic intersection corners of the streetscape beds along Church St. and Maple Ave.<br><br>Without this additional \$50,000 funding, the current streetscape on Maple Ave and Nutley will lack the vibrant, seasonal plantings that could significantly enhance its visual appeal. The absence of blooming annuals limits the area's ability to create a welcoming and attractive environment that draws residents, visitors, and businesses. |
| <b><u>Workforce Planning Associated with Major Initiative: N/A</u></b> |   |

## **Town of Vienna Urban Forestry – FY 2026 New Initiatives**

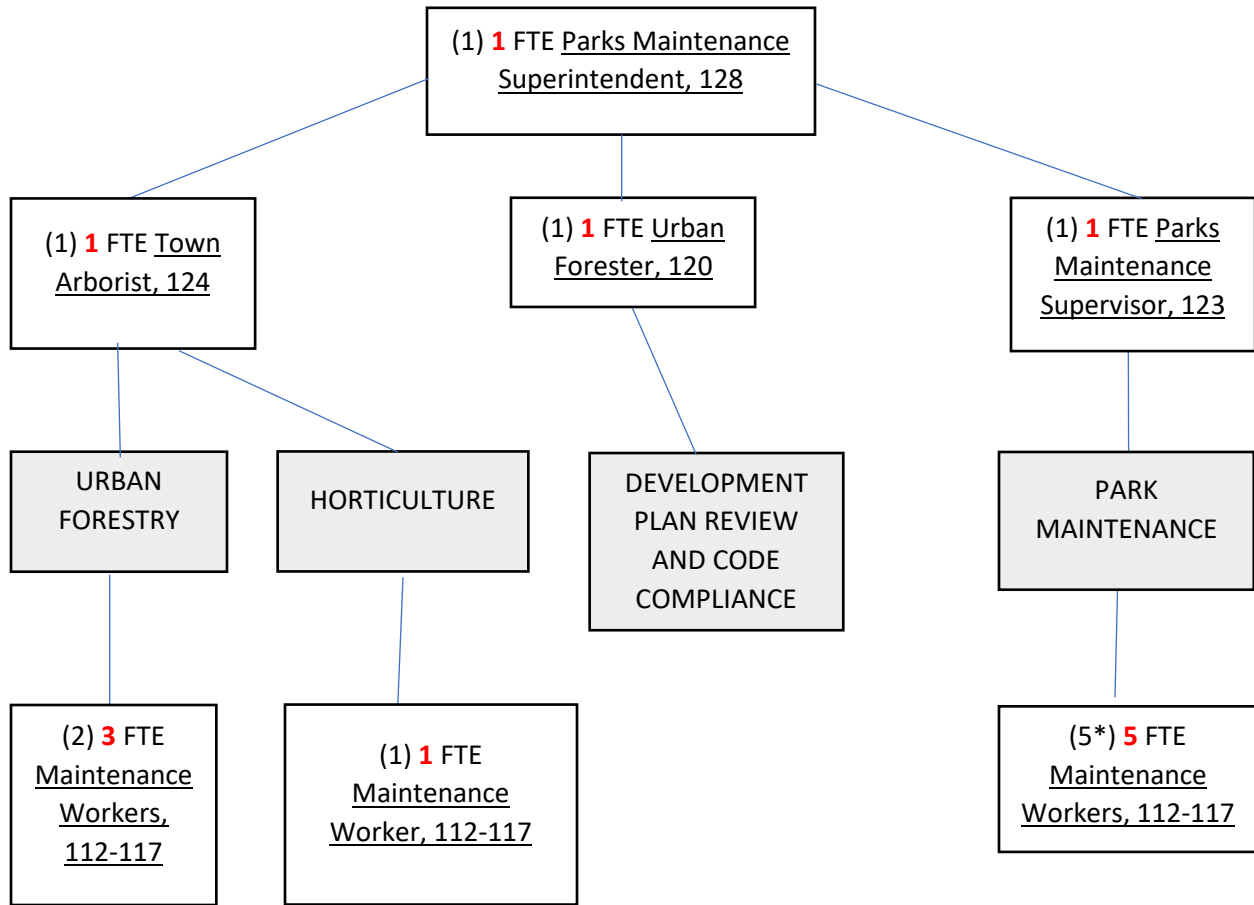
*Urban Forestry is the care and management of single trees and tree populations in urban settings for the purpose of improving the urban environment. Urban forestry involves both planning and management, including the programming of care and maintenance operations of the urban forest. Urban forestry advocates the role of trees as a critical part of the urban infrastructure. Urban foresters and arborists plant and maintain trees, support appropriate tree and forest preservation, conduct research and promote the many benefits trees provide.”*  
[https://en.wikipedia.org/wiki/Urban\\_forestry](https://en.wikipedia.org/wiki/Urban_forestry)

In the past 3 years, the Town has learned valuable information regarding its Urban Forest. The Tree Inventory and Assessment (PlanIT Geo, 2023) identified over 10,000 trees along streets, in parks and in green spaces. Just under 4,200 of these trees need maintenance, removal, stump grinding, pest or disease control, etc. We also learned there are over 1,200 potential planting locations along streets. A study of the Town’s tree canopy coverage (Davey Resource Group, 2022) identified that the 2021 Town tree cover was 38.7%, down from 44.5% in 2011. A trajectory that the Town would like to reverse. There are proposed Code updates to affect how the Town regulates trees and their coverage on private property.

The Department of Parks and Recreation manages and maintains the Town trees. There is a Town Arborist who manages the Towns trees and landscapes and an Urban Forester that reviews development plans to ensure code compliance. Through staff leaving, the Town filled two vacant horticulture positions with two forestry positions. The foresters have the skill set and certifications required to perform intricate and specialized tree maintenance activities. It is more efficient and effective to have foresters on staff and contract out horticulture (weeding). The cost to weed is less costly than the cost to maintain and remove trees.

## Staffing and Contractor Work

The Department of Parks and Recreation Maintenance Division Staffing levels with current staff noted in parenthesis ( ) and proposed staff **x** if contract budget increased. Service area noted in shaded text box .



DPR maintenance division is aiming to provide the highest level of service to meet expectations through staff and contracted services. Some services are best provided by staff and some are best delivered via contractors. There are current staff vacancies and the Park Maintenance Superintendent is simultaneously attempting to “plug the drain” so to speak and hire staff in the areas of most immediate need and the same for contractors. The options presented with regards to staff and contractors are presented for visual impact to help the reader understand the overall goal our department is working towards.

**Parks Maintenance and Major Contracted Work – minimum to meet expectations as explained in below.**

| <b>Subject Area</b>   | <b>Current</b> | <b>Change</b>     | <b>Request</b>   |
|---|----------------|-------------------|--|
| Urban Forestry Maintenance Staff                                  | 2 FTE          | Increase to 3 FTE | Hire 1 FTE - \$85,000  |
| Lawn mowing contractor  | \$45,000       | none              | \$45,000 (no longer funded by FTE)   |
| Irrigation Contractor   | \$40,000       | none              | \$40,000 (no longer funded by FTE)   |
| Landscape Contractor (lawn mowing/field and landscape irrigation) | \$0            | \$200,000         | \$200,000 (also includes DPW request for DPR to manage weeds in sidewalk, curb and gutter on Maple Ave, Church St., Nutley St. |
| Park Maintenance Staff  | 5 FTE          | Remain the same   | Fill the 1 FTE whose salary of \$85,000 is currently being used to fund mowing and irrigation contracts.                       |
|   |                | <b>TOTAL</b>      | <b>\$370,000</b>   |
|   |                |                   |  |

*\*This table only outlines staff and major contractors and does not attempt to diminish the importance of other budgeted items not covered above.*

If the following requests are funded, DPR Maintenance should be able to meet expectations. The Urban Forestry crew will be able to primarily work independent of the Horticulture and Park Maintenance crews and not interrupt their work.

Urban Forestry staff will be able to manage most of the Town's tree maintenance internally assuming the requested vehicles for tree maintenance are approved. This includes work identified on the tree inventory. Horticulture staff will be able to install and maintain seasonal plant displays, ensure parks and facilities are clean and neat in appearance and support activities not covered under the landscape contract. Parks maintenance staff will be able to keep up with lawn mowing, facility maintenance, as well as court and field maintenance in a timely fashion.

- Hire 1 FTE for Urban Forestry (1 Urban Forestry Worker II) to build an Urban Forestry Crew.
  - **New \$85,000 (annual)**
  
- Fill the 1 FTE for Park Maintenance (funding from approved FTE is currently being used for contracted work - lawn mowing and field/landscape irrigation).
  - **Remains at current budgeted amount of \$85,000.**
  
- Contracted landscape maintenance services
  - **New \$200,000 (annual)**
  
- Contracted irrigation maintenance
  - **New \$40,000 (annual)**
  
- Contracted lawn mowing
  - **New \$45,000 (annual)**

# P&R Comm Center Operations Executive Summary

| Five Year Financials Summary           |                    |                    |                    |                              |                               |                              |
|--|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                             | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| <b>Total Expenditures - GF</b>         | \$ 625.0           | \$ 802.0           | \$ 886.6           | \$ 875.8                     | \$ 802.2                      | \$ 795.3                     |
| <b>Yr to Yr % change</b>               | -2.4%              | 28.3%              | 10.6%              |                              | -9.5%                         | -0.9%                        |
| Contributions                          | \$ 0.15            | \$ 0.13            | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| Donations                              | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| Revenue                                | \$ 13.90           | \$ 87.27           | \$ 101.74          | \$ 100.00                    | \$ 102.13                     | \$ 130.00                    |
| <b>Related Revenue</b>                 | \$ 14.1            | \$ 87.4            | \$ 101.7           | \$ 100.0                     | \$ 102.1                      | \$ 130.0                     |
| Community Center Manager               | 1.00               | 1.00               | 1.00               | 1.00                         | -                             | -                            |
| Community Center Supervisor            | 1.00               | 1.00               | 1.00               | 1.00                         | 1.00                          | 1.00                         |
| Facility Operator                      | -                  | -                  | -                  | -                            | 1.00                          | 1.00                         |
| Custodians                             | 2.00               | 2.00               | 2.00               | 2.00                         | 1.00                          | 1.00                         |
| Customer Care Specialist               | 1.00               | 1.00               | 1.00               | 1.00                         | 1.00                          | 1.00                         |
| <b>Full Time Equivalent Employees</b>  | 5.00               | 5.00               | 5.00               | 5.00                         | 4.00                          | 4.00                         |
| PT Building Supervisors                | 7.00               | 7.00               | 7.00               | 7.00                         | 7.00                          | 7.00                         |
| PT Customer Care Specialists           | 5.00               | 5.00               | 5.00               | 5.00                         | 5.00                          | 5.00                         |
| PT Gym Monitors                        | 2.00               | 2.00               | 2.00               | 2.00                         | 2.00                          | 2.00                         |
| PT Custodians                          | 3.00               | 3.00               | 3.00               | 3.00                         | 3.00                          | 3.00                         |
| <b>Temporary &amp; Part-Time Staff</b> | 17.00              | 17.00              | 17.00              | 17.00                        | 17.00                         | 17.00                        |

| Expenditures by Type - \$        |                    |                    |                    |                              |                               |                              |
|----------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                       | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| <b>Salaries</b>                  | \$ 385.2           | \$ 490.9           | \$ 550.7           | \$ 460.6                     | \$ 443.1                      | \$ 433.5                     |
| <b>Benefits</b>                  | \$ 116.8           | \$ 127.2           | \$ 137.4           | \$ 154.8                     | \$ 116.7                      | \$ 104.3                     |
| <b>Purchased Services</b>        | \$ 48.7            | \$ 94.0            | \$ 89.5            | \$ 107.1                     | \$ 94.4                       | \$ 119.5                     |
| <b>Other Charges / Utilities</b> | \$ 58.4            | \$ 70.8            | \$ 67.5            | \$ 110.0                     | \$ 109.8                      | \$ 90.3                      |
| <b>Materials &amp; Supplies</b>  | \$ 15.5            | \$ 19.1            | \$ 19.2            | \$ 38.0                      | \$ 33.5                       | \$ 31.8                      |
| <b>Programs &amp; Services</b>   | \$ 0.4             | \$ -               | \$ 0.8             | \$ -                         | \$ 0.3                        | \$ -                         |
| <b>Capital Outlay</b>            | \$ -               | \$ -               | \$ 21.5            | \$ 5.2                       | \$ 4.3                        | \$ 16.0                      |
| <b>Transfers</b>                 | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Total</b>                     | \$ 625.0           | \$ 802.0           | \$ 886.6           | \$ 875.8                     | \$ 802.2                      | \$ 795.3                     |



# P&R Comm Center Operations Executive Summary

|                           | Expenditures by Type - % |                    |                    |                              |                               |                              |
|---------------------------|--------------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21       | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 61.6%                    | 61.2%              | 62.1%              | 52.6%                        | 55.2%                         | 54.5%                        |
| Benefits                  | 18.7%                    | 15.9%              | 15.5%              | 17.7%                        | 14.5%                         | 13.1%                        |
| Purchased Services        | 7.8%                     | 11.7%              | 10.1%              | 12.2%                        | 11.8%                         | 15.0%                        |
| Other Charges / Utilities | 9.3%                     | 8.8%               | 7.6%               | 12.6%                        | 13.7%                         | 11.3%                        |
| Materials & Supplies      | 2.5%                     | 2.4%               | 2.2%               | 4.3%                         | 4.2%                          | 4.0%                         |
| Programs & Services       | 0.1%                     | 0.0%               | 0.1%               | 0.0%                         | 0.0%                          | 0.0%                         |
| Capital Outlay            | 0.0%                     | 0.0%               | 2.4%               | 0.6%                         | 0.5%                          | 2.0%                         |
| Transfers                 | 0.0%                     | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

\*Due to the COVID-19 Pandemic, the community center was closed and other events were halted from March 2020 to the end of May 2021. This accounts for variances in FY2020/21.

## Key Objectives & Initiatives

### Department Mission

To coordinate, develop, maintain, and operate the Community Center and provide support for other Town recreational facilities. Ensuring safe, diverse and accessible facilities for all patrons and access to leisure activities, programs, and classes that enhance the quality of life within the Town.

### Strategic Plan Initiatives

By being a responsible steward of the Town’s public funds, ensuring safe facilities through industry maintenance standards, providing innovative technology, collaborating with other organization, volunteer efforts, and as a gold LEED facility this division exemplifies “Vienna as a fiscally responsible, safe, engaged, complete, and environmentally sustainable community.”

# P&R Comm Center Operations Executive Summary

## Major New Initiatives and Fiscal Impact:

|                               |  |
|-------------------------------|--|
| <b>Major New Initiatives:</b> | Facility Operations - FT VCC Operations Assistant Manager  |
| <b>Services Provided:</b>     | <p>Facility Operations plays a vital role in maintaining key community spaces and supporting seamless program delivery, ensuring a high-quality experience for all who use our facilities.</p> <p>This position would be part of a team that supports 113 hours of operations each week year-round, including evenings and weekends. The community center typically does not close for holidays. Key areas in need of support include:</p> <ul style="list-style-type: none"><li>-Community rentals at the Vienna Community Center and park pavilions.</li><li>-Essential custodial and/or maintenance support for key sites:<ul style="list-style-type: none"><li>Vienna Community Center</li><li>Bowman House</li><li>Freeman Store</li><li>Little Library Museum</li></ul></li><li>-Room setups and takedowns, supporting diverse activities:<ul style="list-style-type: none"><li>Classes and community events</li><li>Rentals and theatre productions</li><li>Drop-in sports programs for all ages</li><li>Transitions between programs, enhancing the customer experience across all community offerings.</li></ul></li><li>-Oversight of weekend and evening staff.</li></ul> |
| <b>Cost:</b>                  | <i>See Workforce Planning</i>  |

# P&R Comm Center Operations Executive Summary

**Key Opportunities:**

Adding a full-time assistant to Facility Operations presents significant opportunities for enhancing service quality and operational consistency. This position would provide dependable, high-level customer service during nights and weekends, ensuring that customers experience consistent support beyond regular office hours, which is currently managed by part-time staff. Additionally, this role serves as an entry-level opportunity within the Town, creating a valuable recruitment pathway to attract and develop qualified talent committed to the Town's standards and goals for long-term service delivery.

**Key Challenges:**

Relying solely on part-time staff for nights and weekends presents several challenges that affect customer experience and operational efficiency. With only a single supervisor responsible for frontline support across over 113 operating hours, it's difficult to maintain the depth of customer service that aligns with the Town's goals. This structure also limits accessibility for individuals seeking information or assistance with rentals—currently, inquiries requiring in-person discussions, tours, or detailed scheduling can only be accommodated during regular office hours. Without evening or weekend staff dedicated to managing these requests, customer engagement is constrained, and potential revenue opportunities from rentals may be missed. Addressing these challenges with a full-time assistant would provide a more robust support system, enhancing service quality and access.

# P&R Comm Center Operations Executive Summary

**Workforce Planning Associated with Major Initiative:**

|  |   |
|--|---|
| <b>New Position Requests:</b>                | FT Operations Assistant Manager   |
| <b>Service Impact:</b>                       | Funding this full-time position would have a substantial service impact by providing consistent, high-quality customer support during nights and weekends and ensuring seamless coverage across all operating hours. This role would enhance oversight of part-time custodial and operations staff, helping to maintain quality standards during evening and weekend shifts. Additionally, it would allow the Facility Operations team to respond promptly to customer inquiries, provide facility tours, and assist with rental bookings outside standard hours. By improving accessibility, responsiveness, and operational quality, this position would elevate customer satisfaction, maximize rental potential, and contribute to service efficiency and community engagement. |
| <b>Cost:</b>                                 | \$110,500   |
| <b>Projected Positions to be Eliminated:</b> | Funding this full-time position may allow for a slight reduction in part-time hours by ensuring more consistent, in-depth coverage; however, the need for part-time staff remains essential. Large rentals, theater productions, and special events require additional hands to manage high volumes and provide specialized support. Part-time team members will continue to be vital during peak activities, allowing the full-time assistant to focus on quality oversight and customer service continuity. This balanced approach maintains flexibility while elevating service standards across all operational hours.  |
| <b>Service Impact:</b>                       |   |
| <b>Cost:</b>                                 |   |

## P&R Programs Executive Summary

| Five Year Financials Summary           |                    |                    |                    |                              |                               |                              |
|--|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                             | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| <b>Total Expenditures - GF</b>         | \$ 285.2           | \$ 521.1           | \$ 718.5           | \$ 832.2                     | \$ 844.0                      | \$ 720.6                     |
| <b>Yr to Yr % change</b>               | -31.8%             | 82.7%              | 37.9%              |                              | 17.5%                         | -14.6%                       |
| Contributions                          | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| Donations                              | \$ 5.50            | \$ 4.57            | \$ 6.00            | \$ -                         | \$ -                          | \$ -                         |
| Revenue                                | \$ 543.85          | \$ 910.08          | \$ 1,255.07        | \$ 1,436.32                  | \$ 1,303.26                   | \$ 1,472.00                  |
| <b>Related Revenue</b>                 | \$ 549.4           | \$ 914.7           | \$ 1,261.1         | \$ 1,436.3                   | \$ 1,303.3                    | \$ 1,472.0                   |
| <b>Full Time Equivalent Employees</b>  | -                  | -                  | -                  | -                            | -                             | -                            |
| PT Program Staff                       | 18.00              | 18.00              | 18.00              | 18.00                        | 18.00                         | 18.00                        |
| PT Class Instructors                   | 25.00              | 25.00              | 25.00              | 25.00                        | 25.00                         | 25.00                        |
| Contract Instructors                   | 37.00              | 37.00              | 37.00              | 37.00                        | 37.00                         | 37.00                        |
| <b>Temporary &amp; Part-Time Staff</b> | 80.00              | 80.00              | 80.00              | 80.00                        | 80.00                         | 80.00                        |

| Expenditures by Type - \$ |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | \$ 82.6            | \$ 168.8           | \$ 186.8           | \$ 186.1                     | \$ 206.0                      | \$ 245.0                     |
| Benefits                  | \$ 6.3             | \$ 12.9            | \$ 14.3            | \$ 11.5                      | \$ 15.8                       | \$ 11.5                      |
| Purchased Services        | \$ 188.6           | \$ 324.7           | \$ 468.1           | \$ 562.7                     | \$ 562.6                      | \$ 390.0                     |
| Other Charges / Utilities | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| Materials & Supplies      | \$ 7.5             | \$ 14.7            | \$ 14.2            | \$ 20.7                      | \$ 20.3                       | \$ 20.1                      |
| Programs & Services       | \$ -               | \$ -               | \$ 29.5            | \$ 48.7                      | \$ 39.3                       | \$ 50.0                      |
| Capital Outlay            | \$ 0.2             | \$ -               | \$ 5.4             | \$ 2.5                       | \$ -                          | \$ 4.0                       |
| Transfers                 | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Total</b>              | \$ 285.2           | \$ 521.1           | \$ 718.5           | \$ 832.2                     | \$ 844.0                      | \$ 720.6                     |

| Expenditures by Type - %  |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 29.0%              | 32.4%              | 26.0%              | 22.4%                        | 24.4%                         | 34.0%                        |
| Benefits                  | 2.2%               | 2.5%               | 2.0%               | 1.4%                         | 1.9%                          | 1.6%                         |
| Purchased Services        | 66.1%              | 62.3%              | 65.2%              | 67.6%                        | 66.7%                         | 54.1%                        |
| Other Charges / Utilities | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |
| Materials & Supplies      | 2.6%               | 2.8%               | 2.0%               | 2.5%                         | 2.4%                          | 2.8%                         |
| Programs & Services       | 0.0%               | 0.0%               | 4.1%               | 5.8%                         | 4.7%                          | 6.9%                         |
| Capital Outlay            | 0.1%               | 0.0%               | 0.8%               | 0.3%                         | 0.0%                          | 0.6%                         |
| Transfers                 | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

\*Due to the COVID-19 Pandemic, the community center was closed and other events were halted from March 2020 to the end of May 2021. This accounts for variances in FY2020/21.

# P&R Programs Executive Summary

## **Key Objectives & Initiatives**

### **Department Mission**

To enrich the lives of Vienna residents of all ages by providing camps, classes and drop-in activities with a focus on education through workshops, arts, fitness and sports.

### **Strategic Plan Initiatives**

By identifying the demand for classes and programs, revenue increased, and value given back to the community this division instills “Vienna as a fiscally responsible, complete, and engaged community.”

### **Major New Initiatives and Fiscal Impact: N/A**

# P&R Special Events Executive Summary

| Five Year Financials Summary           |                    |                    |                    |                              |                               |                              |
|--|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|  | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                             |                    |                    |                    |                              |                               |                              |
| <b>Total Expenditures - GF</b>         | \$ 40.6            | \$ 181.3           | \$ 173.8           | \$ 272.8                     | \$ 224.2                      | \$ 208.0                     |
| <b>Yr to Yr % change</b>               | -70.5%             | 346.9%             | -4.1%              |                              | 29.0%                         | -7.2%                        |
| Contributions                          | -                  | -                  | -                  | -                            | -                             | -                            |
| Donations                              | 20.81              | 14.77              | 11.55              | 39.66                        | 39.66                         | 42.00                        |
| Revenue                                | 17.69              | 34.99              | 60.82              | 89.82                        | 77.73                         | 100.00                       |
| <b>Related Revenue</b>                 | <b>\$ 38.5</b>     | <b>\$ 49.8</b>     | <b>\$ 72.4</b>     | <b>\$ 129.5</b>              | <b>\$ 117.4</b>               | <b>\$ 142.0</b>              |
| <b>Full Time Equivalent Employees</b>  | -                  | -                  | -                  | -                            | -                             | -                            |
| <b>Temporary &amp; Part-Time Staff</b> | -                  | -                  | -                  | -                            | -                             | -                            |

| Expenditures by Type - \$ |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                |                    |                    |                    |                              |                               |                              |
| Salaries                  | \$ -               | \$ 7.5             | \$ 11.2            | \$ 12.0                      | \$ 13.1                       | \$ 12.0                      |
| Benefits                  | \$ -               | \$ 0.6             | \$ 0.9             | \$ -                         | \$ 1.0                        | \$ -                         |
| Purchased Services        | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| Other Charges / Utilities | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| Materials & Supplies      | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| Programs & Services       | \$ 40.6            | \$ 173.2           | \$ 161.7           | \$ 260.8                     | \$ 210.1                      | \$ 196.0                     |
| Capital Outlay            | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| Transfers                 | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Total</b>              | <b>\$ 40.6</b>     | <b>\$ 181.3</b>    | <b>\$ 173.8</b>    | <b>\$ 272.8</b>              | <b>\$ 224.2</b>               | <b>\$ 208.0</b>              |

| Expenditures by Type - %  |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 0.0%               | 4.1%               | 6.5%               | 4.4%                         | 5.9%                          | 5.8%                         |
| Benefits                  | 0.0%               | 0.3%               | 0.5%               | 0.0%                         | 0.4%                          | 0.0%                         |
| Purchased Services        | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |
| Other Charges / Utilities | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |
| Materials & Supplies      | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |
| Programs & Services       | 100.0%             | 95.5%              | 93.1%              | 95.6%                        | 93.7%                         | 94.2%                        |
| Capital Outlay            | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |
| Transfers                 | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

\*Due to the COVID-19 Pandemic, the community center was closed and other events were halted from March 2020 to the end of May 2021. This accounts for variances in FY2020/21.

# P&R Special Events Executive Summary

## Key Objectives & Initiatives

### Department Mission

To entertain, educate, and foster community involvement and partnerships by providing cultural and diverse activities for all ages.

### Strategic Plan Initiatives

Generous donations in 2021 demonstrates “Vienna as an engaged community” which provided the ability to serve the entire community including those most affected by the pandemic and the less fortunate population of Vienna. As Covid-19 restrictions began lifting, Town events came back to life and were successfully and safely held for the community to enjoy. Through these efforts this division also instills “Vienna as a safe and complete community.”



# P&R Special Events Executive Summary

## Major New Initiatives and Fiscal Impact:

|   |  |
|---|--|
| <b>Major New Initiatives:</b>                               | PT Special Event Assistant   |
| <b>Services Provided:</b>                                   | Assist with after hours and weekend supervision of events (See attached)   |
| <b>Cost:</b>  | <i>See Workforce Planning</i>  |
| <b>Key Opportunities:</b>                                   | <p>Adding a part-time support position to the events team will significantly reduce the need for full-time staff to work overtime during peak event season (March through December). This position is projected to save approximately \$4,500 in overtime costs and \$20,000 in compensatory time annually, as it will alleviate the demand on current staff for event-related overtime and compensatory hours. By assisting with logistical preparations in the days leading up to each event, this role will allow existing event staff to focus on high-priority tasks such as marketing, budgeting, and reporting, enhancing overall efficiency. This added capacity will not only support the seamless execution of events but also enable strategic growth and improved visibility for our programming. In summary, this position offers both cost savings and operational benefits by providing essential support to our dedicated events team. \$12,000-15,000 of this expense can be offset with event sponsor revenue.</p> |
| <b>Key Challenges:</b>                                      | <p>The events team is currently stretched thin due to the high demand for support during the busy event season, resulting in significant overtime and compensatory time for full-time staff. This workload limits their ability to focus on essential tasks such as marketing, budgeting, and reporting. With limited support for event setup and logistical preparations, full-time staff are overextended, impacting both efficiency and long-term planning capabilities. The addition of a part-time support role would alleviate these pressures, reducing overtime costs and enabling the team to deliver high-quality events more sustainably.</p>   |
| <b>Workforce Planning Associated with Major Initiative:</b> |  |
| <b>New Position Requests:</b>                               | PT Special Events, March - December  |
| <b>Service Impact:</b>                                      | Improved logistics to support town-wide special events (See Attachment).   |
| <b>Cost:</b>  | \$13,000 (\$25,000 - \$12,000 funded through sponsorship)  |
| <b>Projected Positions to be Eliminated:</b>                | Overtime costs could potentially be reduced  |
| <b>Service Impact:</b>                                      |  |
| <b>Cost:</b>  | \$24,500 anticipated savings in overtime and compensatory time costs   |

## **New Position Request FY 25/26**

Title: Part Time Special Event Assistant

Class: Seasonal/Part Time

Division: Special Events

Cost: \$25,000/10 month position

Days/Hours:

Monday – Saturday

25 hours per week, flexible schedule

March – December

The Special Events Assistant supports the implementation and support of various special events including Movies in the Park, Summer Concerts, Summer Children’s event series, Liberty Amendments Month, Chillin’ on Church various holiday events including Memorial Day weekend, Independence Day Fireworks, Halloween Parade, Holiday Stroll and others as assigned. This position will also serve as an area leader assisting with supervising staff during events on evenings and weekends and filling the role of Manager on Duty at evening and weekend events as needed. The Special Events Assistant will support the Program Division by supporting administrative event tasks such as: mailings, in person visits to businesses (with event impact information), processing invoices, obtaining quotes, coordinating with vendors, applying for event permits, preparing materials for trainings and events, and supporting event marketing efforts.

Service Impact:

Currently the job responsibilities listed above are distributed between the Recreation Program Coordinator II, Events II and the Assistant Special Events Coordinator. An increased workload has been added to the Program Division due to the addition of more events such as Liberty Amendments Month and the expansion of the scope of current events (such as the expanded footprint of Chilin on Church, planter protection planning for the Halloween Parade, and increased efforts to add additional safety and emergency planning for all events. ), Full-time staff supporting Town events are working an unsustainable number of hours and over time to support events both from a financial and well-being standpoint. A special events part time seasonal staff will offset the overtime accumulated by the Recreation Program Coordinator I. Events and the Assistant Event Coordinator position and will create an additional Manager on Duty to assist with staffing events on evenings and weekends. It is increasingly difficult to find employees that are willing and available to staff events and hold the manager on duty lead position through the events season.

\*\$12,500-15,000 of this position could be covered from event sponsor revenue.

# P&R Special Events Executive Summary

## Major New Initiatives and Fiscal Impact:

|   |  |
|---|--|
| <b>Major New Initiatives:</b>                                   | Parade/Event Fencing (Safety)  |
| <b>Services Provided:</b>                                       | The Halloween Parade will be enhanced with temporary metal barricades, rented to provide approximately 5,000 feet of fencing along the parade route. This service includes the delivery, assembly, dismantling, and pick-up of the barricades. The plan for their placement and crowd management has been reviewed and vetted by the Parks and Recreation staff, Vienna Police Department, and the Department of Public Works.   |
| <b>Cost:</b>  | \$25,000   |
| <b>Key Opportunities:</b>                                       | The addition of barricades will significantly enhance safety by reducing the risk of pedestrians, especially children, accidentally or intentionally entering the roadway. The 2024 Halloween Parade saw a remarkable increase of pedestrian traffic in the roadway before, during and after the parade due to a loss in event seating area because of the first year fencing 60 landscaping beds along the parade route. The addition of metal barricades along the route would create a safer environment for parade spectators, participants, volunteers, and staff. By guiding the crowd to designated viewing areas, the fencing will help manage spectator flow and minimize hazards for parade vehicles, ensuring a smoother and more organized route. Controlled viewing zones will also contribute to an improved parade experience, making it more enjoyable and secure for everyone involved. Additionally, this one-time rental provides an opportunity to evaluate the cost-effectiveness of purchasing versus renting barricades for future parades, allowing the department to make informed decisions based on return on investment. |
| <b>Key Challenges:</b>  | Without fencing along the parade route, there is a heightened risk of safety incidents as there is an increasing frequency of pedestrians and children inadvertently or intentionally entering the roadway, potentially leading to accidents or injuries. Crowd management has been more challenging with these increased incidents since there are no resources available to provide clear boundaries to guide spectators to safe viewing areas. This has resulted in congestion and interference with parade vehicles. This lack of crowd control diminishes the overall quality of the event, making it less organized and potentially less enjoyable for attendees, and most importantly creates safety concerns for all involved.   |
| <b>Workforce Planning Associated with Major Initiative: N/A</b> |  |

# P&R Teen Center's Executive Summary

| Five Year Financials Summary           |                    |                    |                    |                              |                               |                              |
|--|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                             | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| <b>Total Expenditures - GF</b>         | \$ 177.6           | \$ 200.3           | \$ 248.9           | \$ 269.4                     | \$ 273.1                      | \$ 278.7                     |
| <b>Yr to Yr % change</b>               | -14.1%             | 12.8%              | 24.2%              |                              | 9.7%                          | 2.1%                         |
| Contributions                          | 32.30              | 32.30              | 32.30              | 32.30                        | 32.30                         | 40.00                        |
| Donations                              | 0.50               | -                  | 0.50               | -                            | -                             | 3.50                         |
| Revenue                                | 0.12               | 3.28               | 6.82               | 6.00                         | 4.72                          | 8.00                         |
| <b>Related Revenue</b>                 | \$ 32.9            | \$ 35.6            | \$ 39.6            | \$ 38.3                      | \$ 37.0                       | \$ 51.5                      |
| Recreation Coordinator                 | 1.00               | 1.00               | 1.00               | 1.00                         | 1.00                          | 1.00                         |
| After-School Program Coordinator       | 1.00               | 1.00               | 1.00               | 1.00                         | 1.00                          | 1.00                         |
| <b>Full Time Equivalent Employees</b>  | 2.00               | 2.00               | 2.00               | 2.00                         | 2.00                          | 2.00                         |
| PT Teen Center Staff                   | 5.00               | 5.00               | 5.00               | 5.00                         | 5.00                          | 5.00                         |
| <b>Temporary &amp; Part-Time Staff</b> | 5.00               | 5.00               | 5.00               | 5.00                         | 5.00                          | 5.00                         |

| Expenditures by Type - \$        |                    |                    |                    |                              |                               |                              |
|----------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                       | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| <b>Salaries</b>                  | \$ 128.8           | \$ 148.6           | \$ 180.6           | \$ 184.4                     | \$ 196.2                      | \$ 195.0                     |
| <b>Benefits</b>                  | \$ 46.6            | \$ 39.1            | \$ 55.0            | \$ 58.6                      | \$ 56.7                       | \$ 57.3                      |
| <b>Purchased Services</b>        | \$ 0.7             | \$ 1.5             | \$ 2.7             | \$ 5.8                       | \$ 2.1                        | \$ 5.8                       |
| <b>Other Charges / Utilities</b> | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Materials &amp; Supplies</b>  | \$ 1.6             | \$ 10.1            | \$ 10.2            | \$ 15.5                      | \$ 13.6                       | \$ 15.5                      |
| <b>Programs &amp; Services</b>   | \$ -               | \$ 0.2             | \$ 0.3             | \$ -                         | \$ 0.2                        | \$ -                         |
| <b>Capital Outlay</b>            | \$ -               | \$ 0.8             | \$ -               | \$ 5.1                       | \$ 4.3                        | \$ 5.1                       |
| <b>Transfers</b>                 | \$ -               | \$ -               | \$ -               |                              | \$ -                          | \$ -                         |
| <b>Total</b>                     | \$ 177.6           | \$ 200.3           | \$ 248.9           | \$ 269.4                     | \$ 273.1                      | \$ 278.7                     |

# P&R Teen Center's Executive Summary

|                           | Expenditures by Type - % |                    |                    |                              |                               |                              |
|---------------------------|--------------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21       | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 72.5%                    | 74.2%              | 72.6%              | 68.4%                        | 71.8%                         | 69.9%                        |
| Benefits                  | 26.2%                    | 19.5%              | 22.1%              | 21.8%                        | 20.8%                         | 20.6%                        |
| Purchased Services        | 0.4%                     | 0.8%               | 1.1%               | 2.2%                         | 0.8%                          | 2.1%                         |
| Other Charges / Utilities | 0.0%                     | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |
| Materials & Supplies      | 0.9%                     | 5.1%               | 4.1%               | 5.8%                         | 5.0%                          | 5.6%                         |
| Programs & Services       | 0.0%                     | 0.1%               | 0.1%               | 0.0%                         | 0.1%                          | 0.0%                         |
| Capital Outlay            | 0.0%                     | 0.4%               | 0.0%               | 1.9%                         | 1.6%                          | 1.8%                         |
| Transfers                 | 0.0%                     | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

**\*Due to the COVID-19 Pandemic, the community center was closed and other events were halted from March 2020 to the end of May 2021. This accounts for variances in FY2020/21.**

## Key Objectives & Initiatives

### Department Mission

To provide a structured and safe environment for teens to grow socially, receive academic support, and participate in physical and recreational activities.

### Strategic Plan Initiatives

By encouraging volunteerism through its programs and activities this division instills “Vienna as an engaged community.” Staff plans parent workshops, teen activities and events throughout the school year. The Teen Council is made up of students from the local schools that plan and support events.

### Major New Initiatives and Fiscal Impact: N/A

# P&R Historic Preservations Executive Summary

| Five Year Financials Summary           |                    |                    |                    |                              |                               |                              |
|--|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                             | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| <b>Total Expenditures - GF</b>         | \$ 20.3            | \$ 27.0            | \$ 31.3            | \$ 40.3                      | \$ 42.7                       | \$ 34.5                      |
| <b>Yr to Yr % change</b>               | -31.5%             | 33.3%              | 15.9%              |                              | 36.4%                         | -19.2%                       |
| <b>Related Revenue</b>                 | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Full Time Equivalent Employees</b>  | -                  | -                  | -                  | -                            | -                             | -                            |
| <b>Temporary &amp; Part-Time Staff</b> | -                  | -                  | -                  | -                            | -                             | -                            |

| Expenditures by Type - \$        |                    |                    |                    |                              |                               |                              |
|----------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                       | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| <b>Salaries</b>                  | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Benefits</b>                  | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Purchased Services</b>        | \$ 8.3             | \$ 16.5            | \$ 19.2            | \$ 22.5                      | \$ 22.4                       | \$ 21.5                      |
| <b>Other Charges / Utilities</b> | \$ 8.1             | \$ 9.1             | \$ 10.3            | \$ 11.8                      | \$ 14.6                       | \$ 10.5                      |
| <b>Materials &amp; Supplies</b>  | \$ 0.3             | \$ 0.0             | \$ 0.9             | \$ 5.6                       | \$ 5.3                        | \$ 1.0                       |
| <b>Programs &amp; Services</b>   | \$ 3.6             | \$ 1.4             | \$ 0.8             | \$ 0.4                       | \$ 0.4                        | \$ 1.5                       |
| <b>Capital Outlay</b>            | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Transfers</b>                 | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Total</b>                     | \$ 20.3            | \$ 27.0            | \$ 31.3            | \$ 40.3                      | \$ 42.7                       | \$ 34.5                      |

| Expenditures by Type - %         |                    |                    |                    |                              |                               |                              |
|----------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                                  | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| <b>Salaries</b>                  | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |
| <b>Benefits</b>                  | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |
| <b>Purchased Services</b>        | 71.3%              | 54.0%              | 40.8%              | 61.0%                        | 61.0%                         | 58.1%                        |
| <b>Other Charges / Utilities</b> | 34.8%              | 26.2%              | 40.1%              | 33.7%                        | 33.7%                         | 33.9%                        |
| <b>Materials &amp; Supplies</b>  | 0.0%               | -0.4%              | 1.3%               | 0.1%                         | 0.1%                          | 3.2%                         |
| <b>Programs &amp; Services</b>   | -6.1%              | 20.2%              | 17.8%              | 5.2%                         | 5.2%                          | 4.8%                         |
| <b>Capital Outlay</b>            | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |
| <b>Transfers</b>                 | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

# P&R Historic Preservations Executive Summary

## Key Objectives & Initiatives

### Department Mission

To preserve and care for the Town’s historic structures and promote the Town’s history through interpretative programs.

### Strategic Plan Initiatives

By preserving and restoring historical sites where appropriate this division ensures “Vienna as a complete community.”

### Major New Initiatives and Fiscal Impact:

|   |   |
|---|---|
| <b>Major New Initiatives:</b>                                   | Historic Assessment   |
| <b>Services Provided:</b>                                       | A historic assessment helps preserve cultural heritage by identifying, documenting, and evaluating the historical, architectural, and cultural significance of a site or structure. By recognizing and preserving these features, communities can maintain a sense of identity, history, and continuity.  |
| <b>Cost:</b>  | \$65,000  |
| <b>Key Opportunities:</b>                                       | This assessment guides preservation efforts and informs the Capital Improvement Plan by establishing which elements are most valuable and should be protected, helping inform restoration, adaptive reuse, or maintenance plans. A historic assessment will also help the Town seek alternative funding, such as grants, to support the preservation of historically significant structures maintained by the Town.   |
| <b>Key Challenges:</b>  | Without a historic assessment, preservation efforts face several challenges, could lead to unintended or unexpected expenses and put historic structures at risk. Inappropriate alterations of key features may cause a facility to lose its historic designation. Additionally, the absence of a thorough assessment can result in missed opportunities for securing grants, tax incentives, or other funding that supports preservation. Ultimately, this can lead to a loss of cultural heritage and a diminished sense of community identity. Without a historic assessment, preservation efforts face several challenges, could lead to unintended or unexpected expenses and put historic structures at risk. Inappropriate alterations of key features may cause a facility to lose its historic designation. Additionally, the absence of a thorough assessment can result in missed opportunities for securing grants, tax incentives, or other funding that supports preservation. Ultimately, this can lead to a loss of cultural heritage and a diminished sense of community identity. |
| <b>Workforce Planning Associated with Major Initiative: N/A</b> |   |

# Department of Public Works GF Executive Summary

| Five Year Financials Summary             |                    |                    |                    |                              |                               |                              |
|--|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                               | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| <b>Total Expenditures - GF</b>           | \$ 6,793.6         | \$ 7,057.0         | \$ 8,867.6         | \$ 9,679.8                   | \$ 8,590.3                    | \$ 9,511.4                   |
| <b>Yr to Yr % change</b>                 | -5.9%              | 3.9%               | 25.7%              |                              | -3.1%                         | 10.7%                        |
| <b>Related Revenue</b>                   | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| Administration                           | 8.00               | 8.00               | 8.00               | 10.00                        | 10.00                         | 10.00                        |
| Operations - Street Maintenance          | 13.00              | 13.00              | 13.00              | 13.00                        | 13.00                         | 13.00                        |
| Operations - General Maintenance         | 9.00               | 9.00               | 9.00               | 8.00                         | 8.00                          | 8.00                         |
| Operations - Traffic Engineering         | 2.00               | 2.00               | 2.00               | 3.00                         | 3.00                          | 3.00                         |
| Operations - Sanitation                  | 17.00              | 17.00              | 17.00              | 17.00                        | 17.00                         | 17.00                        |
| Vehicle Maintenance                      | 8.00               | 8.00               | 8.00               | 8.00                         | 8.00                          | 8.00                         |
| <b>Department of Public Works FTE's:</b> | 57.00              | 57.00              | 57.00              | 59.00                        | 59.00                         | 59.00                        |

| Expenditures by Type - \$        |                    |                    |                    |                              |                               |                              |
|----------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                       | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| <b>Salaries</b>                  | \$ 3,638.6         | \$ 3,849.3         | \$ 4,112.0         | \$ 4,494.9                   | \$ 4,333.7                    | \$ 4,665.6                   |
| <b>Benefits</b>                  | \$ 1,502.1         | \$ 1,498.5         | \$ 1,720.8         | \$ 1,919.1                   | \$ 1,711.7                    | \$ 1,957.6                   |
| <b>Purchased Services</b>        | \$ 754.4           | \$ 785.8           | \$ 1,012.6         | \$ 1,333.2                   | \$ 1,066.6                    | \$ 1,207.1                   |
| <b>Other Charges / Utilities</b> | \$ 113.6           | \$ 141.7           | \$ 157.3           | \$ 228.7                     | \$ 175.1                      | \$ 213.5                     |
| <b>Materials &amp; Supplies</b>  | \$ 629.7           | \$ 544.5           | \$ 526.6           | \$ 768.4                     | \$ 554.7                      | \$ 726.2                     |
| <b>Programs &amp; Services</b>   | \$ 105.0           | \$ 186.3           | \$ 1,264.6         | \$ 813.6                     | \$ 684.6                      | \$ 668.4                     |
| <b>Capital Outlay</b>            | \$ 50.2            | \$ 50.9            | \$ 73.8            | \$ 122.0                     | \$ 63.8                       | \$ 73.0                      |
| <b>Transfers</b>                 | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Total</b>                     | \$ 6,793.6         | \$ 7,057.0         | \$ 8,867.6         | \$ 9,679.8                   | \$ 8,590.3                    | \$ 9,511.4                   |



# Department of Public Works GF Executive Summary

|                           | Expenditures by Type - % |                    |                    |                              |                               |                              |
|---------------------------|--------------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21       | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 53.6%                    | 54.5%              | 46.4%              | 46.4%                        | 50.4%                         | 49.1%                        |
| Benefits                  | 22.1%                    | 21.2%              | 19.4%              | 19.8%                        | 19.9%                         | 20.6%                        |
| Purchased Services        | 11.1%                    | 11.1%              | 11.4%              | 13.8%                        | 12.4%                         | 12.7%                        |
| Other Charges / Utilities | 1.7%                     | 2.0%               | 1.8%               | 2.4%                         | 2.0%                          | 2.2%                         |
| Materials & Supplies      | 9.3%                     | 7.7%               | 5.9%               | 7.9%                         | 6.5%                          | 7.6%                         |
| Programs & Services       | 1.5%                     | 2.6%               | 14.3%              | 8.4%                         | 8.0%                          | 7.0%                         |
| Capital Outlay            | 0.7%                     | 0.7%               | 0.8%               | 1.3%                         | 0.7%                          | 0.8%                         |
| Transfers                 | 0.0%                     | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

## Key Objectives & Initiatives

### Department Mission

The Department of Public Works (DPW) provides high-quality and efficient municipal services, implements strategic capital projects, and maintains town infrastructure to support a safe and healthy community.

### Strategic Plan Initiatives

DPW supports the following strategic plan initiatives: fiscally responsible community, safe community, efficiently mobile community, economically prosperous community, engaged community, environmentally sustainable community, and complete community.

# DPW Administration's Executive Summary

| Five Year Financials Summary   |                    |                    |                    |                              |                               |                              |
|--------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                                | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                     |                    |                    |                    |                              |                               |                              |
| <b>Total Expenditures - GF</b> | \$ 1,040.0         | \$ 1,143.5         | \$ 1,240.5         | \$ 1,435.9                   | \$ 1,479.5                    | \$ 1,546.4                   |
| Yr to Yr % change              | -2.9%              | 10.0%              | 8.5%               |                              | 19.3%                         | 4.5%                         |
| <b>Related Revenue</b>         | \$ -               | \$ -               | \$ -               |                              | \$ -                          | \$ -                         |
| <b>Administration FTE's:</b>   | 8.00               | 8.00               | 8.00               | 10.00                        | 10.00                         | 10.00                        |

| Expenditures by Type - \$ |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                |                    |                    |                    |                              |                               |                              |
| Salaries                  | \$ 710.9           | \$ 773.5           | \$ 782.7           | \$ 880.7                     | \$ 988.4                      | \$ 962.1                     |
| Benefits                  | \$ 291.6           | \$ 317.7           | \$ 387.8           | \$ 482.2                     | \$ 434.0                      | \$ 504.3                     |
| Purchased Services        | \$ 12.9            | \$ 22.2            | \$ 32.1            | \$ 35.2                      | \$ 25.4                       | \$ 40.6                      |
| Other Charges / Utilities | \$ 9.9             | \$ 14.5            | \$ 11.6            | \$ 18.0                      | \$ 13.1                       | \$ 16.0                      |
| Materials & Supplies      | \$ 9.8             | \$ 8.3             | \$ 19.2            | \$ 19.5                      | \$ 18.0                       | \$ 20.3                      |
| Programs & Services       | \$ 4.9             | \$ 6.1             | \$ 7.0             | \$ 0.1                       | \$ 0.5                        | \$ 0.1                       |
| Capital Outlay            | \$ -               | \$ 1.3             | \$ 0.1             | \$ 0.3                       | \$ -                          | \$ 3.0                       |
| Transfers                 | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Total</b>              | \$ 1,040.0         | \$ 1,143.5         | \$ 1,240.5         | \$ 1,435.9                   | \$ 1,479.5                    | \$ 1,546.4                   |

| Expenditures by Type - %  |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 68.4%              | 67.6%              | 63.1%              | 61.3%                        | 66.8%                         | 62.2%                        |
| Benefits                  | 28.0%              | 27.8%              | 31.3%              | 33.6%                        | 29.3%                         | 32.6%                        |
| Purchased Services        | 1.2%               | 1.9%               | 2.6%               | 2.4%                         | 1.7%                          | 2.6%                         |
| Other Charges / Utilities | 1.0%               | 1.3%               | 0.9%               | 1.3%                         | 0.9%                          | 1.0%                         |
| Materials & Supplies      | 0.9%               | 0.7%               | 1.5%               | 1.4%                         | 1.2%                          | 1.3%                         |
| Programs & Services       | 0.5%               | 0.5%               | 0.6%               | 0.0%                         | 0.0%                          | 0.0%                         |
| Capital Outlay            | 0.0%               | 0.1%               | 0.0%               | 0.0%                         | 0.0%                          | 0.2%                         |
| Transfers                 | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

# DPW Administration's Executive Summary

## **Key Objectives & Initiatives**

### **Department Mission**

The Department of Public Works (DPW) provides high-quality and efficient municipal services, implements strategic capital projects, and maintains town infrastructure to support a safe and healthy community.

### **Strategic Plan Initiatives**

DPW supports the following strategic plan initiatives: fiscally responsible community, safe community, efficiently mobile community, economically prosperous community, engaged community, environmentally sustainable community, and complete community.

### **Major New Initiatives and Fiscal Impact: N/A**

# DPW Operation's Executive Summary

| Five Year Financials Summary   |                    |                    |                    |                              |                               |                              |
|--------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                     | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| <b>Total Expenditures - GF</b> | \$ 4,519.4         | \$ 4,622.2         | \$ 6,376.4         | \$ 6,677.8                   | \$ 5,869.9                    | \$ 6,410.9                   |
| <b>Yr to Yr % change</b>       | -9.5%              | 2.3%               | 38.0%              |                              | -7.9%                         | 9.2%                         |
| <b>Related Revenue</b>         | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| Building Maintenance           | -                  | -                  | -                  | -                            | -                             | -                            |
| General Maintenance            | 9.00               | 9.00               | 9.00               | 8.00                         | 8.00                          | 8.00                         |
| Leaf Collection                | -                  | -                  | -                  | -                            | -                             | -                            |
| Sanitation                     | 17.00              | 17.00              | 17.00              | 17.00                        | 17.00                         | 17.00                        |
| Snow Removal                   | -                  | -                  | -                  | -                            | -                             | -                            |
| Street Maintenance             | 13.00              | 13.00              | 13.00              | 13.00                        | 13.00                         | 13.00                        |
| Traffic Engineering            | 2.00               | 2.00               | 2.00               | 3.00                         | 3.00                          | 3.00                         |
| <b>Operation FTE's:</b>        | 41.00              | 41.00              | 41.00              | 41.00                        | 41.00                         | 41.00                        |

| Expenditures by Type - \$        |                    |                    |                    |                              |                               |                              |
|----------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                       | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| <b>Salaries</b>                  | \$ 2,356.7         | \$ 2,439.0         | \$ 2,736.5         | \$ 2,866.4                   | \$ 2,744.3                    | \$ 2,926.8                   |
| <b>Benefits</b>                  | \$ 996.8           | \$ 975.3           | \$ 1,129.9         | \$ 1,189.4                   | \$ 1,083.8                    | \$ 1,184.6                   |
| <b>Purchased Services*</b>       | \$ 673.9           | \$ 671.4           | \$ 914.9           | \$ 1,223.4                   | \$ 970.1                      | \$ 1,094.8                   |
| <b>Other Charges / Utilities</b> | \$ 102.2           | \$ 125.1           | \$ 143.1           | \$ 208.7                     | \$ 160.0                      | \$ 191.0                     |
| <b>Materials &amp; Supplies</b>  | \$ 241.0           | \$ 181.8           | \$ 132.7           | \$ 275.0                     | \$ 168.7                      | \$ 275.3                     |
| <b>Programs &amp; Services</b>   | \$ 100.1           | \$ 179.8           | \$ 1,257.6         | \$ 813.5                     | \$ 684.0                      | \$ 668.3                     |
| <b>Capital Outlay</b>            | \$ 48.6            | \$ 49.7            | \$ 61.8            | \$ 101.5                     | \$ 59.0                       | \$ 70.0                      |
| <b>Transfers</b>                 | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Total</b>                     | \$ 4,519.4         | \$ 4,622.2         | \$ 6,376.4         | \$ 6,677.8                   | \$ 5,869.9                    | \$ 6,410.9                   |

# DPW Operation's Executive Summary

|                           | Expenditures by Type - % |                    |                    |                              |                               |                              |
|---------------------------|--------------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21       | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 47.2%                    | 48.0%              | 52.1%              | 52.8%                        | 52.8%                         | 45.7%                        |
| Benefits                  | 18.4%                    | 20.8%              | 22.1%              | 21.1%                        | 21.1%                         | 18.5%                        |
| Purchased Services        | 11.7%                    | 15.1%              | 14.9%              | 14.5%                        | 14.5%                         | 17.1%                        |
| Other Charges / Utilities | 2.0%                     | 2.2%               | 2.3%               | 2.7%                         | 2.7%                          | 3.0%                         |
| Materials & Supplies      | 3.8%                     | 3.2%               | 5.3%               | 3.9%                         | 3.9%                          | 4.3%                         |
| Programs & Services       | 15.9%                    | 10.3%              | 2.2%               | 3.9%                         | 3.9%                          | 10.4%                        |
| Capital Outlay            | 1.0%                     | 0.3%               | 1.1%               | 1.1%                         | 1.1%                          | 1.1%                         |
| Transfers                 | 0.0%                     | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

\*Purchased Services - year over year changes due to preemptively moving funding to CIP then having to move it back as per VDOT funding guidelines.

## Key Objectives & Initiatives

### Department Mission

The Department of Public Works (DPW) provides high-quality and efficient municipal services, implements strategic capital projects, and maintains town infrastructure to support a safe and healthy community.

### Strategic Plan Initiatives

DPW supports the following strategic plan initiatives: fiscally responsible community, safe community, efficiently mobile community, economically prosperous community, engaged community, environmentally sustainable community, and complete community.

# DPW Operation's Executive Summary

## Major New Initiatives and Fiscal Impact

|  |  |
|--|--|
| <b>Major New Initiatives:</b>  | Permanent Drop-Off Composting  |
| <b>Services Provided:</b>  | Permanent Drop-Off Composting  |
| <b>Cost:</b>   | <p><i>\$25,000 to include:</i></p> <ul style="list-style-type: none"> <li>• <i>\$10,000/year for bin rental, composting pickup and bin washout</i></li> <li>• <i>\$15,000 additional upfront costs for fencing enclosure, parking improvements, and signage</i></li> </ul>   |
| <b>Key Opportunities:</b>  | <p>Provide permanent composting drop-off and further promote the long-term sustainability agenda of the Town. The Conservation and Sustainability Committee composting pilot at the farmer's market was very popular; resulting in almost 1,000 lbs of composting collected every weekend. This drop-off location is an extension of the CSC's efforts and will substantially reduce the amount of food waste which is ultimately sent to landfills.</p> |
| <b>Key Challenges:</b>   | <p>Challenges will include outreach, drop-off hours to mitigate NSPY traffic safety concerns, and ensuring only compostable food waste is deposited at the drop-off location. Services include quarterly bin washouts but occasional efforts by DPW Operations staff may be required to ensure the bins are kept in an orderly and clean manner.</p>   |
| <b><u>Workforce Planning Associated with Major Initiative: N/A</u></b> |  |

# DPW Operation's Executive Summary

## Major New Initiatives and Fiscal Impact

|  |   |
|--|---|
| <b>Major New Initiatives:</b>                                      | Preventative Building Maintenance and Inspection Programs for Town Hall, Police Station, and NSPY   |
| <b>Services Provided:</b>  | <p>Within the Department of Public Works (DPW), the General Maintenance team is responsible for maintaining Town infrastructure in the Right of Way; as well as building maintenance for Town Hall, Northside Property Yard (NSPY), and the Police Station, including:</p> <ul style="list-style-type: none"> <li>•500 annual work orders</li> <li>•72,000 SF of building maintenance(Town Hall, NSPY, and Police Station)</li> <li>•Managing four contracts, 426 annual purchases, and \$400,000 in contracted facilities maintenance services</li> </ul>  |
| <b>Cost:</b>   | <i>See Workforce Planning</i>   |
| <b>Key Opportunities:</b>  |   |
| <b>Key Challenges:</b>   | <p>DPW identified the need for this position in 2022, and this is the third new initiative request to Council for this position.</p> <p>The renovation of the Police Station increased the area of DPW maintained facilities by approximately 35% and additional resources were not added to account for the increased scope of responsibilities. In addition to the larger footprint, Town buildings and traffic signalization are outfitted with new and increasingly complex technologies.</p> <p>Without the addition of this position, DPW will continue to have limited capacity for routine preventative maintenance due to urgent safety issues, outages, and responding to complaints. Urgent facilities and traffic signalization issues will continue to receive priority and the backlog of routing maintenance requirements will continue to grow, including important items in the right of way such as brick repair and sidewalk tripping hazard repair.</p> |
| <b><u>Workforce Planning Associated with Major Initiative:</u></b> |   |
| <b>New Position Requests:</b>                                      | Maintenance Worker II (FTE)   |
| <b>Service Impact:</b>   | Improved level of service and capacity to manage contracted preventative maintenance and inspection programs.   |
| <b>Cost:</b>   | \$100,000 / year  |
| <b>Projected Positions to be Eliminated:</b>                       | N/A   |
| <b>Service Impact:</b>   |   |
| <b>Cost:</b>   |   |

# DPW Operation's Executive Summary

## Major New Initiatives and Fiscal Impact

|                               |   |
|-------------------------------|---|
| <b>Major New Initiatives:</b> | <p style="text-align: center;">Preventative Building Maintenance and Inspection Programs for<br/>Department of Parks and Recreation Facilities</p>  |
| <b>Services Provided:</b>     | <p>Within the Department of Public Works (DPW), the General Maintenance team is responsible for maintaining public infrastructure in the Right of Way; as well as building maintenance for Town Hall, Northside Property Yard (NSPY), and the Police Station.</p> <p>DPW General Maintenance completes 500 work orders annually, and this includes both Town facilities and public infrastructure as follows:</p> <ul style="list-style-type: none"> <li>• 500 annual work orders:             <ul style="list-style-type: none"> <li>- Sidewalks, crosswalks, brickwork, handrails, benches, bus shelters, traffic signals</li> <li>- HVAC, electrical, plumbing, carpentry, data lines, security cameras, furniture</li> </ul> </li> <li>• 72,000 SF of building maintenance (Town Hall, NSPY, and Police Station)</li> <li>• Managing four contracts, 426 annual purchases, and \$400,000 in contracted facilities maintenance services, including:</li> </ul> <p>The Department of Parks and Recreation (DPR) is responsible for facility maintenance for all DPR facilities, to include five buildings (3 historic) and 54,000 SF.</p>   |
| <b>Cost:</b>                  | <i>See Workforce Planning</i>   |
| <b>Key Opportunities:</b>     | <p>These additional resources will allow DPW to support DPR with Inspection and Preventative Maintenance Programs; enhancing facilities management of the Town's widely used public facing facilities with inspection, routine preventative maintenance programs, and adequate support for repair requirements that exceed the capacity of the DPR Facilities Operator.</p> <p>The new initiative will elevate the efficiency and quality of facilities maintenance across the parks and recreation department. This change will standardize operations, allowing for more cohesive oversight, and by optimizing contracts, we will streamline processes that will positively impact the Town. Additionally, it will ensure continuity in facility maintenance practices, protecting against potential gaps due to staff turnover and securing consistent, high-quality care for public spaces.</p> <p>Without the addition of these position, DPR will continue to have reduced capacity for DPR initiatives because the DPR Deputy is currently performing Facilities Management responsibilities and the DPR Facilities Operator has limited capacity. Furthermore, there is overlap in contracted services with two departments performing the same functions and there may be a gain in efficiency because DPW has the expertise to support DPR.</p> |



# DPW Operation's Executive Summary

**Key Challenges:**

Currently, DPR contracted workload is managed by the DPR Deputy and Facilities Operator. The Facilities Operator has limited capacity for minor day-to-day repairs due to the need for them to support ongoing programs and classes in addition to maintenance needs across the facilities. This means the Deputy Director often coordinates contractor work to preserve ongoing operations and ensure preventative maintenance or other large scale projects are recorded and addressed within a timely manner. DPW is often called in to assist with DPR Facilities Maintenance when repairs or maintenance require subject matter expertise that is not typical for DPR; which contributes to the backlog of routine repairs and preventative maintenance for DPW managed buildings and infrastructure.

DPW believes General Maintenance is already understaffed by one FTE for their current Facilities Maintenance workload. To adequately manage a 75% increase in preventative maintenance inventory with the addition of DPR facilities, DPW General Maintenance would require three additional FTE. DPR already has a Facilities Operator that would continue to perform their current responsibilities, therefore, DPW is requesting two FTE to take on the additional workload from DPR.

**Workforce Planning Associated with Major Initiative:**

|  |  |
|--|--|
| <b>New Position Requests:</b>                | 1 - Facility Management Specialist (FTE)<br>1 - Maintenance Worker II (FTE)  |
| <b>Service Impact:</b>                       | Improved level of service for both DPR Programs and Facilities and capacity to manage contracted preventative maintenance and inspection programs. |
| <b>Cost:</b>                                 | \$200,000 / year   |
| <b>Projected Positions to be Eliminated:</b> | N/A  |
| <b>Service Impact:</b>                       |  |
| <b>Cost:</b>                                 |  |

# DPW Vehicle Equipment Maint's Executive Summary

| Five Year Financials Summary          |                    |                    |                    |                              |                               |                              |
|---------------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                                       | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                            |                    |                    |                    |                              |                               |                              |
| <b>Total Expenditures - GF</b>        | \$ 1,234.2         | \$ 1,291.3         | \$ 1,250.7         | \$ 1,566.0                   | \$ 1,240.9                    | \$ 1,554.1                   |
| <b>Yr to Yr % change</b>              | 7.1%               | 4.6%               | -3.1%              |                              | -0.8%                         | 25.2%                        |
| <b>Related Revenue</b>                | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Vehicle Equipment Maint FTE's:</b> | 8.00               | 8.00               | 8.00               | 8.00                         | 8.00                          | 8.00                         |

| Expenditures by Type - \$ |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                |                    |                    |                    |                              |                               |                              |
| Salaries                  | \$ 570.9           | \$ 636.8           | \$ 592.7           | \$ 747.8                     | \$ 601.1                      | \$ 776.7                     |
| Benefits                  | \$ 213.7           | \$ 205.5           | \$ 203.1           | \$ 247.6                     | \$ 193.9                      | \$ 268.7                     |
| Purchased Services        | \$ 67.7            | \$ 92.2            | \$ 65.5            | \$ 74.6                      | \$ 71.0                       | \$ 71.7                      |
| Other Charges / Utilities | \$ 1.4             | \$ 2.1             | \$ 2.6             | \$ 2.1                       | \$ 1.9                        | \$ 6.5                       |
| Materials & Supplies      | \$ 378.9           | \$ 354.4           | \$ 374.8           | \$ 473.8                     | \$ 368.1                      | \$ 430.6                     |
| Programs & Services       | \$ -               | \$ 0.3             | \$ -               | \$ -                         | \$ 0.2                        | \$ -                         |
| Capital Outlay            | \$ 1.6             | \$ -               | \$ 12.0            | \$ 20.2                      | \$ 4.9                        | \$ -                         |
| Transfers                 | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Total</b>              | \$ 1,234.2         | \$ 1,291.3         | \$ 1,250.7         | \$ 1,566.0                   | \$ 1,240.9                    | \$ 1,554.1                   |

| Expenditures by Type - %  |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 46.3%              | 49.3%              | 47.4%              | 47.8%                        | 48.4%                         | 50.0%                        |
| Benefits                  | 17.3%              | 15.9%              | 16.2%              | 15.8%                        | 15.6%                         | 17.3%                        |
| Purchased Services        | 5.5%               | 7.1%               | 5.2%               | 4.8%                         | 5.7%                          | 4.6%                         |
| Other Charges / Utilities | 0.1%               | 0.2%               | 0.2%               | 0.1%                         | 0.2%                          | 0.4%                         |
| Materials & Supplies      | 30.7%              | 27.4%              | 30.0%              | 30.3%                        | 29.7%                         | 27.7%                        |
| Programs & Services       | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |
| Capital Outlay            | 0.1%               | 0.0%               | 1.0%               | 1.3%                         | 0.4%                          | 0.0%                         |
| Transfers                 | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

# DPW Vehicle Equipment Maint's Executive Summary

## **Key Objectives & Initiatives**

### **Department Mission**

The Department of Public Works (DPW) provides high-quality and efficient municipal services, implements strategic capital projects, and maintains town infrastructure to support a safe and healthy community.

### **Strategic Plan Initiatives**

DPW supports the following strategic plan initiatives: fiscally responsible community, safe community, efficiently mobile community, economically prosperous community, engaged community, environmentally sustainable community, and complete community.

### **Major New Initiatives and Fiscal Impact: N/A**

# DPW Water & Sewer Fund Executive Summary

| Five Year Financials Summary    |                    |                    |                    |                              |                               |                              |
|---------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                      | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| <b>Total Expenditures - WSF</b> | \$ 7,199.3         | \$ 7,050.1         | \$ 7,389.2         | \$ 8,189.7                   | \$ 7,639.0                    | \$ 8,392.4                   |
| <b>Yr to Yr % change</b>        | -11.8%             | -2.1%              | 4.8%               |                              | 3.4%                          | 9.9%                         |
| <b>Related Revenue -WSF</b>     | \$ 7,199.3         | \$ 7,050.1         | \$ 7,389.2         | \$ 8,189.7                   | \$ 7,639.0                    | \$ 8,392.4                   |
| Water Operations                | 8.50               | 8.50               | 8.50               | 8.50                         | 8.50                          | 8.50                         |
| Sewer Operations                | 7.00               | 7.00               | 7.00               | 7.00                         | 7.00                          | 7.00                         |
| Meter Service & Water Quality   | 4.00               | 4.00               | 4.00               | 4.00                         | 4.00                          | 4.00                         |
| <b>Water &amp; Sewer FTE's:</b> | 19.50              | 19.50              | 19.50              | 19.50                        | 19.50                         | 19.50                        |

| Expenditures by Type - \$                   |                    |                    |                    |                              |                               |                              |
|---|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                                  | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| <b>Salaries</b>                             | \$ 1,317.5         | \$ 1,498.0         | \$ 1,575.5         | \$ 1,463.9                   | \$ 1,611.9                    | \$ 1,554.2                   |
| <b>Benefits</b>                             | \$ 493.4           | \$ 520.1           | \$ 613.0           | \$ 581.1                     | \$ 597.6                      | \$ 668.4                     |
| <b>Purchased Services</b>                   | \$ 4,899.5         | \$ 4,610.2         | \$ 4,722.4         | \$ 5,481.7                   | \$ 4,909.4                    | \$ 5,543.6                   |
| <b>Purchased Services: Water Service</b>    | \$ 1,788.6         | \$ 1,515.6         | \$ 1,869.4         | \$ 2,041.0                   | \$ 2,040.6                    | \$ 2,215.0                   |
| <b>Purchased Services: Sewage Treatment</b> | \$ 2,661.7         | \$ 2,709.0         | \$ 2,579.2         | \$ 2,936.7                   | \$ 2,611.9                    | \$ 2,781.8                   |
| <b>Purchased Services: Other</b>            | \$ 449.2           | \$ 385.6           | \$ 273.9           | \$ 504.0                     | \$ 256.9                      | \$ 546.8                     |
| <b>Other Charges / Utilities</b>            | \$ 20.0            | \$ 18.3            | \$ 31.2            | \$ 60.6                      | \$ 45.4                       | \$ 53.7                      |
| <b>Materials &amp; Supplies</b>             | \$ 292.3           | \$ 308.1           | \$ 351.2           | \$ 469.6                     | \$ 397.0                      | \$ 402.5                     |
| <b>Programs &amp; Services</b>              | \$ 153.6           | \$ 84.4            | \$ 113.3           | \$ 85.7                      | \$ 51.3                       | \$ 125.6                     |
| <b>Capital Outlay</b>                       | \$ 22.9            | \$ 11.0            | \$ (17.4)          | \$ 47.3                      | \$ 26.4                       | \$ 44.6                      |
| <b>Transfers</b>                            | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Total</b>                                | \$ 7,199.3         | \$ 7,050.1         | \$ 7,389.2         | \$ 8,189.7                   | \$ 7,639.0                    | \$ 8,392.4                   |

# DPW Water & Sewer Fund Executive Summary

|                           | Expenditures by Type - % |                    |                    |                              |                               |                              |
|---------------------------|--------------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21       | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 18.3%                    | 21.2%              | 21.3%              | 17.9%                        | 21.1%                         | 18.5%                        |
| Benefits                  | 6.9%                     | 7.4%               | 8.3%               | 7.1%                         | 7.8%                          | 8.0%                         |
| Purchased Services        | 68.1%                    | 65.4%              | 63.9%              | 66.9%                        | 64.3%                         | 66.1%                        |
| Other Charges / Utilities | 0.3%                     | 0.3%               | 0.4%               | 0.7%                         | 0.6%                          | 0.6%                         |
| Materials & Supplies      | 4.1%                     | 4.4%               | 4.8%               | 5.7%                         | 5.2%                          | 4.8%                         |
| Programs & Services       | 2.1%                     | 1.2%               | 1.5%               | 1.0%                         | 0.7%                          | 1.5%                         |
| Capital Outlay            | 0.3%                     | 0.2%               | -0.2%              | 0.6%                         | 0.3%                          | 0.5%                         |
| Transfers                 | 0.0%                     | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

## Key Objectives & Initiatives

### Department Mission

The Department of Public Works (DPW) provides high-quality and efficient municipal services, implements strategic capital projects, and maintains town infrastructure to support a safe and healthy community.

### Strategic Plan Initiatives

DPW supports the following strategic plan initiatives: fiscally responsible community, safe community, efficiently mobile community, economically prosperous community, engaged community, environmentally sustainable community, and complete community.

# DPW Water Operation's Executive Summary

| Five Year Financials Summary    |                    |                    |                    |                              |                               |                              |
|---------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                                 | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                      |                    |                    |                    |                              |                               |                              |
| <b>Total Expenditures - WSF</b> | \$ 2,930.7         | \$ 2,730.3         | \$ 3,341.2         | \$ 3,535.8                   | \$ 3,447.9                    | \$ 3,823.2                   |
| Yr to Yr % change               | -4.7%              | -6.8%              | 22.4%              |                              | 3.2%                          | 10.9%                        |
| <b>Related Revenue -WSF</b>     | \$ 3,239.7         | \$ 3,172.5         | \$ 3,325.1         | \$ 3,685.4                   | \$ 3,437.6                    | \$ 3,776.6                   |
| <b>Water Operation FTE's:</b>   | 8.50               | 8.50               | 8.50               | 8.50                         | 8.50                          | 8.50                         |

| Expenditures by Type - \$ |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                |                    |                    |                    |                              |                               |                              |
| Salaries                  | \$ 462.1           | \$ 561.1           | \$ 587.7           | \$ 573.3                     | \$ 658.3                      | \$ 621.5                     |
| Benefits                  | \$ 161.1           | \$ 195.8           | \$ 248.0           | \$ 250.8                     | \$ 251.1                      | \$ 277.7                     |
| Purchased Services        | \$ 1,959.3         | \$ 1,656.0         | \$ 2,061.8         | \$ 2,257.5                   | \$ 2,166.5                    | \$ 2,493.6                   |
| Other Charges / Utilities | \$ 18.2            | \$ 16.0            | \$ 23.8            | \$ 42.3                      | \$ 33.7                       | \$ 34.7                      |
| Materials & Supplies      | \$ 172.4           | \$ 186.6           | \$ 292.7           | \$ 285.9                     | \$ 252.8                      | \$ 228.9                     |
| Programs & Services       | \$ 152.4           | \$ 84.4            | \$ 112.7           | \$ 85.7                      | \$ 51.3                       | \$ 125.6                     |
| Capital Outlay            | \$ 5.2             | \$ 30.4            | \$ 14.5            | \$ 40.5                      | \$ 34.1                       | \$ 41.3                      |
| Transfers                 | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Total</b>              | \$ 2,930.7         | \$ 2,730.3         | \$ 3,341.2         | \$ 3,535.8                   | \$ 3,447.9                    | \$ 3,823.2                   |

| Expenditures by Type - %  |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 15.8%              | 20.6%              | 17.6%              | 16.2%                        | 19.1%                         | 16.3%                        |
| Benefits                  | 5.5%               | 7.2%               | 7.4%               | 7.1%                         | 7.3%                          | 7.3%                         |
| Purchased Services        | 66.9%              | 60.7%              | 61.7%              | 63.8%                        | 62.8%                         | 65.2%                        |
| Other Charges / Utilities | 0.6%               | 0.6%               | 0.7%               | 1.2%                         | 1.0%                          | 0.9%                         |
| Materials & Supplies      | 5.9%               | 6.8%               | 8.8%               | 8.1%                         | 7.3%                          | 6.0%                         |
| Programs & Services       | 5.2%               | 3.1%               | 3.4%               | 2.4%                         | 1.5%                          | 3.3%                         |
| Capital Outlay            | 0.2%               | 1.1%               | 0.4%               | 1.1%                         | 1.0%                          | 1.1%                         |
| Transfers                 | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

# DPW Water Operation's Executive Summary

## **Key Objectives & Initiatives**

### **Department Mission**

The Department of Public Works (DPW) provides high-quality and efficient municipal services, implements strategic capital projects, and maintains town infrastructure to support a safe and healthy community.

### **Strategic Plan Initiatives**

DPW supports the following strategic plan initiatives: fiscally responsible community, safe community, efficiently mobile community, economically prosperous community, engaged community, environmentally sustainable community, and complete community.

### **Major New Initiatives and Fiscal Impact: N/A**

# Meter Service & Water Quality's Executive Summary

| Five Year Financials Summary         |                    |                    |                    |                              |                               |                              |
|--------------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Total Expenditures - WSF             | \$ 682.0           | \$ 738.2           | \$ 587.0           | \$ 688.8                     | \$ 626.6                      | \$ 663.7                     |
| Yr to Yr % change                    | 12.4%              | 8.2%               | -20.5%             |                              | 6.7%                          | 5.9%                         |
| Related Revenue -WSF                 | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| Meter Service & Water Quality FTE's: | 4.00               | 4.00               | 4.00               | 4.00                         | 4.00                          | 4.00                         |

| Expenditures by Type - \$ |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | \$ 375.2           | \$ 454.2           | \$ 392.4           | \$ 375.4                     | \$ 360.4                      | \$ 362.0                     |
| Benefits                  | \$ 158.1           | \$ 156.3           | \$ 160.4           | \$ 140.8                     | \$ 138.0                      | \$ 153.3                     |
| Purchased Services        | \$ 42.0            | \$ 39.2            | \$ 23.7            | \$ 29.7                      | \$ 26.1                       | \$ 27.9                      |
| Other Charges / Utilities | \$ 0.4             | \$ 0.5             | \$ 1.7             | \$ 2.3                       | \$ 1.3                        | \$ 6.8                       |
| Materials & Supplies      | \$ 88.6            | \$ 108.1           | \$ 41.9            | \$ 140.7                     | \$ 113.4                      | \$ 113.8                     |
| Programs & Services       | \$ 0.2             | \$ -               | \$ 0.2             | \$ -                         | \$ -                          | \$ -                         |
| Capital Outlay*           | \$ 17.6            | \$ (20.0)          | \$ (33.3)          | \$ -                         | \$ (12.6)                     | \$ -                         |
| Transfers                 | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| Total                     | \$ 682.0           | \$ 738.2           | \$ 587.0           | \$ 688.8                     | \$ 626.6                      | \$ 663.7                     |

| Expenditures by Type - %  |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 55.0%              | 61.5%              | 66.8%              | 54.5%                        | 57.5%                         | 54.5%                        |
| Benefits                  | 23.2%              | 21.2%              | 27.3%              | 20.4%                        | 22.0%                         | 23.1%                        |
| Purchased Services        | 6.2%               | 5.3%               | 4.0%               | 4.3%                         | 4.2%                          | 4.2%                         |
| Other Charges / Utilities | 0.1%               | 0.1%               | 0.3%               | 0.3%                         | 0.2%                          | 1.0%                         |
| Materials & Supplies      | 13.0%              | 14.6%              | 7.1%               | 20.4%                        | 18.1%                         | 17.1%                        |
| Programs & Services       | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |
| Capital Outlay            | 2.6%               | -2.7%              | -5.7%              | 0.0%                         | -2.0%                         | 0.0%                         |
| Transfers                 | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

\*Capital Outlay is an inventory adjustment.



# Meter Service & Water Quality's Executive Summary

## **Key Objectives & Initiatives**

### Department Mission

The Department of Public Works (DPW) provides high-quality and efficient municipal services, implements strategic capital projects, and maintains town infrastructure to support a safe and healthy community.

### Strategic Plan Initiatives

DPW supports the following strategic plan initiatives: fiscally responsible community, safe community, efficiently mobile community, economically prosperous community, engaged community, environmentally sustainable community, and complete community.

### Major New Initiatives and Fiscal Impact: N/A

# DPW Sewer Operation's Executive Summary

| Five Year Financials Summary    |                    |                    |                    |                              |                               |                              |
|---------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                      | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| <b>Total Expenditures - WSF</b> | \$ 3,550.0         | \$ 3,552.7         | \$ 3,460.9         | \$ 3,965.1                   | \$ 3,564.6                    | \$ 3,905.5                   |
| <b>Yr to Yr % change</b>        | 36.0%              | 0.1%               | -2.6%              |                              | 3.0%                          | 9.6%                         |
| <b>Related Revenue -WSF</b>     | \$ 3,959.6         | \$ 3,877.5         | \$ 4,064.0         | \$ 4,504.4                   | \$ 4,201.5                    | \$ 4,615.8                   |
| <b>Sewer Operation FTE's:</b>   | 7.00               | 7.00               | 7.00               | 7.00                         | 7.00                          | 7.00                         |

| Expenditures by Type - \$ |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
| (In 000's)                | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | \$ 480.2           | \$ 482.7           | \$ 595.5           | \$ 515.3                     | \$ 593.2                      | \$ 570.7                     |
| Benefits                  | \$ 174.2           | \$ 168.1           | \$ 204.6           | \$ 189.5                     | \$ 208.5                      | \$ 237.4                     |
| Purchased Services        | \$ 2,861.6         | \$ 2,886.1         | \$ 2,636.9         | \$ 3,194.5                   | \$ 2,716.8                    | \$ 3,022.1                   |
| Other Charges / Utilities | \$ 1.4             | \$ 1.8             | \$ 5.7             | \$ 16.1                      | \$ 10.4                       | \$ 12.3                      |
| Materials & Supplies      | \$ 31.3            | \$ 13.4            | \$ 16.5            | \$ 43.0                      | \$ 30.8                       | \$ 59.8                      |
| Programs & Services       | \$ 1.1             | \$ -               | \$ 0.5             | \$ -                         | \$ -                          | \$ -                         |
| Capital Outlay            | \$ 0.2             | \$ 0.6             | \$ 1.4             | \$ 6.8                       | \$ 4.8                        | \$ 3.3                       |
| Transfers                 | \$ -               | \$ -               | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| <b>Total</b>              | \$ 3,550.0         | \$ 3,552.7         | \$ 3,460.9         | \$ 3,965.1                   | \$ 3,564.6                    | \$ 3,905.5                   |

| Expenditures by Type - %  |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 13.5%              | 13.6%              | 17.2%              | 13.0%                        | 16.6%                         | 14.6%                        |
| Benefits                  | 4.9%               | 4.7%               | 5.9%               | 4.8%                         | 5.8%                          | 6.1%                         |
| Purchased Services        | 80.6%              | 81.2%              | 76.2%              | 80.6%                        | 76.2%                         | 77.4%                        |
| Other Charges / Utilities | 0.0%               | 0.1%               | 0.2%               | 0.4%                         | 0.3%                          | 0.3%                         |
| Materials & Supplies      | 0.9%               | 0.4%               | 0.5%               | 1.1%                         | 0.9%                          | 1.5%                         |
| Programs & Services       | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |
| Capital Outlay            | 0.0%               | 0.0%               | 0.0%               | 0.2%                         | 0.1%                          | 0.1%                         |
| Transfers                 | 0.0%               | 0.0%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |

# DPW Sewer Operation's Executive Summary

## **Key Objectives & Initiatives**

### **Department Mission**

The Department of Public Works (DPW) provides high-quality and efficient municipal services, implements strategic capital projects, and maintains town infrastructure to support a safe and healthy community.

### **Strategic Plan Initiatives**

DPW supports the following strategic plan initiatives: fiscally responsible community, safe community, efficiently mobile community, economically prosperous community, engaged community, environmentally sustainable community, and complete community.

### **Major New Initiatives and Fiscal Impact: N/A**

# DPW Stormwater Fund's Executive Summary

| Five Year Financials Summary    |                    |                    |                    |                              |                               |                              |
|---------------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                                 | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                      |                    |                    |                    |                              |                               |                              |
| <b>Total Expenditures - SWF</b> | \$ 306.1           | \$ 329.2           | \$ 477.1           | \$ 800.1                     | \$ 371.2                      | \$ 769.7                     |
| Yr to Yr % change               | -16.4%             | 7.6%               | 44.9%              |                              | -22.2%                        | 107.4%                       |
| <b>Related Revenue -SWF</b>     | \$ 435.6           | \$ 456.1           | \$ 545.2           | \$ 752.0                     | \$ 606.1                      | \$ 769.7                     |
| <b>Stormwater FTE's:</b>        | 2.50               | 2.50               | 2.50               | 2.50                         | 2.50                          | 2.50                         |

| Expenditures by Type - \$ |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| (In 000's)                |                    |                    |                    |                              |                               |                              |
| Salaries*                 | \$ 134.5           | \$ 95.8            | \$ 160.3           | \$ 210.1                     | \$ 129.9                      | \$ 215.8                     |
| Benefits                  | \$ 46.1            | \$ 43.8            | \$ 53.8            | \$ 77.8                      | \$ 44.2                       | \$ 87.3                      |
| Purchased Services        | \$ 52.6            | \$ 52.8            | \$ 33.0            | \$ 126.1                     | \$ 38.5                       | \$ 101.7                     |
| Other Charges / Utilities | \$ 1.0             | \$ 2.1             | \$ 3.6             | \$ 4.5                       | \$ 3.0                        | \$ 7.1                       |
| Materials & Supplies      | \$ 0.4             | \$ 2.4             | \$ 0.0             | \$ 5.7                       | \$ 0.8                        | \$ 5.4                       |
| Programs & Services       | \$ 77.6            | \$ 115.8           | \$ 211.4           | \$ 360.9                     | \$ 139.9                      | \$ 337.5                     |
| Capital Outlay            | \$ 0.3             | \$ 1.6             | \$ -               | \$ -                         | \$ -                          | \$ -                         |
| Transfers                 | \$ (6.4)           | \$ 15.0            | \$ 15.0            | \$ 15.0                      | \$ 15.0                       | \$ 15.0                      |
| <b>Total</b>              | \$ 306.1           | \$ 329.2           | \$ 477.1           | \$ 800.1                     | \$ 371.2                      | \$ 769.7                     |

| Expenditures by Type - %  |                    |                    |                    |                              |                               |                              |
|---------------------------|--------------------|--------------------|--------------------|------------------------------|-------------------------------|------------------------------|
|                           | Actuals<br>2020/21 | Actuals<br>2021/22 | Actuals<br>2022/23 | Revised<br>Budget<br>2023/24 | Current<br>Actuals<br>2023/24 | Adopted<br>Budget<br>2024/25 |
| Salaries                  | 44.0%              | 29.1%              | 33.6%              | 26.3%                        | 35.0%                         | 28.0%                        |
| Benefits                  | 15.1%              | 13.3%              | 11.3%              | 9.7%                         | 11.9%                         | 11.3%                        |
| Purchased Services        | 17.2%              | 16.0%              | 6.9%               | 15.8%                        | 10.4%                         | 13.2%                        |
| Other Charges / Utilities | 0.3%               | 0.6%               | 0.8%               | 0.6%                         | 0.8%                          | 0.9%                         |
| Materials & Supplies      | 0.1%               | 0.7%               | 0.0%               | 0.7%                         | 0.2%                          | 0.7%                         |
| Programs & Services       | 25.3%              | 35.2%              | 44.3%              | 45.1%                        | 37.7%                         | 43.8%                        |
| Capital Outlay            | 0.1%               | 0.5%               | 0.0%               | 0.0%                         | 0.0%                          | 0.0%                         |
| Transfers                 | -2.1%              | 4.6%               | 3.1%               | 1.9%                         | 4.0%                          | 1.9%                         |

\*Salaries - there is vacancy from 12/2021 to 05/2022

# DPW Stormwater Fund's Executive Summary

## **Key Objectives & Initiatives**

### **Department Mission**

The Department of Public Works (DPW) provides high-quality and efficient municipal services, implements strategic capital projects, and maintains town infrastructure to support a safe and healthy community.

### **Strategic Plan Initiatives**

DPW supports the following strategic plan initiatives: fiscally responsible community, safe community, efficiently mobile community, economically prosperous community, engaged community, environmentally sustainable community, and complete community.

### **Major New Initiatives and Fiscal Impact: N/A**