

CITY OF RANSON, WEST VIRGINIA

PROPOSED FISCAL YEAR

2017-2018 BUDGET



RANSON



CITY OF RANSON
FISCAL YEAR 2017-2018 BUDGET

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BUDGET WORKSHOP MEMORANDUM

To: The Honorable Mayor and City Council

From: Andrew P. Blake, City Manager

Date: March 21, 2017

Re: 2017/2018 Draft Budget Proposal

Staff is pleased to present Ranson's recommended Fiscal Year (FY) 2017-2018 Proposed General Fund Operation Budget for City Council's approval. This budget is balanced and totals \$5,315,225 an overall increase of 6.1% from 2016/2017. It is presented along with a separate Capital Improvement and Reserve Fund Budget for street improvements and equipment.

The overall operations budget is fiscally tight which will take continued fiscal discipline of City department heads and elected officials. This is largely due to the continued desire and prudent choice to avoid the use of video lottery and table games within the General Fund Budget. This is starting to cause increased compression and less cushion within the operational budget. Without gaming revenues, the General Fund is largely comprised of (1) property tax; (2) sales tax; (3) business and occupation tax; (4) utility tax; and (5) fees and fines. Sales tax has stabilized going into its second full year allowing for more predictability. But, no large increase in these five (5) areas of revenues are forecasted. These revenues are forecasted to be stable.

As in past years, the proposed budget is transmitted at this time, along with open budget workshops and public meetings, to provide residents and other stakeholders with sufficient time to review the documents prior to the final adoption. The attached budget is recommended for your consideration after discussion with department heads, department staff, review of current and historical financial data and multiple discussions and meetings with elected officials. The proposed budget is balanced, conservative and responsible, while providing the resources necessary to continue quality services, a dedicated workforce, reinforcement of economic development, job creation, capital infrastructure maintenance and improvements and municipal stabilization.

The budget is a plan. It is a financial proposal that annually directs the provision of public services and facilities. This plan represents the City Council's commitment to provide for the most important citizen needs within the boundaries of available revenue. The money collected by the City from taxes, grants, fees, and many other sources to pay for this plan is called revenue. The money spent on salaries, materials, and equipment to provide these

planned services and facilities is called expenditures. By State law, revenues and expenditures must be equal in the Annual Budget. This is what is meant by a balanced budget. A balanced budget does not mean that sufficient revenue exists to meet every demand, need or goal of the City. The proposed budget presented within this document attempts to accomplish the following:

1. Make prudent use of public resources.
2. Include financial forecast information to ensure that the City is planning adequately for current and future needs.
3. Involve community members, elected officials, employees and key stakeholders.
4. Provide performance measure data to assist in assessing program effectiveness.
5. Comply with City Charter, City Code and State of West Virginia laws.

The City's Annual Budget has two primary components: the General Fund Operating Budget and the Capital Budget. The Operating Budget includes personnel costs and annual facility operating costs. It is funded primarily through local property, sales and B&O taxes; revenue transfers between departments; licenses, such as building and development fees; franchise fees for a company's use of the City's rights-of-way; charges for services; fines and other smaller sources of revenue such as interest on investments.

The Capital Budget funds major improvements to City facilities and infrastructure, and is based on the first year of needs in the five-year Capital Improvements Program (CIP) Plan. The Capital Improvements Program (CIP) Plan is an annually revised document that guides the City's investments in public facilities and infrastructure during a five-year time horizon. The Capital Budget can be supported through multiple funding sources, including different types of bonds (debt), grants and cash as well as other smaller sources of funding.

BUDGET OVERVIEW:

The proposed budget, consistent with both the direction of the City Council and with previously approved budgets of the last several years, continues a conservative budget philosophy of "maintenance of effort and level of services approach." The budget remains conservative in past years. The budget maintains core City programs, services, staffing levels and operating budgets at generally the same level as fiscal year 2016/2017. Budget increases are the result of increased personnel costs and contractual services. No core or primary City services are proposed for elimination. No employee layoffs or furloughs are required in the proposed budget. Merit step salary increases, COLA and health insurance premium increases are reflected in the proposed budget. The budget shifts mini-grant funds from the operational budget to the capital improvement budget in order to fund an additional police officers to the Eastern Panhandle Drug Taskforce in an attempt to tackle our region's drug epidemic. The proposed general fund operations budget does not require use of General Fund Reserves or Fund Balances.

With the assistance of City Council, department heads and staff, the overall budget presents an expenditure plan in balance with our available revenue stream and continues to fund the

Capital Improvement and Reserve Fund, protects the corpus of the Municipal Stabilization Fund and funds the Contingency line item.

A balanced budget sometimes insinuates that all needs are addressed and revenues are adequate to meet all demands. This simply is not accurate and this budget certainly does not address all of the City's identified needs or desires. While the general fund budget is balanced and meets the City's immediate needs, the simple truth is that there is not enough general fund revenue to meet all of the City's long-term infrastructure replacement needs, road replacement, sewer replacement and stormwater management needs. The City would need several millions of dollars in additional revenue each year to meet the City's infrastructure deficit. While the City's capital fund assists with this effort, the deficit will remain.

STATE OF THE ECONOMY:

Local:

“West Virginia's Eastern Panhandle remains one of the state's strongest economic regions. Employment and numerous other economic indicators point to strength in the EPH economy compared to West Virginia overall.”

On a micro-level, in staff's opinion, Ranson's economy is stable and new growth is still occurring, but it has not rebounded as quickly as it should have had rebounded in the past few years for a few reasons. A bulk of the City's developable land has been changing ownership over the past year. This includes Briar Run, Fairfax Crossing, Boulevard at Potomac Town Center and Potomac Marketplace. This represents hundreds of acres of prime commercial and residential properties that have not seen activity. The transition of ownership of these properties should be complete in the 2017-2018 budget year if not before. The good news is that the City has maintained its forecasted operational budget revenues without activities occurring on these properties, meaning that the City is not relying upon one-time growth to maintain its budget; the bad news is that these properties are not generating new tax revenue leading to flatter revenue projections. These properties need to become active in the best interest of the City.

There continues to be a serious deficiency in the diversity and units of housing available within Old Town. The Council, responding to last budget year's recommendation to complete a housing study, began the task of diversification by commissioning and completing a study. The results will assist staff in solving this deficiency needs in order to attract new people to the urban core and raise the City's property tax values. Continued economic development and revitalization of the urban core is critical to the City's future success.

On a macro regional scale, the WVU College of Business and Economics believes that the Eastern Panhandle (Morgan, Berkeley and Jefferson) economy will continue to be one of strongest in the State.

- Employment in the EPH rebounded at a healthy pace after the Great Recession and the region has maintained those job gains over recent years. Local employers have

added roughly 7,000 new jobs on a cumulative basis since late-2010, or a 16 percent jump since the region emerged from recession.

- Among the three counties of the EPH, employment growth has been strongest in Berkeley County in recent years, but Jefferson County has also contributed appreciably to job gains over the past two years.
- The trade, transportation, and utilities sector has shown the strongest employment growth recently, driven heavily by Macy's online fulfillment center in Berkeley County, which has now expanded to employ around 1,700 workers, with around 3,000 additional temporary jobs during the peak holiday shopping season. Education and health sectors has also some showed strength.
- Not all sectors have added a significant number of jobs recently. Employment in the leisure and hospitality sector has posted only modest gains over the past two years. Employment in the public sector – the region's largest employer with around 1 in 4 of the region's jobs – has been flat to down for five years. Growth in construction and business services payrolls have been slow to improve as well in recent years. Unemployment in the region is substantially lower than the statewide average.
- Labor force participation rates are higher for the area as a whole compared to the statewide average and even exceeds that of the nation in Jefferson and Berkeley counties.
- The EPH has posted by far the largest population increase of any region in the state in recent decades. Over the past 20 years, population in the EPH has risen by around 66,000, or 55 percent, whereas the remainder of the state has lost around 45,600 residents over that period. The population in the EPH is also younger and more highly educated on average than the overall state population.

WVU's forecast calls for continued healthy growth in the Eastern Panhandle over the next five years. Key aspects of the EPH forecast are as follows:

- We expect employment to grow at an average annual rate of around 1.0 percent per year in the EPH over the next five years. While this rate is down from what has been enjoyed over the past few years, it surpasses forecast employment growth for both the state (0.6 percent) and nation as a whole (0.9 percent).
- The manufacturing sector is expected to produce the fastest rate of job growth in the coming years, with a forecast of nearly 4 percent annual rate of job growth, driven largely by the scheduled late-2017 opening of a Proctor & Gamble facility. Construction is expected to post a strong rate of job growth as well, driven by an expected improvement in homebuilding and activity associated with the P&G facility. Business services and trade are also expected to expand at an above average rate. All major sectors are expected to add jobs over the next five years.
- Unemployment is expected to fall over the next few years before eventually settling in the mid-3.0 percent range by late 2018.
- Wage and non-wage sources of income will drive healthy income growth for the EPH in coming years.

- The EPH population is expected to grow at a rate of nearly 1.2 percent annually in coming years. This stands in sharp contrast to the population decline that is expected in the state overall.

State:

Although the region's economy may be bright, early 2017 economic indicators point to the continuation of very trying times for the state economy. West Virginia's Center for Budget and Policy has stated that West Virginia is in a budget crisis. The State's current budget is facing a \$200 million deficit this current fiscal year ending June 30 and a projected \$500 million deficit next budget year. Newly elected Governor Justice has stated, "The depression is beyond belief. If you think we're in bad shape, you just don't have an earthly what bad really is. It's dire, dire, dire. And, I don't mean kind of bad. It's really bad."

The Governor's proposed budget relies on \$450 million in tax increases. The majority party in the Legislature has initially rejected the Governor's initial proposal which will most likely cause uncertainty and unpredictability during the legislative session.

The State's budget problems have could have serious adverse consequences on the City's budget as the State could cut and reallocate lottery fund; adopt tax reform that adversely changes the City's tax structure; place additional unfunded mandates on the City; and, shed State highway obligations onto the City. The State's budget woes also can filter to adverse economic development consequences with new investors shying away from the challenging economic conditions of the State. While our region is strong, the conditions of the State have a far-reaching impact.

National:

The Conference Board opines that the New Year brings more optimism, but uncertainties over the impact of policy initiatives have mounted.

We are anticipating GDP growth at 2.2% in first half and stronger, fiscally induced growth at 2.5% in the second half of 2017. That's above the long-term trend rate of expansion. Markets are anticipating that new pro-growth policy initiatives might even result in a slightly faster pace. The economy is already experiencing very low unemployment rate. Consumer optimism has picked up, as has business sentiment. Greater confidence should translate to more spending, investment and employment opportunities. Pro-cyclical fiscal stimulus (tax cuts, increased spending on infrastructure & defense) will have limited impact in this mature and at or near-full employment economy. Supply side constraints (shortage of workers and weak productivity) limit the upside potential although these conditions are ripe for more inflation and higher interest rates. There are many other uncertainties as new untested initiatives also carry the risk of mistakes which could quickly sour the level of optimism and impact spending and investing decisions.

According to the U.S. Economic Outlook dated January 11, 2017, authors Carl R. Tannenbaum and Asha Bangalore conclude:

- Consumer spending is predicted to remain strong in the final three months of 2016, supported by a robust pace of car sales (18.1 million units vs 17.5 million in 2016:Q3). Personal income and employment conditions are also favorable and underpin growth in consumer spending during the quarters ahead.
- Residential investment expenditures fell in the second and third quarters of last year. The data we have for 2016 show that home sales have increased, but at a slightly slower pace than the level of activity recorded for 2015. Construction of new homes advanced in 2016, but posted roughly half the gain seen in 2015. Undoubtedly, the 80 basis points increase in mortgage rates since September will be a negative for home sales. But positives such as employment and income are significant factors that support housing demand. On net, a modest increase in housing sector activity cannot be ruled out.
- Barring a large jump in fourth-quarter outlays, business spending (equipment and structures) could decline in 2016, the first annual drop in the current expansion. The weakness in capital expenditures is partly related to the oil industry suffering from severe margin pressure due to low prices. The pickup in oil prices and OPEC's plans to reduce production are important changes that should bear positively on overall business spending.
- The indexes tracking production and new orders in the latest Institute of Supply Management's factory survey rose to levels seen in late 2014. This implies not only an increase in industrial production but also an overall improvement in business conditions. The price index of this survey posted the highest reading since 2010. Although it is partly a reflection of higher oil prices, these higher costs will be passed on downstream to consumers.
- The economy is predicted to grow slightly above trend in 2017, which could result in a small measure of labor market tightening. The 4.7% unemployment rate and other labor market indicators suggest that economy is currently at full employment. The recent acceleration of wages, the job openings rate and anecdotal reports of skill shortages corroborate this impression. This will certainly attract the Fed's attention.
- Inflation and inflation expectations are both trending up. Actual inflation stands 1.4% higher than a year ago, a 50 basis points increase in five months. Core inflation, which excludes food and energy prices, has risen 1.7% from a year ago. Inflation expectations have increased nearly 25 basis points since early November. Given that the oil price trajectory has changed and inflation readings are moving up, the Fed and markets will be extra attentive about inflation numbers. Inflation is most likely to match the Fed's 2.0% target in 2017.

- The 10-year Treasury note yield is around 2.40%, up 60 basis points since November 2016. This development reflects expectations of further improvements in growth and higher inflation in the U.S. economy. The global economy is in a different place today than it was at this time last year, when economic data from China were foreboding and the eurozone was on less firm ground. Equity and oil prices have moved up. It will take a major shock to reverse long rates in the near term.

Given all the economic indicators and known projects in the upcoming year that may impact revenues, staff has decided to keep overall operational revenues generally stagnant. The City's revenues may increase a tad more than budgeted with better economic conditions, but staff has decided to take a very conservative approach. Again, thanks to stable financial management, the efforts of our employees and the leadership of City Council, expenses generally remain stable. For the proposed budget to be successful, Department Heads will have to be vigilant and conservative.

As with previous budgets submitted over the last several years, the current state of our local economy and is the lens that most of our decisions are filtered through. As I have stated in my budget message over the last five years, it is imperative that Ranson remains competitive and takes advantage of opportunities when they arise; yet ensure that the City's budget is kept at affordable and sustainable levels while maintaining a level of service quality that is acceptable to our residents, businesses, investors and stakeholders.

Despite all the uncertainty in West Virginia's economy, Ranson continues to weather the financial storm and has taken steps over the last five years to lay a foundation for a stronger future – which includes maintaining a stable workforce through competitive wages and benefits; transitioning to more stable revenue sources; continuing to process building permits; and, continued infrastructure improvements.

After years of planning, construction of several public and private projects are underway and many projects are scheduled for completion during the upcoming budget year.

- Phase 1 of Fairfax Boulevard has been completed. Phase 2 is scheduled to begin during this budget year.
- The former Kidde Foundry has been demolished and environmental testing is being conducted. Council will have long-term decisions to make about what to do with 8.6 acres of land in the middle of Old Town.
- WVDOH has notified the City that Mildred Street will be milled and re-asphalted during the budget year.
- The City has been awarded an additional supplemental grant for Fifth Avenue Extended, which is still in the pipeline.
- The City has applied for and waiting word on the awarding of grants of (1) the construction of Flowing Springs trail and (2) the construction of Beltline Avenue/Mildred Street stormwater project.

- Shenandoah Springs continues active construction with the mobilization of KHovanian Homes which has signed a contract for 54 residential lots.
- Uniwest's multi-family apartment project is complete and was occupied in 2016. This was the first apartment complex constructed in Jefferson County in many years.
- Construction of Home2Suites is underway and opening is scheduled this budget year which will assist the general revenue fund and CVB and Parks funds.
- WVU Medicine Jefferson Medical Center has applied for permits to construct a new surgical operation room and renovation of existing surgical suite.
- Valley Urgent Care is scheduled to open in the current budget year.
- Marshall's site plan has been approved and negotiations are underway for construction.

GUIDING PRINCIPLES:

In 2008, the City Council adopted four fundamental principles that continue to guide our budget as they have served the City well:

1. Determine staffing levels for all departments based on population size and growth and not revenue growth.
2. Build the municipal stabilization fund to its maximum limit by West Virginia law (30% of budget).
3. Build the municipal capital improvement account to equal the total of annual lottery revenues and utilize lottery revenues for one-time purchases such as equipment, grant matches and construction of streets.
4. Strong financial reserves will allow the City to weather the normal business cycles. The objective of strong reserves would allow the City the flexibility of cutting from capital expenditures and not operations; thereby, alleviating benefits cuts, layoffs and cuts or reduction in services. If expenditure reductions are necessary, service elimination is preferable to poor or marginal quality programs.

In developing the 2017/2018 proposed budget, staff again followed the guiding principles set forth in 2008. *Foremost is the Council's economic policy to avoid using lottery revenues for operational expenses, stabilize revenue and ensure that adequate resources are saved for a rainy day, while providing quality and efficient services to our residents.* **The goal of transferring gaming revenues to all capital expenditures has again been accomplished in this year's proposed operational budget.** This has taken incredible and continuing discipline of elected officials, city administration, and most importantly, our employees.

Gaming revenues continue to decline, which is why staff recommended the adoption of sales and use tax and transfer of gaming revenues to one-time capital expenditures. However, this

requires the City to continue its very conservative approach to new permanent hiring and new initiatives. This has now-become a long-term trend and practice. Hiring decisions should always proceed through careful review and evaluation. As the City grows, service demands increase and level of service can suffer if prudent hiring decisions are not made. There is one new hire proposed – a new police officer to be assigned to the Eastern Panhandle Regional Drug Taskforce, if Council so desires, to assist in the combating of the region and City’s drug epidemic.

The current operational budget continues to have \$0 budgeted from its high of \$1.5 million in 2006-2007 and table games from its high of \$336,650 in 2013-2014 to \$0. This large reduction and transfer from the General Fund is one reason why the City’s base revenues continue to be largely the same. The municipal stabilization or “Rainy day” fund consists of 30% of the current fiscal 2016/2017 budget to provide the City time to address more permanent structural budget cuts, if needed. The current Municipal Stabilization Fund is \$1,500,526.61 actually covers approximately 29.26% of the City’s total fiscal year 2017/2018 budget. West Virginia state law allows municipalities to set aside up to 30% of their approved budget into a “Rainy day” fund, and that is the goal for the City. An additional deposit within the municipal stabilization fund is planned if an unencumbered fund balance in this year’s general fund budget to bring the balance to 30% of this year’s proposed budget. Other guiding principles within the proposed budget continues to include:

- Commitment to efficiency, innovation, effectiveness and production;
- An examination of the entire budget, not just incremental changes from last year's budget;
- The use of City-wide, not Department, priorities; and
- A long-range strategic approach to ensure the budget is affordable and sustainable by our community.
- Focus on public safety, economic development, redevelopment of urban core, sustainability and creation of a model smart-growth community that will provide local jobs, an increased tax base and more opportunities.
- Funding of the municipal stabilization and capital improvement budgets to ensure the organization is prepared for a "rainy day," matching grants, or needed capital projects.

OUTCOMES FOR THE COMMUNITY/PROPOSED BUDGET:

The Budget that staff proposes continues to focus on services that deliver outcomes that are important to our community, rather than on department priorities. The Budget also reflects the values of our community and important community-wide priorities recognized by Council. It is the summation of many hours of work by numerous employees.

The Budget maintains programs that will keep our community safe by funding a full service, around-the-clock police department; supports economic development and competitiveness within the region and nation; allows for the City to continue applying for matching grants to

improve traffic, pedestrian flow, and other very important infrastructure needs; funds essential public works projects; planning for current development and future development; supports the Parks and Recreation and CVB; ensures mechanisms to plan for the future while providing quality services now; allows the City to maintain highly qualified dedicated employees; and, continues to keep our neighborhood streets clean and maintained. The budget funds a new police officer by shifting mini-grant funds out of the general fund budget and assigning that office to the Eastern Panhandle Drug Taskforce.

PREPARING FOR THE FUTURE:

Utilizing the City Council’s 2008 guiding principles, the City has funded the capital improvement fund, municipal stabilization fund and budget for unforeseen contingencies that may arise during the year.

Capital Improvement Fund (CIF):

Capital Improvement Fund cumulative (February 11, 2017)	\$4,002,628
Lottery Fund	\$1,697,072
Project Table Games Revenue (July 1, 2017-June 30, 2018)	\$200,000
Video Lottery (July 1, 2017 – June 2018)	\$300,000
Sales Tax Excess Fund	\$918,000
CIF Fiscal Year 2016 Encumbered Funds	(\$1,920,000)
Proposed Fiscal Year 2017 Capital Expenditures	(475,000)
Projected Total Balance- June 30, 2017	\$ 4,722,700

Municipal Stabilization Fund (MSF):

Municipal Stabilization Fund cumulative June 30, 2015	\$1,500,526
Municipal Stabilization Fund - Proposed Deposit Budget for Fiscal Year 2017 ending June 30, 2016.	\$ 38,000
Projected Total - June 30, 2017 (30% of General Fund Revenues)	\$ 1,538,526

Note: The State of West Virginia Auditor's office permits municipalities to encumber up to 30% of their annual General Fund budget. Based on Ranson's fiscal year 2017-2018 General Fund budget of \$5,127,923, the City's current stabilization limit is \$1,538,385. Staff will recommend an additional deposit into the Municipal Stabilization Fund from unassigned Fund Balance of FY 16-17 General Fund Operations Budget.

Contingency for 2017/2018 (CF):

Contingency Fund Line Item 2017/2018 (3% of total budget)	\$ 158,890
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OUR MOST VALUABLE ASSET – CONTINUES TO BE OUR EMPLOYEES:

The City Council has shown a long-standing commitment to making sure our employees are compensated and given the tools and equipment necessary to be productive members of our organization. Since the great-recession, the City has attempted to take care of the employees on the employment roster rather than adding additional personnel that could have the potential of risking layoffs, cutbacks or furloughs. The commitment continues in the 2017/2018 proposed budget.

- For the first time in four (4) years, the proposed budget includes a \$1,500 COLA increase to employee's base wages.
- Funding of next step in approved step and grade plan with increases beginning July 2017.
- Retirement plan is fully budgeted and obligated. Retirement plan provides 5% automatic contribution and up to an additional 5% match.
- No proposed layoffs or furloughs.
- 100% of health insurance premiums continues to be paid by the City with a 6% increase absorbed within the budget.
- Short and long-term disability insurance, dental and optical continues to be paid by the City.
- Adequate training opportunities to ensure that employees are knowledgeable of new techniques and innovative approaches to make our community a better place and that licensed employees retain their professional credentials.

Merit increases of 2.5%, based upon employee evaluation scores and consistent with Council's approved step and grade plan, are proposed in the budget. After discussion and suggestion from City Council to staff to look and evaluate Cost of Living Adjustments (COLA) from City Council, the proposed budget has a \$1,500 COLA increase per employee.

While staff and Council have discussed various health insurance options over the course of the past budget year, the fact is that the City cannot afford the shift to private insurance under current budget constraints without placing a heavy burden on employees. There are very few health insurance options available in West Virginia with employers under 50 insureds. Private health insurance would cost the City approximately \$300,000 in additional funds than current insurance with comparable benefits. As the City could not bear this increase, employees would have to be asked to bear this increased burden. This increase would equate to approximately \$735 out-of-pocket per month per employee or \$8,820 per year per employee for the City to maintain the same insurance expense line item.

Nevertheless, health insurance benefits are again especially concerning as the health care environment continues to see a myriad of changes with the passage and implementation of the Affordable Care Act. With the election, the Affordable Care Act is now in limbo. And, there is no easy solution. The City of Ranson pays 100% of health insurance premiums for employees and families. While this is an aberration in both the private and public sector, it is a benefit that has attracted a quality workforce and any changes would be a pay cut at a time when wage competitiveness is important in maintaining and recruiting a quality workforce.

Changes in the health care industry; increases in health insurance premiums; substantial benefit cuts and increasing out-of-pocket liability at a time when premiums are increasing; and, the aggregate cost of health insurance continues to be an area that we are very concerned. The City took an incremental step in an attempt to control health care costs with the transition from Mountain State Blue Cross/Blue Shield to WV PEIA. Last year (2016/2017), there was a 4% increase in premiums with substantial benefit cuts and increased co-pays to be shared by our employees. This year an increase of 6% has been approved with additional service cuts. Thus, a sharing in premiums would be even more of a hardship on our employees. Thus, the proposed budget absorbs the increase, but prohibits the funding of a cost-of-living increase.

Our current carrier, PEIA, continues to cut benefits. In December, 2014, PEIA approved \$40 million in benefit cuts – primarily involving higher co-pays and deductibles. Key cuts included:

- Raising generic drug co-pays from \$5 to \$10 for 30-day supplies, and from \$10 to \$20 for 90-day supplies, at a total cost of \$10.7 million per year.
- Increasing the family out-of-pocket maximum for Preferred Provider Plans A and D to double the employee-only maximum, at a total cost of \$6.75 million. The amounts are on a sliding scale, based on the employee's salary.
- Increasing primary-care physician office visit co-pays from \$15 to \$20, and specialist office visit co-pays from \$25 to \$40, at a total cost of \$5.7 million.

- PEIA Board members also voted to approve a “Healthy Tomorrows” program, which will require active employees and pre-Medicare retirees to meet certain healthy-lifestyle requirements or pay an additional \$500 deductible each year.
- In the coming year, insurees will simply have to identify their primary-care physician. In the second year, they also have to report their blood pressure, glucose, cholesterol and waist circumference. By the third year, they must meet certain acceptable threshold levels for those tests or have a statement from their physician explaining why they could not meet those requirements.

In 2016, PEIA has approved the following changes over and above the previous year’s changes:

- The submission of a biometric form completed by a primary care physician reporting employees blood pressure, glucose, cholesterol and waist circumference by May 15, 2016, to avoid an additional \$500 deductible for play year FY 17.
- The mandate to work with employee’s primary care physician to get numbers in range for FY 18 to avoid a premium differential.
- Increase in Urgent Care Copay to \$50.
- Removal of living will discount.
- Remove non-network out-of-state benefits.
- Add \$500 emergency room copay for high risk behaviors (accidents while driving motorcycle or ATV without a helmet; DUI/DWI or drug related accidents; failure to wear a seatbelt.
- New fee schedule for select items.

In 2017, PEIA has approved the following changes over and above the previous two (2) year’s changes:

- Changes coverage from 80%/20% to 70%/30% for out-of-state services. This will affect employees who travel to Winchester Medical Center for treatment.
- Increases deductible by \$200 single/\$400 family
- Increases out-of-pocket maximum by \$1,000 single/\$2,000 family
- Increase specialty drug copayments to \$100/\$150

I was very concerned last year and remain concerned this year that employees are starting to see real affects in decreased services from PEIA. However, staff has conducted due diligence regarding the City’s health insurance with the assistance of our financial advisors and has inquired about the possibility of transitioning back to a private carrier and the costs are simply too prohibitive because the City does not have enough full-time employees to negotiate plans and rates.

Our employees continue to be dedicated to the City and because of their dedication our City accomplishes more than a comparable sized City. It continues to be the case that departments are working with less than the desirable amount of personnel, performing more work, have more demands and, in some cases, would benefit from more personnel. City employees are working hard to make our community a better place and the administration appreciates the City Council's support of rewarding employees for a job well-done.

CORE SERVICES FUNDED BY PROPOSED BUDGET:

The proposed 2017-2018 general fund budget maintains a level of core services:

- The proposed budget maintains programs that will keep our community safe by funding a full service, around-the-clock police department that is fully staffed and provides the officers the equipment they need to perform their jobs in a safe manner.
- Supports economic development and competitiveness within the region and nation; allows for the City to continue applying for matching grants to improve traffic, pedestrian flow, and other very important infrastructure needs.
- Funds essential public works projects and services, including snow removal, street sweeping, brush removal, landscaping, and infrastructure, building and parks maintenance.
- Provides funds for planning, zoning and inspection services for current development and future development to protect the general health, safety and welfare of the City and to ensure that development is constructed in an orderly manner that is economically and environmentally sustainable.
- Funds and supports Parks and Recreation and Convention and Visitors Bureau.
- Ensures mechanisms to plan for the future while providing quality services now;
- Allows the City to maintain highly qualified dedicated employees; and, continues to keep our neighborhood streets safe, clean and maintained.

FORESEEABLE AND FORMIDABLE CHALLENGES:

As with any organization, City is ever-changing. The City must adjust and find solutions to meet certain challenges. These challenges will not be solved in one or two budget cycles and some issues are simply out of the City's control. In fact, many of these challenges were identified in last year's budget and still remain.

- **West Virginia's Economy** – West Virginia's Center on Budget and Policy has stated that West Virginia is in a budget crisis. West Virginia is facing another \$500 million deficit, higher unemployment than that in the nation and an incredibly weakened energy sector. The Legislature has not solved this issue and it is not clear how it will be solved. The Legislature's solutions could impact the City's budget greatly if lottery revenues are taken from the City and placed in State coffers, tax policy is changed or State obligations are pawed off to the City as unfunded mandates or obligations. Increased unemployment insurance, employer payroll tax and a whole host of other policies could impact the City.
- **Aging, inadequate and dilapidated infrastructure and underfunded Capital Improvement Fund** – While the City continues to fund capital improvements, the fact is the fund does not have adequate resource to meet all needs. Investments in modern

infrastructure (roads, water, sewer, stormwater, IT) lay the foundation for economic growth and development. These systems are the invisible backbone of our community, region and state. They are essential to:

- Vibrant economies;
- A high quality of life;
- Public health and safety; and
- A healthy environment.

City infrastructure systems, as a whole, are a critical part of the larger network that serves and benefits the entire state. Streets move traffic seamlessly from one place to another. Businesses relying on city water and sewer systems in a particular community create a positive impact on the entire region. Collectively, the strength of our local infrastructure system creates a stronger state, better positioned for continued economic recovery. Adequately funding the maintenance and improvement of these infrastructure systems is an on-going challenge for cities around the state and our country. The situation is becoming worse across the country and there are no easy solutions.

While Ranson has invested millions of dollars during the last decade, the fact is many more millions of dollars are needed to upgrade the City's aging infrastructure. Sufficient funding for deferred maintenance continues to be an ongoing struggle for Ranson. In the past, the City has been able to appropriate some funding from the General Fund Balance for one-time deferred maintenance and infrastructure projects, and there has been a lack of a stable, ongoing revenue stream to fund necessary deferred maintenance and infrastructure projects into the future. Gaming funds being transferred to a Capital Fund will assist with this endeavor greatly, but the City should find even more stable revenues to fund capital. Funding the deferred maintenance and infrastructure issues may require either identifying additional new revenue sources or ultimately competing with other General Fund services for funding. The City saved for many years to construct Fairfax Boulevard, but this type of method of savings is most likely inadequate to address future needs.

- **Employee Compensation, Succession and Promotions** – Balancing the economic and fiscal integrity of the City's budget as a whole and adequately and fairly compensating our employees is always a challenge – and this year is no different. By not filling positions various positions over the last decade, we have asked individual employees to wear a myriad of hats and take on additional responsibilities. It has reached a point where many of our employees cannot be asked to take on additional tasks. As the economy continues to get better, greater opportunities will arise in the private sector for our current employees. While every individual has the right to better his/her situation, it is important for the operation of the City to keep a talented workforce and to take advantage of the many years of institutional knowledge our employees have.

The size of our organization and our lack of growth over the past ten (10) years has kept promotional opportunities at a minimum. This means that many of our employees who have many years of experience, skills and talent are essentially stuck at the positions that they were hired for and have not advanced. This becomes a compensation issue and will become an issue affecting employee morale.

Moreover, many of are approximately the same age and it is essential that succession planning occur. However, succession planning is difficult when additional hiring is not

taking place. As the economy continues to get better and the City grows, new hiring policies need to address succession planning and how to successfully recruit and maintain “Generation X.” While no cost of living increase is proposed in this year’s budget, it is something that will have to seriously be considered if revenues increase.

- **New Developments Need to be Fiscally Sustainable** – West Virginia’s Property Tax structure limits the amount of property taxes that the City can impose. In West Virginia non-owner occupied structures and commercial structures are double-taxed – thereby essentially subsidizing owner occupied residential. The average Residential property in Ranson is paying roughly \$145 in municipal tax. Ranson residents are also County residents and residents pay approximately the same amount to the County as they do Ranson. 65% of the total taxes collected is directed to the Jefferson County School Board. Single-family homes on quarter acre lots do not pay enough taxes to pay for the municipal services the property is receiving. Future growth and development needs to keep this principle at the forefront or the City’s future economic condition will not be sustainable. Thus, higher density developments on less or the same amount of land needs to be encouraged just for this economic reason alone. Since Ranson cannot change the State’s Property Tax structure, its only solution is the product mix and density within new developments and redevelopments or subsidize property taxes with fees.
- **Public Safety / Substance Abuse / Mental Health** – A ever-growing challenge that is affecting our community like many others across West Virginia is increased substance abuse, prescription drug abuse and heroin. More recently, heroin has taken root in West Virginia after authorities cracked down on unscrupulous doctors who were overprescribing pain meds, sending addicts searching elsewhere for a similar high. In West Virginia, heroin-overdose deaths have tripled over the past five years, while prescription-painkiller deaths have dipped slightly – even though still highest in the country. Since prescription painkillers became cheap and plentiful in the mid-90s, drug overdose death rates in the U.S. have more than tripled. West Virginia was slammed especially severely, and for the past several years, it’s had the highest drug overdose death rate in the nation.

Prescription drugs and heroin usage, as documented consistently by *The Martinsburg Journal*, has a real danger of hampering economic development and affecting the everyday sense of community safety. Increased addiction leads to unemployment, crime and dependency on government services. This will be a challenge of our entire law enforcement community, court system and mental health and substance abuse system. There is no short-term solution for this problem. Increased economic resources at the local, state and federal level will be needed to address these issues.

In an effort to try to tackle this incredibly difficult epidemic, this year’s budget proposes an additional police officer to allow assignment to the Eastern Panhandle Drug Task Force.

CLOSING:

The City Council took a bold step in December 2014 by imposing a 1% consumer sales and use tax to offset gaming revenue declines. With the opening of additional casinos in adjacent states, the City’s gaming revenue continues to decline. If not for the imposition of the sales tax, the City would have faced serious budget cuts and operational deficiencies. Last year, the Council removed all lottery funds and replaced the revenue with sales tax revenues. The City proved that

it could operate with sales tax replacing gaming revenues. This is the second budget year that sales tax replaced gaming revenue. Gaming revenue, however, still remains essential for the funding of the City's capital improvement budget – which is now separate and apart from the City's general fund operations budget.

We must continue to be vigilant and aggressive by keeping expenditures in check and by continuing to encourage economic development in the City by providing a streamlined and predictable process. The City also needs to find ways to increase current revenue opportunities.

Not all is ominous. The City is positioned well to move forward with new economic development opportunities and expansion. We have reduced costs over the last several years by privatizing certain services and making structural changes to our procurement process; our crime rate remains low and our City is generally safe; we continue efforts to upgrade our streetscape and infrastructure projects which will make our community a more welcoming place; we have adopted zoning that allows for higher density, mixed-use development; we have remodeled and/or acquired our community facilities; we have upgraded our technology so employees are working smarter and more efficiently. Overall, Ranson has weathered the national recession pretty well and we are looking forward to a better future.

Additional information regarding key revenue and expenditure assumptions can be found in the accompanying budget overview section of this document. The City must continue to exercise good fiscal constraint, while taking advantage of strategic opportunities, continuously monitor revenue projections and expenditures, and take quick action should there be any modification to our revenue projections or other adverse action that caused increased expenditures. The Fiscal Year 2017/2018 budget proposes a continuation of a conservative approach to address the City's priorities; a continued focus on providing core City public services, striving to maintain a high level of service expected by our residents and business community; and, continued program of savings to save for a rainy day. The Capital Fund budget allows for needed one-time purchases and capital improvements. City staff has been directed and have been alert for better ways to utilize existing resources, modify service delivery and evaluate new ways of doing things to respond to citizens' needs. There are important decisions that will have to be made in the near future about employees' benefit and wage packages and infrastructure needs. I am confident we can find a way to address these challenges in a productive manner.

I want to thank all employees for their continued hard work, dedication and loyalty to the City. The fact is that without their energy and willingness to execute the initiatives and ideas of the Mayor and City Council, we simply would not be able to move the City forward and very little, if anything, would actually be accomplished

Every one of us plays a part in making a better community where people want to live, work, play, worship, and raise their children. We also all play a part in building maintaining the public trust. I am thrilled to work with a group of individuals on a daily basis who exemplify what it means to be a public servant. I often repeat that business leaders and investors do not make large capital investments and people do not live in communities that are not safe; in communities that are not clean; in communities that do not have insufficient infrastructure; in communities that do not have nice neighborhoods with shopping and recreational opportunities; in communities that lack community pride; or, in communities where elected officials and staff bicker or make it impossible to conduct business.

We are not unique in that significant challenges lie ahead in the current economic environment; yet, with continued creativity, energy and excellent results, we can be unique in how we deal with

such challenges. I am confident that with our continued dedication, work and loyalty of our employees, we can continue to create a great place to live, work, recreate and visit.

COMMUNITY PROFILE:

LOCATION:

Our City is located within the commuting radius of the vibrant Washington D.C. Metro Area. Rail and highway connections link us to the heart of the nation's capital. This location along with the western migration of the D.C. suburbs offer both great advantages and challenges to Ranson. Yet we can offer a sense of place — neighborhoods that have attracted families for more than a century, rural landscapes still in active cultivation — hard to come by in the overbuilt suburbs surrounding the District.

Even more importantly, the City has been proactive in protecting and enhancing those assets. We've strengthened the connections between neighborhoods and transportation choices. We've pre-qualified key properties for redevelopment in former industrial districts and for new-era mixes of working agriculture and country living in rural areas. And we've built city operations around the new economy needs of our business community.

Nestled in the heart of Jefferson County, West Virginia, and just an hour's drive from the nation's capital and forty minutes from Dulles International Airport, Ranson is located at the center of opportunity rewind, relax, recreate and repeat. Ranson is a return to the past and a retreat from the present. Deemed by its founders as the "ideal place for industry and business," Ranson came to life in 1910 as the industrial hub of Jefferson County anchored by a booming manufacturing economy. As it has for over 100 years, Ranson continues to transition, grow and regenerate while keeping its small town charm.

From the exhilaration of American independence to the struggles of the Civil War, our regional history is both triumphant and tumultuous. Our historic spaces tell the stories of the past. Our farms, markets and festivals recall a simpler time rooted in small-town familiarity. Take time to rewind and experience our little part of American's compelling tale.

Ranson is the perfect place to relax and reboot. Shopping, culture, gaming, horse-racing and recreation in the Blue Ridge foothills are a respite from daily life. From spa treatments to sunset hikes, experience first-hand why John Denver called the Blue Ridge Mountains and Shenandoah River "Almost Heaven."

While visiting we invite you to retrace the route of pre-revolutionary pioneers, hike the Appalachian Trail, enjoy the scenic beauty of the Blue Ridge Mountains and Shenandoah River, march in the footsteps of Civil War veterans from Harpers Ferry National Park to Antietam National Battlefield and experience the land as George Washington did when he first surveyed our region over two centuries ago.

Thomas Jefferson stated in 1785 that a visit to our area was "worth a voyage across the Atlantic." Given an eighteenth century Galleon took six weeks cross the ocean, this is a pretty impressive endorsement. We hope you take President Jefferson's advice and visit us - preferably using a more comfortable, less time-consuming 21st century mode of transportation.

A Connected Region:

- Four-lane access to Interstate 81 (10 miles)
- Direct four-lane access to WV Route 9 and U.S. 340
- Hagerstown or Frederick, Maryland (40 miles)
- West Virginia Eastern Regional Airport/167th Airlift Wing, WV National Guard (11 miles)
- Mainlines of CSX and Norfolk Southern; boardings at Duffields and Harpers Ferry
- MARC Commuter Train (daily service to Washington, DC and Maryland suburbs)
- Amtrak (Harpers Ferry)
- Dulles International Airport (45 miles)
- Container Cargo Facility at Front Royal, VA (25 miles)

CLIMATE:

Climate	Ranson, WV	United States
<u>Rainfall (in.)</u>	38	36.5
<u>Snowfall (in.)</u>	24.9	25
<u>Precipitation Days</u>	111	100
<u>Sunny Days</u>	197	205
<u>Avg. July High</u>	87	86.5
<u>Avg. Jan. Low</u>	21.9	20.5
<u>Comfort Index (higher=better)</u>	44	44
<u>UV Index</u>	3.9	4.3
<u>Elevation ft.</u>	509	1,443

On average, there are 197 sunny days per year in Ranson. The July high is around 87 degrees. The January low is 22. Our comfort index, which is based on humidity during the hot months, is a 44 out of 100, where higher is more comfortable. The US average on the comfort index is 44.

HISTORY:

The Charles Town Mining, Manufacturing, and Improvement Company played an instrumental role in creating the City of Ranson. In 1890, the company bought 850 acres (3.4 km²) adjoining the western and northern corporate limits of Charles Town and commissioned D.G. Howell, a civil engineer and architect, to lay out the town. The largest tract of land purchased was from the Ranson family. The City of Ranson in Jefferson County, West Virginia, was officially incorporated in 1910 when residents decided to form their own town by a vote of 67-2. It was named in honor of Dr. James Ranson, a dentist and farmer living in the area.

The early growth and development of Ranson reflects the late 19th century boom of the Shenandoah Valley and surrounding areas associated with the rise of the railroads, mining, and manufacturing. Early photographs of Ranson show the offices of the Charles Town Mining, Manufacturing & Improvement Company and the Hotel Powhatan, along with a few residential structures nearby. The community grew north from Lancaster Circle. Some of the companies that located in Ranson early on included the Hotel Powhatan, the Goetz

Saddlery, the Shenandoah Brass and Iron Works, the Elemer E. Beachley Saw and Planing Mill, the John Farrin Boiler and Machine Shop, and the Vulcan Road Machine Company.

One of the most significant structures to be constructed in Ranson was Hotel Powhatan. This four-story frame Queen Anne structure was located on 3.61 acres (14,600 m²) on 3rd Avenue between Mildred and Preston. The building was designed by "Baldwin and Pennington, Architects" and was built by local contractor, Julius C. Holmes, for \$46,500. The hotel opened in October 1891, but by 1900 it had become the Powhatan College for Young Women. In 1913, the college closed and in 1915 it re-opened as St. Hilda's Hall for Girls, a Christian school opened by the Episcopal Diocese under the direction of Maria Pendleton Duval. In 1921, a dormitory was added on property across the street from the original building. This new structure was known as Peterkin Hall and currently houses the offices of Amerigas. In 1931, with the stock market crash, the school closed and was converted into apartments. The original hotel structure burned to the ground on December 11, 1937.

In 1936, the town of Ranson purchased the former Charles Town Mining, Manufacturing & Improvement Company office building from Mr. Getzendauner for \$3,000 for the purposes of town hall. In 2003, the City began a multi-year renovation of the entire building, bringing it into the 21st Century. By 1941, Ranson's population was 1,171. Ranson continued to grow and by 1950, the population increased to 1,436. By 1970, the population again increased to 2,189. In 2000, Ranson had a population of 2,951. By 2010, the population was at 4,440, an increase of over 50% in just 10 years.

In the 2000s the City Council saw a need to grow its tax and employment base after the unfortunate closings of AB&C Corporation, Dixie Narco and Kidde Fire (Badger Powhatan) and take advantage of the commercial development opportunities along the West Virginia Route 9 four-lane bypass north of Ranson. Thus, the Council annexed several thousand acres, which now host commercial, residential and agricultural uses.

Today, as Ranson begins its second century, the City is transitioning from a small industrial town, which boomed in the late 19th Century, to a community that blends major corporations with quiet residential neighborhoods and a developing commercial district. Many of the homes date from the turn of the century and reflect styles of that era. Most are unassuming, vernacular, frame or brick, single family, two-story dwellings or one-story cottages. Newer one-story homes, townhouses and apartment complexes have been built on vacant lots throughout Ranson with most new development being on the western and northern boundaries along the Route 9 four-lane bypass.

As in the beginning, Ranson continues to host and welcome business and industry to the community. With the construction and opening of the \$425,000 Jefferson Memorial Hospital on October 3, 1948, Ranson began to develop a medical community with many doctors opening offices in and around the hospital. On April 22, 1975, Jefferson Memorial opened its current facility on Preston Street between 3rd and 5th Avenues at a cost of \$4.5 million. The current facility continues to serve the residents of Jefferson County. Just outside the limits of Ranson, but extremely important to the community's economy is Hollywood Casino at Charles Town Races. This facility provides employment to over 1200 individuals and generates millions of dollars of taxes to Jefferson County and its municipalities for capital improvements. Thanks, in part, to these proceeds, which began flowing in 2004, the City has been able to purchase police cars and equipment, construct streetscape and stormwater

improvements; renovate and construct parks; and renovate City Hall and other public buildings.

In 2004, the Potomac Marketplace and surrounding the residential subdivisions of Lakeland Place and Shenandoah Springs broke ground and opened. The Marketplace, when completely built, is intended to be a 1,500,000 square feet (140,000 m²) commercial development and includes national retailers and restaurants.

In 2014, Ranson started construction of the \$12 million Fairfax Boulevard. Fairfax Boulevard was originally planned in 1891. The first phase of Fairfax Boulevard to 12th Avenue was completed in 2016 and will connect W. Va. Route 9 with Old Town Ranson and Charles Town – providing a direct transportation link without crossing active railroad lines. The second phase is scheduled to begin in 2017. Also, in 2014, Ranson started the demolition of the former Kidde Foundry that had been in existence for almost a century. In 2016, the demolition and fill of this 8.6-acre foundry site was completed. In 2017, environmental remediation will be completed and the site will be ready for redevelopment.

Ranson's government consists of a Mayor and a six-member City Council, who each serve four-year staggered terms. The City employs a City Manager who is appointed by the City Council, to serve as the administrative head of government. The City is a fully functioning government with the Ranson Police Department providing 24 hour per day, seven days a week protection to the City's citizens. City Hall is staffed with a Planning and Zoning department, Public Works department, Finance department and Parks and Recreation department to carry out the functions of government and provide services to the residents of the City. Two volunteer fire departments, Independent Fire Company and Citizens Fire Company, serve the City and provide it with fire protection. Additionally, the City has its own municipal court system.

DEMOGRAPHICS (AS OF JULY 1, 2016):

The City of Ranson has approximately 4,970 residents with a median household income of approximately \$45,064. The average household income is \$62,420 and the per capita income is \$23,733.

There are approximately 1,884 households in Ranson. The average household size is 2.64 and out of the 1,839 households, 1,267 are family households. From 2010-2016, the population of Ranson has increased approximately 1.82%. Of the 2,153 total housing units within the City, 1,174 (54.5%) are owner occupied and 709 (32.9%) are renter occupied. The median household value is \$161,615 and the average home value is \$178,745.

Ranson is an economically-stable community and an employment hub of Jefferson County. As of December 2016, Ranson's unemployment rate was 2.6% compared to West Virginia's unemployment rate of 5.1% and the national rate of 4.7%. Ranson's population growth continues to be driven by an increase in the number of long distance commuters living in the City. Citizens residing in Ranson have an average commute of 29 minutes compared to national average of 25 minutes.

There are 401 incorporated cities in West Virginia. The table below compares Ranson to the other 401 incorporated cities, towns and units of local government in West Virginia by rank and percentile using July 1, 2015, date. The location ranked #1 has the highest value. A

location that ranks higher than 75% of its peers would be in the 75th percentile of the peer group.

Variable Description	Rank	Percentile
Total Population	#33	92 nd
Population Density ¹	#237	41 st
Diversity Index ²	#2	100 th
Median Household Income	#79	81 st
Per Capita Income	#92	77 th

Ranson has a low crime rate. The overall crime rate in Ranson is 64% lower than the national average. For every 100,000 people, there are 2.82 daily crimes that occur in Ranson. Ranson is safer than 71% of the cities in the United States. In Ranson, you have a 1 in 98 chance of becoming a victim of any crime.

Demographic Findings and Analysis:

- Ranson continues to add population and households.
- With the explosive growth of the Washington DC Metro area, lower housing costs and higher quality of life further west have driven population growth in Jefferson County and Ranson.
- Long distance commuters continue to be a growing segment of Ranson’s population.
- Household incomes are lower than area communities, but have been growing steadily over the past two decades and are likely to continue to increase.
- Ranson has shown relatively stable employment compared to West Virginia.
- Ranson and Charles Town form an established and growing employment hub. Growth of American Public University and Hollywood Casino and the ongoing presence of federal facilities is a source of demand for living in Ranson. Medical and healthcare jobs are a growing sector. New development could offer opportunities for employees to live closer to where they work.

Demographic Implications for Ranson Development, Redevelopment and Budget

- The City may have an opportunity to capture a greater share of regional population growth with the right mix of development with an emphasis on multifamily residential.
- New development in downtown Ranson can respond to workforce demand from a strong base of local employees generated by several major and growing employers.
- Access to major roads and transit will be critical to attract new residents.
- Smart development, targeted infrastructure improvements and broadening of the tax base will increase revenues.

¹ Total population per square mile.

² The Diversity Index is a scale of 0 to 100 that represents the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. If an area's entire population belongs to one race AND one ethnic group, then the area has zero diversity. An area's diversity index increases to 100 when the population is evenly divided into two or more race/ethnic groups. Based upon the 2010 census, the Diversity Index for the United States was 60.6.

HOUSING:

Between 2000 and 2007, there was robust residential development within Ranson compared to the decades prior. Even during the national recession, Ranson issued new building permits.

A recent housing study commissioned by the City concluded:

- The market for new housing in Ranson should continue to be stable and strong.
- Demand forecasts suggest between 35-45 new for-sale housing units could be in demand annually, on average. The realization of demand is heavily tied to the supply of product, and some years is likely to be higher and some years is likely to be lower.
- The majority of this demand would be for single-family detached (SFD) homes.
- For-rent opportunities in the city will be sporadic and opportunistic. The demand for rental in the county is limited.
- Our research suggests that between 10-20% of buyers in Jefferson County would consider a Smart Growth/Traditional Neighborhood Design (TND) product.
- The statistical demand model suggests that even with primarily TND product in Ranson, the demand for housing should stay similar to the past.
- It will be critical for the projects to be well-executed and truly walkable, so that buyers giving up a large yard, will have the trade-off of walkability, good design, and access to services and amenities. This includes items such as public amenities (parks, library, school, etc.) and in some instances, retail.

The majority of housing stock in the city was built before 2010. Just over half of the housing is single-family detached (54%), followed by townhomes (22%), and small apartment buildings (19%).

There remains a shortage of quality market-rate multifamily housing in Ranson, especially in the rental market. Uniwest's apartment complex project has assisted with this demand when it came online in 2016. A strong opportunity to diversify the existing housing stock to include more multi-family developments, particularly market-rate multi-family units, has been identified. Several demographic indicators suggest pent up demand for townhouse or other multi-family products. Single family housing currently dominates the market in Jefferson and Berkeley counties.

In light of national trends favoring rental housing development, this supports the conclusion of additional pent up demand for quality rental housing. Successful multi-family projects have been built in Shepherdstown and Martinsburg, suggesting the market opportunity exists that could be captured by development on the sites in downtown Ranson as well.

Furthermore, a great need has been identified for new 3-4 bedroom homes to be located within the urban Old Town core of Ranson. Redevelopment and diversity of housing product within Old Town is a niche that needs to be addressed and will provide opportunity.

COMMERCIAL:

Though retail offerings in downtown Ranson are limited, there are three major nodes of local retail activity: downtown Charles Town and two major large-format retail clusters east of town on Route 340 and north along Route 9. Downtown Charles Town has a walk able retail

environment in its historic district, and has many neighborhood essentials such as a barber, restaurants and pharmacy, as well as a few boutiques that cater to the visitor market. For the most part, the rest of the retail offerings in the area are large-format. The two major shopping centers east of town on Route 340 are 20 or more years old and have many discount-type tenants. Conversely, Potomac Towne Centre on Route 9 opened a decade ago and has secured many major new tenants including Weis grocery, Kohl's and Home Depot. The project's second phase has stalled since the late 2000s recession and unfortunately has not progressed.

Broker interviews inform the assessment of the local retail market. Within the catchment area, retail rents range by building age and location. New strip retail commands a premium at roughly \$25/sf; downtown Charles Town space is approximately \$20/ sf; and older strip retail is approximately \$15/sf. The average commercial lease term is three years, but some landlords allow one-year leases in downtown Charles Town. Overall, despite a robust supply of retail locally, vacancy is low compared to area communities such as Martinsburg. Absorption rates vary, but in Charles Town, downtown vacancies tend to be absorbed more quickly than large-format stores.

GOVERNANCE:

The City of Ranson is a Manager-Mayor Plan form of government under the City Charter and W. Va. Code § 8-3-2. Under this form of government “there shall be a mayor elected at large by the qualified votes of the municipality as may be established by the charter, who shall serve as a member and the presiding officer of the council; and a city manager who shall be appointed by council.” W. Va. Code § 8-3-2. The mayor is recognized as the political head of the municipality but is also member of the legislative body who has the to vote. The mayor does not have the power to veto legislative actions.

The City Manager is the administrative authority and “he shall manage the affairs of the city under the supervision of the council and he shall be responsible to such council. He shall appoint or employ ... all subordinates and employees for whose duties or work he is responsible to the council.” W. Va. Code § 8-3-2. The manager serves at the pleasure of the Council, carries out its policies, directs business procedures, and has the power of appointment and removal of all City employees. Duties and responsibilities of the city manager include preparation, submission and administration of the capital and operating budgets, advising the Council on the affairs of the City, enforcement of the City Charter and laws of the City, and direction and supervision of all departments.

The City Council is the governing and legislative body of the City and is empowered by the Charter to make City policy. The City Council consists of an elected Mayor, three (3) at-large council members and three (3) ward council members. All members of City Council are elected to four (4) year terms. The City Council, in its legislative role, adopts all ordinances and resolutions and establishes the general policies of the City. The Council also sets the tax rate and adopts the budget.

The City has various operating departments: City Manager/Administration/Human Resources, Finance, Public Works, Police and Community Development. The City's park system is operated by the Ranson Parks and Recreation Commission and the City's Convention and Visitors Bureau is operated by the Ranson CVB Board. Each department has

a director who is responsible to the City Manager. Two volunteer fire departments, Independent Fire Company and Citizens Fire Company, serve the City and provide it with fire protection.



BUDGET OVERVIEW: SECTION 1 VISION AND STRATEGIC GOALS

Vision Statement

Guiding Principles

Strategic Goals and Objectives (2012-2022)

RANSON CITY COUNCIL VISION STATEMENT

Maintain the quality of life and community for the citizens within the Urban Growth Boundary of the City of Ranson by enhancing development, vitalizing “downtown Ranson,” recognizing and protecting the natural resources, encouraging economic growth and providing new community facilities.

RANSON CITY COUNCIL MISSION STATEMENT

Our mission is to maximize services to our constituents in the most cost efficient manner. We will accomplish this through teamwork, dedication to duty, high employee morale, sufficient staffing, and quality training. We are committed to creating an effective municipal team focused on delivering a high level of service to our constituents.

SUPPORTING GUIDING PRINCIPLES

- Local character builds regional economies.
- Strong core communities make strong foundations.
- There is a place for everything and everything has its place.
- Affordable living includes housing, transportation, energy, recreation and shopping.
- Green infrastructure supports sustainable communities.
- Neighborhoods are the building blocks.
- Private buildings and public buildings work together to shape the public space and to build community character.
- Working together creates bigger opportunities.

COMPREHENSIVE PLAN OBJECTIVES AND GOALS (2012-2022)

TABLE 5.8 IMPLEMENTATION TIMELINE												
Objectives and Actions	Responsible Entities							Timeframe			Financing	
	CMO	DA	PW	PR	PD	IFC	JCS	SC	Near Term	Mid Term	Long Term	Type
Chapter 3 Private Realm; General: Objective												
1. Maintain the historic mix of housing with businesses.												
2. Encourage neighborhood identity and autonomy.												
3. Encourage the islands within the UGB to annex into the City.												
4. Provide a diversity of neighborhood types that are fiscally sustainable and support the overall prosperity of the City.												
5. Coordinate future expansion plans with the Hollywood Casino.												
Chapter 3 Private Realm; General: Action												
1. Create zoning regulations that allow a variety of uses within each zone.												Funded
2. Review and update the Zoning and Subdivision Ordinances via the SmartCode to support a diversity of mixed-use community types.												Funded
3. Consider mandatory annexation of the small islands within the UGB.												N/A
4. Require new development within Old Town to be appropriate in massing, placement, and lot coverage.												N/A
5. Pursue city and regional governmental and economic policies that provide incentives for privately financed infill development within the G4 Redevelopment / Infill Growth Sector.												General Fund
Private Realm: 3.1 Land Use; General: Objective												
1. Enhance Ranson's community character through the preservation, completion, and enhancement of existing places, including the transformation of conventional subdivisions into complete neighborhoods.												
2. Redevelop the City's brownfield sites.												



TABLE 5.8 IMPLEMENTATION TIMELINE

Objectives and Actions	Responsible Entities									Timeframe			Financing
	CMO	DA	PW	PR	PD	IFC	JCS	SC	Near Term	Mid Term	Long Term	Type	
Private Realm: 3.1 Land Use; General: Objective													
3. Annex lands as necessary to meet the present and future needs of Ranson.													
4. Improve access to sites for a variety of jobs in the manufacturing, technology, and service industries.													
5. New development contiguous to urban boundaries should be merged with the existing mosaic of neighborhoods.													
6. Each neighborhood has a balanced mix of activities: shopping, work, schooling, recreation, and all types of housing.													
7. Each neighborhood should be sized to its purpose.													
8. Encourage and promote affordable low-cost housing.													
9. Appropriate building densities and land uses should be within walking distance of transit stops.													
10. Encourage manufacturing and assembly-line facilities to locate in Ranson.													
Private Realm: 3.1 Land Use; General: Action													
1.a. Revise the Zoning Ordinance via the SmartCode. It should do the following: Encourage the preservation and extension of existing neighborhood character.												Funded	
1.b. Revise the Zoning Ordinance via the SmartCode. It should do the following: Create incentives for infill.												Funded	
1.c. Revise the Zoning Ordinance via the SmartCode. It should do the following: Encourage a variety of building types – particularly for affordable housing.												Funded	
1.d. Revise the Zoning Ordinance via the SmartCode. It should do the following: Allow residential, single and multi-family, retail and commercial in some form in most zones.												Funded	

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Private Realm: 3.1 Land Use; General: Action												
1.e. Revise the Zoning Ordinance via the SmartCode. It should do the following: Provide a range of zones from rural to urban, so that people have a choice of where to live and work.												Funded
1.f. Revise the Zoning Ordinance via the SmartCode. It should do the following: In older building fabric, tailor the zones to permit buildings of the existing type and character, rather than rely on their being legally non-conforming.												Funded
1.g. Designate locations for industrial development to reduce travel time for employees.												Funded
2.a. Revise the Subdivision Ordinance via the Smart-Code. It should do the following: Promote the development of complete neighborhoods (coordinating adjacent developments as necessary).												Funded
2.b. Revise the Subdivision Ordinance via the Smart-Code. It should do the following: Encourage connectivity in new and existing developments.												Funded
2.c. Revise the Subdivision Ordinance via the Smart-Code. It should do the following: Allocate higher densities appropriately: the most intense neighborhoods should have the highest densities and enhanced infrastructure and services, particularly transit.												Funded
2.d. Revise the Subdivision Ordinance via the Smart-Code. It should do the following: Encourage connectivity of streets, sidewalks, and paths.												Funded
2.e. Revise the Subdivision Ordinance via the Smart-Code. It should do the following: Consider a program for connecting cul-de-sacs and "collectors" into the existing thoroughfare network – by building complete street sections, or by connecting sidewalks and/or paths between them.												Funded

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Private Realm: 3.1 Land Use; General: Action												
3. Annex in accordance with W. Va. Code 8-6-4a. The City should prioritize infill development over outward expansion. It should also prioritize the annexation of land surrounded (or nearly so) by the City over the annexation of contiguous land, and the annexation of contiguous land over the annexation of tenuously connected land. Finally, the annexation of land should be justified according to the intensity and type of development.												N/A
4. In coordination Charles Town and Jefferson County, identify sites for Employment bases within the Urban Growth Boundaries. Maximize access to sites served by rail, and provide opportunities for New Economy businesses.												General Fund
5.a. Support affordable low-cost housing: Update the zoning code to permit housing lots typical of each location, such as on 25' x 125' lots.												Funded
5.b. Support affordable low-cost housing: Ensure that zoning allows low-cost building types, particularly near employment.												Funded
5.c. Support affordable low-cost housing: Enact policies guiding such development toward employment centers, but without concentrating poverty.												N/A
5.d. Support affordable low-cost housing: Provide guides and policies to adapt low-cost and small-scale historical precedents for current needs, and to build affordable units to a standard that blends it into the prevailing standard.												N/A
Private Realm: Land Use – 3.1.1 Community Design: Objectives												
1. Develop and redevelop land through well-coordinated types of neighborhood, district, and corridor.												
2. Engage the whole community in planning constructively.												
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Private Realm: Land Use – 3.1.1 Community Design: Actions												
1. Develop specific, named, types of neighborhoods, districts and corridors with benchmarks for the level of infrastructure and services they receive.												Funded
2. Develop procedures for public processes that give immediate neighbors and particular stakeholders an appropriate level of input.												N/A
3.a. Use design and planning tools to mitigate common concerns. Guidance could include the following: Do not allow concentrations of poverty to develop.												N/A
3.b. Use design and planning tools to mitigate common concerns. Guidance could include the following: Use connected thoroughfares to mitigate bottlenecks.												N/A
3.c. Use design and planning tools to mitigate common concerns. Guidance could include the following: Ensure that uses are buffering each other using walls and buildings' thicknesses.												N/A
3.d. Use design and planning tools to mitigate common concerns. Guidance could include the following: Achieve density using compact planning rather than building height.												N/A
Private Realm: Land Use – 3.1.2 Preferred Development: Objectives												
1. Incentivize redevelopment and expansion in areas most appropriate to promote well designed and coordinated communities, and to prevent sprawl.												
Private Realm: Land Use – 3.1.2 Preferred Development: Actions												
1. Develop and assign Sectors as a regulatory tool. A Sector is the area of land in which a certain bundle of policies are applied.												Funded
2. Permit different types of development according to Sectors. These include neighborhoods ("Community Units"), districts and corridors. This includes the development of thoroughfares and natural areas.												Funded

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Private Realm: Land Use – 3.1.2 Preferred Development: Actions												
3. Create incentives (in addition to farmland preservation) for investment and development. Coordinate those incentives across jurisdictions, and coordinate them with annexation.												N/A
4. Assign the Suburban (S1, S2, and S3) Sectors on land that is to remain in approximately its current "suburban"-style use as Special Districts.												Funded
Private Realm: Land Use – 3.1.3 Redevelopment and Renewal: Objectives												
1. Promote infill development.												
2. Promote redevelopment of the City's brownfield sites.												
3. Ensure that redevelopment respects adjacent existing neighborhoods and subdivisions.												
4. Ensure that redevelopment respects adjacent natural and other open areas.												
Private Realm: Land Use – 3.1.3 Redevelopment and Renewal: Actions												
1. Assign Sectors for Infill and regulate them per the SmartCode.												Funded
2. Prioritize capital improvements in the G4 Redevelopment / Infill Growth Sector (see Figure 2.3 Sector Map).												N/A
3. Incentivize development in Old Town. Adopt and implement the EPA Area Wide Brownfields Plan and the US DOT TIGER II Green Corridor Plan.												Funded
4. Require redevelopment projects to adapt to SmartCode zoning which has been based on models appropriate to the location.												Funded
5. Expedite vesting process for properties within the G4 Sector, see Figure 2.3 Sector Map.												N/A

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Private Realm: Land Use – 3.1.3 Redevelopment and Renewal: Actions												
6. In the G4 Sector, use density as a best management practice for stormwater runoff.												N/A
Private Realm: Land Use – 3.1.4 Rural Lands: Objectives												
1. Protect and enhance the agrarian heritage of land in the Urban Growth Boundary.												
2. Consolidate development on rural land to preserve agricultural and open lands.												
Private Realm: Land Use – 3.1.4 Rural Lands: Actions												
1. Limit capital improvements in the G1 Sector.												N/A
2. Allow light imprint development in the G1 and G2 Sectors.												N/A
3. Encourage Voluntary Farmland Preservation and the dedication of land for land trusts in the G1 and G2 Sectors.												N/A
4. Permit G1 Sector development in the form of Hamlets.												N/A
5. Permit G2 Sector development in the form of Hamlets or Villages.												N/A
6. Work with the Jefferson County Farmland Protection Board to develop appropriate conservation easements.												N/A
7. Map land that has been protected as O1 on the Sector Map.												Funded
Private Realm: 3.2 Housing: Objectives												
1. Continue to work with Jefferson County and the City of Charles Town to address the affordable housing issues of the Eastern Panhandle.												
2. Continue to encourage housing redevelopment in the City.												

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Private Realm: 3.2 Housing: Objectives												
3. Work with Charles Town and Jefferson County to assure adequate services are provided in the UGB.												
4. Provide a diverse mix of housing types to meet the needs of citizens of all demographics.												
5. Encourage the preservation and restoration of the existing housing stock from deterioration.												
Private Realm: 3.2 Housing: Actions												
1.a. Encourage redevelopment and restoration in the blighted areas of town: Incentivize high quality affordable housing projects.												WV Rural Business Opportunity Grant ; USDA Rural Development loans and grant
1.b. Encourage redevelopment and restoration in the blighted areas of town: Update the zoning ordinance via the SmartCode to legalize small lots and accessory units.												Funded
1.c. Encourage redevelopment and restoration in the blighted areas of town: Update the Zoning Ordinance via the SmartCode to provide additional density, height, and setback reduction to incentivize redevelopment.												Funded
1.d. Encourage redevelopment and restoration in the blighted areas of town: Encourage small permanent structures as replacements of declining manufactured homes.												USDA Rural Development loans and grant
1.e. Encourage redevelopment and restoration in the blighted areas of town: Place a priority on capital improvements including streetscape improvements, civic space acquisition and public beautification to Old Town.												Capital Improvement Fund

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1.f. Encourage redevelopment and restoration in the blighted areas of town: When selecting sites for affordable housing, consider proximity to workplaces.												N/A	
1.g Encourage redevelopment and restoration in the blighted areas of town: Continue to operate the Ranson Rental Registration Program.												General Fund	
2. Establish a City of Ranson / City of Charles Town / Jefferson County task force to perform a SWOT analysis and develop an action plan to meet the County-wide needs. Representation on the task force should include: a. Local, County, and State governments b. West Virginia Housing Development Fund c. Financing Institutions d. Development community e. Major employers f. Economic and Community Development g. Non-profit Housing interests												General Fund	
3. Housing options should include the following: a. Small single family houses b. Multi-family rentals apartments, c. Live/work units (of various configurations), d. Multi-family condominiums, e. Assisted living housing, f. Accessory units, and g. Co-housing.												N/A	

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4. Work with West Virginia Housing Development Fund for the promotion of the following programs: a. Early Ownership Program b. Deferred Closing Cost Loan Program c. Low Income Assisted Mortgage Program d. Mortgage Credit Certificates e. HOME Investment Partnership Program f. Flood Assistance Program g. West Virginia Homeless Shelters/Special Needs Programs h. Land Development Program i. Other programs as they evolve from state and federal sources												General Fund; WW Housing Development Fund
5.a. Identify and monitor residential rental rehabilitation projects for two purposes: In some cases, these projects may be eligible for tax credits or other subsidies, and the City may wish to assist in this process.												N/A
5.b. Identify and monitor residential rental rehabilitation projects, for two purposes: Residential rental rehabilitation projects often run into unanticipated costs and in any case the economics of maintaining older properties at affordable prices may lead to deteriorating conditions.												N/A
Private Realm: 3.2 Historic Preservation: Objectives												
1. Protect historic structures and find methods for re-purposing them if necessary.												
2. Protect historic urban fabric in Old Town.												
Private Realm: 3.2 Historic Preservation: Actions												
1. Develop a database of historic properties within the UGB, and use legal tools to preserve them. Designate them as contributing buildings.												General Fund
2. Support the Jefferson County Historical Landmarks Commission (JCHLC) in efforts to complete the JCHLC database.												
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Private Realm: 3.2 Historic Preservation: Actions												
3. Establish a Historic Landmarks Commission to pursue the preservation of historic properties.												
4. Provide for the protection of historic sites and structures in all applicable ordinances and regulations.												
5. Evaluate new development projects and their relationship to historic properties to reduce potential impacts they may cause.												
Chapter 4 Public Realm: 4.1 Public Services; General: Objectives												
1. Every neighborhood should share in the civic, institutional, and commercial activity of Ranson.												
2. Schools and other childrens' facilities should be sized and located so that most students can walk or bicycle to them.												
3. A range of parks, from playgrounds, greens and plazas to ball fields and community gardens, should be distributed within neighborhoods.												
4. All of the public services facilities should be sized so that they support the nearby population, but they should be justified according to their benefits to Ranson (and Jefferson County) as a whole.												
5. The future of Ranson depends on safety and security.												
Chapter 4 Public Realm: 4.1 Public Services; General: Actions												
1. Establish a "facility-list" of the facilities required for each type of neighborhood, or group of neighborhoods, including target sizes.												Municipal Service Fees
2. Use this "facility-list" to help find sites for new facilities, and to guide the expansion of existing ones.												

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Chapter 4 Public Realm: 4.1 Public Services; General: Actions												
3. Use this "facility-list" within the subdivision process, to help allocate land for various uses, and to inform the physical layout of new subdivisions and infill redevelopment.												
4. Provide a variety of types and sizes of parks.												Capital Improvement Fund
5. Define the public realm with buildings and landscaping, according to well-established norms including CPTED.												
Public Realm: Public Services – 4.1.1 Schools: Objectives												
1. Develop policies that reflect the fact that Ranson's opportunity for economic development, hence its employment base, depends on a good-quality local school district.												
2. Develop policies that reflect the fact that a purely residential tax base cannot fiscally support a good-quality school system.												
3. Provide adequate school facilities for each neighborhood.												
Public Realm: Public Services – 4.1.1 Schools: Actions												
1. Work with the Jefferson County School system to plan for adequate classroom space in schools, using the "facility-list" as a starting point for the work.												
2.a. Work with the Jefferson County School system to share parks, fields, and community spaces with the public. Work with the state as well, for two main purposes: An equitable and legal means for sharing space should be identified, so that school land can be used off-hours by residents, and so that City land can be used (leased, etc.) by the schools.												

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Public Realm: Public Services – 4.1.1 Schools: Actions												
2.b. Work with the Jefferson County School system to share parks, fields, and community spaces with the public. Work with the state as well, for two main purposes: State requirements for school facilities can then be adjusted so that the schools can fit within and between neighborhoods, and not disrupt their connectivity. The dual use saves space, which improves connectivity and can bring the schools closer to residents.												FHWA Transportation Enhancements (for side-walks, curbs, trails)
3. Make the "facility-list" available to the City Planning Department, so that it can coordinate with the Board of Education to ensure that school sites are consolidated within and between new subdivisions.												
4. Coordinate Development Impact Fees based upon neighborhood and Transect Zone types rather than residential building types, to share fees more equitably across the City, Charles town, and potentially across the County.												
Public Realm: Public Services – 4.1.2 Libraries: Objectives												
1. Ranson should actively partner with a convenient library, adequate to meet its needs.												
Public Realm: Public Services – 4.1.2 Libraries: Actions												
1. The city should consider a stronger partnership with the Charles Town Library.												
2. Partner with Jefferson County Schools to establish a shared library system.												Municipal Service Fees
Public Realm: Public Services – 4.1.3 Community Centers: Objectives												
1. Neighborhoods in Ranson should have access to adequate community center facilities.												
Public Realm: Public Services – 4.1.3 Community Centers: Actions												
1. The City and JCPRC should work jointly to meet the needs of Ranson and Charles Town.												

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Public Realm: Public Services – 4.1.3 Community Centers: Actions												
2. Every neighborhood, or collection of neighborhoods, should have some community facilities for community use.												Capital Improvement Fund
Public Realm: Public Services – 4.1.4 Fire, Rescue and Emergency: Objectives												
1. Continue to provide support of the fire, rescue, and emergency services that serve the community through appropriately located and staffed fire departments.												
2. Keep fire safety up to date, as Ranson grows.												
Public Realm: Public Services – 4.1.4 Fire, Rescue and Emergency: Actions												
1.a. Optimize fire-fighting, emergency response and police capabilities: Improve facilities and staffing levels as land is developed.												Capital Improvement Fund; Municipal Service Fees
1.b. Optimize fire-fighting, emergency response and police capabilities: Involve the fire and police staff in the subdivision process.												
1.c. Optimize fire-fighting, emergency response and police capabilities: Develop a plan that balances adequate and quick fire access with narrow streets that do not promote speeding.												
2.a. Improve emergency response time: Increase staffing levels,												
2.b. Improve emergency response time: Add fire stations as necessary, though only as necessary, and												
2.c. Improve emergency response time: Create and allocate fees and taxes to pay for improvements.												
3.a. Require the following in new development: Assess impact fees as necessary to support the necessary improvements.												
3.b. Require the following in new development: Enforce building codes.												

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Public Realm: Public Services – 4.1.4 Fire, Rescue and Emergency: Actions													
4. Designate emergency shelters in most intense "urban" neighborhoods, as well as in selected locations in "suburban" neighborhoods.													
5.a. Enable Ranson's rapid and effective recovery after a major disaster: Ensure the development of plans and procedures that allow the City to declare itself a disaster area quickly so that it can receive its fair share of federal and state emergency funds after a qualifying disaster;													
5.b. Enable Ranson's rapid and effective recovery after a major disaster: Develop and practice emergency and evacuation procedures using various scenarios, particularly weather emergencies and hazardous material emergencies.													
Public Realm: Public Services – 4.1.5 Police (Law Enforcement): Objectives													
1. Maintain the current high level of service to assure future security.													
2. Keep police presence personal.													
3.a. Incorporate the following qualities of safe spaces throughout the City: Ensure that both infill and new development makes use of common-sense techniques to minimize exposure to crime without creating an unwelcoming public realm.													
3.b. Make sure that people are comfortable on streets. If people shun streets, then they may not notice when something is amiss.													
3.c. Configure streets and civic spaces properly to encourage walking, biking, driving and transit, and to enable neighbors to know each other and protect their communities.													

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Public Realm: Public Services – 4.1.5 Police (Law Enforcement): Actions												
1. As growth occurs, add two sub-stations housing 10 personnel each, for approximately 16,000 people.												Capital Improvement Fund; Municipal Service Fees
2. Purchase equipment as necessary, and in concert with new development.												Capital Improvement Fund; Municipal Service Fees
3. Consider expanding bicycle and foot patrols in the busiest locations.												Municipal Service Fees
4. Begin with CPTED principles, and adopt into law traditional techniques that carefully modulate the public and private realms.												
5. Educate designers, developers, the public and police on how traditional places can help them keep crime low.												
6. Educate and involve the public on personal safety.												
7. Ensure that illumination is appropriate to the location.												
Public Realm: Public Services – 4.1.6 Public Works: Objectives												
1. Continue to provide a high level of service to the citizens of Ranson.												
2. Ensure that Ranson’s in-house staff can properly coordinate with and supervise private contractors as needed.												
Public Realm: Public Services – 4.1.6 Public Works: Actions												
1. Coordinate street function and streetscape improvements to the appropriate, zoned, context.												
2. As the City grows, Public Works should increase staffing, or outsource to private contractors.												Municipal Service Fees

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	CMO	DA	PW	PR	PD	IFC	JCS	SC	Near Term	Mid Term	Long Term		
3. Continue to diversify the skill sets of municipal Public Works employees, and cross-train them as necessary.													
4. Develop equipment replacement/acquisition schedule.													
Public Realm: Public Services – 4.1.7 Hospital: Objectives													
1. Work with the hospital to assure an ongoing presence and employment base in Old Town.													
Public Realm: Public Services – 4.1.7 Hospital: Actions													
1. If there is a possibility that the hospital will expand into the county location rather than move and vacate the current one, the City should encourage it to do so, rather than lose the hospital altogether.													
2. If the hospital moves from its present location, it is recommended that part of their relocation plans include a redevelopment or alternative plan for the existing facilities.													
Public Realm: 4.2 Transportation; General: Objectives													
1. The network of thoroughfares should be treated as a designed, attractive, and livable public realm not just a medium for vehicular traffic.													
2. Pedestrian and bicycle access and comfort should be considered throughout.													
3. Thoroughfares should be laid out to be ready for transit, should local transit ever become feasible or desirable between neighborhoods.													
4. Ranson should be connected to regional transit.													
Public Realm: 4.2 Transportation; General: Actions													
1. Adjust the transportation mobility guidance and design standards to achieve land use / transportation compatibility.													

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2. Augment the system with a third area type: Compact Urban.												
3. Within Compact Urban areas, prioritize character and function over capacity and size thoroughfare networks to yield smaller blocks and increase the total capacity for moving people.												
4. Consider all forms of mobility, and use forecasting methods that account for network effects.												
5. Use the following tests to see whether suburban neighborhoods have potential for conversion to Compact Urban, as the suburban areas shown in Figure 2.2 Rural, Suburban, Compact Urban Map evolve: a. Does the area have an intersection/network density of more than 100 intersections per square mile? b. Does the area have a mix of uses or would benefit from a mix of uses? c. Does the area have a vision that includes increased walking and bicycling?												
6. Develop a Transportation Master Plan with the West Virginia Department of Transportation.												Municipal Service Fees
7. Seek the establishment of a Ranson/Charles Town commuter bus service to Duffields or Harpers Ferry MARC rail station.												
8. Continue to improve pedestrian travel.												
Public Realm: Transportation – 4.2.2 Street Network: Objectives												
1.a. The City should explore the likely geographical directions and means of growing. In particular, it will require Ranson to do the following: Engage those authorities so that it can build connected thoroughfare networks that tie into main routes; and												
1.b. Support moves away from the prevailing traffic engineering methodology of the “functional classification system.”												

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TABLE 5.8 IMPLEMENTATION TIMELINE

Objectives and Actions	Responsible Entities								Timeframe			Financing
	CMO	DA	PW	PR	PD	IFC	JCS	SC	Near Term	Mid Term	Long Term	Type
2. Ensure that the street grid is fine-grained in urban areas, to promote both neighborhood life and safety.												
3. Over time, Ranson should ensure that Street design is compatible with revisions to the Zoning Ordinance via the SmartCode.												
4. Ranson should plan adequately for transit.												
5. Ranson should preserve and expand its trail network.												
Public Realm: Transportation – 4.2.2 Street Network: Actions												
1.a. Ranson should undertake the following regional actions: The City should maintain its involvement with the West Virginia Department of Highways (WVDOT) and cooperate with its plans for intersection improvements, new highways, etc.;												
1.b. The City should coordinate with Jefferson County and Hagerstown/Eastern Panhandle Metropolitan Planning Organization (HEPMPO) on future thoroughfares in the UGB;												
1.c. A city-wide thoroughfare, pedestrian and transit network should connect beyond the Urban Growth Boundary to the proposed Harpers Ferry Trail and the Appalachian Trail;												FHWA Transportation, Community and Systems Preservation Program
1.d. The City should explore the status of this trail with the Hagerstown Eastern Panhandle Metropolitan Planning Organization (MPO) and lobby State and Federal agencies for construction of the trail; and												
1.e. The City should plan thoroughfares to support regional transit needs, by incorporating the appropriate routes within its planning.												Municipal Service Fees

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Public Realm: Transportation – 4.2.2 Street Network: Actions												
2.a. Ranson should do the following itself: Create a connected network of thoroughfares that let people travel on routes parallel to State Route 115 and State Route 9.												Capital Improvement Fund
2.b. Coordinate infrastructure spending using the Sectors shown on Table 2.1 Intended Change.												
2.c. Use minimum intersection spacings on major thoroughfares as a framework to creating block structure within neighborhoods.												Capital Improvement Fund
2.d. Create an interconnected network of thoroughfares that form human-scaled blocks as regulated by the SmartCode.												Capital Improvement Fund
2.e. Adopt the SmartCode thoroughfares as part of the City's public works standards.												Funded
2.f. Use the SmartCode to ensure that new streets are suitable to the character of Ranson and appropriate to their context in Figure 2.2 Rural, Suburban, Compact Urban Map.												
2.g. Allow the type of thoroughfare to change as zones around it change, so that each road segment between intersections can be different from the next one along the same route.												
2.h. Interconnect the City's parks and commercial / employment centers with a pedestrian trail system.												FHWA Transportation Enhancements
2.i. Plan neighborhood thoroughfares to converge at the center of pedestrian sheds.												
2.j. Complete and continue the Street, Sidewalk, Curb, and Alley assessment.												
2.k. Adopt the SmartCode to promote continuous and healthy street tree coverage throughout the street network should be established.												

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Objectives and Actions	Responsible Entities									Timeframe			Financing
	CMO	DA	PW	PR	PD	IFC	JCS	SC		Near Term	Mid Term	Long Term	Type
3.a. Ranson should do the following in Old Town: Work with WVDOH to establish appropriate and predictable right-of way design and access (curb) management along Mildred Street;													
3.b. Establish a minimum intersection spacing of 1000' between intersections that allow turns in all directions, along Mildred Street and other major corridors; and													
3.c. Establish a minimum intersection spacing of 500' between intersections allowing only limited access along major corridors.													
Public Realm: Transportation – 4.2.2 Street Network: Actions													
3.d. Ranson should do the following in Old Town: Establish a public improvements program to rebuild existing streets in Old Town in the form identified in the SmartCode.													Capital Improvement Fund; Municipal Service Fees
Public Realm: Transportation – 4.2.3 Transit: Objectives													
1. Ranson and Charles Town should ensure that residents have timely and efficient access to commuter rail at Duffields and/or Harpers Ferry.													
2. Ranson and Charles Town should work with PanTran to retain existing routes, and adjust them as necessary as Ranson develops its G3 and G4 Sectors.													
3. Ranson should ensure that major destinations can be connected by direct and logical routes, should the need for additional transit arise.													
Public Realm: Transportation – 4.2.3 Transit: Actions													
1. Ranson should work to bring commuter rail closer to the centers of Ranson and Charles Town.													
2. Ranson should continue to support PanTran service.													

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Objectives and Actions	Responsible Entities									Timeframe			Financing
	CMO	DA	PW	PR	PD	IFC	JCS	SC	Near Term	Mid Term	Long Term	Type	
Public Realm: 4.3 Infrastructure & Utilities; General: Objectives													
1. Ranson should prepare and regularly update master plans and a Capital improvement program to ensure for the orderly expansion of systems, funding requirements and design standards.													
2. Ranson should coordinate infrastructure planning with the public utilities that service the City and consolidate service delivery when economically feasible.													
3. Establish funding sources for infrastructure improvements.													
Public Realm: 4.3 Infrastructure & Utilities; General: Actions													
1. Develop an infrastructure plan in which priority is given to infill development located adjacent to existing infrastructure in order to decrease the need and expense for the City to fund extensions of the backbone grid.													
2. Establish new public utilities as required to support the sustainable and responsible delivery of infrastructure to the City.												Capital Improvement Fund	
3. Prepare revenue bonds to finance infrastructure improvements including sanitary sewer and stormwater.												Revenue Bonds	
Public Realm: Infrastructure & Utilities – 4.3.1 Stormwater Planning: Objectives													
1. Satisfy the requirements of state and federal laws as authorized by the Clean Water Act.													
2.a. To control stormwater, light imprint development Best Management Practices should be used at all scales, and density should be used as a Best Management Practice.													
2.b. Work with the City of Charles Town and Jefferson County to enhance stormwater management planning for lands within shared drainage sheds and achieve consistent standards between the County and municipalities.													

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Objectives and Actions	Responsible Entities								Timeframe			Financing
	CMO	DA	PW	PR	PD	IFC	JCS	SC	Near Term	Mid Term	Long Term	Type
3.a. Facilitate infill and redevelopment of Old Town through the construction of a multi-tiered system of sustainable municipal stormwater management facilities.												
3.b. Review all new stormwater management facilities, seeking opportunities for regional stormwater planning possibilities.												
Public Realm: Infrastructure & Utilities – 4.3.1 Stormwater Planning: Actions												
1.a. Implement a Storm Water Management Program (SWMP) and associated ordinance.												
1.b. If designated as an MS4, establish a Storm Water Utility District to fund and manage stormwater facilities within Ranson.												
1.c. Require that all new commercial and residential development with lots smaller than one acre to construct a closed section storm drain system.												
1.d. Review storm water regulations on a regular basis to make them equal or better than those of Jefferson County.												Capital Improvement Fund; Municipal Service Fees
2.a. Establish a Stormwater Utility Board for the City of Ranson that will be charged with implementing watershed-based stormwater management practices.												Municipal Service Fees
2.b. Implement flexible regulations to enhance stormwater management planning within the City of Ranson.												
2.c. Rewrite the stormwater management regulations for the City of Ranson and incorporate Light Imprint BMP's at all scales of the community as allocated in Table 4.11 Light Imprint Stormwater Management by Transect Zone.												

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Public Realm: Infrastructure & Utilities – 4.3.1 Stormwater Planning: Actions												
2.d. Encourage the design of streets which integrate stormwater management facilities into public right-of-ways.												
2.e. Address karst issues and the direct flow of surface waters into the groundwater.												
2.f. Explore opportunities for water reuse as a component of stormwater planning.												
Public Realm: Infrastructure & Utilities – 4.3.1 Stormwater Planning: Actions												
3.a. Prepare a stormwater management plan for Old Town to address existing drainage issues and those anticipated through infill and redevelopment.												
3.b. Construct a Mildred Street storm sewer system to reduce flooding.												Capital Improvement Fund
3.c. Construct municipal stormwater management facilities that facilitate the redevelopment of brown-field sites.												Capital Improvement Fund
3.d. Prepare a Capital Improvement Program that will allow for the planned expansion of stormwater infrastructure; Develop a fee structure for implementation of Stormwater Management Capital Projects that will reduce flooding, improve water quality, and include projects for regional stormwater detention and flood control.												Capital Improvement Fund
3.d.i. Develop a fee structure for implementation of Stormwater Management Capital Projects that will reduce flooding, improve water quality, and include projects for regional stormwater detention and flood control.												
Public Realm: Infrastructure & Utilities – 4.3.2 Public Water: Objectives												
1. Satisfy state and federal laws.												
2.a. Limit outward expansion of the system to sustainable levels.												

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Objectives and Actions	Responsible Entities									Timeframe			Financing
	CMO	DA	PW	PR	PD	IFC	JCS	SC	Near Term	Mid Term	Long Term	Type	
2.b. Work with all users to promote the efficient use of water.													
3. Work with public utilities to assure the evolving needs of Ranson’s redevelopment and new development are adequately met and consolidate service delivery where economically feasible.													
Public Realm: Infrastructure & Utilities – 4.3.2 Public Water: Actions													
1.a. Adopt design guidelines and incentives that allow for the use of stormwater and reuse of water within the building envelope.													
1.b. Work with the public utilities to adopt capital improvement fees that are sufficient for the maintenance and expansion of water infrastructure.													
2.a. Adopt policies that reduce water use by the municipality.													
2.b. Work with the public utilities to reduce water loss through leaks.												Municipal Service Fees	
2.c. Provide incentives to use stormwater and “gray” water.													
3.a. Safeguard critical public infrastructure from potential security threats.													
3.b. Work with the public utilities to prepare for infill development on brownfield parcels.												Capital Improvement Fund	
3.c. Work with the public utilities to prepare and/or maintain water to the existing water systems.													
3.d. Work with the public utilities to prepare a long range plan for expanding water services into annexed lands and lands within the Urban Growth Boundary.													
3.e. Replace and upgrade water lines in Fairfax Boulevard as part of its upgrade and extension to Fairfax Crossing.												Capital Improvement Fund	

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	CMO	DA	PW	PR	PD	IFC	JCS	SC	Near Term	Mid Term	Long Term	
Public Realm: Infrastructure & Utilities – 4.3.2 Public Water: Actions												
3.f. Prepare a Capital Improvement Program that will allow for a carefully phased expansion of public water infrastructure.												
3.g. In conjunction with the water utility, review the need for additional water towers in the G2, G3 and G4 Sectors to maintain appropriate system water pressure.												
Public Realm: Infrastructure & Utilities – 4.3.3 Sanitary Sewer: Objectives												
1. Support the expansion of Charles Town’s WWTP and continue to expand its transmission capacity.												
2. Ensure the sanitary sewer infrastructure is available for future growth by promoting the efficiency of the sanitary sewer systems through careful phasing, careful design of the system’s layout, and conservation.												
Public Realm: Infrastructure & Utilities – 4.3.3 Sanitary Sewer: Actions												
1.a. Advocate for customers in the City of Ranson, so that Chesapeake Bay policies are reasonable for them.												
1.b. Work with Charles Town, Jefferson Utilities, and the Jefferson County Public Service District to establish a joint water/wastewater authority to service Ranson’s Urban Growth Boundary.												
1.c. Satisfy the requirements of state and federal laws.												
1.d. Adopt design guidelines for the construction of sanitary sewer infrastructure.												
1.e. Adopt design guidelines and incentives for reusing gray water.												
1.f. Work with the public utilities to adopt capital improvement fees that are sufficient to maintain and expand sewer infrastructure.												
2.a. Work with all users to reduce their generation of wastewater.												

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	CMO	DA	PW	PR	PD	IFC	JCS	SC	Near Term	Mid Term	Long Term	
2.b. Adopt policies that reduce the City's generation of wastewater.	■								■	■		
2.c. Work with the public utilities to reduce the amount of groundwater that infiltrates into sanitary sewer lines.	■		■						■	■	■	Capital Improvement Fund
2.d. Provide incentives to reuse gray water.	■	■							■	■	■	
2.e. Connect existing homes served by drainfields to the sanitary sewer system.	■		■						■	■	■	Capital Improvement Fund
3.a. Safeguard critical public infrastructure from potential security threats.	■	■							■	■		
3.b.i. Work with the public utilities to do the following: Map existing sanitary infrastructure;	■								■	■	■	
3.b.ii. Monitor the capacity of pump stations;	■								■	■	■	
3.b.iii. Prepare a long range plan for the expansion of sanitary sewer services to annexed lands and lands within the urban growth boundaries;	■								■	■	■	
3.b.iv. Implement a beneficial Capacity Improvement Fee structure;	■	■							■	■		
3.b.v. Prepare for the development of brownfield parcels.	■	■							■	■		Capital Improvement Fund
3.c. Prepare a Capital Improvement Program that will allow for the planned expansion of sanitary sewer infrastructure.	■								■	■		
3.d. Provide dual plumbing for all new public parks and landscape projects in anticipation of future water recycling or water re-use infrastructure to be used for irrigation.	■	■	■						■	■	■	Capital Improvement Fund
3.e.i. Prioritize the following specific projects: Develop a replacement/improvement plan for the Forest Avenue pump station;	■	■							■			

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	CMO	DA	PW	PR	PD	IFC	JCS	SC	Near Term	Mid Term	Long Term	
Public Realm: Infrastructure & Utilities – 4.3.3 Sanitary Sewer: Actions												
3.e.ii. Relocate the Fourth Avenue pump station and redirect flows to increase the capacity of the sewer trunk line in Ranson;												Capital Improvement Fund
3.e.iii. Upgrade sanitary sewer lines in Fairfax Boulevard as part of its upgrade and extension to Fairfax Crossing; and												Capital Improvement Fund
3.e.iv. Review the feasibility of installing a gravity line from Mildred Street to Ranson Gateway.												
Public Realm: Infrastructure & Utilities – 4.3.4 Dry Utilities: Objectives												
1. Work with Potomac Edison to enhance the electrical grid in commercial areas where high tech business would require multiple sources of electricity.												
2. Reduce electrical demand through energy saving design practices and alternative energy generation.												
3. Work with providers to expand the availability of high speed internet access for business and residential customers.												
4. Enhance the visual appeal of streetscapes through the planned location of dry utility infrastructure.												
Public Realm: Infrastructure & Utilities – 4.3.4 Dry Utilities: Actions												
1. The Public Works Department and the City should require that new dry utilities (and meters, etc.) are buried in rights-of-way – preferably in rear alleys and lanes.												
2. Coordinate design standards with the utility companies, including the location of lines and surface transformers and utility pedestals.												
3. Establish policies that encourage the generation of solar, wind and other power sources on municipal and individual properties.												WV Renewable Energy grants

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Objectives and Actions	Responsible Entities								Timeframe			Financing Type
	CMO	DA	PW	PR	PD	IFC	JCS	SC	Near Term	Mid Term	Long Term	
4. Review the feasibility of a wireless internet access grid that would increase internet access among Ranson residents.	■	■							■	■		
5. Work with Potomac Edison and the City of Charles Town to evaluate the feasibility of relocating the George Street substation.	■	■							■	■		

Public Realm: 4.4 Recreation: Objectives

1. Maintain a network of open space types.	■	■		■								
2. New community centers should be coordinated with outdoor recreation facilities.				■								
3. Create small public spaces within the neighborhoods, with the larger ones located between and at the edges of neighborhoods.				■							■	
4. Provide a range of recreational and civic opportunities for citizens of all age groups.	■			■								
5. Incorporate bicycle and walking trails within parks, and connect them to existing and projected ones.				■								
6. Seek opportunities to develop land for unstructured recreation in a natural setting, particularly around low land and ravines.	■	■		■								

Public Realm: 4.4 Recreation: Actions

1. Prepare a Comprehensive Parks, Recreation and Open Space Plan, ideally in partnership with the City of Charles Town as a regional effort since so many of the facilities are shared and this would eliminate facility redundancy.	■			■					■	■		
2. Coordinate demand with the provision of parkland, and share facilities with the City of Charles Town and Jefferson County.	■	■		■					■	■	■	

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Public Realm: 4.4 Recreation: Actions												
3. As much as is practical, provide additional recreational, cultural and non-school related open space through agreements with public and/or private institutions for the joint use of facilities.												
4. Use conservation areas, flood zones, and open lands to define and connect neighborhoods and districts.												
5. Provide a range of open space types appropriate to the scale of their location and their function.												Capital Improvement Fund; Municipal Service Fees
6. Create standards that coordinate open space types with the appropriate physical context they are intended to serve.												
Public Realm: Recreation – 4.4.1 Civic and Open Space Types: Objectives												
1.a. Civic and open space types should be chosen according to the benefits that they give the community: Recreational open spaces, including playgrounds, should be provided at an appropriate ratio for the recreation of citizens;												
1.b. Urban plazas, squares, parkways, gardens, and other urban open-space amenities should be relatively compact, and located where people congregate in more intense areas;												
1.c. Land for conservation and unstructured recreation should be located in more rural areas, and where there are ecological benefits for locating them; and												
1.d. Small-scale community gardens should be encouraged in each neighborhood.												
2. The types of open space should be coordinated with the Subdivision Ordinance and revisions to the Zoning Ordinance via the SmartCode.												

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Public Realm: Recreation – 4.4.1 Civic and Open Space Types: Actions												
1.a. Ranson should do the following: Develop guidelines for new civic open spaces, and for the redevelopment of existing ones; and												Funded
1.b. The Subdivision Ordinance and the Zoning Ordinance should be amended via the SmartCode to include standards for the location of civic open spaces with regard to their location in respect to community units, and their location in respect to adjacent Transect Zones.												
Public Realm: 4.5 Natural Environment; General: Objectives												
1. Encourage existing farms at the edges of the UGB to continue with working agriculture, including home-stead buildings.												
2. Avoid noxious uses in the annexed area.												
3. The unincorporated lands within Ranson’s Urban Growth Boundary can serve as an agricultural reserve for the town by providing a transition between the built-up town and agriculture on the unincorporated land.												
4. Neighborhood-development should only be permitted where necessary, where it is fiscally sustainable, and in a manner that keeps town and country distinct.												
Public Realm: 4.5 Natural Environment; General: Actions												
1. Make the Figure 2.3 Sector Map regulatory, and work with Jefferson County and the State to preserve land under the Voluntary Farmland Protection Act.												General Fund
2. Preserve and acquire land in the 100-year flood-plains of Evitts Run and Flowing Springs Run and their buffers, and identify rare and endangered species in the area.												

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Public Realm: 4.5 Natural Environment; General: Actions												
3. Amend the Zoning Ordinance and the Subdivision Ordinance via the SmartCode to prohibit noxious uses within land annexed into the Urban Growth Boundary.	■							■	■			Funded
4. Develop design guidelines for the land in the Urban Growth Boundary, based on both sound urban design principles and upon ecological and agricultural principles.	■							■	■			Funded
5. Forecast the fiscal effects of the annexation of land both by use and by intensity.	■								■	■	■	General Fund
Public Realm: Natural Environment – 4.5.1 Geology and Hydrology: Objectives												
1. Buffer any hazardous materials and proposed development and direct stormwater runoff, treated or untreated, from sinkholes.	■	■										
Public Realm: Natural Environment – 4.5.1 Geology and Hydrology: Actions												
1. Require adequate planning during the development of land.	■	■							■	■	■	
Public Realm: Natural Environment – 4.5.2 Rivers and Streams: Objectives												
1. Protect the health of the local watersheds.	■	■										
2. Protect the health of the local watersheds in a manner that enhances, rather than detracts from neighborhood environments.	■	■										
Public Realm: Natural Environment – 4.5.2 Rivers and Streams: Actions												
1. Preserve or acquire the 100-year floodplains and the buffers of the streams identified on the Federal Emergency Management Agency’s (FEMA) Flood Insurance Rate Maps (FIRM).	■	■							■	■	■	General Fund
2. Establish minimum buffer standards for streams, floodplains, and wetlands.	■	■							■	■		

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3. Encourage the use of natural drainage swales rather than visibly engineered, visually intrusive stormwater management channels in the more rural Transect zones.												
4. Identify and preserve wetlands by requiring wetland surveys for new developments and utilize the U.S. Corps of Engineers' recommendations for mitigation.												
Implementation: Economic Development – General: Objectives												
1. Get more money to circulate within Ranson.												
2. Bring money in from outside Ranson.												
3. Get money to relocate to Ranson.												
Implementation: Economic Development – General: Actions												
1. Maintain and support the Ranson Economic Development Authority.												General Fund
2. Continue to pursue brownfield redevelopment via public-private partnerships.												EPA's Brownfields Program; CDBG BETI
3.a. Consider developing identified retail opportunities: Retail program for downtown Ranson;												WV Rural Business Opportunity Grant; Dept. of Commerce Economic Adjustment Assistance Program; Dept. of Commerce Local Technical Assistance Program
3.b. Neighborhood retail;												
3.c. Induced demand; and												
3.d. Embrace the industrial character.												
4. Encourage industrial and larger-format uses in appropriate areas.												

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5.a. Remove barriers to economic resilience, including: Work with Jefferson County Commissioners and local development community to reduce the County Impact Fees within the City of Ranson;	■								■	■		
5.b. Work with the State of West Virginia to reclassify the cities which qualify to set up Tax Increment Financing (TIF) to revitalize and support their urban cores.	■								■	■		
5.c. Remove barriers to economic resilience, including: Consider doing away with the Land Bank and moving its incentives to the SmartCode;	■	■						■	■			
5.d. Work to strategically increase sewer and storm-water capacity;	■								■	■	■	Capital Improvement Fund
5.e. Ensure that lot size minimums are small enough to allow city services to be supported without significantly raising property taxes.	■							■	■			
6. Develop a Tourism Strategy.	■	■							■	■		
7.a. Develop a Ranson Community Network Initiative including: Community Supported Agriculture (CSA);	■	■							■	■	■	USDA Value-Added Producer Grant
7.b. Food Innovation Center;	■	■							■	■	■	Dept. of Commerce Economic Adjustment Assistance Program
7.c. Multi-Use Community Center;	■	■							■	■	■	USDA Value-Added Producer Grant
7.d. Cooperative Processing Facilities.	■	■							■	■	■	USDA Value-Added Producer Grant

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8.a. Consider creating incentives for developers to use renewable energy: Solar energy;												Dept. of Commerce Global Climate Change Mitigation Incentive Fund; WV Renewable Energy grants and loans; USDA Rural Development grants and loans
8.b. Geothermal;												Dept. of Commerce Global Climate Change Mitigation Incentive Fund; WV Renewable Energy grants and loans; USDA Rural Development grants and loans
8.c. Biofuels;												Dept. of Commerce Global Climate Change Mitigation Incentive Fund; WV Renewable Energy grants and loans; USDA Rural Development grants and loans

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BUDGET OVERVIEW: SECTION 2 BUDGET SUMMARIES, PARAMETERS AND ASSUMPTIONS

Budgeted Revenues – 3 Year History

Budgeted Expenditures – 3 Year History

Budget Development Process Overview

Introduction and Overview of Fiscal Year 2017/2018 City Budget

BUDGETED REVENUES – 3 YEAR HISTORY

Account Number	Description	Council Budget 2014-2015	Council Proposed Budget 2015-2016	Budget Actual 6/30/16	Council Current Budget 2016-2017	Proposed Budget 2017-2018	Year over Year Changes (%) age)
001.301.100.100	Ad Valorem Tax Current Year	\$939,752	\$953,132	\$997,238	\$1,037,743	\$1,072,119	3.31%
001.301.102.100	Property Tax Prior Years	\$400	\$400	\$-	\$400	\$-	-100.00%
001.301.060.100	Supplemental Taxes	\$100	\$100	\$-	\$100	\$-	-100.00%
001.302.100.100	Tax Penalties and Interest Current Year	\$800	\$800	\$-	\$500	\$-	-100.00%
001.302.002.100	Tax Restoration Fund	\$1,000	\$1,000	\$-	\$500	\$-	-100.00%
001.303.100.100	Gas and Oil Severance Tax Current Year	\$1,000	\$1,000	\$9,532	\$5,000	\$5,000	0.00%
001.304.100.100	Utility Tax	\$160,000	\$160,000	\$148,890	\$160,000	\$160,000	0.00%
001.305.100.103	B&O Tax	\$1,200,000	\$1,350,000	\$1,750,938	\$1,500,000	\$1,605,766	7.05%
001.306.100.100	Wine and Liquor Tax	\$60,000	\$100,000	\$134,785	\$100,000	\$100,000	0.00%
001.307.100.100	Animal Tax	\$1,000	\$1,000	\$1,258	\$1,000	\$1,000	0.00%
001.308.100.100	Motel Tax	\$200,000	\$200,000	\$424,360	\$300,000	\$330,000	9.1%
001.320.100.100	Fines, Fees, and Court Costs	\$200,000	\$200,000	\$303,500	\$220,000	\$220,000	0.00%
001.321.100.100	Parking Tickets	\$400	\$400	\$180	\$400	\$400	0.00%
001.325.100.100	Business Licenses	\$14,000	\$6,000	\$16,377	\$10,000	\$12,000	20.00%
001.329.100.100	Rental Registration	\$2,000	\$0	\$0		\$2,000	
001.326.100.100	Building Permits	\$80,000	\$50,000	\$132,547	\$50,000	\$50,000	0.00%
001.328.100.100	Franchise Tax	\$30,000	\$20,000	\$46,347	\$20,000	\$25,000	25.00%
001.330.100.100	IRP Fees	\$1,600	\$1,600	\$73,992	\$10,000	\$12,000	20.00%
001.335.100.100	Private Liquor Club Fees	\$2,750	\$2,750	\$4,855	\$3,000	\$3,000	0.00%
001.350.100.111	Garbage Collected	\$360,000	\$380,000	\$479,601	\$380,000	\$380,000	0.00%
001.353.100.111	Planning Commission Fees	\$40,000	\$15,000	\$500	\$10,000	\$10,000	0.00%
001.365.100.100	Federal Grants	\$64,859	\$25,000	\$2,041	\$61,000	\$61,000	0.00%
001.366.100.100	State Grants	\$53,000	\$25,000	\$6,844	\$-		
001.367.100.100	Other Grants	\$30,000	\$30,000	\$0	\$-		
001.368.100.100	Contributions From Other Entities	\$2,000	\$2,000	\$0	\$2,000	\$2,000	0.00%
001.369.100.100	Contributions from Other Funds (Sales Tax)	\$0	\$250,000	\$250,000	\$850,000	\$1,070,000	25.88%
001.370.100.100	Charges to Other Funds	\$180,000	\$180,000	\$65,728	\$200,000	\$100,000	-50.00%
001.374.100.100	Payroll Reimbursement	\$15,000	\$15,000	\$28,281	\$22,836	\$24,940	9.21%
001.376.100.101	Table Game income	\$270,000	\$240,000	\$308,267	\$-		
001.380.100.100	Interest Gained on Investments	\$10,000	\$10,000	\$5,151	\$5,000	\$5,000	0.00%

001.382.100.100	Refunds	\$2,000	\$2,000	\$23,486	\$2,000	\$6,000	200.00%
001.383.100.100	Sale of Fixed Asset	\$900	\$900	\$5,547	\$1,000	\$1,000	0.00%
001.389.100.100	Accident Reports	\$2,000	\$2,000	\$3,020	\$2,000	\$2,000	0.00%
001.397.100.100	Video Lottery	\$720,000	\$675,000	\$784,483	\$-		
001.398.100.100	Proceeds From Sale of Bonds	\$50,000	\$50,000	\$0	\$50,000	\$50,000	0.00%
001.399.100.100	Miscellaneous	\$5,000	\$5,000	\$630	\$5,000	\$5,000	0.00%
REVENUES	Grand Total	\$4,699,561	\$4,955,082	\$6,008,378	\$5,009,479	\$5,315,225	5.8 %

BUDGETED EXPENDITURES – 3 YEAR HISTORY

Account Number	Description	Council Original Budget 2015-2016	Actual 6/30/2016	Council Current Budget 2016-2017	Council Proposed Budget 2017-2018	Year over year Changes (%age) FY 17 to FY 18
409 - Mayor's Office						
001.409.101.000	Mayor Salary	9,000	8,625	9,000	9,000	0.0%
001.409.104.000	Mayor FICA	720	659	720	720	0.0%
001.409.214.000	Mayor Travel	2,000	2,765	2,000	2,000	0.0%
001.409.226.000	Mayor Insurance Bonds	100		100	100	0.0%
	Total	11,820	12,049	11,820	11,820	0.0%
410 - City Council						
001.410.101.000	City Council Salary	45,600	44,650	45,600	45,600	0.0%
001.410.104.000	City Council FICA	3,648	3,415	3,648	3,648	0.0%
001.410.214.000	City Council Travel	1,000		1,000	1,000	0.0%
001.410.226.000	City Council Insurance Bonds	-				
	Total	50,248	48,065	50,248	50,248	0.0%
Mayor, & Council Budget Summary	Fixed Costs					
	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp	62,068	60,114	62,068	62,068	0.0%
	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials					
	Cash Capital Outlay Projects					
	Total	62,068	60,114	62,068	62,068	0.0%
Total - Mayor, Council		62,068	60,114	62,068	62,068	0.0%
412 - City Administration Office						
001.412.103.000	City Administration Salary (1 FT 1PT employees)	151,094	206,192	145,606	150,540	3.4%
001.412.104.000	City Administration FICA	12,087	16,360	11,648	11,517	-1.1%
001.412.105.000	City Administration Insurance	21,684	26,324	15,138	15,908	5.1%
001.412.106.000	City Administration Retirement	15,109	16,006	11,000	10,600	-3.6%
001.412.214.000	City Administration Travel	4,000	4,417	4,000	5,000	25.0%

001.412.219.000	City Administration Building and Equip. Rents	100				
001.412.221.000	City Administration Training	3,000	2,060	2,000	2,000	0.0%
001.412.222.000	City Administration Dues and Subscriptions	3,000	1,155	2,000	2,000	0.0%
001.412.223.000	City Administration Professional Services	15,000	15,457	25,000	25,000	0.0%
001.412.226.000	City Administration Insurance and Bonds	398		400	400	0.0%
001.412.341.000	City Administration Supplies and Materials	1,000	1,472	3,000	5,000	66.7%
001.412.343.000	City Administration Gas Oil Tires	400	305	500	500	0.0%
001.412.353.000	City Administration Computer Software	500	1,344	5,000	9,000	80.0%
001.412.457.000	City Administration Capital Outlay	100				
	Total	227,472	291,092	225,292	237,465	5.4%
City Administration	Fixed Costs					
Budget Summary	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp	207,372	271,359	189,792	195,965	3.3%
	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials	20,000	19,733	35,500	41,500	16.9%
	Cash Capital Outlay Projects	100	-	-	-	
	Total	227,472	291,092	225,292	237,465	5.4%
Total - City Administration		227,472	291,092	225,292	237,465	5.4%
416 - Police Judge's Office						
001.416.103.000	Police Judge Salary (2 Mags; 1 Prosecutor)	26,000	21,301	26,000	26,000	0.0%
001.416.104.000	Police Judge FICA	2,080	1,292	2,080	2,080	0.0%
001.416.226.000	Police Judge Insurance and Bonds	300	200	300	300	0.0%
	Total	28,380	22,793	28,380	28,380	0.0%
Police Judge's Office	Fixed Costs					
Budget Summary	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp	28,380	22,793	28,380	28,380	0.0%
	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials					

		Cash Capital Outlay Projects					
		Total	28,380	22,793	28,380	28,380	0.0%
Total - City Attorney & Police Judge		28,380	22,793	28,380	28,380		0.0%
424 - Contributions							
001.424.568.000	Contributions - Dispersed						
	Region 9 Planning & Development Council	1,645	1,645	1,645	1,645		0.0%
	PANTRAN	12,000	12,000	12,000	12,000		0.0%
	Independent Fire Dept	10,000	10,000	10,000	14,000		40.0%
	Citizen Fire Dept.	5,000	5,000	5,000	9,000		80.0%
	Mini-Grant Program	50,000	50,000	50,000	-		-100.0%
	Community Sponsorship	5,000	5,000	5,000	5,000		0.0%
	Total	83,645	83,645	83,645	41,645		-50.2%
Planning and Zoning							
001.437.103.000	Planning & Zoning Salary (5 FT employees)	270,736	225,077	254,929	259,811		1.9%
001.437.104.000	Planning and Zoning FICA	21,659	17,099	20,394	20,000		-1.9%
001.437.105.000	Planning and Zoning Insurance	69,560	41,820	59,090	75,810		28.3%
001.437.106.000	Planning and Zoning Retirement	26,824	17,364	25,493	23,050		-9.6%
001.437.108.000	Planning and Zoning Overtime/Extra Help	2,000	46	2,000	2,000		0.0%
001.437.112.001	Planning and Zoning Printing	300	-				
001.437.214.000	Planning and Zoning Travel	3,000	9,390	3,000	3,000		0.0%
001.437.217.000	Planning and Zoning Vehicle Repair	1,000	310	1,000	1,000		0.0%
001.437.218.001	Planning and Zoning Postage	650		500	500		0.0%
001.437.219.000	Planning & Zoning Building & Equip. Rents	10					
001.437.220.000	Planning and Zoning Legal Publications	1,000	1,393	1,000	1,000		0.0%
001.437.221.000	Planning and Zoning Training	6,000	1,294	6,000	6,000		0.0%
001.437.222.000	Planning & Zoning Dues and Subscriptions	1,000	397	1,000	1,000		0.0%
001.437.223.000	Planning and Zoning Professional Services	25,000	30,207	25,000	25,000		0.0%
001.437.226.000	Planning and Zoning Insurance & Bonds	10					
001.437.230.001	Planning and Zoning Contracted Services	50,000	5,000	50,000	50,000		0.0%
001.437.238.000	Planning and Zoning Refund of Deposits	800	400	1,000	1,000		0.0%

001.437.341.000	Planning and Zoning Supplies and Materials	5,000	4,870	5,000	5,000	0.0%
001.437.343.000	Planning and Zoning Gas, Oil, Tires	2,000	874	2,000	2,000	0.0%
001.437.353.000	Planning and Zoning Computer Software	12,000	28,900	35,000	35,000	0.0%
001.437.459.000	Planning and Zoning Capital Outlay	1,000				
001.437.570.000	Planning and Zoning Miscellaneous	500		500	500	0.0%
	Total	500,049	384,441	492,906	511,671	3.8%
Planning & Zoning						
	Fixed Costs					
Budget Summary	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp	399,789	312,090	370,906	389,671	5.1%
	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials	99,260	72,351	122,000	122,000	0.0%
	Cash Capital Outlay Projects	1,000	-	-	-	
	Total Planning and Zoning, Building Insp.	500,049	384,441	492,906	511,671	3.8%
Elections						
001.438.101.000	Elections Salary	0	0	2,175	2,175	0.0%
001.438.220.000	Elections Advertising	0	0	175	175	0.0%
001.438.226.000	Elections Insurance and Bonds	0	0			
001.438.341.000	Elections Supplies and Materials	0	0	1,650	1,650	0.0%
	Total	0		4,000	4,000	0.0%
City Hall						
001.440.103.000	City Hall Salary (2 FT & 4 PT employees)	135,756	124,227	138,126	141,600	2.5%
001.440.104.000	City Hall FICA	10,860	9,632	11,050	11,000	-0.5%
001.440.105.000	City Hall Insurance	27,523	24,653	27,340	28,810	5.4%
001.440.106.000	City Hall Retirement	13,576	6,526	10,000	10,470	4.7%
001.440.108.000	City Hall Overtime / Extra Help	1,500	26	1,500	1,500	0.0%
001.440.211.000	City Hall Telephone	31,000	5,981	31,000	16,000	-48.4%
001.440.212.000	City Hall Printing	1,000				
001.440.213.000	City Hall Utilities	25,000	17,505	25,000	25,000	0.0%
001.440.214.000	City Hall Travel	1,000		1,000	1,000	0.0%
001.440.215.000	City Hall Maintenance / Repair Building	2,000	2,826	2,000	2,000	0.0%

001.440.216.000	City Hall Maintenance / Repair Equipment	2,000		2,000	2,000	0.0%
001.440.217.000	City Hall Vehicle Repair	200	117	200	200	0.0%
001.440.218.000	City Hall Postage / Meter	5,740	4,795	6,000	6,000	0.0%
001.440.219.000	City Hall Building and Equipment Rents	228,000	8,215	41,000	41,000	0.0%
001.440.220.000	City Hall Advertising / Legal Publications	7,000	1,533	7,000	7,000	0.0%
001.440.221.000	City Hall Training	1,000		1,000	1,000	0.0%
001.440.222.000	City Hall Dues and Subscriptions	1,500	1,209	1,500	1,500	0.0%
001.440.223.000	City Hall Professional Services	12,000	44,403	25,000	25,000	0.0%
001.440.224.000	City Hall Audit Costs	20,000	15,965	20,000	20,000	0.0%
001.440.226.001	City Hall Insurance and Bonds (Liability)	143,228	131,408	130,000	140,000	7.7%
001.440.226.002	City Hall Insurance and Bonds-Workers Com	60,000		60,000	25,000	-58.3%
001.440.230.000	City Hall Contracted Services	102,000	63,866	100,000	88,600	-11.4%
001.440.232.000	City Hall Bank Charges	4,000	7,960	7,000	7,000	0.0%
001.440.236.000	City Hall Refunds	4,300	73,065	2,000	2,000	0.0%
001.440.237.000	City Hall Building Commission Rent		186,484	187,000	187,000	0.0%
001.440.341.000	City Hall Supplies and Materials	23,525	12,586	23,500	23,500	0.0%
001.440.343.000	City Hall Oil and Gas	500	307	500	500	0.0%
001.440.345.000	City Hall Mats Uniforms	2,000		2,000	2,000	0.0%
001.440.353.000	City Hall Computer Software	12,000	16,992	12,000	36,000	200.0%
001.440.354.000	City Hall Payroll Advance	100				
001.440.457.000	City Hall Capital Outlay	100			50,000	
001.440.568.000	Contributions to Other Funds	-				
001.440.570.000	City Hall Miscellaneous Fees	100	379	100	100	0.0%
	Total	878,508	760,660	874,816	902,780	3.2%
City Hall & Elections	Fixed Costs (Includes Elections)					
Budget Summary	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp	396,543	482,956	571,191	551,555	-3.4%
	Operations (Includes Elections)					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials	481,865	277,704	307,625	305,225	-0.8%
	Cash Capital Outlay	100	-	-	50,000	
	Total	878,508	760,660	878,816	906,780	3.2%
	Total - City Hall & Elections	878,508	760,660	878,816	906,780	3.2%

001.444.000.000	Contributions to Others Funds		11,898			
	Powhatan Project					
	Municipal Capital Improvement					
	Municipal Stabilization	145,487	145,487			
	P&R Capital Plan					
	Capital savings account 3 year					
	Capital Improvement Road Fund					
	Sidewalk Improvement Fund					
	City wide phone system - VOIP in 2015					
	City Hall improvements - A/C & Generator					
	Computer upgrade - 3 yr rotation					
	Advocate and grant administration					
	Total Contributions	145,487	157,385	-	-	
001.699.000.000	Contingencies	148,251		150,558	159,113	5.7%
	Total	293,738	157,385	150,558	159,113	5.7%
General Government	Fixed Costs					
	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp	1,094,152	1,149,312	1,222,338	1,227,639	0.4%
Budget Summary	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials	601,125	369,788	465,125	468,725	0.8%
	Cash Capital Outlay	1,200	-	-	50,000	
	424 - Contributions - Dispersed	83,645	83,645	83,645	41,645	-50.2%
	444 - Contributions to Other Funds	145,487	157,385	-	-	
	699 - Contingencies	148,251	-	150,558	159,113	5.7%
General Government	Total Expenditures	2,073,860	1,760,130	1,921,666	1,947,122	1.3%
	Total - City Administration	2,073,860	1,760,130	1,921,666	1,947,122	1.3%
700 - Police						
001.700.103.000	Police Salary (15 FT & 2 PT employees)	745,390	749,952	798,648	886,400	11.0%
001.700.104.000	Police FICA	59,631	67,210	63,892	71,000	11.1%
001.700.105.000	Police Insurance	163,282	148,392	181,459	206,433	13.8%
001.700.106.000	Police Retirement	73,599	68,002	79,865	96,150	20.4%
001.700.108.000	Police Overtime / Extra Help	75,000	58,284	75,000	75,000	0.0%
001.700.211.000	Police Telephone	22,000	1,148	20,000	9,000	-55.0%
001.700.212.000	Police Printing	1,000				

001.700.213.000	Police Utilities	8,000	14,446	9,000	15,000	66.7%
001.700.214.000	Police Travel	15,000	3,487	15,000	12,000	-20.0%
001.700.215.000	Police Maintenance / Repair Building	7,000	6,647	7,000	10,000	42.9%
001.700.216.000	Police Maintenance / Repair Equipment	2,000	2,109	2,000	2,000	0.0%
001.700.217.000	Police Vehicle Maintenance	12,000	11,734	12,000	12,000	0.0%
001.700.218.000	Police Postage	1,000	1,013	1,000	1,000	0.0%
001.700.219.000	Police Building and Equipment Rents	34,800	3,483	4,800	5,000	4.2%
001.700.220.000	Police Advertising / Legal Publication	1,200	1,491	1,200	1,200	0.0%
001.700.221.000	Police Training	12,500	6,291	10,000	10,000	0.0%
001.700.222.000	Police Dues and Subscriptions	1,000	1,020	1,000	1,000	0.0%
001.700.223.000	Police Professional Services	7,000	1,986	7,000	10,000	42.9%
001.700.230.000	Police Contracted Services	18,000	10,632	18,000	18,000	0.0%
001.700.233.000	Police Investigation Fees	2,000		2,000	2,000	0.0%
001.700.235.000	Police Remittance of Fees Collected	25,000	50,488	50,000	50,000	0.0%
001.700.236.000	Police Refunds	3,000		1,000	1,000	0.0%
001.700.237.000	Police Building Commission Rent		29,703	30,000	30,000	0.0%
001.700.341.000	Police Supplies and Materials	27,000	17,969	27,000	42,000	55.6%
001.700.343.000	Police Gas Oil Tires	42,000	21,427	40,000	40,000	0.0%
001.700.345.000	Police Uniforms	10,000	4,444	7,500	7,500	0.0%
001.700.353.000	Police Computer Software		20,158	15,000	20,000	33.3%
	Total	1,368,402	1,301,516	1,479,364	1,633,683	10.4%
704 - Crossing Guards						
001.704.103.000	Crossing Guards Salary (7 PT Employees)	27,540	21,030	21,700	23,000	6.0%
001.704.104.000	Crossing Guards FICA	2,163	1,608	1,736	1,840	6.0%
001.704.226.000	Crossing Guards Insurance and Bonds	1,000				
001.704.570.000	Crossing Guards Misc	100		100	100	0.0%
001.704.345.000	Crossing Guards Uniforms	-				
	Total	30,803	22,638	23,536	24,940	6.0%
Public Safety	Fixed Costs (Includes Crossing Guards)					
Budget Summary	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp	1,185,205	1,158,403	1,284,900	1,419,423	10.5%
	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials	214,000	165,751	218,000	239,200	9.7%

	Cash Capital Outlay Projects	-	-	-	-	
Public Safety	Total Expenditures	1,399,205	1,324,154	1,502,900	1,658,623	10.4%
	Total - Police & Crossing Guards	1,399,205	1,324,154	1,502,900	1,658,623	10.4%
750 - Streets						
001.750.103.000	Streets Salary (10 FT employees)	382,250	340,860	396,351	414,200	4.5%
001.750.104.000	Streets FICA	30,580	27,188	31,708	33,000	4.1%
001.750.105.000	Streets Insurance	133,791	126,623	133,619	133,630	0.0%
001.750.106.000	Streets Retirement	38,225	29,972	39,635	40,050	1.0%
001.750.108.000	Streets Overtime / Extra Help	15,000	8,976	15,000	15,000	0.0%
001.750.211.000	Streets Telephone	12,000	4,184	10,000	10,000	0.0%
001.750.213.000	Streets Utilities	10,000	6,812	10,000	10,000	0.0%
001.750.214.000	Streets Travel	300	710	1,500	1,500	0.0%
001.750.215.000	Streets Maintenance / Repair Building	3,000	7,323	3,000	3,000	0.0%
	Streets Maintenance / Repair					
001.750.216.000	Equipment	6,000	3,904	10,000	10,000	0.0%
001.750.217.000	Streets Maintenance / Repair Vehicles	15,000	13,609	12,000	15,000	25.0%
001.750.219.000	Streets Building and Equipment Rents	2,000	9,339	2,000	6,000	200.0%
001.750.221.000	Streets Training	500	181	2,000	2,000	0.0%
001.750.222.000	Streets Dues	500	92	500	500	0.0%
001.750.223.000	Streets Professional Services	500		500	500	0.0%
001.750.226.000	Streets Insurance and Bonds	100	100	100	100	0.0%
001.750.230.000	Streets Contracted Services	25,000	63,016	35,000	96,000	174.3%
001.750.341.000	Streets Supplies and Materials	100,000	74,304	100,000	100,000	0.0%
001.750.343.000	Streets Gas Oil Tires	30,000	20,345	20,000	22,000	10.0%
001.750.345.000	Streets Uniforms	2,500	4,581	5,000	5,000	0.0%
001.750.457.000	Streets Capital Outlay	6,000				
001.750.570.000	Streets Miscellaneous Fees	100				
	Total	813,346	742,119	827,913	917,480	10.8%
751 - Street Lights						
001.751.213.000	Street Lights - Utilities	78,000	82,213	75,000	82,000	9.3%
001.751.230.000	Street Lights - Contracted Service	2,000		2,000	-	-100.0%
	Total	80,000	82,213	77,000	82,000	6.5%
Streets & Transportation	Fixed Costs					
Budget Summary	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp	603,746	539,283	625,413	644,980	3.1%

	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials	283,600	285,049	279,500	354,500	26.8%
	Cash - Capital Outlay	6,000	-	-	-	
Streets & Transportation	Total Expenditures	893,346	824,332	904,913	999,480	10.5%
	Total - Streets & Streetlights	893,346	824,332	904,913	999,480	10.5%
800 - Garbage						
001.800.230.000	Garbage Contracted Services	380,000	122,591	380,000	380,000	0.0%
	Total	380,000	122,591	380,000	380,000	0.0%
Garbage	Fixed Costs					
	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp					
Budget Summary	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials	380,000	122,591	380,000	380,000	0.0%
	Cash - Capital Outlay	-	-	-	-	
Health & Sanitation	Total Expenditures	380,000	122,591	380,000	380,000	0.0%
	Total - Health & Sanitation	380,000	122,591	380,000	380,000	0.0%
900 - Parks & Recreation						
001.990.100	Parks & Recreation Pass through Hotel Tax	100,000	228,477	150,000	165,000	0.0%
	Total	100,000	228,477	150,000	165,000	0.0%
	Total - Parks & Recreation	100,000	228,477	150,000	165,000	0.0%
901 - Convention & Visitors Bureau (CVB)						
001.990.100	CVB Pass through Hotel Tax	100,000	226,324	150,000	165,000	0.0%
	Total	100,000	226,324	150,000	165,000	0.0%
	Total - Cultural & Recreation	100,000	226,324	150,000	165,000	0.0%
Cultural & Recreation	Fixed Costs					
	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp	200,000	454,801	300,000	300,000	0.0%
Budget Summary	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials	-	-	-	-	

	Cash Capital Outlay	-	-	-	-	
Cultural & Recreation	Total	200,000	454,801	300,000	300,000	0.0%
Total - Parks & Recreation and Cultural & Recreation		200,000	454,801	300,000	300,000	0.0%
Capital Project Expenditures						
	975 - General Government		75,592			
	976 - Public Safety	20,000	7,832			
	977 - Streets & Transportation		189,219			
	Total	20,000	272,643			
General Fund						
	Fixed Costs					
Budget Summary	Salary, Insurance, FICA/SS, Retirement, Uniforms, Travel, Training	2,883,102	2,846,999	3,132,651	3,292,042	5.1%
	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials	1,478,725	943,178	1,342,625	1,442,425	7.4%
	Cash Capital Outlay	27,200	272,643	-	50,000	
	424 - Contributions - Dispersed	83,645	83,645	83,645	41,645	-50.2%
	444 - Contributions to Other Funds	145,487	157,385	-	-	
	699 - Contingencies	148,251	-	150,558	159,113	5.7%
	900-Contributions to Cultural & Recreation	200,000	454,801	300,000	300,000	0.0%
	Total	4,966,410	4,758,651	5,009,479	5,315,225	5.8%
		4,966,411	4,758,651	5,009,479	5,315,225	5.8%
Budget Summary By Category - Department						
	General Fund Revenues	4,955,082		5,009,479	5,315,225	5.8%
	General Fund Expenses	4,955,082		5,009,479	5,315,225	5.8%

BUDGET DEVELOPMENT PROCESS OVERVIEW

Month	Day	Event
January	By 22nd	Finance Department to provide Department Heads with a form to complete for the variable expenditures within their budgets.
February	10th	Deadline for Department Heads to submit forms for variable expenses and budget requests. Finance Department will provide fixed costs and historical costs.
	15th - 19th	City Manager and Finance Director to review the budget separately with each Department Head. Department Heads should file a detailed request for appropriation with Finance Director prior to meeting.
	21 st	City Council Budget Workshop.
March	3rd	County Assessor delivers Certificate of Valuation & Roll Back Value Forms.
	7 th	City Council Budget Discussions During Meeting.
	21 st	Public Hearing on Budget.
	21 st	Levy Rate is adopted
	29th	Proposed Budget Increased Levy rate to be published for two consecutive weeks in the Jefferson Spirit.
	29 th	Deadline for submitting a Levy Estimate (Budget) to state tax commissioner. (postmarked no later than March 29, 2017).
April	5th	"Adopted" Levy Estimate (Budget) is published in Spirit of Jefferson for the second time.
April	18th	All Levy Estimate (Budgets) must be approved
	18th	With Levy Estimate approved, Council must meet to officially lay the levy. This involves the hearing of objections and the adoption of levy rates which were approved in writing by the tax commissioner
	21st	Within 3 days of the Council's approval of the levy rates, the City Clerk must submit the levy order and rate sheet to the State Auditor (not later than April 21, 2017)
June	10th	Final Levy Estimates (Budget) revisions for the 2016-17 fiscal years must be received in time to be approved and returned to the City no later than June 30th.
July	15th	Deadline for revising 2017-2017 Coal Severance Budget
	30th	Deadline for revising 2016-2017 General Fund Budget
Sept.	27th	Financial Statements is due within 90 days after the beginning of the fiscal year. It must be published as a Class 1 legal advertisement (one-time) in one newspaper. (F-65 Report)

INTRODUCTION AND OVERVIEW OF PROPOSED FISCAL YEAR 2017-2018 CITY BUDGET

Summary of Budget Parameters and Key Assumptions:

In 2008, the City Council adopted four fundamental principles that continue to guide our budget:

1. Determine staffing levels for all departments based on population size, growth and need; and, not on revenue growth.
2. Build the municipal stabilization fund in order to cover one year's worth of revenues.
3. Build the municipal capital improvement account to equal the total of annual lottery revenues and utilize lottery revenues for one-time purchases such as equipment, grant matches and construction of streets.
4. Strong financial reserves will allow the City to weather the normal business cycles. The objective of strong reserves would allow the City the flexibility of cutting from capital expenditures and not operations; thereby, alleviating benefits cuts, layoffs and cuts or reduction in services.

In developing the 2017-2018 proposed budget, staff followed the guiding principles set forth in 2008 and continued a number of guiding principles set forth in the last several fiscal year budgets. *Foremost is the Council's economic policy to remove lottery revenues from the general fund, stabilize revenue and ensure that adequate resources are saved for a rainy day, while providing quality and efficient services to our residents. This is why we continue to be watchful of on-going financial commitments and only recommend utilizing lottery funds for one-time capital purchases, projects and improvements.* **The 2017/2018 proposed General Fund Operations Budget does not rely upon any gaming funds for operations.** If expenditure reductions are necessary, service elimination is preferable to poor or marginal quality programs.

Other guiding principles within the proposed budget include:

- Commitment to efficiency, innovation, effectiveness and production;
- An examination of the entire budget, not just incremental changes from last year's budget;
- The use of City-wide priorities rather than Departmental priorities; and
- A long-range strategic approach to ensure the budget is affordable and sustainable by our community.
- Continuing focus on economic development, redevelopment of urban core, sustainability and creation of a model smart-growth community that will provide local jobs, an increased tax base and more opportunities.
- Funding of the municipal stabilization and capital improvement budgets to ensure the organization is prepared for a "rainy day," matching grants, or needed capital projects.

The proposed 2017-2018 general fund budget maintains a level of core services:

- The proposed budget maintains programs that will keep our community safe by funding a full service, around-the-clock police department and provides the officers the equipment they need to perform their jobs in a safe manner.
- Supports economic development and competitiveness within the region and nation; allows for the City to continue applying for matching grants to improve traffic, pedestrian flow, and other very important infrastructure needs.
- Funds essential public works projects and services, including snow removal, street sweeping, brush removal, landscaping, and infrastructure, building and parks maintenance.
- Provides funds for planning, zoning and inspection services for current development and future development to protect the general health, safety and welfare of the City and to ensure that development is constructed in an orderly manner that is economically and environmentally sustainable.
- Funds and supports Parks and Recreation and Convention and Visitors Bureau.
- Ensures mechanisms to plan for the future while providing quality services now;
- Allows the City to maintain highly qualified dedicated employees; and, continues to keep our neighborhood streets safe, clean and maintained.

**GENERAL FUND SUMMARY
FISCAL YEAR 2017/2018**

PROPOSED BUDGET OVERVIEW

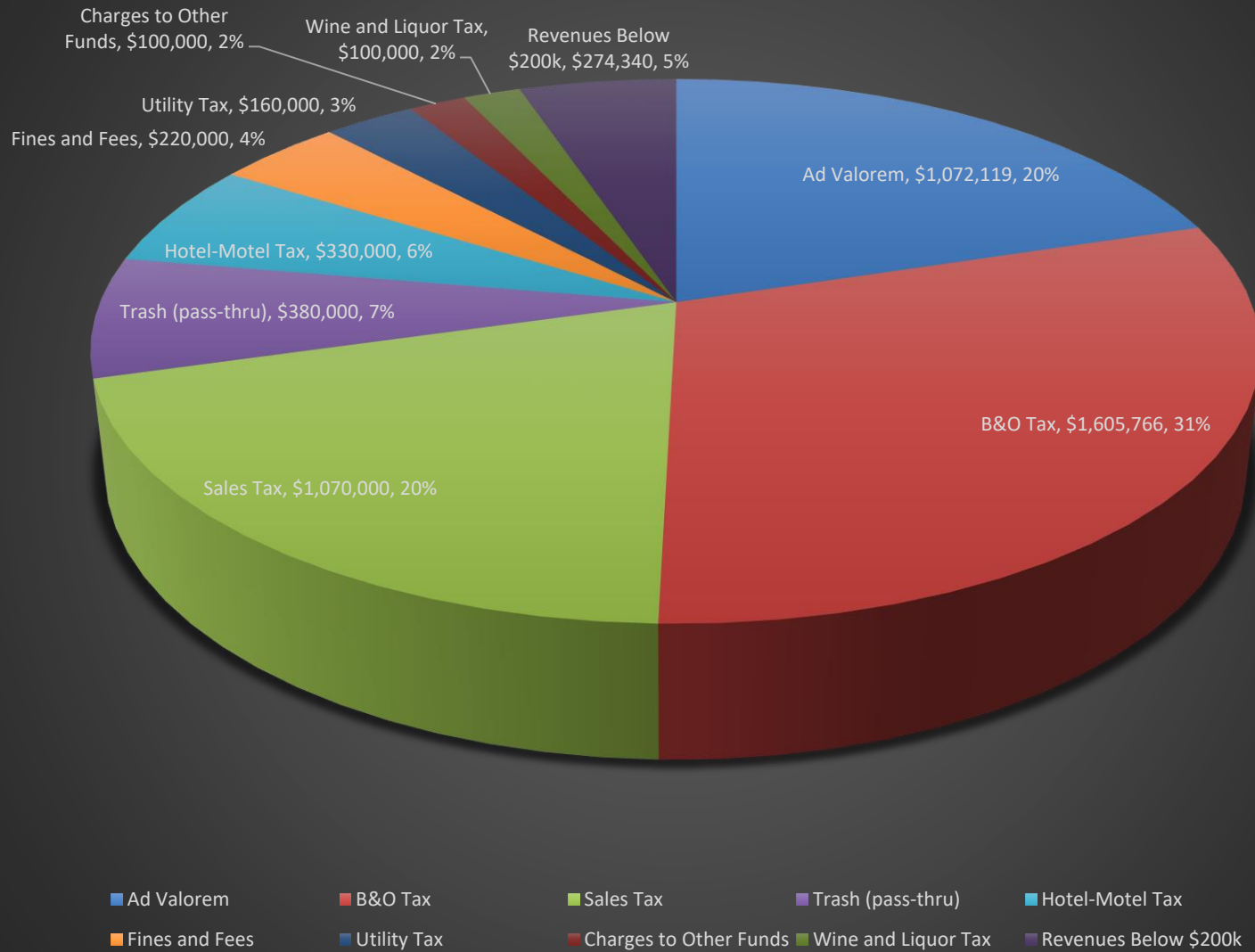
TOTAL REVENUE	\$ 5,315,225
TOTAL OPERATING EXPENDITURES	\$ 4,784,467
REVENUE LESS OPERATING EXPENDITURES BEFORE TRANSFERS	\$ 500,758
FUND TRANSFERS	
CONTINGENCY	\$ 159,113
CONTRIBUTIONS – CULTURAL /RECREATIONAL	\$ 300,000
CONTRIBUTION TO OUTSIDE AGENCIES	\$ 41,645
TOTAL TRANSFERS	<u>\$ 500,758</u>
EXCESS (DEFICIENCY) AFTER TRANSFERS	\$ 0

Account Number	Description	Approved Budget 2013-2014	Approved Budget 2014-2015	Approved Budget 2015-2016	Approved Budget 2016-2017	Proposed Budget 2017-2018	Year over Year % Change
F							
001.301.100.100	Ad Valorem Tax Current Year	\$ 912,028	\$ 939,752	\$ 952,132	\$ 1,037,743	\$ 1,072,119	3.31%
001.301.102.100	Property Tax Prior Years	\$ 400	\$ 400	\$ 400	\$ 400		-100.00%
001.301.060.100	Supplemental Taxes	\$ 100	\$ 100	\$ 100	\$ 100		-100.00%
001.302.100.100	Tax Penalties and Interest Current Year	\$ 800	\$ 800	\$ 800	\$ 500		-100.00%
001.302.002.100	Tax Restoration Fund	\$ 1,000	\$ 1,000	\$ 1,000	\$ 500		-100.00%
001.303.100.100	Gas and Oil Severance Tax Current Year	\$ 1,000	\$ 1,000	\$ 1,000	\$ 5,000	\$ 5,000	0.00%
001.304.100.100	Utility Tax	\$ 150,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	0.00%
001.305.100.103	B&O Tax	\$1,050,000	\$1,200,000	\$1,350,000	\$ 1,500,000	\$ 1,605,766	7.05%
001.306.100.100	Wine and Liquor Tax	\$ 50,000	\$ 60,000	\$ 100,000	\$ 100,000	\$ 100,000	0.00%
001.307.100.100	Animal Tax	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	0.00%
001.308.100.100	Motel Tax	\$ 200,000	\$ 200,000	\$ 200,000	\$ 300,000	\$ 300,000	0.00%
001.320.100.100	Fines, Fees, and Court Costs	\$ 200,000	\$ 200,000	\$ 200,000	\$ 220,000	\$ 220,000	0.00%
001.321.100.100	Parking Tickets	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	0.00%
001.325.100.100	Business Licenses	\$ 14,000	\$ 14,000	\$ 6,000	\$ 10,000	\$ 12,000	20.00%
001.329.100.100	Rental Registration	\$ 2,000	\$ 2,000	\$ -		\$ 2,000	%
001.326.100.100	Building Permits	\$ 80,000	\$ 80,000	\$ 50,000	\$ 50,000	\$ 50,000	0.00%
001.328.100.100	Franchise Tax	\$ 25,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 25,000	25.00%
001.330.100.100	IRP Fees	\$ 1,600	\$ 1,600	\$ 1,600	\$ 10,000	\$ 12,000	20.00%
001.335.100.100	Private Liquor Club Fees	\$ 2,750	\$ 2,750	\$ 2,750	\$ 3,000	\$ 3,000	9.09%
001.350.100.111	Garbage Collected	\$ 360,000	\$ 360,000	\$ 380,000	\$ 380,000	\$ 380,000	0.00%
001.353.100.111	Planning Commission Fees	\$ 40,000	\$ 40,000	\$ 15,000	\$ 10,000	\$ 10,000	0.00%
001.365.100.100	Federal Grants	\$ 67,583	\$ 64,859	\$ 25,000	\$ 61,000	\$ 61,000	0.00%
001.366.100.100	State Grants	\$ 33,000	\$ 53,000	\$ 25,000			-100.00%
001.367.100.100	Other Grants	\$ 30,000	\$ 30,000	\$ 30,000			-100.00%
001.368.100.100	Contributions From Other Entities	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	0.00%
001.369.100.100	Contributions from Other Funds	\$ -	\$ -	\$ 250,000	\$ 850,000	\$ 1,070,000	25.88%
001.370.100.100	Charges to Other Funds	\$ 180,000	\$ 180,000	\$ 180,000	\$ 200,000	\$ 100,000	-50.00%
001.374.100.100	Payroll Reimbursement	\$ 15,000	\$ 15,000	\$ 15,000	\$ 22,836	\$ 24,940	9.21%
001.376.100.101	Table Game income	\$ 420,000	\$ 270,000	\$ 240,000			
001.380.100.100	Interest Gained on Investments	\$ 10,000	\$ 10,000	\$ 10,000	\$ 5,000	\$ 5,000	0.00%
001.381.100.100	Reimbursements	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 6,000	200.00%
001.383.100.100	Sale of Fixed Asset	\$ 900	\$ 900	\$ 900	\$ 1,000	\$ 1,000	11.11%
001.389.100.100	Accident Reports	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	0.00%
001.397.100.100	Video Lottery	\$ 800,000	\$ 720,000	\$ 675,000			-100.00%
001.398.100.100	Proceeds From Sale of Bonds	\$ 40,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	0.00%
001.399.100.100	Miscellaneous	\$ 5,000	\$ 5,000	\$ 5,000	5 5,000	\$ 5,000	0.00%
REVENUES	Grand Total	\$4,699,561	\$4,699,561	\$4,955,082	\$5,009,479	\$5,315,225	5.8%

FY 17 GENERAL FUND REVENUES – KEY ITEMS – PROJECTED

REVENUE SOURCE	REVENUES (ANNUAL PROJECTIONS)	REVENUES AS A PERCENTAGE OF TOTAL BUDGET
GENERAL FUND TOTAL REVENUES	\$ 5,315,225	100%
AD VALOREM TOTAL	\$ 1,072,119	20%
COMMERCIAL	\$785,133 (73.2%)	
RESIDENTIAL	\$284,316 (26.5%)	
B&O TAX	\$ 1,605,766	30%
SALES TAX	\$ 1,070,000	20%
TRASH (PASS-THRU)	\$ 380,000	7%
HOTEL-MOTEL TAX	\$ 330,000	6%
FINES AND FEES	\$ 220,000	4%
UTILITY TAX	\$ 160,000	3%
CHARGES TO OTHER FUNDS	\$ 100,000	1.8%
WINE AND LIQUOR	\$ 100,000	1.8%
OTHER REVENUES BELOW \$200,000	\$ 274,340	6.4%

Revenues Below \$75,000



THE SOURCES OF A RANSOM REVENUE DOLLAR



B&O Tax
.30¢

Commercial Property Tax
.15¢

Sales Tax
.20¢

Trash fees (pass thru)
.07¢

All other taxes < \$200,000
.13¢

Residential Property Tax
.05¢

Hotel Tax
.06¢

Police Fines
.04¢

**GENERAL FUND REVENUE PROJECTIONS
FISCAL YEAR 2017/2018**

REVENUE PROJECTIONS FOR PRIMARY REVENUES:

PROPERTY TAX **\$ 1,072,119**

- Property tax estimate based upon Jefferson County Assessor.
- Due to reaching the maximum levy rate of 12.5 cents per \$100 of property value for Class I properties, the FY 15 revenues have been capped. Therefore, property tax increases are based upon increased property valuations.

BUSINESS AND OCCUPATION TAX **\$1,605,766**

- Estimate based on previous budget years and current collections for 2015/2016 fiscal year.
- Estimated amount has increased based upon action collections over past couple of budget cycles.

1% SALES TAX **\$1,070,000**

- Effective revenue source for first time on July 1, 2015. Estimated revenues are based upon first two quarters of 2015-2016.

VIDEO LOTTERY **\$ 0**

- Video lottery has been removed from the General Fund Operations Budget.
- In comparison, in budget year 2006/2007, video lottery collections were \$1,307,545. This current fiscal year, video lottery is budgeted for \$645,000.

TABLE GAMES **\$ 0**

- Table game revenue is limited to capital improvements and has been removed from the General Fund Operation Budget.

HOTEL-MOTEL TAX **\$ 330,000**

- Estimate based on actual hotel-motel receipts. Hotel-motel tax remains stable.
- Tax funds the Ranson Convention and Visitor Bureau and Parks and Recreation Commission.

**GENERAL FUND REVENUE PROJECTIONS
FISCAL YEAR 2017/2018**

REVENUE PROJECTIONS FOR OTHER REVENUES:

BUILDING PERMITS / PLANNING FEES **\$ 50,000**

- Revenue estimate based on analysis of current collections.
- Revenues could actually be higher based on planned construction activities, but revenues are conservatively budgeted.
- Revenue has been decreased \$5,000 for planning commission fees.
- Staff is currently looking at City's fee structure to supplement \$500,000 Community Development Budget.

POLICE FINES **\$ 220,000**

- Estimate based on previous budget years.
- Estimated amount has been increased by \$20,000 with addition of two police officers as 2015/2016 budget.

FRANCHISE / UTILITY TAXES **\$ 160,000**

- Revenue estimate based on analysis of current collections.
- Estimate remains unchanged.

WINE AND LIQUOR TAX **\$ 100,000**

- Revenue estimate based on analysis of current collections.
- Estimate remains unchanged.

**GENERAL FUND EXPENDITURE OVERVIEW
FISCAL YEAR 2017/2018**

EXPENDITURE PROJECTIONS:

Salary and Benefit Assumptions:

- Maintains current staffing levels – with exception of one additional police officer funded by COPS grant.
- Provides a \$1,500 COLA increase for first time in 4 years.
- Merit step increases budgeted for eligible employees consistent with approved 2012 Step and Grade Plan.
- Maintains health insurance from WV PEIA with capped medical health insurance costs for fiscal year. 6% increase for health insurance premiums is in proposed budget.
- Continues to pay 100% health insurance for employee and family, vision,
- Continues to fund 5-5-5 retirement plan.
- Part-time staff hours estimated by departments based on programming and special project needs.
- Adequate training opportunities to ensure that employees are knowledgeable of new techniques and innovative approaches to make our community a better place and that licensed employees retain their professional credentials.

Operating Expenses:

- Operating expenses generally maintains the 2016/2017 budget status quo. New police officer for regional task force and increase in salaries and benefits to remain competitiveness makes up bulk majority of difference year-over-year.
- The Budget maintains programs that will keep our community safe by funding a full service, around-the-clock police department;
- Supports economic development and competitiveness within the region and nation; allows for the city to continue applying for matching grants to improve traffic, pedestrian flow, and other very important infrastructure needs;
- Funds essential public works projects and services, including snow removal, street sweeping, landscaping, infrastructure maintenance;
- Planning for current development and future development;
- Supports Parks and Recreation and CVB;
- Ensures mechanisms to plan for the future while providing quality services now;
- Allows the City to maintain highly qualified dedicated employees; and, continues to keep our neighborhood streets clean and maintained.

**GENERAL FUND EXPENDITURES BUDGET
FISCAL YEAR 2017/2018**

FY 2017-2018 Expenditures by Department:

Department	FY 11-12	FY 12-13	FY 13-14	FY14-15	FY 15-16	FY 16-17	FY 17-18 Proposed	Net Change
Economic and Community Development (Planning and Zoning and Building Inspector)	\$589,950	\$438,950	\$438,924	\$472,349	\$500,049	\$492,906	\$511,671	\$18,765
Economic Development Explanation: Planning and zoning, economic development salaries, contracted services, supplies, equipment and training. (Maintains 5 full-time employees)								
Mayor and Council	\$45,180	\$45,180	\$52,956	\$62,068	\$62,068	\$62,068	\$62,068	\$0
Mayor and Council Explanation: All current elected officials will receive same compensation during the term.								
Administration	\$195,424	\$227,801	\$206,117	\$227,838	\$227,472	\$225,292	\$237,465	\$12,173
Administration Explanation: City manager and City Clerk salaries; contracted services, supplies, equipment and training. (2 full-time employees)								
Police Judge	\$40,570	\$40,570	\$40,570	\$28,380	\$28,380	\$28,380	\$28,280	\$0
Police Judge Explanation: City Judge, Prosecutor and 2 Magistrates.								
City Attorney	\$0	0	\$0	\$0	\$0	\$0	\$0	\$0
City Attorney Explanation: Contracted through Administration line item above.								
Contributions	\$9,731	\$83,647	\$83,645	\$83,645	\$83,645	\$83,645	\$41,645	(\$42,000)

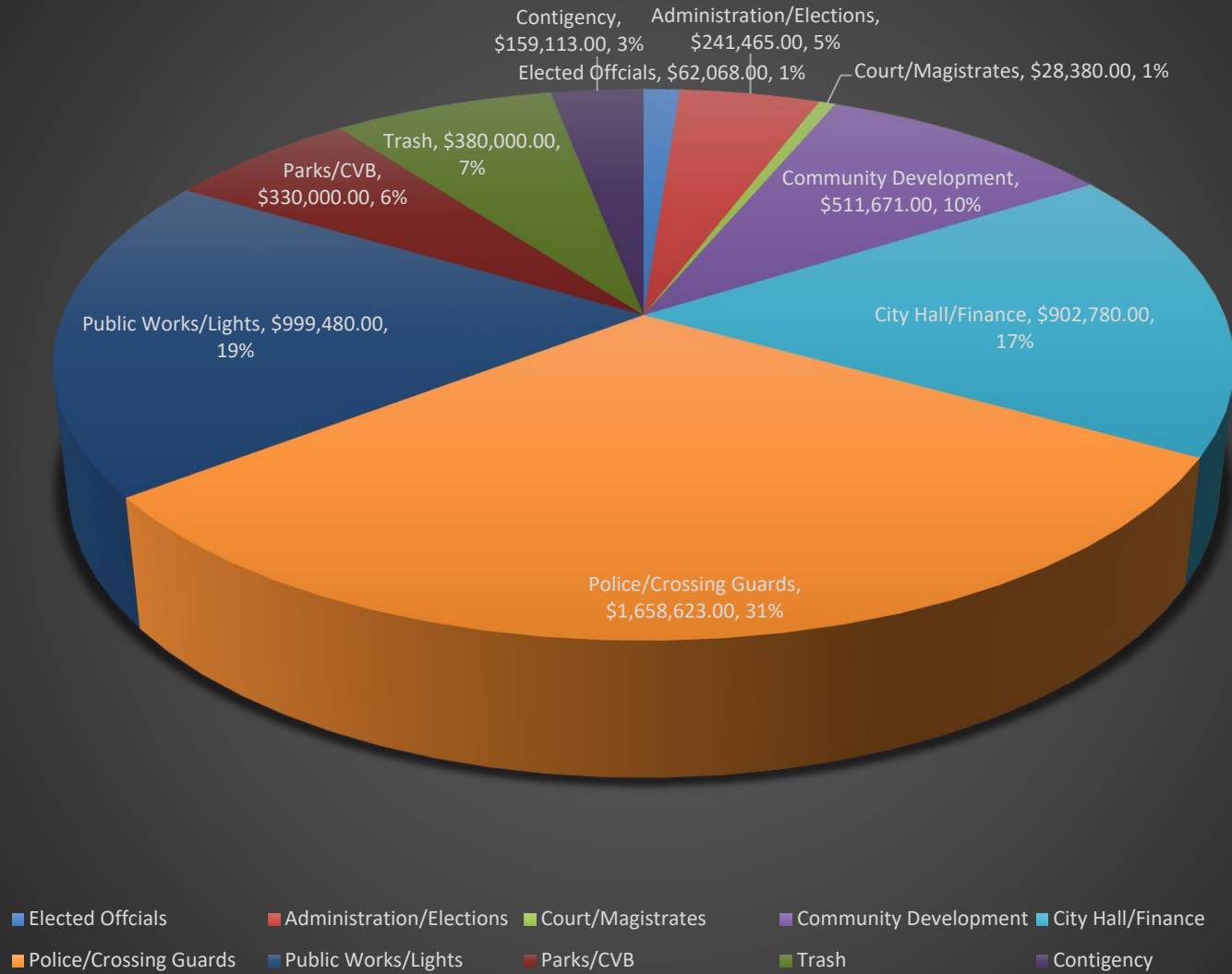
Contributions Explanation: Region 9, EPTA, Mini-Grant Program, Fire Departments. No increased funding request.								
Elections	\$0	\$4,000	\$4,000	\$0	\$0	\$4000	\$4,000	\$0
Elections Explanation: City Election to be held in 2017 and 2018.								
City Hall	\$692,231	\$723,323	\$811,688	\$819,645	\$878,505	\$874,816	\$902,780	\$27,964
City Hall Explanation: Salaries, supplies, city liability insurance, city workers compensation insurance, audit costs, city utilities, legal publications, building commission rent, third-party advocacy contract. (2 full-time and 2 part-time employees; 1 flex time housekeeping position.)								
Contribution to other funds	\$466,974	\$437,572	\$346,707	\$243,709	\$293,738	\$150,558	\$159,113	\$8,555
Contributions to Other Funds Explanation: Municipal Capital Fund, Municipal Stabilization Fund, Municipal Contingency Fund, Parks Capital Improvement Fund. Reduction due to reallocation of gaming funds into separate funds outside of the General Fund Operating Budget.								
Police	\$1,258,924	\$1,265,410	\$1,279,621	\$1,305,879	\$1,368,402	\$1,479,364	\$1,633,683	\$154,319
Police Explanation: Police salaries, contracted services, supplies, equipment, vehicle maintenance, and training. Budget includes the addition of one officer funding by COPS grant. (15 full-time employees, 2 part-time employee)								
Crossing Guards	\$18,496	\$19,474	\$19,474	\$19,474	\$19,472	\$23,536	\$24,940	\$1,404
Crossing Guards Explanation: 100% Pass through – reimbursed by Jefferson County Board of Education through contract with City. Increase due to actual cost.								
Public Works	\$740,681	\$759,234	\$775,859	\$796,574	\$813,346	\$827,913	\$917,480	\$89,567
Public Works Explanation: Public works salaries, supplies, equipment, contracted services. (10 full time employees)								
Street Lights	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$77,000	\$82,000	\$5,000
Street Lights Explanation: Electric bill for City street lights.								
Garbage	\$347,000	\$360,000	\$360,000	\$360,000	\$380,000	\$380,000	\$380,000	\$0
Garbage Explanation: Pass through by franchise agreement– paid to Apple Valley Waste with collected revenues.								

Parks and Recreation	\$100,000	\$100,000	\$100,000	\$100,000	\$150,000	\$165,000	\$15,000
Parks and Recreation Explanation: Contribution to Parks. Funded through hotel-motel tax. Increase due to actual receipts.							
CVB	\$100,000	\$100,000	\$100,000	\$100,000	\$150,000	\$165,000	\$15,000
CVB Explanation: Contribution to CVB. Funded through hotel-motel tax. Pursuant to statute, 50% of hotel-motel tax collected must be allocated to CVB. Increase due to actual receipts.							
Capital Expenditures	\$14,400	\$14,400			\$20,000	\$0	\$0
Capital Expenditures: Expenditures for capital projects. Capital improvements have been moved to separate Capital Improvement and Reserve Fund.							
Total:	\$4,699,561	\$4,699,561	\$4,699,561	\$4,699,561	\$5,009,479	\$5,315,225	\$275,746

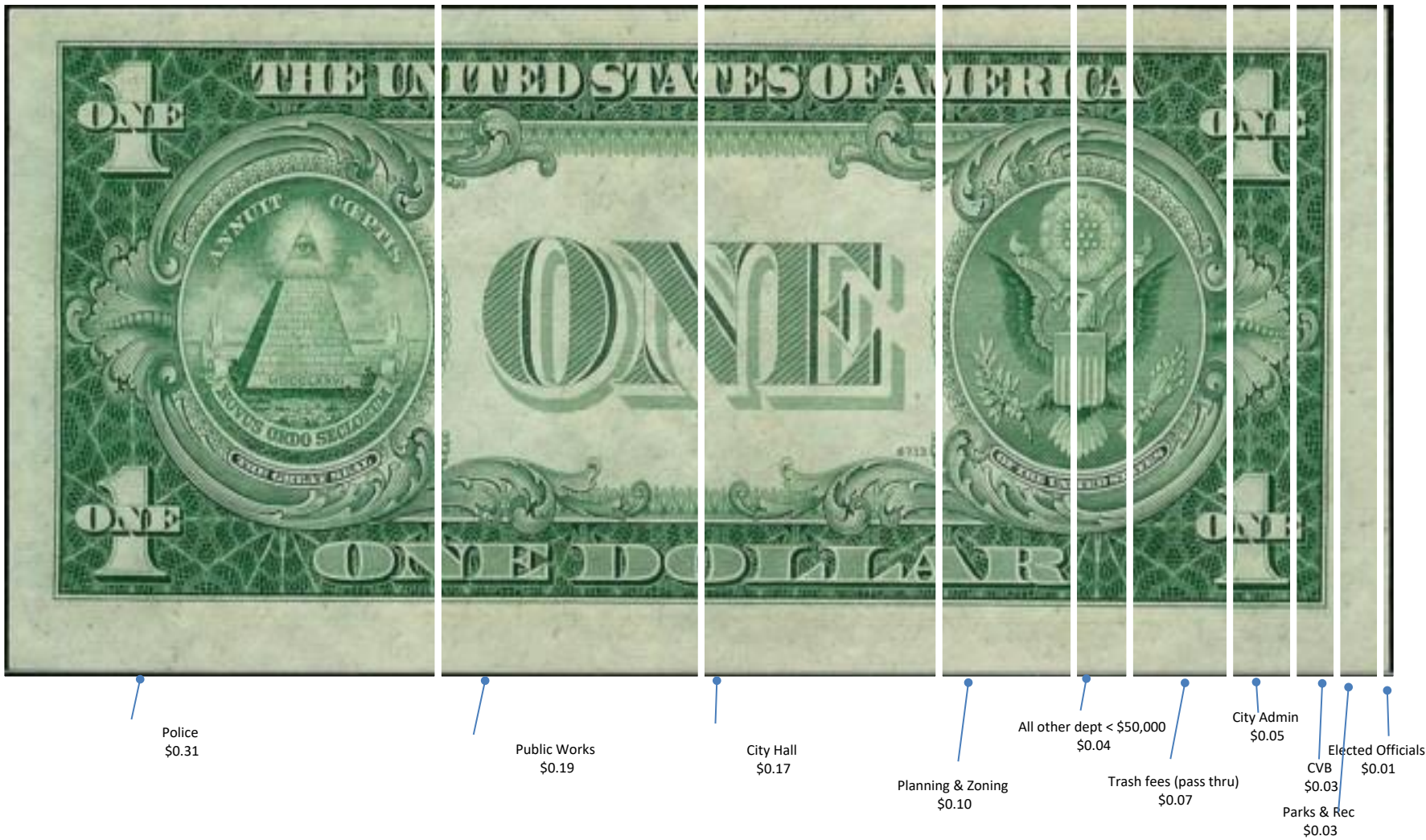
FY 17 GENERAL FUND DEPARTMENTAL EXPENDITURES – PROJECTED

DEPARTMENT	EXPENDITURES (PROJECTED)	EXPENDITURES AS A PERCENTAGE OF TOTAL BUDGET
GENERAL FUND TOTAL EXPENDITURES	\$ 5,315,225	100%
ELECTED OFFICIALS	\$ 62,068	1.1%
ADMINISTRATION/ELECTIONS	\$ 241,465	4.4 %
COURT/MAGISTRATES	\$ 28,380	<1%
COMMUNITY DEVELOPMENT	\$ 511,671	9.6%
CITY HALL/FINANCE	\$ 902,780	17%
POLICE/CROSSING GUARDS	\$ 1,658,623	31.2%
PUBLIC WORKS/STREETS/LIGHTS	\$ 999,480	19.9%
PARKS/CVB	330,000	6.2%
TRASH	\$380,000	7.1%
CONTINGENCY	\$159,113	3%

Departmental Expenditures (Budgeted)



THE EXPENSES OF A RANSOM DOLLAR





BUDGET OVERVIEW: SECTION 3 ORGANIZATIONAL AND PERSONNEL INFORMATION

Principal Officials

Advisory Boards, Committees & Commissions

Authorized Positions and Personnel Information

Service Delivery Matrix



PRINCIPAL OFFICIALS

ELECTED OFFICIALS

KEITH D. PIERSON, MAYOR
MIKE ANDERSON, COUNCIL MEMBER
DAVID CHESHIRE, COUNCIL MEMBER
SCOTT COULTER, COUNCIL MEMBER
DONNIE HAINES, COUNCIL MEMBER
JAY WATSON, COUNCIL MEMBER

CITY ADMINISTRATION

ANDREW P. BLAKE, CITY MANAGER
STACEY A. DODSON PFALTZGRAFF, CITY CLERK
EDWARD ERFURT, IV, ASSISTANT CITY MANAGER
LORI, FINANCE DIRECTOR
BILL SILVEOUS, PUBLIC WORKS DIRECTOR
WILLIAM ROPER, CHIEF OF POLICE
DEBBIE McCLURE, CONVENTION AND VISITORS BUREAU DIRECTOR
KIM SPANGLER, PARKS AND RECREATION DIRECTOR

CITY OF RANSON BOARDS AND COMMISSIONS

<u>CITY COUNCIL</u>	<u>TERM (4 YEARS)</u>		<u>BUILDING COMMISSION</u>	<u>TERM (5 YEARS)</u>
Mike Anderson	Jul 1, 2013 – Jun 30, 2017		Becky Briggs	Jul 1, 2012 – Jun 30, 2017
Duke Pierson Mayor	Feb 16, 2016 – Jun 30, 2017		Jay Watson	Jul 1, 2012 – Jun 30, 2017 Vacant
Anthony Grant	Apr 5, 2016 – Jun 30, 2017			
Jay Watson	Nov 18, 2014 - Jun 30, 2018		Shannon Reed	Jul 1, 2015 - Jun 30, 2020
David Cheshire	Jul 1, 2014 – Jun 30, 2018			
Scott Coulter	Jul 1, 2014 – Jun 30, 2018		<u>BLDG CODE APPEALS BOARD</u>	<u>TERM (1, 2, 3 YEARS)</u>
Donnie Haines	Jul 1, 2014 – Jun 30, 2018		Vacant	Jan 1, 2017 – Dec 31, 2017
			Ed Johnson	Jan 1, 2016 – Dec 31, 2017
<u>PLANNING COMMISSION</u>	<u>TERM (3 YEARS)</u>		Ginger Oden	Jan 1, 2016 – Dec 31, 2017
Tony Grant	Jul 1, 2013 – Jun 30, 2017		Jeremy Mielcarek	Jan 1, 2016 – Dec 31, 2018
Chris Gaskins	Jul 1, 2014 – Jun 30, 2017		Mike Shepp	Jan 1, 2016 – Dec 31, 2018
Walter Burke	Apr 19, 2016 – Jun 30, 2018		Scott Stewart	Jan 1, 2016 – Dec 31, 2018
Mike Anderson	Jul 1, 2015 – Jun 30, 2018			
Kim Biddle	Jul 1, 2016 – Jun 30, 2019		<u>HEPMPO</u>	<u>TERM (1 YEAR)</u>
			No Representative	
<u>BOARD OF ZONING</u>	<u>TERM (3 YEARS)</u>		<u>AFFORDABLE HOUSING</u>	<u>TERM (3 YEARS) JAN-DEC TERMS</u>
Ruth Dillow	Jan 1, 2014 – Dec 31, 2016*Vacant		Anthony Grant	Mar 7, 2017 – Dec 31, 2019
Sarah Custer	Jan 1, 2015 – Dec 31, 2017*			
Sue Lawton	Jan 1, 2016 – Dec 31, 2018*Vacant		<u>IC DEVELOPMENT AUTHORITY</u>	<u>TERM (3 YEARS)</u>
Amy Boyd	Jan 1, 2016 – Dec 31, 2018		Andy Blake	Jul 1, 2014 – Jun 30, 2017
George Rutherford	Jan 1, 2017 – Dec 31, 2019*			
<u>PARKS AND RECREATION</u>	<u>TERM (6 YEARS)</u>		<u>JUDGES AND MAGISTRATES</u>	
Jimmy Williams	Aug 16, 2011 – Dec 31, 2016 Reappoint		JOHN DORSEY – MUNI CRT JUDGE I	APR 16, 2013 – APR 16, 2017
Scott Coulter	Jul 1, 2014 – Jun 30, 2018^		MARK RENNER – MUNI CRT JUDGE II	APR 16, 2013 – APR 16, 2017
Donnie Haines	Apr 19, 2016 - Jun 30, 2018		BILLY McDONALD – MUNI CRT JUDGE III	APR 16, 2013 – APR 16, 2017
Gene Taylor	Jan 1, 2015 – Dec 31, 2020			
Sarah Kittelstad	Mar 7, 2017 – Dec 31, 2022			
<u>CVB</u>	<u>TERM (4 YEARS)</u>			
Dave Cheshire	Jul 1, 2014– Jun 30, 2018 ^			
Jason Butts	Jan 1, 2015 – Dec 31, 2018			
Kareem Washington	Jan 1, 2015 – Dec 31, 2018			
Tara Perry	Jan 1, 2016 – Dec 31, 2019			
Laura Storm	Jan 1, 2017 – Dec 31, 2020			

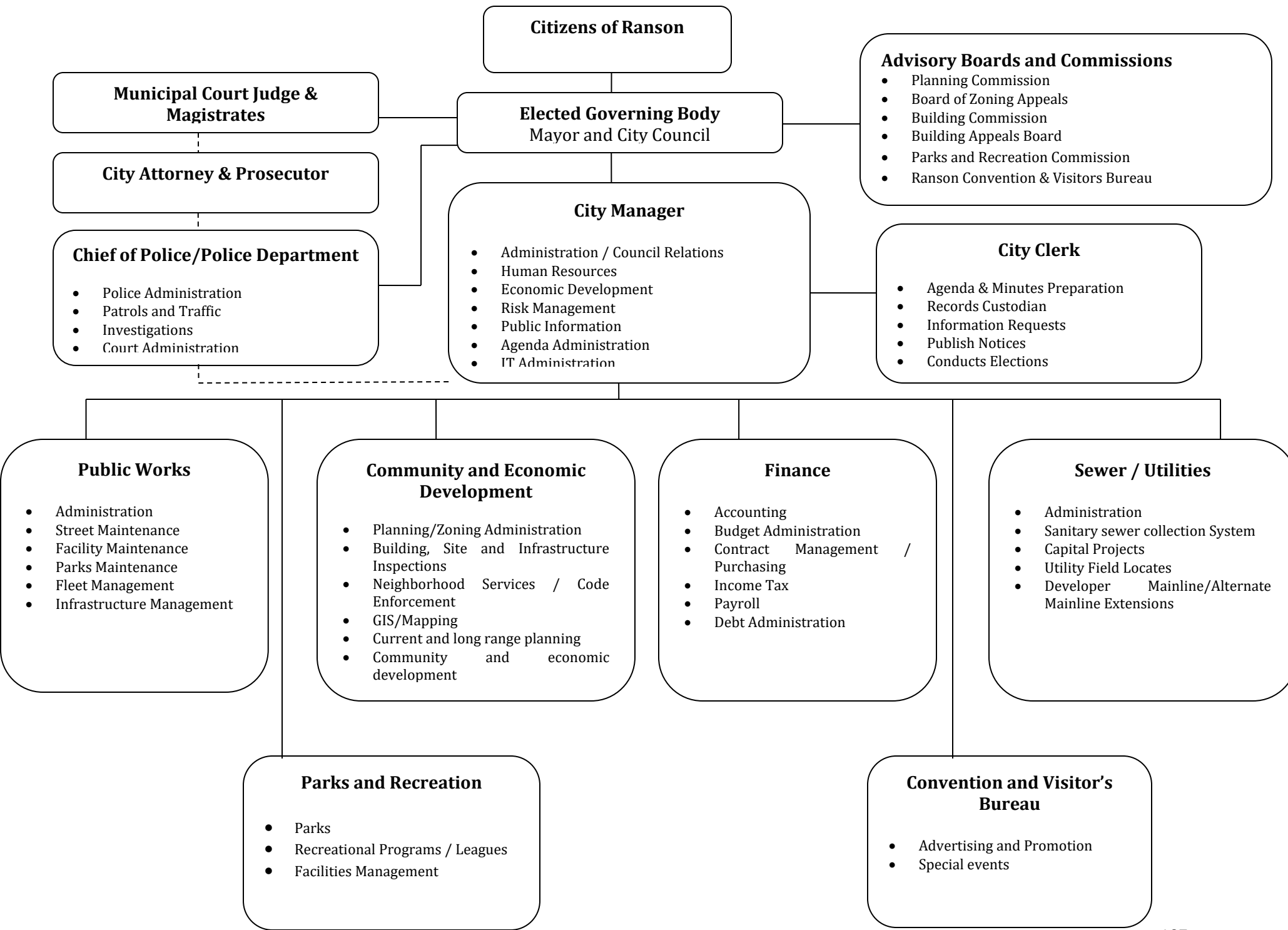
AUTHORIZED POSITIONS

Full-Time and Permanent Part-Time

Fiscal Year 2017/2018

Function/Position	FY 2013/2014	Status
Administration City Manager City Clerk Total Administration:	1.0 1.0 2.0 Full-time	Full-time Full-time (but working P/T)
Finance Finance Director Finance Clerk Licensing Clerk (P/T) Accounts Payable Clerk (P/T) Total Finance:	1.0 1.0 1.0 1.0 2.0 Full-Time 2.0 Part-Time	Full-time Full-time Permanent Part-time Permanent Part-time
Community Development Assistant City Manager – Community Development Associate Planner Planning Technician Building Official / Inspector Permit Technician Building Inspector Total Community Development:	1.0 1.0 1.0 1.0 1.0 1.0 5.0 Full-Time 1.0 Part-Time	Full-time Full-time Full-time Full-time Full-time Part Time
Public Works Public Works Director Asst. Public Works Director/Utility Manager Construction Foreman Streets Foreman Sewer Foreman Construction Laborer I Streets Laborer I Streets Laborer II Sewer Laborer II Shop Manager Total Public Works:	1.0 1.0 1.0 1.0 1.0 1.0 1.0 2.0 1.0 1.0 11.0 Full-Time	Full-time Full-time Full-time Full-time Full-time Full-time Full-time Full-time Full-time Full-Time

Police		
Chief	1.0	Full-time
Captain	1.0	Full-time
Lieutenant	1.0	Full-time
Corporal	2.0	Full-time
Sergeant	2.0	Full-time
Patrolman	8.0	Full-time
Administrative Assistant	1.0	Full-time
Secretary	1.0	Permanent Part-time
Housekeeping	1.0	Part-time
Total Police:	16.0 Full-time 3.0 Part Time	
Parks and Recreation (Not funded by General Fund)		
Parks and Recreation Director	1.0	Full-time
Recreation / Facility Coordinator	1.0	Full-time
Parks and Recreation Total:	2.0 Full-time 5.0 Part-time On-Call	
CVB (Not funded by General Fund)		
CVB Director	1.0	Full-time
TOTAL FULL-TIME POSITIONS (City)	39.0 Full-time	
TOTAL PERMANENT PART-TIME POSITIONS (City)	6.0 Part-time	
TOTAL PART-TIME POSITIONS (Parks)	5.0 Part-time on call.	



Grade	Minimum Pay	Min. Hourly Rate	Maximum Pay	Max. Hourly Rate	Title
1	\$17,097.60	\$8.22	\$27,333.08	\$13.14	
2	\$17,935.38	\$8.62	\$28,672.40	\$13.78	
3	\$18,844.80	\$9.06	\$30,126.24	\$14.48	Summer Intern; Temporary Part Time Worker
4	\$19,801.60	\$9.52	\$31,655.83	\$15.22	
5	\$24,960.00	\$12.00	\$39,902.31	\$19.18	Laborer I (Construction, Streets, Sewer, Parks)
6	\$26,228.80	\$12.61	\$41,930.68	\$20.16	Police Administrative Assistant; Accounts Receivable Clerk; Accounts Payable Clerk; Planning Administrative Assistant/Permit Technician; City Hall Administrative Assistant
7	\$27,539.20	\$13.24	\$44,025.55	\$21.17	Laborer II (Construction, Streets, Sewer); Shop Manager
8	\$28,953.60	\$13.92	\$46,286.68	\$22.25	
9	\$30,409.60	\$14.62	\$48,614.31	\$23.37	
10	\$31,928.00	\$15.35	\$51,041.70	\$24.54	Code Enforcement Officer (part-time)
11	\$33,425.60	\$16.07	\$53,435.84	\$25.69	Public Works Foreman (Construction, Streets, Sewer); Planning Technician
12	\$35,193.60	\$16.92	\$56,262.26	\$27.05	Finance Clerk; Planning Technician
13	\$36,940.80	\$17.76	\$59,055.42	\$28.39	
14	\$38,792.00	\$18.65	\$62,014.84	\$29.81	
15	\$40,768.00	\$19.60	\$65,173.77	\$31.33	Assistant Finance Director; Community Development Specialist; City Clerk (part-time);
16	\$42,685.76	\$20.52	\$68,239.60	\$32.81	Patrolman; Parks Director; CVB Director;
17	\$44,844.80	\$21.56	\$71,691.15	\$34.47	Corporal; Building Inspector

18	\$47,091.20	\$22.64	\$75,282.36	\$36.19	Sergeant
19	\$49,420.80	\$23.76	\$79,006.57	\$37.98	Lieutenant
20	\$51,875.20	\$24.94	\$82,930.30	\$39.87	GIS Specialist-Utility Manager; Building Code Official
21	\$54,537.60	\$26.22	\$87,186.54	\$41.92	Captain
22	\$57,262.40	\$27.53	\$91,542.55	\$44.01	Public Works Director; Planning Director; Finance Director;
23	\$60,132.80	\$28.91	\$96,131.31	\$46.22	
24	\$63,544.00	\$30.55	\$101,584.63	\$48.84	
25	\$66,289.60	\$31.87	\$105,973.88	\$50.95	
26	\$69,513.60	\$33.42	\$111,127.93	\$53.43	Assistant City Manager
27	\$74,984.00	\$36.05	\$119,873.19	\$57.63	Police Chief
28	\$76,668.80	\$36.86	\$122,566.59	\$58.93	City Manager

SERVICE DELIVERY MATRIX

While still a small community of 4,800 people, the City of Ranson is a full-service public agency, which delivers a very broad and comprehensive range of municipal services to its residents and visitors. The City has a lean permanent staffing of 35 full-time employees supplemented by seasonal and part-time staff. The City uses a hybrid delivery system to provide our full range of municipal services through a combination of City personnel, contracted consultants, contracted services with public agencies and contracted services with private sector companies as shown below:

Contracted Services with other Public Agencies (instead of City providing services):

- Fire and Medical Services provided by Independent Fire Company and Jefferson County Emergency Services Agency.
- Animal Shelter and Animal Control contracted through Jefferson County.
- Water provided by Charles Town Utilities or Jefferson Utilities.
- Sewer treatment provided by Charles Town Utilities.
- Addressing contracted through Jefferson County Addressing.
- 911 contracted through Jefferson County 911.

Contracted Services with Consultants (instead of having in-house staff support):

- Garbage and Sanitation – Apple Valley Waste.
- Outside Legal Counsel – Tim Stranko; Varies depending on legal issue.
- Engineering – Paul Crabtree
- Landscaping – R & L.
- Financial Statements – J.C. Kunkle & Associates

Contracted Services with Vendors/Firms (for specific project work or functions):

- Environmental Consulting – ERC
- Electrical and Street Light Maintenance – First Energy
- Large tree removal and limb management – various companies depending on lowest bidder.
- Street paving and improvement projects – provided by low bid contractors.
- Federal and State Advocacy – Sustainable Strategies.
- Trash collection – provided under franchise agreement with Apple Valley Waste.
- Consulting engineer for sewer, drainage and infrastructure projects – Paul Crabtree
- Heating, Ventilation and Air Conditioning – A.S.K Heating and Air Conditioning
- Planning and Zoning software – EnerGov
- Finance software – Tyler Technologies



BUDGET OVERVIEW: SECTION 4 BUDGET ADOPTION & CITY FISCAL POLICIES

Budget Adoption Resolution

Fiscal Policies

BUDGET RESOLUTIONS

RESOLUTION 2017-___

A RESOLUTION OF THE CITY OF RANSON ADOPTING AND APPROVING THE GENERAL FUND LEVY ESTIMATE BUDGET OF THE CITY OF RANSON FOR THE FISCAL YEAR 2017-2018

At a regular session of the Ranson City Council held on _____ the following order was made and entered:

SUBJECT: The adoption and approval of the General Fund Levy Estimate Budget of the City of Ranson for Fiscal Year 2017-2018.

The following resolution was offered:

RESOLVED: That subject to approval of the State Auditor as ex officio chief inspector of public offices the municipal council does hereby direct the budget be adopted PRIOR TO THE EXPENDITURE OR OBLIGATION OF FUNDS FOR WHICH NO APPROPRIATION OR INSUFFICIENT APPROPRIATION CURRENTLY EXISTS, as shown on the Levy Estimate Official Budget Document, a copy of which is entered as part of this record.

The adoption of the foregoing resolution having been moved by _____ and duly seconded by _____ the vote thereon was as follows:

Duke Pierson	Yes or No
Donnie Haines	Yes or No
Mike Anderson	Yes or No
David Cheshire	Yes or No
Scott Coulter	Yes or No
Jay Watson	Yes or No

WHEREUPON, Mayor Keith D. Pierson, declared said resolution duly adopted, and it is therefore ADJUDGED and ORDERED that said resolution be, and the same is, hereby adopted as so stated above, and the City Manager is authorized to fix his signature on the attached General Fund Budget to be sent to the State Auditor for approval.

Signed and approved this _____.

Keith D. Pierson
Mayor

ATTEST:

Stacey A. Dodson Pfaltzgraff
City Clerk

AFFIX CITY SEAL

RESOLUTION 2017-__

**A RESOLUTION OF THE CITY OF RANSON ADOPTING AND APPROVING THE COAL SEVERANCE FUND
BUDGET OF THE CITY OF RANSON FOR THE FISCAL YEAR 2017-2018.**

At a regular session of the Ranson City Council held on _____, the following order was made and entered:

SUBJECT: The adoption and approval of the Coal Severance Fund Budget of the City of Ranson for Fiscal Year 2017-2018.

The following resolution was offered:

RESOLVED: That subject to approval of the State Auditor as ex officio chief inspector of public offices the municipal council does hereby direct the budget be adopted PRIOR TO THE EXPENDITURE OR OBLIGATION OF FUNDS FOR WHICH NO APPROPRIATION OR INSUFFICIENT APPROPRIATION CURRENTLY EXISTS, as shown on the Levy Estimate Official Budget Document, a copy of which is entered as part of this record.

The adoption of the foregoing resolution having been moved by _____ and duly seconded by _____ the vote thereon was as follows:

Duke Pierson	Yes or No
Donnie Haines	Yes or No
Mike Anderson	Yes or No
David Cheshire	Yes or No
Scott Coulter	Yes or No
Jay Watson	Yes or No

WHEREUPON, Mayor A. David Hamill, declared said resolution duly adopted, and it is therefore ADJUDGED and ORDERED that said resolution be, and the same is, hereby adopted as so stated above, and the City Manager is authorized to fix his signature on the attached "Coal Severance Budget" to be sent to the State Auditor for approval.

Signed and approved this _____.

Keith D. Pierson
Mayor

ATTEST:

Stacey A. Dodson Pfaltzgraff
City Clerk

AFFIX CITY SEAL

FISCAL POLICIES:

City of Ranson General Financial Policies (Originally Adopted in 2013; Reaffirmed through Budget Process)

General Financial Guiding Principles:

The objectives for comprehensive financial management policies are to:

1. Guide City Council and City management policy decisions that have significant fiscal impact.
2. Support planning for long-term needs.
3. Maintain and protect City assets and infrastructure.
4. Set forth operating principles that minimize the financial risk in providing City services.
5. Optimize the efficiency and effectiveness of services to reduce costs and improve service quality.
6. Employ balanced and fair revenue policies that provide adequate funding for desired programs.
7. Maintain financial stability and sufficient financial capacity for present and future needs.
8. Promote sound financial management by providing accurate and timely information on the City's financial condition.
9. Maintain and enhance the City's credit ratings and prevent default on any municipal financial obligations.
10. Ensure the legal use of financial resources through an effective system of internal controls.
11. Promote cooperation and coordination within the City, with other governments and with the private sector in the financing and delivery of services.

Responsibility:

The City Manager will issue, oversee and administer the City's comprehensive financial management policies. The Finance Director will review, develop, and implement these policies. City Department Directors will ensure that their departments comply with these policies and procedures, and will issue department-specific procedures, as needed, that are consistent with these policies.

Revenues:

1. The City recognizes that its most primary and stable revenue sources are property tax revenue, consumer sales tax, business & occupation tax revenue. Due to the location of Hollywood Casino, the City is the recipient of table game and video lottery revenue. Every effort should be taken to ensure that table game and video lottery

revenue is allocated towards one-time capital expenditures. Efforts to ensure continued reliability in these revenue sources must be maintained and to develop and diversify other revenue sources as applicable.

2. The City will actively establish a practice of monitoring, auditing and collecting all locally generated taxes.
3. The City will establish and maintain all user fees and charges based on the cost of providing services and shall establish, where appropriate, a cost recovery target for those programs and services, which are subsidized by General Fund revenues.
4. Determine staffing levels for all departments based on population size and growth and not revenue growth.
5. Build the municipal stabilization fund to its legal maximum limit.
6. Build the municipal capital improvement account to equal the total of annual lottery revenues and utilize lottery revenues for one-time purchases such as equipment, grant matches and construction of streets.
7. Strong financial reserves will allow the City to weather the normal business cycles. The objective of strong reserves would allow the City the flexibility of cutting from capital expenditures and not operations; thereby, alleviating benefits cuts, layoffs and cuts or reduction in services.

Budget and Expenditures:

1. The City will develop and implement a budget process that will:
 - a. Make prudent use of public resources.
 - b. Include financial forecast information to ensure that the City is planning adequately for current and future needs.
 - c. Involve community members, elected officials, employees and key stakeholders.
 - d. Provide performance measure data to assist in assessing program effectiveness.
 - e. Comply with City Charter, City Code and State of West Virginia laws.
2. The City Council shall adopt an annual balanced budget effective from July 1 through June 30 each fiscal year. A balanced budget requires current year operating expenses and transfers for debt service to be fully funded by current year revenues and other designated available funding sources.

3. Fund Balance Reserves shall be used only for non-recurring “one-time” and capital projects. Fund Balance Reserves shall not be used for on-going operations.
4. Use of long-term debt shall be limited to capital projects or special projects that cannot be financed from current revenues.
5. The City Manager is authorized to implement the programs as approved in the adopted budget. Within a specific fund, the City Manager may transfer appropriations between categories within a department, projects and programs as needed to implement the adopted budget, as long as the transfer does not increase full time equivalent (FTE) positions, increase overall appropriations, or decrease appropriations for capital outlay.
6. With approval of the City Manager, unexpected appropriations may be carried forward to the next fiscal year provided funds have been previously encumbered for a specific purpose.
7. The annual budget will include a nominal \$25,000 Designated Contingency for nonrecurring, unanticipated and/or emergency expenditures. The City Manager may approve expenditures from this contingency if needed during the fiscal year. These funds shall come from Coal Severance Fund if General Fund Revenues are not available.
8. A capital outlay (fixed asset) purchase will be any single item, piece of equipment or professional services for a capital outlay which costs more than \$10,000 and has an expected useful life exceeding one year.
9. Regular budget reports and updates shall be presented to the City Council to provide information on the status of the City’s financial condition. Budget adjustments and revisions may be made during the year by Council resolution, if necessary, to reflect changes to revenues and/or expenditure projections.
10. The City shall post on its website the annual adopted budget and applicable revisions.

Capital Improvements:

1. Capital Improvement Program (CIP) projects will be funded by the following revenue sources:
 - a. Available General Fund Reserves
 - b. Available Capital Project Fund balances
 - c. Video lottery and/or table game revenue
 - d. Wastewater revenues (for Wastewater projects only)
 - e. Grant funding

- f. Other State and Federal funding sources if available
- 2. The City will annually develop and update a multi-year plan for capital improvements. Future capital expenditures will be projected annually for a rolling 5-year period based on projections of available funding, changes in the community and needed replacement of infrastructure.
- 3. The City will coordinate development of the Five Year Capital Improvement Program (CIP) with the development of the operating budget.
- 4. The annual funding for the current year of the Capital Improvement Plan shall be approved as part of the operating budget. Budgets are approved by project with the understanding that projects may span fiscal years and the appropriations will carry forward to the following fiscal year; the amounts carried forward will be shown in the budget for information and transparency.
- 5. Capital projects financed by bonds or other debt instruments shall be paid back within a period not to exceed the useful life of the project.
- 6. The City Manager is authorized to implement the projects as approved in the adopted Capital Improvement Program. Within a specific fund, the City Manager may transfer appropriations between projects as needed to implement the adopted Capital Improvement Program.

City of Ranson Investment Policy Statement

1. Policy:

It is the policy of the City of Ranson to invest public funds in a manner that will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the City and conforming to all West Virginia laws and local ordinances governing the investment of public funds.

2. Scope:

This investment policy applies to all the funds and investment activities under the direct authority of the City of Ranson as accounted for in the City annual financial audit. Policy statements outlined in this document focus on the City of Ranson's pooled funds, but will also apply to all other funds under the City Manager's span of control unless specifically exempted by statute or ordinance. This policy is applicable, but not limited to, all funds listed below:

- General Fund
- Enterprise Funds
- Special Revenue Funds
- Capital Project Funds
- Debt Service Funds
- Agency Funds

Excluded funds are those held with a fiscal agent, which has their own specific "permitted investments" section in the bond covenants.

3. Prudence:

Investments shall be made with judgment and care -- under circumstances then prevailing - which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived. The standard of prudence to be used by the City's investment officials shall be the "**prudent person**" standard and shall be applied in the context of managing an overall portfolio. The City Manager and/or Finance Director, acting within the intent and scope of the investment policy and other written procedures and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations that result in a loss of principal are reported to the City Manager immediately, and to the City Council at their next meeting addressing appropriate actions to be taken to control adverse developments.

4. Objective:

The primary objectives in priority order of the City of Ranson's investment activities shall be:

4.1. Safety: Safety of principal is the foremost objective of the investment program. Investments of the City of Ranson shall be undertaken in a manner that seeks to ensure that capital losses are avoided, whether from securities default, broker-dealer default, or erosion of market value. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

4.2. Liquidity: The City of Ranson's investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements that might be reasonably anticipated.

4.3. Return: The City of Ranson's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints and the cash flow characteristics of the portfolio.

5. Delegation of Authority:

Authority to manage the City's investment program is derived from the West Virginia Code. Management responsibility for the investment program is hereby delegated to the City Manager, who may delegate such responsibility to the Finance Director. The City Manager shall establish written procedures for the operation of the investment program consistent with this investment policy. Procedures shall include, but not limited to, references to: safekeeping, wire transfer agreements, collateral/depository agreements, banking services contracts, local banking preferences, and other investment-related activities. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the City Manager. The City Manager shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinates.

6. Ethics and Conflicts of Interest:

The City Council, City Manager and Finance Director shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Council Members, City Manager and Finance Director shall disclose to the Recorder and/or City Clerk any material financial interests in financial institutions that conduct business within the jurisdiction, and they shall further disclose any large personal financial/investment positions that could be related to the performance of the City's portfolio. The City's Attorney, if necessary, and Finance Director shall review all disclosures made to insure there are no conflicts with any planned investment.

7. Authorized Financial Dealers and Institutions:

The City Manager will maintain a list of financial institutions and primary dealers authorized to provide investment services. "Primary" dealers include those that regularly report to the Federal Reserve Bank and should qualify under Securities and Exchange Commission Rule 15C3-1(uniform net capital rule). All financial institutions, dealers and cash managers who

desire to become qualified bidders for investment transactions must supply the City with the following: audited financial statements, proof of National Association of Security Dealers certification when applicable, completed questionnaire and certification of having read the City of Ranson's investment policy and depository contracts.

8. Authorized Investments and Limitations on Investments:

Investment of City funds is governed by W. Va. Code § 8-13-22a and § 8-13-22c regarding investment of municipal funds and further defines its investment plan in this Policy. To the extent that this policy may be deemed in conflict with the provisions of the aforementioned sections of the West Virginia Code, the provision of this policy shall be deemed to conform thereto. Within the context of the limitations, the following investments are authorized, as further limited herein:

1. Negotiable certificates of deposit issued by any bank, trust company, national banking association or savings institution which mature in less than one year and are fully collateralized;
2. Interest earnings deposits including certificates of deposit, with any duly designated state depository, which deposits are fully secured by a collaterally secured bond as provided in §12-1-4 of West Virginia Code: Provided that a banking institution is not required to provide this collaterally secured bond, or other security in lieu of a bond, if the deposits accepted are placed in certificates of deposit meeting the following requirements:

(A) the funds are invested through a designated state depository selected by the City of Ranson;

(B) the selected depository arranges for the deposit of the funds in certificates of deposit in one or more banks or savings and loan associations wherever located in the United States, for the account of the City of Ranson;

(C) the full amount of principal and accrued interest of each certificate of deposit is insured by the Federal Deposit Insurance Corporation;

(D) the selected depository acts as custodian for the municipality with respect to such certificates of deposit issued for the City of Ranson's account; and

(E) as the same time that the City of Ranson's funds are deposited and the certificates of deposit are issued, the selected depository receives an amount of deposits from customers of other financial institutions wherever located in the United States equal to or greater than the amount of the funds invested by the City of Ranson through the selected depository.

9. Ineligible Investments:

The City shall not invest any funds in inverse floaters, range notes, or interest-only strips that are derived from a pool or mortgages, or in any security that could result in zero interest accrual if held to maturity, or any other investment not listed in this policy.

10. Safekeeping and Custody:

All securities owned by the City, including collateral for repurchase agreements, shall be held in safekeeping by the City's custodian bank or a third party bank trust department, acting as agent for the City under the terms of a custody or trustee agreement executed by the bank and by the City. All securities will be received and delivered using standard delivery-versus-payment (DVP) procedures.

13. Reporting Requirements:

The City Manager shall annually render to the City Council a statement of investment policy which the submission of the annual budget, which the Council shall review and approve at a public meeting. The Council at a public meeting shall also review and approve any changes to the policy.

The City Manager shall render a monthly transaction report to the City Council. The City Manager shall render a quarterly investment report to the Council within 30 days after the end of the subject quarter. The quarterly report shall include for each individual investment:

- Description of investment instrument
- Issuer name
- Maturity date
- Purchase price
- Par value
- Current market value and the source of the valuation.

The quarterly report also shall; (I) state compliance of the portfolio to the investment policy, or manner in which the portfolio is not in compliance, (II) include a description of any of the City's funds, investments or programs that are under the management of contracted parties, including lending programs, and (III) include a statement denoting the ability of the City to meet its expenditure requirements for the next six months, or provide an explanation as to why sufficient money shall, or may not be available.

City of Ranson Use of Long-Term Debt Policy

The City recognizes that it may need to enter into long-term financial obligations to meet the demands of providing a high quality level of government services to our community. The following long-term debt policy sets the considerations for issuing debt and provides guidance in the timing and structuring of long-term debt commitments by the City.

General Practices:

1. The City will strive to maintain good relations with credit rating agencies, investors of the City's long-term financial obligations and those in the financial community that participate in the City's financings. The City also will strive to maintain and improve its bond rating in order to minimize borrowing costs and preserve access to credit.
2. Bond issue proposals are to be accompanied by an analysis defining how the new issue, combined with current debt, impacts the City's debt capacity and conformance with City's debt policies. Such analysis shall include identification of the funding source, an assessment of the ability to repay the obligation, the impact on the current budget, commitments to future budgets, maintenance and operational impact of the facility or asset and the impact on the City's credit rating, if any.
3. City Council must review such analysis, including existing debt level, ability to pay debt service, impact on City services, and make a finding that use of debt is appropriate.
4. Debt service costs (Lease Purchase Agreements and other contractual debt which are backed by General Fund Operating Revenues) are not to exceed 25% of the City's General Fund operating revenues.
5. Projects financed by a non-general fund revenue sources and specific voter approved authorizations are not subject to the 25% of general fund revenue maximum debt service limit.

The City will consider the issuance of long-term obligations under the following conditions:

1. The City will use debt financing only for one-time capital improvement projects and specific nonrecurring equipment purchases, and only under the following circumstances:
 - a. When the project is included in the City's adopted five-year capital improvement program (CIP) and is in conformance with the City's adopted General Plan.
 - b. When the project is not included in the City's adopted five-year capital improvement program (CIP), but the project is an emerging critical need

whose timing was not anticipated in the five-year capital improvement program, or it is a project mandated by State or Federal requirements.

- c. When the project's useful life, or the projected service life of the equipment, will be equal to or exceed the term of the financing.
 - d. When there are designated General Fund revenues sufficient to service the debt, whether from project revenues, other specified and/or reserved resources, or infrastructure cost-sharing revenues.
 - e. Debt financing (other than tax and revenue anticipation notes) is not considered appropriate for any recurring purpose such as current operating and maintenance expenditures.
2. The City will follow all State and Federal regulations and requirements related to bonds and debt financing instruments regarding bond provisions, issuance, taxation and disclosure.
 2. Costs incurred by the City, such as bond counsel and financial advisor fees, printing, underwriter's discount, and project design and construction costs, will be charged to the bond issue to the extent allowable by law.
 3. The City will monitor compliance with bond covenants and adhere to federal arbitrage and disclosure regulations.
 4. The City shall continually review outstanding obligations for opportunities to achieve debt service savings through refunding and shall pursue refinancing when economically feasible and advantageous.

City of Ranson Fund Balance Policy

Background:

The Governmental Accounting Standards Board (GASB) issued Statement No.54 Fund Balance Reporting and Governmental Fund Type Definitions in February 2009. The requirements of this statement are intended to improve financial reporting by providing five fund balance categories that will be more easily understood. The five fund balance categories are clearly defined to make the nature and extent of the constraints placed on a government's fund balance more transparent. GASB 54 requires a formal fund balance policy be adopted to fully define any constraints imposed upon the use of resources and how those constraints may be modified or eliminated.

Purpose:

The City of Ranson's fund balance policy defines the five fund balance categories established by GASB and how the City will report each of the categories. The policy is establishing the City's formal commitment of a specific amount of the City's fund balance to be set aside specifically for emergency contingencies defined as a state or federal emergency or declaration of a local emergency. This amount and/or commitment may be changed with the adoption of a new fund balance policy resolution approved by the City Council. This policy also provides definitions of other categories of fund balance for financial reporting and budgeting purposes. The policy authorizes and directs the Finance Director to prepare financial statements which accurately categorize fund balance per Governmental Accounting Standards Board (GASB) Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions.

Definitions & Provisions:

This Fund Balance Policy establishes the procedures for reporting unrestricted fund balance in the General Fund financial statements. Certain commitments and assignments of fund balance will help ensure accurate reporting of available resources and that there will be adequate financial resources to protect the City against unforeseen circumstances and events such as revenue shortfalls and unanticipated expenditures.

Fund balance is essentially the difference between the assets and liabilities reported in each governmental fund. There are five separate components of fund balance, each of which identifies the extent to which the City is bound to honor constraints on the specific purposes for which amounts can be spent.

- Non-spendable Fund Balance (inherently non-spendable)
- Restricted Fund Balance (externally enforceable limitations on use)
- Committed Fund Balance (self-imposed limitations on use)
- Assigned Fund Balance (limitation resulting from intended use)
- Unassigned Fund Balance (residual net resources)

- Non-spendable fund balance is not specifically addressed in this policy due to the nature of the restriction. An example of non-spendable fund balance is a reserve for prepaid expense.

Restricted Fund Balance:

Restricted fund balance is either imposed by law or constrained by grantors, contributors, or laws or regulations of other governments. An example of restricted fund balance would be a state or federal grant funds that can only be used for a specific purpose.

Committed Fund Balance:

The City Council, as the City's highest level of decision-making authority, may commit fund balance for specific purposes pursuant to the constraints imposed by formal actions taken, such as an ordinance or resolution. These committed amounts cannot be used for any other purpose unless the City Council removes or changes the specified use through the same type of formal action taken to establish the commitment. City Council action to commit fund balance needs to occur within the fiscal reporting period; however the specific amounts can be determined subsequently.

Assigned Fund Balance:

Amounts that are constrained by the City's *intent* to be used for specific purposes, but are neither restricted nor committed, should be reported as assigned fund balance. Both committed and assigned fund balance classifications include amounts constrained to being used for specific purposes by actions taken by the government itself. The nature of the actions necessary to remove or modify an assignment is not as prescriptive as it is with regard to the committed fund balance classification, resulting in the constraints imposed being more easily removed or modified than those imposed on committed fund balance. Furthermore, the nature of the actions necessary to remove or modify an assignment is not as prescriptive as those in the committed fund balance classification and the authority is not required to be the government's highest level of decision making authority, but may be delegated to the City Manager or Finance Director.

All remaining fund balance amounts that are reported in governmental funds, other than the general fund, that are not classified as non-spendable, and are neither restricted nor committed will be reported as assigned fund balance.

- *Capital Projects Reserve*
The City Council may assign a specific amount or percentage of unassigned fund balance at the end of the fiscal year to be transferred or reserved for transfer to the City's Capital Projects/Improvements Fund.
- *Contingency Reserve*
The City Council may assign a specific amount to be reserved for future appropriations to fund unanticipated costs or revenue shortfalls were not anticipated at the adoption of the City's operating budget.

- **Stabilization Reserve**
Funds set aside in one year for the purpose of balancing the subsequent fiscal year operating budget, or to fund one-time expenditures or revenue shortfalls. By approving specific assigned amounts or percentage allocations of unassigned fund balance as part of budget adoption, the City Council would authorize Finance Director to report specific assigned amount on financial statements.

Unassigned Fund Balance

Fund balance that has no current assignment or commitment.

City of Ranson Wastewater Utility Enterprise Fund Rate Philosophy and Policy

Historical Background:

The City of Ranson operates a wastewater utility enterprise fund operation which serves the residents of the City. The City of Ranson is a bulk sanitary sewer customer of the Charles Town Utility Board. The Charles Town Utility Board through its sewer treatment capacity treats the wastewater that Ranson collects. Ranson operates a collection system and has no treatment capability. Therefore, Ranson's utility rates consist of three (3) parts: (1) Charles Town's bulk rate controlled by Charles Town; (2) Ranson's wastewater collection operation costs; (3) Ranson's wastewater collection capital costs.

Enterprise Fund operations are designed by nature to operate more like a private sector business model as compared to general government services. General fund revenues should not be permitted to subsidize the wastewater utility enterprise fund.

Purpose:

The City will establish Utility Enterprise Funds for City services when the intent of the City is that all costs of providing the service shall be recovered primarily through ratepayer charges.

General Policy Practices:

1. Enterprise Funds will be established for City-operated utility services such as wastewater and trash collection operations.
2. Enterprise Fund expenditures will be established at a level sufficient to properly maintain the fund's infrastructure and provide for necessary capital improvements.
3. The City Council will review and adopt utility rates as needed to appropriately cover the costs of all operations, including maintenance, depreciation, capital and debt service requirements, reserves as established by City Council policy, and provide for an adequate level of working capital.
4. Enterprise Fund services will establish and maintain reserves for general contingency and capital purposes consistent with those maintained for general governmental services.
5. Revenue bonds shall be issued only when projected operating revenues and reserves are insufficient for the timely completion of enterprise capital projects.

City of Ranson Fund Descriptions

The basic accounting and reporting entity for the City is a fund. A fund is an accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities, or fund balances, and changes therein. Funds are established for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Funds used in government are classified into three broad categories: governmental, proprietary and fiduciary. Governmental funds include activities usually associated with a typical state or local government's operation (public safety, general governmental activities, etc.) Proprietary funds are used in governments to account for activities that are operated primarily through user fees, similar to the private sector (utilities for examples). Trust and Agency funds are utilized in situations where the government is acting in a fiduciary capacity as a trustee or agent. The various funds are grouped in fund types and categories as follows:

GOVERNMENTAL FUNDS

Includes activities usually associated with the governmental entities' operation (police, fire, and general governmental functions). The City's governmental funds use modified accrual accounting for both financial reporting and budgeting purposes.

General Fund

General Fund is the chief operating fund of the City. All general tax revenues and other receipts not allocated by law or some other contractual agreement to other funds are accounted for the General Fund. Expenditures of this fund include the general operating expenses traditionally associated with governments such as administration, finance, planning, public works, and public safety.

Special Revenue

Special Revenues Funds are used to account for specific revenues that are legally restricted to expenditure for particular purposes and must be accounted for in a fund separate from the General Fund:

- **Agency Funds** - Agency Funds are used to account for resources held by the reporting government in a purely custodial capacity (assets equal liabilities). Agency funds typically involve only the receipt, temporary investment and remittance of fiduciary resources to individuals, private organizations or other governmental agencies.
- **Federal and State Grants** - These funds must be utilized specifically for the core and function of the purpose of the grant award and cooperative agreement.

- **Hotel – Motel Tax** – Accounts for the City-wide 6% assessment on lodging room rentals; 50% of revenue is legally mandated to pass through the Ranson CVB or other CVB located in Jefferson County. The other 50% is mandated to be passed through other designated purposes. Ranson designates the other 50% to Ranson Parks and Recreation.

Debt Service Funds Debt Service Funds are used to account for the acquisition of resources and payment of principal and interest on general long-term debt of the City and its related entities.

- **Building Commission Lease-Purchase Bond Debt Service Fund** – established to account for lease revenue bonds issued by City Building Commission’s Financing Authority to fund construction and renovate City Hall, Ranson Police Department, Ranson Civic Center and other purposes.

Capital Improvements and Reserve Fund Capital Project Funds are used to account for the acquisition, construction and improvement of capital facilities other than those financed by proprietary funds.

City of Ranson Glossary of Budget Terms

Account. A record of additions, deletions, and balances of individual assets, liabilities, equity, revenues, and expenses.

Accounting System. The set of records and procedures that are used to record, classify, and report information of the financial status and operations of an entity.

Adopted Budget. The City Council approved annual budget establishing the legal authority of the expenditure of funds as set forth in the adopting Council budget resolution.

Appropriation. Money set aside by the City Council for a specific purpose. Provides designated spending authority to the City Manager to approve or oversee approval of the appropriated expenditures.

Audit. An annual examination and evaluation, done by an independent Certified Public Accountant (CPA), of the City's accounting system to ensure conformity with generally accepted accounting principles. In conjunction with performing an audit, independent auditors normally issue a Management Letter stating the adequacy of the City's internal controls as well as recommending improvements to the City's financial management practices.

Balanced Budget. When the total of revenues and other financing sources is equal to or greater than the total of expenditures and other financing uses.

Basis of Accounting & Budgeting. A method used to determine when revenues, expenditures, transfers, and the related assets and liabilities are recognized in the accounts and reported in the financial statements. The three basis of accounting for governmental agencies are (1) Cash Basis – when cash is received or paid; (2) Accrual Basis – when the underlying transaction or event takes place; (3) Modified Accrual Basis – revenues and expenditures are recognized in the accounting period in which they become available and expenditures are recognized in the accounting period in which the fund liability occurred. The City of Ranson uses a modified accrual basis for our governmental funds and an accrual basis for our enterprise funds.

Budget & Fiscal Policies. General and specific guidelines adopted by the City Council that govern budget preparation and fiscal administration.

Capital Improvement Program. A rolling multiple-year program for maintaining or replacing existing public facilities and assets, and for building or acquiring new ones. The City of Ranson follows a five-year schedule, and the annual budget incorporates the current year of the five-year CIP.

Charges for Service. Revenues collected as reimbursement for services provided to the public or to some other program/fund in the City.

Debt Service. The payments of principal and interest on bonds and other debt instruments according to a predetermined schedule.

Deficit. An excess of expenditures or expenses over revenues or resources during an accounting period.

Department. An organizational unit of the City government responsible for carrying out specific functions. In the City's structure, certain "departments" are actually divisions of a multipurpose department.

Encumbrances. Commitments against an approved budget to pay funds in the future for a service or item. They cease to be encumbrances when the obligations are paid or terminated. The use of encumbrances prevents overspending and provides budgetary control to the organization.

Expenditure. The actual spending or accrual of funds set aside by an appropriation for goods and services obtained.

Fiscal Year. A 12 month period to which the annual budget applies, and financial transactions are recorded. The City of Ranson's fiscal year begins July 1 and ends June 30.

Full – Time Equivalent (FTE). The amount of time a position has been budgeted for in terms of the amount of time a regular, full-time employee normally works in a year. Full-time employees are paid for 2,080 hours in a year equating 1.0 FTE. A part-time employee who worked 1,040 hours would equate to 0.5 FTE. Elected positions are budgeted but not included in FTE totals.

Fund. An independent fiscal and accounting entity with a self-balancing set of accounts in which the City records financial transactions relating to revenues, expenditures, assets and liabilities. Funds are segregated for the purpose of carrying on specific activities or attaining certain objectives. The fund types used by the City of Ranson are governmental funds (General, Capital Projects & Special Revenue),

Fund Balance. The excess of a fund's assets over its liabilities.

General Fund. The primary operating fund of the City, all revenues that are not allocated by law or contractual agreement to a specific fund are accounted for in the General Fund, and may be utilized for any legitimate governmental purpose.

Generally Accepted Accounting Principles (GAAP). Conventions, rules, and procedures that serve as standards for accounting and the fair presentation of financial statements. The primary authoritative body on the application of GAAP to state and local government is the Governmental Accounting Standards Board.

Governmental Accounting Standards Board (GASB). Ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

Inter-fund Transfer. Money transferred from one fund to another, to finance the operations of another fund or reimburse the fund for certain expenditures/expenses.

Municipal Code. A document that codifies the City Council's approved ordinances currently in effect. The Code defines City policy with respect to all areas of municipal jurisdictions and administration.

Ordinance. A formal legislative enactment by the City Council. It has the full force and effect of law within City boundaries unless pre-empted by a higher form of law. An Ordinance has a higher legal standing than a Resolution and is typically codified in the City's Municipal Code.

Other Post Employment Benefits (OPEB). Post employment benefits other than pension benefits.

Reserve. An account which the City uses to either set aside funds that it does not need to spend in the current fiscal year or to earmark revenues for a specific future purpose.

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

Revenues. Income received by the City during the fiscal year. Some examples of revenue include taxes, fees, charges for services and grants.

Special Revenue Funds. A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Some examples include federal and state grant revenues.

Note: Policies were adopted and/or reaffirmed by the Ranson City Council on March 15, 2016, as part of the budget approval.



BUDGET OVERVIEW: SECTION 5 GENERAL FUND OVERVIEW

General Fund Revenues

General Fund Expenditures

Department Summaries and Budgets

Mayor/City Council

Administration

Finance

Community Development

Public Works

Parks and Recreation

Non-Departmental

GENERAL FUND REVENUES

Account Number	Description	Council Budget 2014-2015	Council Proposed Budget 2015-2016	Budget Actual 06/30/2016	Council Current Budget 2016-2017	Proposed Budget 2017-2018	Year over Year Changes (% age)
001.301.100.100	Ad Valorem Tax Current Year	\$ 939,752	\$ 953,132	\$ 997,238	\$ 1,037,743	\$ 1,072,119	3.31%
001.301.102.100	Property Tax Prior Years	\$ 400	\$ 400	\$ -	\$ 400	\$ -	-100.00%
001.301.060.100	Supplemental Taxes	\$ 100	\$ 100	\$ -	\$ 100	\$ -	-100.00%
001.302.100.100	Tax Penalties and Interest Current Year	\$ 800	\$ 800	\$ -	\$ 500	\$ -	-100.00%
001.302.002.100	Tax Restoration Fund	\$ 1,000	\$ 1,000	\$ -	\$ 500	\$ -	-100.00%
001.303.100.100	Gas and Oil Severance Tax Current Year	\$ 1,000	\$ 1,000	\$ 9,532	\$ 5,000	\$ 5,000	0.00%
001.304.100.100	Utility Tax	\$ 160,000	\$ 160,000	\$ 148,890	\$ 160,000	\$ 160,000	0.00%
001.305.100.103	B&O Tax	\$1,200,000	\$1,350,000	\$1,750,938	\$ 1,500,000	\$ 1,605,766	7.05%
001.306.100.100	Wine and Liquor Tax	\$ 60,000	\$ 100,000	\$ 134,785	\$ 100,000	\$ 100,000	0.00%
001.307.100.100	Animal Tax	\$ 1,000	\$ 1,000	\$ 1,258	\$ 1,000	\$ 1,000	0.00%
001.308.100.100	Motel Tax	\$ 200,000	\$ 200,000	\$ 424,360	\$ 300,000	\$ 330,000	10.00%
001.320.100.100	Fines, Fees, and Court Costs	\$ 200,000	\$ 200,000	\$ 303,500	\$ 220,000	\$ 220,000	0.00%
001.321.100.100	Parking Tickets	\$ 400	\$ 400	\$ 180	\$ 400	\$ 400	0.00%
001.325.100.100	Business Licenses	\$ 14,000	\$ 6,000	\$ 16,377	\$ 10,000	\$ 12,000	20.00%
001.329.100.100	Rental Registration	\$ 2,000	\$ 0	\$ 0		\$ 2,000	
001.326.100.100	Building Permits	\$ 80,000	\$ 50,000	\$ 132,547	\$ 50,000	\$ 50,000	0.00%
001.328.100.100	Franchise Tax	\$ 30,000	\$ 20,000	\$ 46,347	\$ 20,000	\$ 25,000	25.00%
001.330.100.100	IRP Fees	\$ 1,600	\$ 1,600	\$ 73,992	\$ 10,000	\$ 12,000	20.00%
001.335.100.100	Private Liquor Club Fees	\$ 2,750	\$ 2,750	\$ 4,855	\$ 3,000	\$ 3,000	0.00%
001.350.100.111	Garbage Collected	\$ 360,000	\$ 380,000	\$ 479,601	\$ 380,000	\$ 380,000	0.00%
001.353.100.111	Planning Commission Fees	\$ 40,000	\$ 15,000	\$ 500	\$ 10,000	\$ 10,000	0.00%
001.365.100.100	Federal Grants	\$ 64,859	\$ 25,000	\$ 2,041	\$ 61,000	\$ 61,000	0.00%
001.366.100.100	State Grants	\$ 53,000	\$ 25,000	\$ 6,844	\$ -		
001.367.100.100	Other Grants	\$ 30,000	\$ 30,000	\$ 0	\$ -		
001.368.100.100	Contributions From Other Entities	\$ 2,000	\$ 2,000	\$ 0	\$ 2,000	\$ 2,000	0.00%
001.369.100.100	Contributions from Other Funds (Sales Tax)	\$ 0	\$ 250,000	\$ 250,000	\$ 850,000	\$ 1,070,000	25.88%
001.370.100.100	Charges to Other Funds	\$ 180,000	\$ 180,000	\$ 65,728	\$ 200,000	\$ 100,000	-50.00%
001.374.100.100	Payroll Reimbursement	\$ 15,000	\$ 15,000	\$ 28,281	\$ 22,836	\$ 24,940	9.21%
001.376.100.101	Table Game income	\$ 270,000	\$ 240,000	\$ 308,267	\$ -		
001.380.100.100	Interest Gained on Investments	\$ 10,000	\$ 10,000	\$ 5,151	\$ 5,000	\$ 5,000	0.00%
001.382.100.100	Refunds	\$ 2,000	\$ 2,000	\$ 23,486	\$ 2,000	\$ 6,000	200.00%

001.383.100.100	Sale of Fixed Asset	\$ 900	\$ 900	\$ 5,547	\$ 1,000	\$ 1,000	0.00%
001.389.100.100	Accident Reports	\$ 2,000	\$ 2,000	\$ 3,020	\$ 2,000	\$ 2,000	0.00%
001.397.100.100	Video Lottery	\$ 720,000	\$ 675,000	\$ 784,483	\$ -		
001.398.100.100	Proceeds From Sale of Bonds	\$ 50,000	\$ 50,000	\$ 0	\$ 50,000	\$ 50,000	0.00%
001.399.100.100	Miscellaneous	\$ 5,000	\$ 5,000	\$ 630	\$ 5,000	\$ 5,000	0.00%
REVENUES	Grand Total	\$4,699,561	\$4,955,082	\$6,008,378	\$ 5,009,479	\$ 5,315,225	6.10%

GENERAL FUND EXPENDITURES

Account Number	Description	Council Original Budget 2015-2016	Actual 6/30/2016	Council Current Budget 2016-2017	Council Proposed Budget 2017-2018	Year over year Changes (%age) FY 17 to FY 18
409 - Mayor's Office						
001.409.101.000	Mayor Salary	9,000	8,625	9,000	9,000	0.0%
001.409.104.000	Mayor FICA	720	659	720	720	0.0%
001.409.214.000	Mayor Travel	2,000	2,765	2,000	2,000	0.0%
001.409.226.000	Mayor Insurance Bonds	100		100	100	0.0%
	Total	11,820	12,049	11,820	11,820	0.0%
410 - City Council						
001.410.101.000	City Council Salary	45,600	44,650	45,600	45,600	0.0%
001.410.104.000	City Council FICA	3,648	3,415	3,648	3,648	0.0%
001.410.214.000	City Council Travel	1,000		1,000	1,000	0.0%
001.410.226.000	City Council Insurance Bonds	-				
	Total	50,248	48,065	50,248	50,248	0.0%
Mayor, & Council Budget Summary	Fixed Costs					
	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp	62,068	60,114	62,068	62,068	0.0%
	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials					
	Cash Capital Outlay Projects					
	Total	62,068	60,114	62,068	62,068	0.0%
Total - Mayor, Council		62,068	60,114	62,068	62,068	0.0%

412 - City Administration Office						
001.412.103.000	City Administration Salary (1 FT 1PT employees)	151,094	206,192	145,606	150,540	3.4%
001.412.104.000	City Administration FICA	12,087	16,360	11,648	11,517	-1.1%
001.412.105.000	City Administration Insurance	21,684	26,324	15,138	15,908	5.1%
001.412.106.000	City Administration Retirement	15,109	16,006	11,000	10,600	-3.6%
001.412.214.000	City Administration Travel	4,000	4,417	4,000	5,000	25.0%
001.412.219.000	City Administration Building and Equip. Rents	100				
001.412.221.000	City Administration Training	3,000	2,060	2,000	2,000	0.0%
001.412.222.000	City Administration Dues and Subscriptions	3,000	1,155	2,000	2,000	0.0%
001.412.223.000	City Administration Professional Services	15,000	15,457	25,000	25,000	0.0%
001.412.226.000	City Administration Insurance and Bonds	398		400	400	0.0%
001.412.341.000	City Administration Supplies and Materials	1,000	1,472	3,000	5,000	66.7%
001.412.343.000	City Administration Gas Oil Tires	400	305	500	500	0.0%
001.412.353.000	City Administration Computer Software	500	1,344	5,000	9,000	80.0%
001.412.457.000	City Administration Capital Outlay	100				
	Total	227,472	291,092	225,292	237,465	5.4%
City Administration	Fixed Costs					
Budget Summary	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp	207,372	271,359	189,792	195,965	3.3%
	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials	20,000	19,733	35,500	41,500	16.9%
	Cash Capital Outlay Projects	100	-	-	-	

		Total	227,472	291,092	225,292	237,465	5.4%
		Total - City Administration	227,472	291,092	225,292	237,465	5.4%
416 - Police Judge's Office							
001.416.103.000	Police Judge Salary (2 Mags; 1 Prosecutor)		26,000	21,301	26,000	26,000	0.0%
001.416.104.000	Police Judge FICA		2,080	1,292	2,080	2,080	0.0%
001.416.226.000	Police Judge Insurance and Bonds		300	200	300	300	0.0%
		Total	28,380	22,793	28,380	28,380	0.0%
Police Judge's Office Budget Summary		Fixed Costs					
	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp		28,380	22,793	28,380	28,380	0.0%
		Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials						
		Cash Capital Outlay Projects					
		Total	28,380	22,793	28,380	28,380	0.0%
		Total - City Attorney & Police Judge	28,380	22,793	28,380	28,380	0.0%
424 - Contributions							
001.424.568.000	Contributions - Dispersed						
	Region 9 Planning & Development Council		1,645	1,645	1,645	1,645	0.0%
	PANTRAN		12,000	12,000	12,000	12,000	0.0%
	Independent Fire Dept		10,000	10,000	10,000	14,000	40.0%
	Citizen Fire Dept.		5,000	5,000	5,000	9,000	80.0%
	Mini-Grant Program		50,000	50,000	50,000	-	-100.0%
	Community Sponsorship		5,000	5,000	5,000	5,000	0.0%
		Total	83,645	83,645	83,645	41,645	-50.2%

Planning and Zoning						
001.437.103.000	Planning & Zoning Salary (5 FT employees)	270,736	225,077	254,929	259,811	1.9%
001.437.104.000	Planning and Zoning FICA	21,659	17,099	20,394	20,000	-1.9%
001.437.105.000	Planning and Zoning Insurance	69,560	41,820	59,090	75,810	28.3%
001.437.106.000	Planning and Zoning Retirement	26,824	17,364	25,493	23,050	-9.6%
001.437.108.000	Planning and Zoning Overtime/Extra Help	2,000	46	2,000	2,000	0.0%
001.437.112.001	Planning and Zoning Printing	300	-			
001.437.214.000	Planning and Zoning Travel	3,000	9,390	3,000	3,000	0.0%
001.437.217.000	Planning and Zoning Vehicle Repair	1,000	310	1,000	1,000	0.0%
001.437.218.001	Planning and Zoning Postage	650		500	500	0.0%
001.437.219.000	Planning & Zoning Building & Equip. Rents	10				
001.437.220.000	Planning and Zoning Legal Publications	1,000	1,393	1,000	1,000	0.0%
001.437.221.000	Planning and Zoning Training	6,000	1,294	6,000	6,000	0.0%
001.437.222.000	Planning & Zoning Dues and Subscriptions	1,000	397	1,000	1,000	0.0%
001.437.223.000	Planning and Zoning Professional Services	25,000	30,207	25,000	25,000	0.0%
001.437.226.000	Planning and Zoning Insurance & Bonds	10				
001.437.230.001	Planning and Zoning Contracted Services	50,000	5,000	50,000	50,000	0.0%
001.437.238.000	Planning and Zoning Refund of Deposits	800	400	1,000	1,000	0.0%
001.437.341.000	Planning and Zoning Supplies and Materials	5,000	4,870	5,000	5,000	0.0%
001.437.343.000	Planning and Zoning Gas, Oil, Tires	2,000	874	2,000	2,000	0.0%
001.437.353.000	Planning and Zoning Computer Software	12,000	28,900	35,000	35,000	0.0%
001.437.459.000	Planning and Zoning Capital Outlay	1,000				

001.437.570.000	Planning and Zoning Miscellaneous	500		500	500	0.0%
	Total	500,049	384,441	492,906	511,671	3.8%
Planning & Zoning	Fixed Costs					
Budget Summary	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp	399,789	312,090	370,906	389,671	5.1%
	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials	99,260	72,351	122,000	122,000	0.0%
	Cash Capital Outlay Projects	1,000	-	-	-	
	Total Planning and Zoning, Building Insp.	500,049	384,441	492,906	511,671	3.8%
Elections						
001.438.101.000	Elections Salary	0	0	2,175	2,175	0.0%
001.438.220.000	Elections Advertising	0	0	175	175	0.0%
001.438.226.000	Elections Insurance and Bonds	0	0			
001.438.341.000	Elections Supplies and Materials	0	0	1,650	1,650	0.0%
	Total	0		4,000	4,000	0.0%
City Hall						
001.440.103.000	City Hall Salary (2 FT & 4 PT employees)	135,756	124,227	138,126	141,600	2.5%
001.440.104.000	City Hall FICA	10,860	9,632	11,050	11,000	-0.5%
001.440.105.000	City Hall Insurance	27,523	24,653	27,340	28,810	5.4%
001.440.106.000	City Hall Retirement	13,576	6,526	10,000	10,470	4.7%
001.440.108.000	City Hall Overtime / Extra Help	1,500	26	1,500	1,500	0.0%
001.440.211.000	City Hall Telephone	31,000	5,981	31,000	16,000	-48.4%
001.440.212.000	City Hall Printing	1,000				

001.440.213.000	City Hall Utilities	25,000	17,505	25,000	25,000	0.0%
001.440.214.000	City Hall Travel	1,000		1,000	1,000	0.0%
001.440.215.000	City Hall Maintenance / Repair Building	2,000	2,826	2,000	2,000	0.0%
001.440.216.000	City Hall Maintenance / Repair Equipment	2,000		2,000	2,000	0.0%
001.440.217.000	City Hall Vehicle Repair	200	117	200	200	0.0%
001.440.218.000	City Hall Postage / Meter	5,740	4,795	6,000	6,000	0.0%
001.440.219.000	City Hall Building and Equipment Rents	228,000	8,215	41,000	41,000	0.0%
001.440.220.000	City Hall Advertising / Legal Publications	7,000	1,533	7,000	7,000	0.0%
001.440.221.000	City Hall Training	1,000		1,000	1,000	0.0%
001.440.222.000	City Hall Dues and Subscriptions	1,500	1,209	1,500	1,500	0.0%
001.440.223.000	City Hall Professional Services	12,000	44,403	25,000	25,000	0.0%
001.440.224.000	City Hall Audit Costs	20,000	15,965	20,000	20,000	0.0%
001.440.226.001	City Hall Insurance and Bonds (Liability)	143,228	131,408	130,000	140,000	7.7%
001.440.226.002	City Hall Insurance and Bonds-Workers Com	60,000		60,000	25,000	-58.3%
001.440.230.000	City Hall Contracted Services	102,000	63,866	100,000	88,600	-11.4%
001.440.232.000	City Hall Bank Charges	4,000	7,960	7,000	7,000	0.0%
001.440.236.000	City Hall Refunds	4,300	73,065	2,000	2,000	0.0%
001.440.237.000	City Hall Building Commission Rent		186,484	187,000	187,000	0.0%
001.440.341.000	City Hall Supplies and Materials	23,525	12,586	23,500	23,500	0.0%
001.440.343.000	City Hall Oil and Gas	500	307	500	500	0.0%
001.440.345.000	City Hall Mats Uniforms	2,000		2,000	2,000	0.0%
001.440.353.000	City Hall Computer Software	12,000	16,992	12,000	36,000	200.0%
001.440.354.000	City Hall Payroll Advance	100				

001.440.457.000	City Hall Capital Outlay	100			50,000	
001.440.568.000	Contributions to Other Funds	-				
001.440.570.000	City Hall Miscellaneous Fees	100	379	100	100	0.0%
	Total	878,508	760,660	874,816	902,780	3.2%
City Hall & Elections	Fixed Costs (Includes Elections)					
Budget Summary	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp	396,543	482,956	571,191	551,555	-3.4%
	Operations (Includes Elections)					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials	481,865	277,704	307,625	305,225	-0.8%
	Cash Capital Outlay	100	-	-	50,000	
	Total	878,508	760,660	878,816	906,780	3.2%
	Total - City Hall & Elections	878,508	760,660	878,816	906,780	3.2%
001.444.000.000	Contributions to Others Funds		11,898			
	Powhatan Project					
	Municipal Capital Improvement					
	Municipal Stabilization	145,487	145,487			
	P&R Capital Plan					
	Capital savings account 3 year					
	Capital Improvement Road Fund					
	Sidewalk Improvement Fund					
	City wide phone system - VOIP in 2015					
	City Hall improvements - A/C & Generator					
	Computer upgrade - 3 yr rotation					
	Advocate and grant administration					
	Total Contributions	145,487	157,385	-	-	
001.699.000.000	Contingencies	148,251		150,558	159,113	5.7%

	Total	293,738	157,385	150,558	159,113	5.7%
General Government	Fixed Costs					
Budget Summary	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp	1,094,152	1,149,312	1,222,338	1,227,639	0.4%
	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials	601,125	369,788	465,125	468,725	0.8%
	Cash Capital Outlay	1,200	-	-	50,000	
	424 - Contributions - Dispersed	83,645	83,645	83,645	41,645	-50.2%
	444 - Contributions to Other Funds	145,487	157,385	-	-	
	699 - Contingencies	148,251	-	150,558	159,113	5.7%
General Government	Total Expenditures	2,073,860	1,760,130	1,921,666	1,947,122	1.3%
Total - City Administration		2,073,860	1,760,130	1,921,666	1,947,122	1.3%
700 - Police						
001.700.103.000	Police Salary (16 FT & 2 PT employees)	745,390	749,952	798,648	886,400	11.0%
001.700.104.000	Police FICA	59,631	67,210	63,892	71,000	11.1%
001.700.105.000	Police Insurance	163,282	148,392	181,459	206,433	13.8%
001.700.106.000	Police Retirement	73,599	68,002	79,865	96,150	20.4%
001.700.108.000	Police Overtime / Extra Help	75,000	58,284	75,000	75,000	0.0%
001.700.211.000	Police Telephone	22,000	1,148	20,000	9,000	-55.0%
001.700.212.000	Police Printing	1,000				
001.700.213.000	Police Utilities	8,000	14,446	9,000	15,000	66.7%
001.700.214.000	Police Travel	15,000	3,487	15,000	12,000	-20.0%
001.700.215.000	Police Maintenance / Repair Building	7,000	6,647	7,000	10,000	42.9%

001.700.216.000	Police Maintenance / Repair Equipment	2,000	2,109	2,000	2,000	0.0%
001.700.217.000	Police Vehicle Maintenance	12,000	11,734	12,000	12,000	0.0%
001.700.218.000	Police Postage	1,000	1,013	1,000	1,000	0.0%
001.700.219.000	Police Building and Equipment Rents	34,800	3,483	4,800	5,000	4.2%
001.700.220.000	Police Advertising / Legal Publication	1,200	1,491	1,200	1,200	0.0%
001.700.221.000	Police Training	12,500	6,291	10,000	10,000	0.0%
001.700.222.000	Police Dues and Subscriptions	1,000	1,020	1,000	1,000	0.0%
001.700.223.000	Police Professional Services	7,000	1,986	7,000	10,000	42.9%
001.700.230.000	Police Contracted Services	18,000	10,632	18,000	18,000	0.0%
001.700.233.000	Police Investigation Fees	2,000		2,000	2,000	0.0%
001.700.235.000	Police Remittance of Fees Collected	25,000	50,488	50,000	50,000	0.0%
001.700.236.000	Police Refunds	3,000		1,000	1,000	0.0%
001.700.237.000	Police Building Commission Rent		29,703	30,000	30,000	0.0%
001.700.341.000	Police Supplies and Materials	27,000	17,969	27,000	42,000	55.6%
001.700.343.000	Police Gas Oil Tires	42,000	21,427	40,000	40,000	0.0%
001.700.345.000	Police Uniforms	10,000	4,444	7,500	7,500	0.0%
001.700.353.000	Police Computer Software		20,158	15,000	20,000	33.3%
	Total	1,368,402	1,301,516	1,479,364	1,633,683	10.4%
704 - Crossing Guards						
001.704.103.000	Crossing Guards Salary (7 PT Employees)	27,540	21,030	21,700	23,000	6.0%
001.704.104.000	Crossing Guards FICA	2,163	1,608	1,736	1,840	6.0%
001.704.226.000	Crossing Guards Insurance and Bonds	1,000				

001.704.570.000	Crossing Guards Misc	100		100	100	0.0%
001.704.345.000	Crossing Guards Uniforms	-				
	Total	30,803	22,638	23,536	24,940	6.0%
Public Safety	Fixed Costs (Includes Crossing Guards)					
Budget Summary	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp	1,185,205	1,158,403	1,284,900	1,419,423	10.5%
	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials	214,000	165,751	218,000	239,200	9.7%
	Cash Capital Outlay Projects	-	-	-	-	
Public Safety	Total Expenditures	1,399,205	1,324,154	1,502,900	1,658,623	10.4%
Total - Police & Crossing Guards		1,399,205	1,324,154	1,502,900	1,658,623	10.4%
750 - Streets						
001.750.103.000	Streets Salary (10 FT employees)	382,250	340,860	396,351	414,200	4.5%
001.750.104.000	Streets FICA	30,580	27,188	31,708	33,000	4.1%
001.750.105.000	Streets Insurance	133,791	126,623	133,619	133,630	0.0%
001.750.106.000	Streets Retirement	38,225	29,972	39,635	40,050	1.0%
001.750.108.000	Streets Overtime / Extra Help	15,000	8,976	15,000	15,000	0.0%
001.750.211.000	Streets Telephone	12,000	4,184	10,000	10,000	0.0%
001.750.213.000	Streets Utilities	10,000	6,812	10,000	10,000	0.0%
001.750.214.000	Streets Travel	300	710	1,500	1,500	0.0%
001.750.215.000	Streets Maintenance / Repair Building	3,000	7,323	3,000	3,000	0.0%
001.750.216.000	Streets Maintenance / Repair Equipment	6,000	3,904	10,000	10,000	0.0%
001.750.217.000	Streets Maintenance / Repair Vehicles	15,000	13,609	12,000	15,000	25.0%

001.750.219.000	Streets Building and Equipment Rents	2,000	9,339	2,000	6,000	200.0%
001.750.221.000	Streets Training	500	181	2,000	2,000	0.0%
001.750.222.000	Streets Dues	500	92	500	500	0.0%
001.750.223.000	Streets Professional Services	500		500	500	0.0%
001.750.226.000	Streets Insurance and Bonds	100	100	100	100	0.0%
001.750.230.000	Streets Contracted Services	25,000	63,016	35,000	96,000	174.3%
001.750.341.000	Streets Supplies and Materials	100,000	74,304	100,000	100,000	0.0%
001.750.343.000	Streets Gas Oil Tires	30,000	20,345	20,000	22,000	10.0%
001.750.345.000	Streets Uniforms	2,500	4,581	5,000	5,000	0.0%
001.750.457.000	Streets Capital Outlay	6,000				
001.750.570.000	Streets Miscellaneous Fees	100				
	Total	813,346	742,119	827,913	917,480	10.8%
751 - Street Lights						
001.751.213.000	Street Lights - Utilities	78,000	82,213	75,000	82,000	9.3%
001.751.230.000	Street Lights - Contracted Service	2,000		2,000	-	-100.0%
	Total	80,000	82,213	77,000	82,000	6.5%
Streets & Transportation						
Budget Summary	Fixed Costs					
	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp	603,746	539,283	625,413	644,980	3.1%
	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials	283,600	285,049	279,500	354,500	26.8%
	Cash - Capital Outlay	6,000	-	-	-	

Streets & Transportation	Total Expenditures	893,346	824,332	904,913	999,480	10.5%
Total - Streets & Streetlights		893,346	824,332	904,913	999,480	10.5%
800 - Garbage						
001.800.230.000	Garbage Contracted Services	380,000	122,591	380,000	380,000	0.0%
	Total	380,000	122,591	380,000	380,000	0.0%
Garbage	Fixed Costs					
Budget Summary	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp					
	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials	380,000	122,591	380,000	380,000	0.0%
	Cash - Capital Outlay	-	-	-	-	
Health & Sanitation	Total Expenditures	380,000	122,591	380,000	380,000	0.0%
Total - Health & Sanitation		380,000	122,591	380,000	380,000	0.0%
900 - Parks & Recreation						
001.990.100	Parks & Recreation Pass through Hotel Tax	100,000	228,477	150,000	165,000	10.0%
	Total	100,000	228,477	150,000	165,000	10.0%
Total - Parks & Recreation		100,000	228,477	150,000	165,000	10.0%
901 - Convention & Visitors Bureau (CVB)						
001.990.100	CVB Pass through Hotel Tax	100,000	226,324	150,000	165,000	10.0%
	Total	100,000	226,324	150,000	165,000	10.0%
Total - Cultural & Recreation		100,000	226,324	150,000	165,000	10.0%
Cultural & Recreation	Fixed Costs					

Budget Summary	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp	200,000	454,801	300,000	330,000	10.0%
	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials	-	-	-	-	
	Cash Capital Outlay	-	-	-	-	
Cultural & Recreation	Total	200,000	454,801	300,000	330,000	10.0%
Total - Parks & Recreation and Cultural & Recreation		200,000	454,801	300,000	330,000	10.0%
Capital Project Expenditures						
	975 - General Government		75,592			
	976 - Public Safety	20,000	7,832			
	977 - Streets & Transportation		189,219			
	Total	20,000	272,643			
General Fund	Fixed Costs					
Budget Summary	Salary, Insurance, FICA/SS, Retirement, Uniforms, Travel, Training	2,883,102	2,846,999	3,132,651	3,292,042	5.1%
	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials	1,478,725	943,178	1,342,625	1,442,425	7.4%
	Cash Capital Outlay	27,200	272,643	-	50,000	
	424 - Contributions - Dispersed	83,645	83,645	83,645	41,645	-50.2%
	444 - Contributions to Other Funds	145,487	157,385	-	-	
	699 - Contingencies	148,251	-	150,558	159,113	5.7%
	900-Contributions to Cultural & Recreation	200,000	454,801	300,000	330,000	10.0%
	Total	4,966,410	4,758,651	5,009,479	5,315,225	6.1%

		4,966,411	4,758,651	5,009,479	5,315,225	6.1%
Budget Summary		By Category - Department				
	General Fund Revenues	4,955,082		5,009,479	5,315,225	6.1%
	General Fund Expenses	4,955,082		5,009,479	5,315,225	6.1%



MAYOR & CITY COUNCIL

General Fund Department 409/410

**CITY OF RANSON
CITY COUNCIL & MAYOR
GENERAL FUND DEPARTMENT 409/410**

DEPARTMENT SUMMARY

DEPARTMENT PURPOSE: The City of Ranson was incorporated in 1910 under the provisions of the West Virginia Code. Ranson is governed by the City Council and operates under the Mayor-Manager form of government. The City Council functions as the policy making body and it has the ultimate responsibility to the residents of Ranson for the implementation of all programs and City services. The Council approves all ordinances, resolutions, and major contracts, modifies and approves the budget, and has the responsibility of employing the City Manager.

The Council appoints citizens to the following advisory boards, commissions and committees:

- Ranson Planning Commission
- Ranson Board of Zoning Appeals
- Ranson Building Commission
- Ranson Economic Development Authority
- Ranson Parks and Recreation Commission
- Ranson Convention and Visitors Bureau

All major changes in policy direction or organizational changes must be approved by the City Council. The City Council sets the policy and adopts the annual City budget. The City Manager and staff enforce the laws and implement the programs and policies, which are established by the City Council. Ranson has an elected seven member City Council consisting of 3 at-large Council members, 3 ward Council members and the Mayor. The members are selected for four (4) year terms. The Mayor and the Council as a collective body is the power of authority. Council members have no authority as individuals; they must act by a majority to achieve their collective objective.

PRIOR YEAR – GOALS ACHIEVED

1. Adopted and maintained a balanced budget within available revenue stream.
2. Maintained and/or increased deposits into Municipal Stabilization, Contingency and Capital Improvement funds.
3. Completed Fairfax Boulevard Phase I.
4. Adopted Home Rule Authority ordinances.
5. Implemented Capital Improvement Budget and Plan..

STRATEGIC GOALS

1. **Council Operations – Sustain Effective City Government** – The City Council provides broad policy direction to the City Manager related to the operations of the City with particular focus related to cost recovery, project prioritization, establishing service levels, long-term fiscal health, and implementation of the Comprehensive Plan.
2. **Communications and Civic Engagement** – City Council provides ongoing direction to maintain and improve upon the City’s communication with residents and community members. These efforts include press releases, meetings, workshops, web-site information, informal meetings and other means of communication.
3. **Fiscal Health – Budget to Support the City’s Vision** – City Council provide policy direction related to budget development, cost recovery and certain programs, fee structures and direction to live within the City’s revenue streams.

CURRENT YEAR – 2017/2018 GOALS & OBJECTIVES

1. Adopt and maintain a balanced budget.

2. Continue to work with City staff on improving City services, facilities and infrastructure, maintenance levels and replacement schedules for wastewater lines, identification of core service levels, review of utility enterprise operations and rates necessary to support them.
3. Provide direction to City Manager related to ongoing efforts to implement Comprehensive Plan.
4. Serve on various local and regional committees and boards representing City interests.
5. Continue to review and update various fiscal related policies.
6. Implement policies to encourage economic development and increase property values throughout the City.

MAJOR HIGHLIGHT

Adoption and maintenance of balanced budget and implementation of the City's Comprehensive plan.

MAJOR BUDGET CHANGES

None

Account Number	Description	Council Original Budget 2015-2016	Actual 6/30/2016	Council Current Budget 2016-2017	Council Proposed Budget 2017-2018	Year over year Changes (%age) FY 17 to FY 18
409 - Mayor's Office						
001.409.101.000	Mayor Salary	9,000	8,625	9,000	9,000	0.0%
001.409.104.000	Mayor FICA	720	659	720	720	0.0%
001.409.214.000	Mayor Travel	2,000	2,765	2,000	2,000	0.0%
001.409.226.000	Mayor Insurance Bonds	100		100	100	0.0%
	Total	11,820	12,049	11,820	11,820	0.0%
410 - City Council						
001.410.101.000	City Council Salary	45,600	44,650	45,600	45,600	0.0%
001.410.104.000	City Council FICA	3,648	3,415	3,648	3,648	0.0%
001.410.214.000	City Council Travel	1,000		1,000	1,000	0.0%
001.410.226.000	City Council Insurance Bonds	-				
	Total	50,248	48,065	50,248	50,248	0.0%
Mayor, & Council Budget Summary	Fixed Costs					
	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp	62,068	60,114	62,068	62,068	0.0%
	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials					
	Cash Capital Outlay Projects					
	Total	62,068	60,114	62,068	62,068	0.0%
Total - Mayor, Council		62,068	60,114	62,068	62,068	0.0%



ADMINISTRATION & CITY CLERK

General Fund Department 412

**CITY OF RANSON
CITY ADMINISTRATION
GENERAL FUND DEPARTMENT 412**

DEPARTMENT SUMMARY

DEPARTMENT PURPOSE: The City Manager proves overall administration, leadership and direction for the City organization function in a role to that of a CEO or COO of a private company. The City Manager is appointed by the City Council. The Administration Department is also responsible for human resources, overall budgeting, Council relations and support and public information. The office of the City Manager performs the following functions:

1. Appoint and suspend or remove all city employees and appointive Administrative Officers provided for by or under this charter, except as otherwise provided by law, this charter or personnel rules adopted pursuant to this charter. The City Manager may authorize any Administrative Officer subject to the Manager's direction and supervision to exercise these powers with respect to subordinates in that officer's department, office or agency;
2. Direct and supervise the administration of all departments, offices and agencies of the City, except as otherwise provided by charter or by law;
3. Attend all City Council meetings. The City Manager shall have the right to take part in discussion but shall not vote;
4. See that all laws, provisions of this charter and acts of the City Council, subject to enforcement by the City Manager or by officers subject to the Manager's direction and supervision, are faithfully executed;
5. Prepare and submit the annual budget and capital program to the City Council, and implement the final budget approved by Council to achieve the goals of the City;
6. Submit to the City Council and make available to the public a complete report on the finances and administrative activities of the City as of the end of each fiscal year;
7. Prepare other reports as the City Council may require concerning operations;
8. Keep the City Council fully advised as to the financial condition and future needs of the City;
9. Make recommendations to the City Council concerning the affairs of the City and facilitate the work of the City Council in developing policy;
10. Provide staff support services for the Mayor and Council Members;
11. Assist the Council to develop long term goals for the City and strategies to implement these goals;
12. Encourage and provide staff support for regional and intergovernmental cooperation;
13. Promote partnerships among Council, Staff, and Citizens in developing public policy and building a sense of community; and
14. Perform such other duties as are specified or may be required by the City Council.

PRIOR YEAR – GOALS ACHIEVED

1. Proposed and City Council adopted a balanced budget while increasing General Fund contingency, municipal stabilization and capital improvement fund.
2. Continued to implement and provide direction related to the City Council's adopted Comprehensive Plan.
3. Continued management of operating departments to maintain and deliver core services at Council's directed level of service within available revenue.
4. Completed Fairfax Boulevard Phase I from planning/engineering to construction.
5. Implemented West Virginia Home Rule Authority ordinances adopted by City Council.
6. Negotiation of development agreements within Potomac Entertainment District and Flowing Springs Development District.
7. Completed employee merit system evaluations.
8. Completed new personnel manual to be launched in 2016/2017.
9. Represented Ranson at National Brownfields Conference, International City Manager's Conference and spoke at several events throughout region and State about Ranson.
10. Drafted, completed and organized all ordinances, resolutions, agendas and minutes.

STRATEGIC GOALS

1. **Leadership, Council Operations, Sustain Effective City Governance** – As a public agency, it is imperative to be open to, accessible by and responsive to, the public we serve while avoiding the appearance of legal or ethical conflicts of interest.
2. **Optimize Organizational Structure** – The City must continue on an ongoing basis to evaluate its organizational staffing structures and ensure that employees are competitively compensated.
3. **Administrative Management and Workforce Succession** – Sustaining a highly performing and skilled workforce and ensuring continued access to highly qualified key consultants and independent contractors for the next five to ten years is critical to the vision and operations of the City. It is also critical to have systems in place that allow work teams and individuals across departments to document their knowledge, progress and projects for their own use, by others in the organization and their successors.
4. **Improve Organizational Communications** – Fostering greater communication between peers, co-workers, departments is critical to efficiency and effectiveness.

CURRENT YEAR – 2017/2018 GOALS & OBJECTIVES

1. Continue to implement and provide direction related to the City Council’s adopted Comprehensive Plan.
2. Continue management of operating departments to maintain and deliver core services at Council’s directed level of service within available revenue.
3. Propose and implement sewer organization.
4. Complete construction of Fairfax Boulevard.
5. Finalize Certification of Completion for former foundry site and market property.
6. Continue economic development partnerships with goal of increase sales tax, B&O and ad valorem.

MAJOR HIGHLIGHT

Continuing implementation of Comprehensive Plan; and monitor budget and service levels while evaluating cost recovery opportunities and other revenue sources.

MAJOR BUDGET CHANGES

COLA Increase; Health Insurance; Council Minutes software.

Account Number	Description	Council Original Budget 2015-2016	Actual 6/30/2016	Council Current Budget 2016-2017	Council Proposed Budget 2017-2018	Year over year Changes (%age) FY 17 to FY 18
412 - City Administration Office						
001.412.103.000	City Administration Salary (1 FT 1PT employees)	151,094	206,192	145,606	150,540	3.4%
001.412.104.000	City Administration FICA	12,087	16,360	11,648	11,517	-1.1%
001.412.105.000	City Administration Insurance	21,684	26,324	15,138	15,908	5.1%
001.412.106.000	City Administration Retirement	15,109	16,006	11,000	10,600	-3.6%
001.412.214.000	City Administration Travel	4,000	4,417	4,000	5,000	25.0%
001.412.219.000	City Administration Building and Equip. Rents	100				
001.412.221.000	City Administration Training	3,000	2,060	2,000	2,000	0.0%
001.412.222.000	City Administration Dues and Subscriptions	3,000	1,155	2,000	2,000	0.0%
001.412.223.000	City Administration Professional Services	15,000	15,457	25,000	25,000	0.0%
001.412.226.000	City Administration Insurance and Bonds	398		400	400	0.0%
001.412.341.000	City Administration Supplies and Materials	1,000	1,472	3,000	5,000	66.7%
001.412.343.000	City Administration Gas Oil Tires	400	305	500	500	0.0%
001.412.353.000	City Administration Computer Software	500	1,344	5,000	9,000	80.0%
001.412.457.000	City Administration Capital Outlay	100				
	Total	227,472	291,092	225,292	237,465	5.4%
City Administration	Fixed Costs					
Budget Summary	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp	207,372	271,359	189,792	195,965	3.3%
	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials	20,000	19,733	35,500	41,500	16.9%
	Cash Capital Outlay Projects	100	-	-	-	
	Total	227,472	291,092	225,292	237,465	5.4%
Total - City Administration		227,472	291,092	225,292	237,465	5.4%



FINANCE & CITY HALL

General Fund Department 440

**CITY OF RANSON
FINANCE/CITY HALL
GENERAL FUND DEPARTMENT 440**

DEPARTMENT SUMMARY

DEPARTMENT PURPOSE: The Finance Department is responsible for the financial management and oversight of all City funds, providing centralized accounting and administrative support services to all departments and providing service and information to the public. Primary responsibilities include:

1. Develop and monitor a City budget that is fiscally conservative.
2. Coordinate annual financial audit and other audits as requested for the General Fund, Sewer Operating Fund and various Commissions and their associated funds.
3. Management, oversight and coordination of training on the City's financial software.
4. Preparation of monthly financial reports and other various management reports and analysis.
5. Management of the City's cash and investments.
6. Ensure compliance with debt covenants.
7. Oversee general ledger and reconciliation of accounts.
8. Grants management and reporting.
9. Process and approve payroll and accounts payable for all City funds.
10. Process and file quarterly and annual IRS income tax statements. In addition, process and complete employee W2s, and vendor 1099s.
11. Oversee purchasing process in order to find methods of streamlining and improving the system, while ensuring that every dollar of expense is tracked correctly.
12. Utility billing and other revenue collections.
13. Administration and collection of business and occupation tax and business licenses.
14. Provide administrative support to City Manager on special projects.

PRIOR YEAR – GOALS ACHIEVED

1. Obtained a clean audit report.
2. Provided administrative support to Administrative Department
 - a. Employee step and grade system.
 - b. Contractual bidding support (workers compensation, liability insurance, landscaping)
 - c. Federal grant reporting support.
3. Prepared and maintained a balanced budget within available revenue stream.
4. Continued a program of visiting and auditing delinquent Business Licenses and B&O taxes.
5. Implemented OpenGov financial transparency software for Department Heads and Stakeholders.

STRATEGIC GOALS

1. **Update City Financial Policies and Procedures** – Continue review, update and document finance policies and procedures to incorporate best practices and increase efficiencies by maximizing use of City's comprehensive finance software.
2. **Optimize Organizational Structure** – Develop cross-training and staff development opportunities for Finance and Administration staff to ensure core tasks can be completed when key staff are absent or vacate a position.
3. **Communication and Civic Engagement** – Current financial reports and budget to be posted on website for easy access.
4. **Budget to Support the City's vision and mission** – Develop and present a budget to provide information in a clear format with detailed financial analysis supporting revenues and expenditures assumptions. Continually monitor budget and actual trends throughout fiscal year. Provide monthly financial reports to Council, City Manager and management team; prepare comprehensive mid-year budget review and recommended adjustments when needed.
5. **Five Year Capital Improvement Program Budget** – Coordinate with City Manager and management team to begin a CIP budget.
6. **Accumulate restricted reserves for future needs** – Build Strong General fund reserves in the Municipal Stabilization and Capital Improvement funds.

CURRENT YEAR – 2017/2018 GOALS & OBJECTIVES

1. Prepare and maintain a balanced budget.
2. Continue departmental training on financial software with focus on development of reports and utilization of advanced features in order to leverage technology and automation to improve customer service delivery.
3. Continuation and refinement of City’s Financial Management Plan.
4. Develop and work towards a Government Finance Officers Association (GFOA) budget accreditation.
5. Separate individual department expenditures from City Hall budget line item and place in proper departments (workers compensation; health insurance, contractual) to get a true sense of departmental costs.
6. Continue tax delinquency collections and identifying businesses and vendors who are not licensed within the City.

MAJOR HIGHLIGHT

Implementation of separate Capital Improvement and Reserve Fund by transferring one-time collections and gaming funds from operations to capital.

MAJOR BUDGET CHANGES

COLA; Health Insurance; Microsoft Office 365 subscription; OverGov software.

Account Number	Description	Council		Council	Council	Year over year
		Original Budget	Actual 6/30/2016	Current Budget	Proposed Budget	Changes (%age)
		2015-2016		2016-2017	2017-2018	FY 17 to FY 18
City Hall						
001.440.103.000	City Hall Salary (2 FT & 4 PT employees)	135,756	124,227	138,126	141,600	2.5%
001.440.104.000	City Hall FICA	10,860	9,632	11,050	11,000	-0.5%
001.440.105.000	City Hall Insurance	27,523	24,653	27,340	28,810	5.4%
001.440.106.000	City Hall Retirement	13,576	6,526	10,000	10,470	4.7%
001.440.108.000	City Hall Overtime / Extra Help	1,500	26	1,500	1,500	0.0%
001.440.211.000	City Hall Telephone	31,000	5,981	31,000	16,000	-48.4%
001.440.212.000	City Hall Printing	1,000				
001.440.213.000	City Hall Utilities	25,000	17,505	25,000	25,000	0.0%
001.440.214.000	City Hall Travel	1,000		1,000	1,000	0.0%
001.440.215.000	City Hall Maintenance / Repair Building	2,000	2,826	2,000	2,000	0.0%
001.440.216.000	City Hall Maintenance / Repair Equipment	2,000		2,000	2,000	0.0%
001.440.217.000	City Hall Vehicle Repair	200	117	200	200	0.0%
001.440.218.000	City Hall Postage / Meter	5,740	4,795	6,000	6,000	0.0%
001.440.219.000	City Hall Building and Equipment Rents	228,000	8,215	41,000	41,000	0.0%
001.440.220.000	City Hall Advertising / Legal Publications	7,000	1,533	7,000	7,000	0.0%
001.440.221.000	City Hall Training	1,000		1,000	1,000	0.0%
001.440.222.000	City Hall Dues and Subscriptions	1,500	1,209	1,500	1,500	0.0%
001.440.223.000	City Hall Professional Services	12,000	44,403	25,000	25,000	0.0%
001.440.224.000	City Hall Audit Costs	20,000	15,965	20,000	20,000	0.0%
001.440.226.001	City Hall Insurance and Bonds (Liability)	143,228	131,408	130,000	140,000	7.7%
001.440.226.002	City Hall Insurance and Bonds-Workers Com	60,000		60,000	25,000	-58.3%
001.440.230.000	City Hall Contracted Services	102,000	63,866	100,000	88,600	-11.4%
001.440.232.000	City Hall Bank Charges	4,000	7,960	7,000	7,000	0.0%
001.440.236.000	City Hall Refunds	4,300	73,065	2,000	2,000	0.0%
001.440.237.000	City Hall Building Commission Rent		186,484	187,000	187,000	0.0%
001.440.341.000	City Hall Supplies and Materials	23,525	12,586	23,500	23,500	0.0%

001.440.343.000	City Hall Oil and Gas	500	307	500	500	0.0%
001.440.345.000	City Hall Mats Uniforms	2,000		2,000	2,000	0.0%
001.440.353.000	City Hall Computer Software	12,000	16,992	12,000	36,000	200.0%
001.440.354.000	City Hall Payroll Advance	100				
001.440.457.000	City Hall Capital Outlay	100			50,000	
001.440.568.000	Contributions to Other Funds	-				
001.440.570.000	City Hall Miscellaneous Fees	100	379	100	100	0.0%
	Total	878,508	760,660	874,816	902,780	3.2%
City Hall & Elections	Fixed Costs (Includes Elections)					
Budget Summary	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp	396,543	482,956	571,191	551,555	-3.4%
	Operations (Includes Elections)					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials	481,865	277,704	307,625	305,225	-0.8%
	Cash Capital Outlay	100	-	-	50,000	
	Total	878,508	760,660	878,816	906,780	3.2%
	Total - City Hall & Elections	878,508	760,660	878,816	906,780	3.2%



COMMUNITY DEVELOPMENT

PLANNING & ZONING

DEVELOPMENT SERVICES

ECONOMIC DEVELOPMENT

COMMUNITY DEVELOPMENT

General Fund Department 437

**CITY OF RANSON
COMMUNITY DEVELOPMENT
GENERAL FUND DEPARTMENT 437**

DEPARTMENT SUMMARY

DEPARTMENT PURPOSE: The Community Development Department is responsible for five (5) main functions: (1) Planning and Zoning; (2) Development Services; (3) Economic Development; (4) Neighborhood Services; and, (5) Community Development. The Department is responsible for preparing, amending maintaining and implementing policies and regulations contained in the City's Comprehensive Plan, Zoning Ordinance, Subdivision Ordinance and Building Code. The implementation of these land development ordinances and policies ensures balanced land uses, orderly development, protection of public health and safety and conservation of environmental resources. The Department is responsible for building inspections, bonding, infrastructure inspections and code enforcement.

The Department is responsible for the following:

Community Development

- Federal/State Agency Liaison
- Coordination with Non-Government Agencies
- Grant Research, Writing and Administration
- Historic Preservation
- Lifecycle Housing Development
- Sustainable Infrastructure Planning
- Urban Agriculture Programs

Urban Planning & Zoning

- Implementation of the Comprehensive Plan
- Long Range Planning
- Management and Update of Zoning Ordinance
- Regulatory Review of Land Development Regulations
- Review of New Community Plans and Subdivisions
- Application of Design Guidelines
- Civic and Public Realm Design

Development Services

- Site Plan Review
- Construction Plan Review
- Infrastructure Permitting and Inspections
- Building Permits and Inspections
- Geographical Information System (GIS)
- Management of Guarantees of Public Improvements and Bonds

Economic Development

- Collecting Community Economic Data
- Monitoring Development and Market Trends
- Business Retention and Expansion
- City Marketing and Promotion
- Employment and Training Efforts

- Business Park Development and Management

Neighborhood Services

- Code Enforcement
- Rental Registration
- Affordable Housing Development
- Home Owner Association (HOA) Liaison
- Community Group Liaison
- Public Engagement

Department staff are responsible for all aspects of community development including the following specific functions:

- Assist citizens and applicants in understanding land use and building regulations and the entitlement process from pre-application through construction through direct consultation to applicants and providing information to the public through the City’s website, public notices and press releases.
- Provide staff support to the Ranson Planning Commission, Ranson Board of Zoning Appeals, and Code Official Board of Appeals.
- Maintain planning and building ordinances by preparing and proposing amendments as necessary and engaging the public, Planning Commission, and City Council in topic specific discussions to develop policy.
- Prepare and incorporate State mandated codes related to building, stormwater management, and air quality.
- Coordinate with outside agencies in carrying out planning and building approvals.
- Maintain and report demographic and housing data as required to other agencies.
- Implement affordable housing goals through inclusionary housing policies and other policies and incentives.
- Evaluate development proposals, prepare and present staff reports; develop and draft recommendations, conditions of approval, and findings for review by the City Council and Ranson Planning Commission and ensure post-approval implementation.
- Evaluate and process major and minor amendments to approved projects.
- Administrate building permit plan checks and building inspections.
- Perform code enforcement violation investigations, site inspections, and enforcement follow-up.
- Review applications requests and issue other licenses and permits as required (e.g., tree removal, home occupations, ABC reports).
- Manage the City of Ranson Residential Rental Registration Program and listed properties.

PRIOR YEAR – GOALS ACHIEVED

1. Enhance the capabilities of the Tyler/EnerGov permit review system to increase staff productivity and broaden communication with applications. Citizens access portal was added to the City’s website allowing applicants, online access to the status of their permits and inspections. Also introduced a Permit “Hotline” and email for applicants and residents to direct questions and request inspections.
2. Began a comprehensive economic development and marketing strategy that recognizes Ranson’s potential while setting manageable steps. This included commissioning a residential market study complete in early 2017.
3. The Department processed site plan applications for three new commercial developments in under two months each. Of these two have broken ground and will complete construction in mid-2017: UPS Store plus retail at 13th and Mildred, and the new Home2Suites at Jefferson Crossings.

4. The Department continues to improve in house expertise through training and proper certifications. This has resulted in department staff advancement and professional growth, and ultimately better development project applications in the City.
The Department has finalized the infrastructure obligations for the completed streets in Fairfax Crossing, the Wild Rose subdivision, and Ranson Gateway development. New construction of streets has begun in Shenandoah Springs.
5. The Department has worked with the Finance Department to improve licensing, Public Works on Capital Projects throughout the City, and the CVB in the promotion of the City.

In 2016, the City saw a change in the trends for building permits. The majority of permits were issued for the renovation or improvement of properties. The Department renewed its focus on Rental Registration that resulted in 153 application which translates to 493 rental units. The Department also conducted almost 400 more inspections in 2016 over 2015. Only 7 new residential building permits, compared to the yearly average of 34 units per year.

STRATEGIC GOALS

1. **Reinvigorate Our Old Town Neighborhoods and Downtown Shopping Districts** – Staff will continue developing an economic development plan that recognizes the importance of redevelopment options, encourages the starting and expansion of small business; and provides a range of housing types to support diverse populations.
2. **Improve the Appearance and Perception of a Renewed Ranson.** Staff will continue a comprehensive approach to attract new investment and support existing businesses in the City. The department will continue to strive to stream line and expediting permit approvals making it easy to invest, focus on code enforcement and removal of visual pollution, and promote the character and vision of the City. We will also use social media, our website, and other publications to promote Ranson and to highlight our many public investments.
3. **Improve Development Review and Permit Management** – Using improved software and more efficient technique, Staff will work to make our development review process predictable and collaborative in the hopes that this effort will encourage more innovative development practices. We will also takes steps to make pending and approved planning actions more accessible to the public.

CURRENT YEAR – 2017/2018 GOALS & OBJECTIVES

1. Upgrade and expand the capabilities of Tyler/EnerGov land management software into planning, service requests, and utility service request.
2. Continue to expand the comprehensive economic development and marketing strategy that recognizes Ranson’s potential while setting manageable steps.
3. Continue to improve the department’s in house expertise by encouraging training and proper certifications, and expanding service offerings.
4. Ensure that all developments and new community plans meets Council’s standards and that developments are fiscally sustainable.

5. Provide assistance as needed to other departments as they manage our many ongoing projects, including the new Capital Improvements Plan.

6. Publicize a Request for Proposal for development opportunity sites, both public and private, such as the beltline corridor.

MAJOR HIGHLIGHT

Develop comprehensive economic development and marketing strategy; publicize Request for Proposal for the former Kidde Foundry site.

MAJOR BUDGET CHANGES

COLA; Health Insurance.

Account Number	Description	Council Original Budget 2015-2016	Actual 6/30/2016	Council Current Budget 2016-2017	Council Proposed Budget 2017-2018	Year over year Changes (%age) FY 17 to FY 18
Planning and Zoning						
001.437.103.000	Planning & Zoning Salary (5 FT employees)	270,736	225,077	254,929	259,811	1.9%
001.437.104.000	Planning and Zoning FICA	21,659	17,099	20,394	20,000	-1.9%
001.437.105.000	Planning and Zoning Insurance	69,560	41,820	59,090	75,810	28.3%
001.437.106.000	Planning and Zoning Retirement	26,824	17,364	25,493	23,050	-9.6%
001.437.108.000	Planning and Zoning Overtime/Extra Help	2,000	46	2,000	2,000	0.0%
001.437.112.001	Planning and Zoning Printing	300	-			
001.437.214.000	Planning and Zoning Travel	3,000	9,390	3,000	3,000	0.0%
001.437.217.000	Planning and Zoning Vehicle Repair	1,000	310	1,000	1,000	0.0%
001.437.218.001	Planning and Zoning Postage	650		500	500	0.0%
001.437.219.000	Planning & Zoning Building & Equip. Rents	10				
001.437.220.000	Planning and Zoning Legal Publications	1,000	1,393	1,000	1,000	0.0%
001.437.221.000	Planning and Zoning Training	6,000	1,294	6,000	6,000	0.0%
001.437.222.000	Planning & Zoning Dues and Subscriptions	1,000	397	1,000	1,000	0.0%
001.437.223.000	Planning and Zoning Professional Services	25,000	30,207	25,000	25,000	0.0%
001.437.226.000	Planning and Zoning Insurance & Bonds	10				
001.437.230.001	Planning and Zoning Contracted Services	50,000	5,000	50,000	50,000	0.0%
001.437.238.000	Planning and Zoning Refund of Deposits	800	400	1,000	1,000	0.0%
001.437.341.000	Planning and Zoning Supplies and Materials	5,000	4,870	5,000	5,000	0.0%
001.437.343.000	Planning and Zoning Gas, Oil, Tires	2,000	874	2,000	2,000	0.0%
001.437.353.000	Planning and Zoning Computer Software	12,000	28,900	35,000	35,000	0.0%
001.437.459.000	Planning and Zoning Capital Outlay	1,000				
001.437.570.000	Planning and Zoning Miscellaneous	500		500	500	0.0%
	Total	500,049	384,441	492,906	511,671	3.8%

Planning & Zoning	Fixed Costs					
	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp	399,789	312,090	370,906	389,671	5.1%
Budget Summary	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials	99,260	72,351	122,000	122,000	0.0%
	Cash Capital Outlay Projects	1,000	-	-	-	
Total Planning and Zoning, Building Insp.		500,049	384,441	492,906	511,671	3.8%



PUBLIC WORKS & STREETS

PUBLIC WORKS ADMINISTRATION

STREET MAINTENANCE

FACILITY MAINTENANCE

PARKS MAINTENANCE

General Fund Department 750

**CITY OF RANSON
PUBLIC WORKS / STREETS
GENERAL FUND DEPARTMENT 750**

DEPARTMENT SUMMARY

DEPARTMENT PURPOSE: The Public Works Department is responsible for four (4) main functions: (1) public works administration; (2) street maintenance; (3) facility maintenance and building services; and, (4) parks maintenance. The Department is responsible for the development, design, construction, operations maintenance and management of the City's public infrastructure, which includes private development review. The Department is responsible for providing safe and well-maintained public facilities and operations in the City. The Public Works Department also provides support to the Community Development Department for the review and approval of private development projects as well as other planning and administrative functions.

The Department is responsible for the following:

Public Works Administration

- Provides oversight of all public improvement projects.
- Guides new infrastructure construction from design to completion.
- Reviews engineering plans and private development drawings to ensure compliance with relevant City codes in the area of subdivisions, stormwater management, site development and road plans.
- Responds to Miss Utility requests.
- Regulates activity in the public right-of-way.
- Implementation of Public Works policies and procedures.
- City-wide vehicle fleet and equipment management.
 - Routine scheduled maintenance.
 - Emergency repair.
 - Parts ordering.
 - Hydraulic repairs.

Street Maintenance

- Provides for the routine and regular maintenance and repair of the City's public infrastructure:
 - 17 miles of City streets
 - City sidewalks
 - Curbs and gutters
 - Signage (street, stop, traffic control, etc.)
 - Striping and painting
 - Street lighting
 - Trees and vegetation in the public right-of-way
- Snow removal services
- Asphalt patching and crack sealing and seal coating.
- Street sweeping services

Facility Maintenance and Building Services

- Responsible for providing routine and emergency maintenance, repair, construction and fire suppression support services to City owned buildings.
- Minor building modifications.
- Planning and administration of facilities.

Parks Maintenance

- Maintains the City's parks, restrooms, picnic tables, benches, parking lots, walking paths, trees and landscaped areas.
- Regularly scheduled, as well as demand driven, responses to weather, park user requests, recreation programming needs and vandalism.

PRIOR YEAR – GOALS ACHIEVED

1. Completed re-alignment improvements on Buchanan Street..
2. Instigated stormwater management engineering plan for Mildred and Beltline.
3. Street sweeping, snow plowing, street maintenance, vehicle fleet management, mowing, building maintenance.
4. Completed 1-1/2mile of asphalt paving.
5. Fairfax Boulevard construction support.
6. Installed and replaced sidewalks at strategic locations around the City consistent with Comprehensive Plan.
7. Provided review and support for new Standards and Specifications Book.

STRATEGIC GOALS

1. **Continue Modern Asset Management Program and Implement Pro-Active Maintenance Measures** – An inventory of infrastructure, asset management system and maintenance measures make City staff more efficient and effective. An equipment replacement program should be established to budget adequate funding for optimum replacement of equipment, vehicles and supplies.
2. **Maintaining and Enhancing the Appearance of Ranson** – City streets should provide safe and pleasurable travel through the City. City streets can provide a first impression to visitors, should they should be smooth and attractive as possible.
3. **Implement Key Capital Improvement Program Projects** – Complete and support construction of Flowing Springs Park, Fairfax Boulevard, street repaving and sidewalk construction.
4. **Maintain Compliance with Current and Evolving Regulations** – The City is required to comply with regulations such as worker safety, American with Disabilities Act, stormwater and traffic
5. **Evaluate Emerging Technologies and Methods** – City staff will study new and emerging technologies to determine which initiatives will improve efficiencies and cost effective services.

CURRENT YEAR – 2017/2018 GOALS & OBJECTIVES

1. Complete Kidde Foundry remediation.
2. Identification of streets needing resurfacing and complete 1 mile, minimum, of asphalt resurfacing.
3. Transfer of maintenance of completed Fairfax Boulevard from WVDOH to City.
4. Transition Department to infrastructure construction and support.
5. Assist with new 12 Avenue sanitary sewer line; diversion of 4th Avenue pump station and decommissioning of Forest Avenue pump station.
6. Street sweeping, snow plowing, street maintenance, vehicle fleet management, mowing or ROW, building maintenance.

MAJOR HIGHLIGHT

Street sweeping, snow plowing, street maintenance, vehicle fleet management, mowing or ROW, building maintenance. Completion of Kidde Foundry remediation. Transition of department to infrastructure improvements and construction.

MAJOR BUDGET CHANGES:

COLA; Health Insurance; Fairfax Boulevard Landscape Contract; Adjustment to reflect actual contractual services.

Account Number	Description	Council Original Budget 2015-2016	Actual 6/30/2016	Council Current Budget 2016-2017	Council Proposed Budget 2017-2018	Year over year Changes (%age) FY 17 to FY 18
750 - Streets						
001.750.103.000	Streets Salary (10 FT employees)	382,250	340,860	396,351	414,200	4.5%
001.750.104.000	Streets FICA	30,580	27,188	31,708	33,000	4.1%
001.750.105.000	Streets Insurance	133,791	126,623	133,619	133,630	0.0%
001.750.106.000	Streets Retirement	38,225	29,972	39,635	40,050	1.0%
001.750.108.000	Streets Overtime / Extra Help	15,000	8,976	15,000	15,000	0.0%
001.750.211.000	Streets Telephone	12,000	4,184	10,000	10,000	0.0%
001.750.213.000	Streets Utilities	10,000	6,812	10,000	10,000	0.0%
001.750.214.000	Streets Travel	300	710	1,500	1,500	0.0%
001.750.215.000	Streets Maintenance / Repair Building	3,000	7,323	3,000	3,000	0.0%
001.750.216.000	Streets Maintenance / Repair Equipment	6,000	3,904	10,000	10,000	0.0%
001.750.217.000	Streets Maintenance / Repair Vehicles	15,000	13,609	12,000	15,000	25.0%
001.750.219.000	Streets Building and Equipment Rents	2,000	9,339	2,000	6,000	200.0%
001.750.221.000	Streets Training	500	181	2,000	2,000	0.0%
001.750.222.000	Streets Dues	500	92	500	500	0.0%
001.750.223.000	Streets Professional Services	500		500	500	0.0%
001.750.226.000	Streets Insurance and Bonds	100	100	100	100	0.0%
001.750.230.000	Streets Contracted Services	25,000	63,016	35,000	96,000	174.3%
001.750.341.000	Streets Supplies and Materials	100,000	74,304	100,000	100,000	0.0%
001.750.343.000	Streets Gas Oil Tires	30,000	20,345	20,000	22,000	10.0%
001.750.345.000	Streets Uniforms	2,500	4,581	5,000	5,000	0.0%
001.750.457.000	Streets Capital Outlay	6,000				
001.750.570.000	Streets Miscellaneous Fees	100				
	Total	813,346	742,119	827,913	917,480	10.8%

751 - Street Lights						
001.751.213.000	Street Lights - Utilities	78,000	82,213	75,000	82,000	9.3%
001.751.230.000	Street Lights - Contracted Service	2,000		2,000	-	-100.0%
	Total	80,000	82,213	77,000	82,000	6.5%
Streets & Transportation						
Budget Summary	Fixed Costs					
	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp	603,746	539,283	625,413	644,980	3.1%
	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials	283,600	285,049	279,500	354,500	26.8%
	Cash - Capital Outlay	6,000	-	-	-	
Streets & Transportation	Total Expenditures	893,346	824,332	904,913	999,480	10.5%
Total - Streets & Streetlights		893,346	824,332	904,913	999,480	10.5%



POLICE & PUBLIC SAFETY

General Fund Department 700

**CITY OF RANSON
POLICE/PUBLIC SAFETY
GENERAL FUND DEPARTMENT 700**

DEPARTMENT SUMMARY

DEPARTMENT PURPOSE: The Police Department is responsible for the protection of life and property, the maintenance of order, the control and prevention of crime, and the enforcement of traffic laws and regulations. The Police Department is committed to exercise its responsibilities in a prudent and fair manner respecting individual dignity regardless of age, sex, social status, ethnic group or creed. The Department provides a full spectrum of municipal law enforcement services, 24-hour a day, 7 days a week. These services include: personnel management (i.e. recruitment, hiring, training, etc.), equipment and vehicle issue and maintenance, records management, crime scene processing, property/evidence management and storage, investigative services, patrol services, disaster response management and training; and special event services.

PRIOR YEAR – GOALS ACHIEVED

1. Officer training.
2. Responding to citizens concerns.
 - a. Monitor and traffic enforcement in subdivisions.
3. Replacement and maintenance of department equipment.
4. Prepared and maintained a balanced budget.
5. Planning community events with different organizations.
6. Worked with local Legislators on introduction of bills for Law Enforcement.
7. Development of Policy and Procedures.
8. Employee evaluations.
9. Provided traffic direction, street closures for events.
10. Participate in county-wide disaster drills. Participate in the activation office of the Homeland Security and FEMA events.
11. Participated, and worked with Ranson Elementary School on drill's and safety issues.
12. Interaction with other local law enforcement agencies. Mutual Aid Agreements.
13. Placing calls for service information on cities web-site. Reference Freedom of Information Act.
14. Slow Down for the Holidays Program - This program gives the city a chance to help some families during the Christmas holiday season.
15. Addressing local Residents whom have not obtained WV Registrations for their vehicles.
16. Provided and paid for extra Law Enforcement Officers to provide security at local football events and other events occurring within the City.
17. Civil Service Commission - Attended and addressed the commission.
18. Detail duty for all City of Ranson events and functions.
19. Worked with local enforcement to develop a plan to join regional drug task force.
20. Assisted in the arrest and arrest warrants of approximately 80 drug related defendants.
21. Launched Police Department Facebook page.

STRATEGIC GOALS

1. **Protecting Community Health and Safety** – Proactive and effective law enforcement services that meet and serve the City's needs are the foundation for a safe community for our residents, businesses and visitors. Crime statistics support that Ranson is a safe community with a lower than average level of criminal activity.
2. **Professional Department** - Maintain a professional and educated Public Safety Department.
3. **Department Role** - Department members are sworn to uphold the Constitution of both the United States and the state of West Virginia. Officers must be trained in these ever changing Situations; Stop, Question and Frisk, Protective "Pat Downs", Consent to Search, Plain View Search, Search of Personal Belongings, Search of Vehicles, Probable Cause, Arrest Warrants, Search Warrants, Video Surveillance Warrants, Search of Personal Belongings, Search of Vehicles, Probable Cause, Arrest Warrants, Search Warrants, Video Surveillance Warrants, etc.

4. **Cultural Differences** - In our current society, there are different ethnic groups. Members of the department must understand these different groups as to not to offend or assist them in their time of need. The department must also work with different ethnic groups to better serve our City.

CURRENT YEAR – 2017/2018 GOALS & OBJECTIVES

1. **Staff Level** - Continue to provide the staff level that is needed to have a safe community. Continue being an equal opportunity employer.
2. **School Safety** - Continue providing the necessary measures and training to our officers to keep our school secure and safe.
3. **Early Warning System** - Attempt to identify a warning system that meets all of our needs as to notifying our citizens in emergency situations.
4. **Staff Education** - Continue providing training to the department’s staff.
5. **Body Worn Cameras** – Implement technology and policy which will be provided through funding by Federal government.
6. **CAD System** - Computer Aided Dispatch, continue to work with Jefferson County Emergency Services on the implementation of this service during this budget year.
7. **Traffic Concerns** - Continuing working on citizen concerns related to traffic violations that occur in their areas.
8. **Software** - Continue to obtain information as to what software is best for the department in the area of crash and crime scene reconstruction, and law enforcement criminal data base.
9. **Legalization of Drugs** – Keeping track on the issues of the possibility what the affects will be.
10. **Effective Leaders** – Continue to build for the future.
11. **Policy & Procedures** – Continue to create and keep policies up to date.
12. **Administrative Training** – Continued through IACP.
13. **Active Shooter** – Preparation continues for any future incidents.
14. **Community Education** - Continue the department’s mission in educating our citizens through speaking with different organizations and groups.

MAJOR HIGHLIGHT

Continue being a positive influence to our community.

MAJOR BUDGET CHANGES

COLA; Health Insurance; Addition of patrolman for regional drug taskforce.

Account Number	Description	Council Original Budget 2015-2016	Actual 6/30/2016	Council Current Budget 2016-2017	Council Proposed Budget 2017-2018	Year over year Changes (%age) FY 17 to FY 18
700 - Police						
001.700.103.000	Police Salary (15 FT & 2 PT employees)	745,390	749,952	798,648	886,400	11.0%
001.700.104.000	Police FICA	59,631	67,210	63,892	71,000	11.1%
001.700.105.000	Police Insurance	163,282	148,392	181,459	206,433	13.8%
001.700.106.000	Police Retirement	73,599	68,002	79,865	96,150	20.4%
001.700.108.000	Police Overtime / Extra Help	75,000	58,284	75,000	75,000	0.0%
001.700.211.000	Police Telephone	22,000	1,148	20,000	9,000	-55.0%
001.700.212.000	Police Printing	1,000				
001.700.213.000	Police Utilities	8,000	14,446	9,000	15,000	66.7%
001.700.214.000	Police Travel	15,000	3,487	15,000	12,000	-20.0%
001.700.215.000	Police Maintenance / Repair Building	7,000	6,647	7,000	10,000	42.9%
001.700.216.000	Police Maintenance / Repair Equipment	2,000	2,109	2,000	2,000	0.0%
001.700.217.000	Police Vehicle Maintenance	12,000	11,734	12,000	12,000	0.0%
001.700.218.000	Police Postage	1,000	1,013	1,000	1,000	0.0%
001.700.219.000	Police Building and Equipment Rents	34,800	3,483	4,800	5,000	4.2%
001.700.220.000	Police Advertising / Legal Publication	1,200	1,491	1,200	1,200	0.0%
001.700.221.000	Police Training	12,500	6,291	10,000	10,000	0.0%
001.700.222.000	Police Dues and Subscriptions	1,000	1,020	1,000	1,000	0.0%
001.700.223.000	Police Professional Services	7,000	1,986	7,000	10,000	42.9%
001.700.230.000	Police Contracted Services	18,000	10,632	18,000	18,000	0.0%
001.700.233.000	Police Investigation Fees	2,000		2,000	2,000	0.0%
001.700.235.000	Police Remittance of Fees Collected	25,000	50,488	50,000	50,000	0.0%
001.700.236.000	Police Refunds	3,000		1,000	1,000	0.0%
001.700.237.000	Police Building Commission Rent		29,703	30,000	30,000	0.0%
001.700.341.000	Police Supplies and Materials	27,000	17,969	27,000	42,000	55.6%
001.700.343.000	Police Gas Oil Tires	42,000	21,427	40,000	40,000	0.0%
001.700.345.000	Police Uniforms	10,000	4,444	7,500	7,500	0.0%
001.700.353.000	Police Computer Software		20,158	15,000	20,000	33.3%
	Total	1,368,402	1,301,516	1,479,364	1,633,683	10.4%

Account Number	Description	Council Original Budget 2015-2016	Actual 6/30/2016	Council Current Budget 2016-2017	Council Proposed Budget 2017-2018	Year over year Changes (%age) FY 17 to FY 18
704 - Crossing Guards						
001.704.103.000	Crossing Guards Salary (7 PT Employees)	27,540	21,030	21,700	23,000	6.0%
001.704.104.000	Crossing Guards FICA	2,163	1,608	1,736	1,840	6.0%
001.704.226.000	Crossing Guards Insurance and Bonds	1,000				
001.704.570.000	Crossing Guards Misc	100		100	100	0.0%
001.704.345.000	Crossing Guards Uniforms	-				
	Total	30,803	22,638	23,536	24,940	6.0%
Public Safety	Fixed Costs (Includes Crossing Guards)					
Budget Summary	Salary, Insurance, FICA, Retirement, Uniforms, Travel, Training, Workers Comp	1,185,205	1,158,403	1,284,900	1,419,423	10.5%
	Operations					
	Utilities, Fuel, Telephone, All Repairs, All Rents, Contracted Services, Materials	214,000	165,751	218,000	239,200	9.7%
	Cash Capital Outlay Projects	-	-	-	-	
Public Safety	Total Expenditures	1,399,205	1,324,154	1,502,900	1,658,623	10.4%
	Total - Police & Crossing Guards	1,399,205	1,324,154	1,502,900	1,658,623	10.4%



PARKS & RECREATION

**CITY OF RANSON
PARKS AND RECREATION
GENERAL FUND DEPARTMENT**

DEPARTMENT SUMMARY

DEPARTMENT PURPOSE: The Parks and Recreation Department, the City's most infant and smallest Department, was formed to construct, expand and maintain the City's park system and to provide recreational and educational opportunities to Ranson residents and surrounding communities. The Parks and Recreation Department is responsible for the operation of the City's parks and the Ranson Civic Center. Parks and Recreation has started to offer recreational opportunities such as youth basketball leagues.

The 2004 Ranson Comprehensive Plan identified a serious deficiency in public parks and recreational opportunities. The City did not have any public parks in 2004. In response, the City Council formed the Ranson Parks and Recreation Commission to oversee and expand the parks system and to provide recreational and educational opportunities. The City of Ranson has made great strides in providing for parks and open space since the 2004 Comprehensive Plan was adopted. The Commission is responsible for its budget; thus, the proposed budget is not included within this general revenue budget. The Commission has begun discussions about converting the parks system back to a Department which may happen in 2016/2017.

PRIOR YEAR – GOALS ACHIEVED

1. Continuation of Ranson basketball league.
2. Held several successful programs/events at the Ranson Civic Center including the Winter and Spring Basketball Programs, Community Indoor Yard/Vendor Sales, and the Annual Pizza Party with Santa
3. The Ranson Civic Center was completely booked throughout the winter and spring with multiple teams practicing in the facility, along with the Bunker Hill Train Club Show, Primal Conflict Wrestling sponsored by Independent Fire Company, and Garden Bros. Circus.

STRATEGIC GOALS

1. **Protecting Community Health and Safety** – Continue to offer and develop more programs, leagues and events that encourage physical activity and healthy lifestyles.
2. **Comprehensive Cost Recovery and Pricing Policy** – Continue to monitor expenses and revenue and offer programs and activities that generate positive cash flow.
3. **Invite Public Participation Through Increased Communication and Awareness** – post and update information on the City's website, through school distribution and other means to promote Park programs, leagues and events.
4. **Seek Out and Develop Community Partnerships** – Parks and Recreation has had success in the past in developing corporate and community partners. Continue seeking opportunities to assist with league and facility development.

CURRENT YEAR – 2017/2018 GOALS & OBJECTIVES

1. Bring in and host AAU tournaments and opportunities at the Civic Center to enhance revenue and draw outside revenue.
2. Maintenance of current parks. One mistake that governments tend to make is the construction of new facilities and parks while neglecting current parks because "new" is exciting. One of the priorities of the Parks and Recreation Department must be the maintenance and safety of current parks in the inventory.
3. Invest in training opportunities for our Staff.
4. Research and possibly invest in heating and cooling mechanisms to allow the building to become more user friendly all year round.
5. Develop more recreational league opportunities and activities.
6. Develop stronger alliance between Ranson CVB and Jefferson County Parks and Recreation.

MAJOR HIGHLIGHT

MAJOR BUDGET CHANGES



BUDGET OVERVIEW: SECTION 6 NON-DEPARTMENTAL FUNDS

Municipal Stabilization Fund

Municipal Contingency Line Item

Municipal Capital Improvement and Reserve Fund

Coal Severance Fund

Wastewater Utility Enterprise Fund



MUNICIPAL STABILIZATION FUND

**CITY OF RANSON
MUNICIPAL STABILIZATION FUND**

FUND SUMMARY

PURPOSE: The West Virginia Legislature adopted the Municipal Finance Stabilization Act, W.Va. Code § 8-37-2 (otherwise known as “Rainy Day Fund” to allow cities to save up to 30% of the City’s most recent general fund budget, as originally adopted. When the fund exceeds 30%, the City Council shall transfer the excess to any fund it considers appropriate. The purpose of the fund is two-fold:

(1) Municipalities should maintain a prudent level of financial resources to try to protect against reducing service levels or raising taxes and fees because of temporary revenue shortfalls, unpredicted one-time expenditures or emergency situations; and

(2) The creation, maintenance and use of a financial stabilization fund will provide municipalities with assistance to meet these challenges, as well as enable them to improve their financial management and practices.

The City Council may invest the money in the fund as it considers appropriate, with the earnings retained by the fund. The City Council may appropriate money in the financial stabilization fund upon a majority vote for the following purposes:

(1) To cover a general fund shortfall; or

(2) Any other purpose the municipality considers appropriate.

PRIOR YEAR – GOALS ACHIEVED

1. Council made additional deposit in Municipal Stabilization Fund in 2016/2017 budget.

STRATEGIC GOALS

1. **Protecting Community Health and Safety** – Maintain sufficient reserves to offset temporary revenue drops and reduction in service levels.

CURRENT YEAR – 2017/2018 GOALS & OBJECTIVES

1. Continue to fund municipal stabilization. Council is scheduled to make additional deposit in 2017.

MAJOR HIGHLIGHT

MAJOR BUDGET CHANGES

No major budget changes.



MUNICIPAL CONTINGENCY LINE ITEM

**CITY OF RANSON
MUNICIPAL CONTINGENCY LINE ITEM**

FUND SUMMARY

PURPOSE: The Municipal Contingency Fund is for unexpected or unknown expenditures. Monies must be transferred to a department prior to expenditure. The City Council may assign a specific amount to be reserved for future appropriations to fund unanticipated costs or revenue shortfalls were not anticipated at the adoption of the City's operating budget.

PRIOR YEAR - GOALS ACHIEVED

1. Council budgeted for contingencies in 2016/2017 budget.

STRATEGIC GOALS

1. **Protecting Community Health and Safety** - Maintain sufficient reserves to offset temporary revenue drops and reduction in service levels.

CURRENT YEAR - 2017/2018 GOALS & OBJECTIVES

1. Continue to fund for contingencies at least 3%.

MAJOR HIGHLIGHT

MAJOR BUDGET CHANGES

No major budget changes.



MUNICIPAL CAPITAL IMPROVEMENT AND RESERVE FUND

**CITY OF RANSON
MUNICIPAL CAPITAL IMPROVEMENT AND RESERVE FUND**

FUND SUMMARY

PURPOSE: The Municipal Capital Improvement Projects Fund is used to account for capital expenditures associated with the City's capital projects. Funding is provided from gaming revenue, unassigned fund balance from General Fund, grants, and contributions from other agencies. The City Council may assign a specific amount or percentage of unassigned fund balance at the end of the fiscal year to be transferred or reserved for transfer to the City's Capital Projects/Improvements Fund.

Historically, the City has not had a separate Capital Improvement Projects Budget; rather, the City Council has approved each project individually. The adoption of a CIP budget was identified as a priority in the 2012 Comprehensive Plan. This year, thanks to the transfer of gaming revenue into a separate fund, the City will have a separate Capital Improvement and Reserve budget for the first time.

The City's Annual Budget has two primary components: the General Fund Operating Budget and the Capital Budget. The Capital Budget funds major improvements to City facilities and infrastructure, and is based on the first year of needs in the five-year Capital Improvements Program (CIP) Plan. The Capital Improvements Program (CIP) Plan is an annually revised document that guides the City's investments in public facilities and infrastructure during a five-year time horizon. The Capital Budget can be supported through multiple funding sources, including different types of bonds (debt), grants and cash as well as other smaller sources of funding.

The Operating Budget includes personnel costs and annual facility operating costs. It is funded primarily through local property, sales and B&O taxes; revenue transfers between departments; licenses, such as building and development fees; franchise fees for a company's use of the City's rights-of-way; charges for services; fines and other smaller sources of revenue such as interest on investments.

PRIOR YEAR – GOALS ACHIEVED

1. Transferred gaming revenue to fund Capital Improvement and Reserve Fund.
2. Capital Improvement Fund had enough funds to pay Fairfax Boulevard match.
3. Capital Improvement Fund is stable to purchase needed departmental equipment and resurfacing of streets.

STRATEGIC GOALS

1. **Maintain and Enhance the Appearance of Ranson** – Continue to perform improvements that attract businesses, visitors and residents to the City.
2. **Develop Five-Year Capital Improvement Program Budget** – The CIP Budget is integral to sound financial planning, debt management and reserve development for the City. City management will prioritize facilities, capital replacement and capital equipment outlay requirements over a five-year period for planned cash and debt management.
3. **Implement Key Capital Improvement Program** – A primary responsibility of the City is to maintain the integrity of the City's infrastructure.

CURRENT YEAR – 2017/2018 GOALS & OBJECTIVES

1. Continue developing a 5 Year Capital Improvement Program Budget.
2. Implementation of Capital Improvement and Reserve Fund.

MAJOR HIGHLIGHT

MAJOR BUDGET CHANGES

All gaming revenues and city service fee has been transferred to a Capital Improvement and Reserve Fund.

Capital Improvement and Reserve Fund

The Capital Budget is a product of the Capital Improvement Program (CIP), representing the first year of a five-year CIP.

Capital improvement programming is a guide allowing the efficient and effective use of public funds on public projects. The result of this improvement programming process is the Capital Improvement Program (CIP), a document published annually that proposes the development, modernization, or replacement of physical public projects over a five-year period. The CIP shows the arrangement of projects in a sequential order based on the schedule of priorities and assigns an estimated cost and anticipated method of financing for each project. The first year of the CIP shows specific funding and reflects projects funded during the regular budget process as the Capital Budget.

Capital expenditure projects are classified into five specific programs: Buildings and Grounds; Community Development; Public Safety; Parks and Recreation; Infrastructure & Transportation.

Potential estimated impacts of capital projects include:

1. staffing and related personnel costs
2. expansion of, or opening of a new facility-related operating costs
3. disclosure of assumptions used to estimate impact
4. cost savings produced instead of generating additional costs
5. incremental revenues
6. non-financial aspects-i.e., improved safety, cleaner environment, improved response time, attractiveness, security and safety, reduction of traffic congestion, etc.

Capital Projects may create an immediate effect on the operating budget by increasing measurable expenditures. Conversely, many of the projects below will extend the life of capital assets and decrease operating expenditures, though the impact of such decreases is not readily measurable. Any measurable increase in operating costs will be detailed.

The following section outlines the capital projects and revenue sources for those projects funded as part of the FY 2017-2018 Annual Capital Budget.

Fiscal Year 2017 -2018 Capital Income

Balance Forward	
Lottery Fund	1,697,072.00
Capital Fund	4,002,628.00
Sales Tax Fund	918,000.00
Total Balance Forward	6,617,700.00
Projected Income	2016-2017
Table Games	200,000.00
Video Lottery	300,000.00
City Service Capital	20,000.00
	520,000.00
Total Carryover Plus Projected Income	7,137,700.00
Encumbered Capital	1,920,000.00
Proposed Capital Expenditures	475,000.00
Capital Funds After Encumbrances	4,742,700.00

Fiscal Year 2017 -2018 Capital Projects

The following projects are included in the proposed Capital Improvement Program (CIP) with funding requested in FY 2017-2018 in the amounts detailed below. A full description of the project and the proposed expenditure and funding schedule, which may include prior funding and anticipated future funding for each is also included in the CIP. Projects may be funded from multiple sources over a number of years.

Buildings & Grounds

Community Development

City-Wide Computer Replacement Program	20000
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Public Safety

One Patrol Vehicle with Equipment	41,000
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Electronic Fingerprint	
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Machine	30,000
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	71,000
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Infrastructure and Transportation

Street Preservation - Overlay	200,000
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Alley Construction and Preservation	20,000
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Sidewalk and Curb Replacement	50,000
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Equipment	
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F350 Pickup Truck	45,000
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Mini-Excavator	70,000
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	385,000
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Parks

Grand Total:	476,000
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COAL SEVERANCE FUND

**CITY OF RANSON
COAL SEVERANCE FUND**

FUND SUMMARY

PURPOSE: While not every county in West Virginia produces coal, all counties receive a severance tax paid by the coal industry. Upon every person within this state in the business of severing or preparing coal for sale, there is imposed an additional severance tax. This additional tax on coal is collected by the State Tax Commissioner and transferred into a special fund within the State Treasurer's Office. Seventy-five (75%) of the net proceeds is distributed to coal-producing counties. The remaining twenty-five (25%) of the net proceeds are distributed to all counties and municipalities of the state, based on their population, without regard to coal having been produced therein.

The City Council has designated the Coal Severance Fund as the emergency reserve fund for unexpected emergencies, disasters and events (i.e. snowstorms, tornados, floods, etc.).

PRIOR YEAR – GOALS ACHIEVED

1. City did not have to utilize Coal Severance fund for disaster or emergency aid.

STRATEGIC GOALS

1. **Protecting Community Health and Safety** – Maintain sufficient reserves to respond to emergencies and disasters.

CURRENT YEAR – 2017/2018 GOALS & OBJECTIVES

1. Protect Coal Severance Fund reserves, if possible.

MAJOR HIGHLIGHT

MAJOR BUDGET CHANGES

No major budget changes.



WASTEWATER UTILITY ENTERPRISE FUND

WASTEWATER COLLECTION OPERATIONS
WASTEWATER CAPITAL IMPROVEMENT FUND

**CITY OF RANSON
WASTEWATER UTILITY OPERATING FUND**

FUND SUMMARY

PURPOSE: The Wastewater Collection System Operations Fund provides for the operation and maintenance of sewer collection system (or piping) under the streets of the City, the force mains to the wastewater treatment plants (WWTP) and necessary pump stations. All sewage from the City flows by gravity or force main to treatment plants owned and operated by Charles Town Utilities.

The collection system includes all residential and commercial customers in Old Town, Fairfax Crossing and Shenandoah Springs. The remaining portions of the City are served by the Jefferson County PSD. The Public Works Director, along with a Sewer Foreman and Sewer Laborer, operate and maintain the collection system, with the support of the Public Works Department, when necessary. Funding is provide through user charged (wastewater utility fee) and interest income. Customers are charged through their utility bills. Ranson has approximately 1,700 customers.

Ranson is a bulk customer of the City of Charles Town Utility Board for the purposes of sewer treatment. Ranson, Charles Town and the Jefferson County PSD operate under three (3) agreements, which are subject to interpretation of the WV PSC: (1) 1988 Sewer Service Agreement; (2) 2005 Amendment to 1988 Agreement; (3) 2004 Memorandum of Understanding regarding the collection of Capacity Improvement Fees.

1. 1988 Agreement:

In 1988, the cities of Charles Town and Ranson and the Jefferson County Public Service District entered into a Sewer Service Agreement, whereby the parties agreed to equally share in the costs of operation, maintenance, and treatment of the Charles Town Treatment plant. *See* 1988 Agreement. Pursuant to the 1988 Agreement, Charles Town constructed additions and improvements to accommodate the PSD's new flow at PSD's cost, completed in 1990, to increase the capacity of the Charles Town plant from 800,000 Mgd to 1.2 Mgd and to improve transportation of wastewater to provide additional capacity for customer growth. Pursuant to the 1988 Agreement, Charles Town is contractually obligated and Ranson is contractually entitled to 330,000 gallons per day or 1,833 EDUs.³ Portions of the Agreement were abrogated by the West Virginia Public Service Commission on May 1, 2005.⁴ The PSC ordered the parties to renegotiate the 1988 Agreement and submit the revised agreement to the Commission for its review and approval by December 31, 2005. To date, a revised agreement has not been submitted.

2. 2005 Amendment to 1988 Agreement:

In 2004, the Charles Town wastewater treatment plant was near capacity and all three utilities identified a need to increase the treatment plant for the best interest of the region. Therefore, it was agreed that Charles Town would undertake the design and construction for improvements to increase capacity at the Charles Town plant. The improvements were estimated to increase the capacity at the Charles Town plant by approximately 500,000 gallons per day up to 1.75 Mgd. Therefore, in 2005, the parties entered into an Amendment to the 1988 Sewer Service Agreement, subject to Paragraph F.10 of the 1988 Agreement which states, "in the event that plant capacity is reached prior to the full payment of the bonds, the parties hereby agree to enter into a new agreement for expansion of the plant to the mutual benefit of all parties."⁵ The 2005 amendment states, "shares of increased

³ Under the 1988 Agreement, Charles Town was entitled to 470,000 (2611 EDUs) gallons per day and the Jefferson County Public Service District was entitled to 400,000 (2,222 EDUs) gallons per day. The 1988 Amendment increased all parties' capacity by 1019 EDUs or 183,420 gallons per day.

⁴ "It is further ordered that the 1988 Sewer Service Agreement is hereby abrogated to the extent that it is inconsistent with this order. The City of Charles Town, the City of Ranson and the Jefferson County Public Service District are hereby required to renegotiate an agreement, which incorporates the terms of the surviving Supplemental Agreement and is consistent with this Order, to replace the 1988 Sewer Service Agreement. The parties shall submit the agreement to the Commission for its review and approval by December 31, 2005."

⁵ The 2005 Amendment was approved by the PSC by order in Case No. 04-0095-S-CN.

capacity in the Treatment plant shall be apportioned equally among the parties, subject to reallocation according to ¶ E.1. of the Agreement.” See Amendment, page 2 at ¶ 1. Thus, Ranson gained an additional 183,420 gallons of capacity per day or 1019 EDUs. Pursuant to both the 1988 Agreement and 2005 Amendment, Ranson is entitled to a total of 2,852 EDUs. Within the Amendment, the parties agreed to collect a \$1,127 CIF per EDU. The CIFs were to be used by Charles Town to repay the principal of the project debt as specifically detailed in a Memorandum of Understanding entered into by the parties in 2005.

3. 2004 Memorandum of Understanding Regarding Wastewater Capital Improvement Fee

In 2004, when the idea of capacity improvement fees was first presented, Charles Town, Ranson and the Jefferson County PSD entered into a Memorandum of Understanding by which the parties agreed to collect a \$1,127 capacity improvement fee up to 1.75 mgd and set forth the parties understandings and obligations with respect to CIFs. The Memorandum creates a separate account; details how to collect the fees; and sets out how the fees are to be spent. This Memorandum was approved by the governing bodies of all parties and approved by the PSC. Section VII, paragraph C., specifically states, “This MEMORANDUM shall be binding upon the parties hereto and shall not be changed, altered or amended, or any of its terms waived except by mutual consent and unless in writing and executed with the same form as this MEMORANDUM.”

4. Present Situation

In 2014, Charles Town completed improvements to the Tuscawilla treatment plant, and to construct additional sewer mains and sewer force mains to direct flow to the renovated. As a result, the Bulk Rate increased in 2013 **from \$3.71** per 1,000 gallons per month **to \$6.13** per month – a difference of \$2.42. Ranson City Council adopted an ordinance raising sewer rates in 2013, which went into effect in October 2013. Charles Town is currently in the process of upgrading its Old Town Plant.

Charles Town has informed Ranson of its intention to increase its bulk rate by approximately 6.4%. Ranson will have to increase its rates to capture this increase. Furthermore, the enterprise fund needs an increase to comply with Senate Bill 234 and operational and capital needs.

PRIOR YEAR – GOALS ACHIEVED

1. GIS mapping of sewer collection system complete.
2. Odor reduction at West End.
3. Renewal of NPDES permit.
4. Response to DEP Sewer Audit.
5. Continuation of Grease Trap Inspection Program.

STRATEGIC GOALS

1. **Protecting Community Health and Safety** – Maintain and upgrade sewer system to ensure reliability and prevent unneeded and unwanted sewer backups and spills.
2. **Comprehensive Cost Recovery and Pricing Policy** – Continue to monitor expenses and revenue to ensure that Wastewater Collection Fund is self-sufficient and has enough cash flow to adequately maintain system.
3. **Maintain Compliance with Current and Evolving State and Federal Regulations** – Ensure that the sanitary sewer collection system is and/or remains compliance with federal and state rules.
4. **Enforce Fats, Oils and Grease (FOG) Program** – Increase inspections and education to reduce the change of sewage backing up into homes and businesses. Ensure restaurants have properly maintained grease interceptions or traps.

CURRENT YEAR – 2017/2018 GOALS & OBJECTIVES

1. Implement system replacement projects.
2. Reduce infiltration and inflow into the sewer collection system.
3. Activity monitor fats, oils and grease (FOG) and other waste discharges from restaurants. Increase public education and cooperative efforts to accomplish reduction of such discharges to protect collection system and alleviate costly repairs.

MAJOR HIGHLIGHT

MAJOR BUDGET CHANGES

No major budget changes at this time, but an increase will be required.

Current Fiscal Year 2017 Sewer Budget

Account

Number

Description

FY 2017 Budget

Revenues

401.345.100	Charles Town Capacity Improvement Fees	
401.347.100	Sewer Tap	9,000
401.350.100	Residential Sewer Collections	1,060,400
401.350.103	Race Track Sewer Collections	203,500
401.380.100	Interest Income	500
401.399.100	Miscellaneous Operating Income	500
TOTAL REVENUES		1,273,900

Expenses

401.103.100	Salaries	190,000
401.104.100	FICA	15,200
401.105.100	Insurance	50,000
401.106.100	Retirement	12,000
401.108.100	Overtime	1,500
401.211.100	Telephone	500
401.213.100	Pumping: Power & Fuel Expense	22,000
401.213.101	Pumping: Propane Expense	500
401.214.100	Travel	1,000
401.215.200	Collection: Maintenance Mains	5,000
401.215.300	Pumping: Maintenance Buildings	1,500
401.216.100	Pumping: Equipment Repair	15,000
401.217.100	Transportation Repair	1,500
401.219.103	Collecting: Equipment Rent	2,500
401.220.100	Dues & Subscriptions	3,500
401.221.100	Training	1,000
401.222.101	Regulatory Commission Expense	3,500
401.222.102	Administration: Outside Services	500
401.230.100	Contracted Services - Engineering	2,500
401.230.101	Contracted Services - Accounting	10,000

401.230.102	Contracted Services - Legal	5,000
401.230.104	Contracted Services - Testing	3,000
401.230.105	Contracted Services - Other	2,000
401.232.101	Bank Charges	1,000
401.235.100	CT Capacity Improvement Fees	
401.238.000	Permits	1,500
401.341.101	Administration: Supplies	
401.341.104	Collection: Supplies	7,500
401.341.155	Treatment: Supplies	48,000
401.341.300	Pumping: Supplies	20,000
401.342.100	Pumping Sludge Removal	3,500
401.343.100	Oil, Gas & Tires	1,500
401.345.100	Uniforms	1,200
401.349.100	Billing Fees	90,000
401.434.100	Other General Expense	500
401.454.000	Treatment: Chemical at Charles Town	750,000
	TOTAL EXPENSES	1,273,900