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**CITY OF DANVILLE, VIRGINIA**

**CITY COUNCIL**

John B. Gilstrap – Mayor  
Alonzo L. Jones – Vice Mayor

James B. Buckner  
L.G. “Larry” Campbell, Jr.  
Gary P. Miller, MD  
Sherman M. Saunders

Fred O. Shanks III  
J. Lee Vogler  
Madison R. Whittle

**LEGISLATIVE STAFF**

W. Clarke Whitfield, Jr. ....City Attorney  
Susan M. DeMasi .....City Clerk

**CITY LEADERSHIP**

Kenneth F. Larking .....City Manager  
Earl B. Reynolds, Jr.....Deputy City Manager  
Marc D. Adelman.....Director of Transportation Services  
Michael Adkins.....Director of Finance  
Philip A. Broadfoot .....Chief of Police  
Richard I. Drazenovich..... Director of Public Works  
David R. Eagle..... Fire Chief  
Jason Grey..... Interim Director of Utilities  
Earl B. Reynolds, Jr.....Director of Community Development  
Inez J. Rodenburg .....Director of Information Technology  
William O. Sgrinia .....Director of Parks and Recreation  
Telly Tucker.....Director of Economic Development  
Sara B. Weller .....Director of Human Resources  
Cynthia L. Thomasson .....Budget Director

**CONSTITUTIONAL OFFICERS**

Michael S. Mondul.....City Sheriff  
Michael J. Newman.....Commonwealth Attorney  
Gerald A. Gibson..... Clerk of Circuit Court  
James M. Gillie..... Commissioner of the Revenue  
Sheila Williamson-Branch.....City Treasurer



The City of Danville was founded in 1793, chartered in 1830, and is located on the Dan River in the south-central Piedmont region of Virginia. The North Carolina state line forms the city's southern boundary. The city is surrounded on the west, north, and east by Pittsylvania County.

Danville is but a day's drive to almost two-thirds of the nation's population. Danville is located 143 miles southwest of the state capital in Richmond; 80 miles southeast of Roanoke; and 45 miles north of Greensboro, North Carolina. The City covers an area of approximately 44 square miles and has a population of approximately 42,975. According to the consumer price index, Danville and the southern region of Virginia have a lower cost of living compared to other regions in the United States.

The City operates under the council-manager form of government. Policymaking and legislative authority is vested in the City Council, which consists of nine members including a mayor and vice mayor. Council members are elected at large on a nonpartisan basis to serve four-year terms. The elections are held biennially with five members being elected in one biennium and four in the next. Members of the council elect the Mayor and Vice-Mayor from its membership. The City Council is responsible for passing ordinances, adopting the budget, appointing committee and board members, and hiring the City Manager and City Attorney. The City Manager is the chief executive and is responsible for carrying out the policies and ordinances of City Council, overseeing the day-to-day operations of the City, and appointing department heads.



*Built in 1926-27, the Danville Municipal Building is listed on both the Virginia Historic Register and the National Register of Historic Places.*

The City provides a full range of services including police and fire protection; sanitation services; the construction and maintenance of streets and infrastructure; recreational activities; and cultural events. In addition to the general government activities, the City provides mass transit, water and wastewater treatment, gas, fiber network, and electric services.

The City boasts an abundance of historical landmarks, an excellent variety of recreational and housing opportunities and beautiful, rolling countryside. Rated among the best in affordability and the lowest in housing costs, Danville has received national recognition for adopting innovative strategies in business development.

But history and surroundings are not the only assets Danville has to offer. Believing that a vibrant downtown is vital to the well-being of a community, Danville supports an economically viable commercial district with unique businesses, attractions, restaurants and residential sites to serve and attract citizens and visitors. The River District Redevelopment Project is entering its fifth year and continues to build on the River District's strengths, implement public improvements that will stimulate private investment, support transformational commercial projects, achieve the right mix of land uses and activities, and support the preservation of the district's unique character.



*Main Street in the River District*

In addition to a strong K-12 public school system and private school options, Danville's education community includes Averett University, Danville Community College and the Institute for Advanced Learning and Research. Recently, the Capstone Integrated Machining Technology program is receiving recognition for its multidisciplinary training for precision machining. The program is a joint venture between the Institute for Advanced Learning and Research and Danville Community College is a vital for both workforce development program and education.



*Mountain biking attracts riders from outside the community.*

Danville has been recognized nationally as a Playful City. The City is committed to recreation and providing opportunities for play. The Riverwalk Trail takes advantage of Danville's location along the Dan River to give residents an opportunity to interact with the river while using the 9 miles of trail to walk, run, bike, or commute.

One of the longest single track mountain bike trails in the region is located in Danville. Built through a partnership between Southern Virginia Mountain Bike Association and Danville Parks and Recreation, the system offers a variety of trails for multiple experience levels. With twists and turns, climbs and descents, the Angler's Ridge mountain bike trail system and its 35 miles of stacked-loop single-track trails is ranked No. 1 in Virginia and 32nd in the world. Along the trails are plenty of gravity drops, log pyramids, tight switchbacks, moguls, rock gardens and 40 bridges to challenge you as you travel through beautiful woodlands complete with creeks and wildlife.

Danville's diverse neighborhoods represent a unique blend of the best of rural and metropolitan lifestyles. Communities of comparable size seldom offer such a wide variety of housing. Homes in the Danville area ranges from turn-of-the-century Victorian and Edwardian architecture to suburban Williamsburg style homes, country club developments, urban lofts, apartments, and rural farm settings. Danville has small-town charm as well as the assets of a city ready to burst with excitement. It truly is a great place to live, work, and play!



The City Seal was designed by Gloria Nix, a student at George Washington High School, and adopted in 1957. The circular seal is divided into four quadrants representing different aspects of the city. The lamp and books reflect the importance of education. The train, bus, and airplane represent Danville’s position as a regional hub. The textile mill and cotton fields in the top quadrant and the tobacco fields on the bottom quadrant show the two traditional foundations of Danville’s economy: textiles and tobacco. The dates on the seal reflect the date of the founding and the date of incorporation.

Date Settled	1793
Date Incorporated	1830
Area (sq. miles)	44
Form of Government	Council-Manager
Number of Employees (July 2015)	1116

**Demographics**

Population	42,544
Unemployment Rate (5/2016)	5.6%
Number of Registered Voters (8/2015)	27,311
Income per capita - Danville MSA	\$20,569
Median household income	\$32,173
Median home value (owner-occupied)	\$88,300

*data.virginialmi.com,Census*

**Largest Employers**

- The Goodyear Tire & Rubber Company
- Danville City Public Schools
- City of Danville
- Danville Regional Medical Center
- Adecco
- Wal-Mart
- Averett College
- Telvista Incorporated
- Nestle USA, Inc.
- GCB Staffing

*data.virginialmi.com*

**Local Taxes**

Real Estate	\$0.73 per \$100 of assessed value
Personal Property	\$3 per \$100 of assessed value
Business Personal Property	\$3 per \$100 of assessed value
Machinery and Tools	\$1.50 per \$100 of assessed value
Aircraft	\$0.30 per \$100 of assessed value
Mobile Homes	\$0.73 per \$100 of assessed value
Meals Tax	6%
Transient Lodge Tax	6%
Short Term Rental Tax	1%

**Bond Ratings**

Moody's	Aa3
Standard and Poor's	AA-
Fitch	AA-

*As of July 2016*

**Facilities and Services**

Miles of streets (approx.)	458
Number of recreation centers	7
Number of parks	11
Number of skate parks	1
Riverwalk Trail distance (miles)	9
Mountain biking trail distance (miles)	35
Number of libraries	2

**Public Safety**

Number of Fire stations	7
ISO Rating (Fire)	2
Number of Police stations	1

**Hospitals**

Number of hospitals	1
Number of patient beds	250

**Danville Public Schools**

Number of Pre-K Centers	2
Number of Elementary Schools	6
Number of Middle Schools	2
Number of High Schools	2
Number of Special Program Centers	3

**Public Utilities**

**Sanitary Sewer - Department of Public Works**

Miles of sanitary sewer (approx.)	395
Number of Service Connections <sup>1</sup>	16,481

**Water - Danville Utilities**

Miles of water mains (approx.)	343
Number of service connections <sup>1</sup>	15,865
Number of treatment plants (potable) <sup>2</sup>	1
Number of treatment plants (industrial) <sup>2</sup>	1
Daily average consumption in gallons (potable) <sup>2</sup>	5.43 million gallons
Daily average consumption in gallons (industrial) <sup>2</sup>	0.387 million gallons
Maximum Daily Capacity of plant (potable) <sup>2</sup>	18 million gallons
Maximum Daily Capacity of plant (industrial) <sup>2</sup>	3 million gallons
Reservoir Capacity (potable) <sup>2</sup>	16.55 million gallons
Reservoir Capacity (industrial)	45 million gallons

**Natural Gas - Danville Utilities**

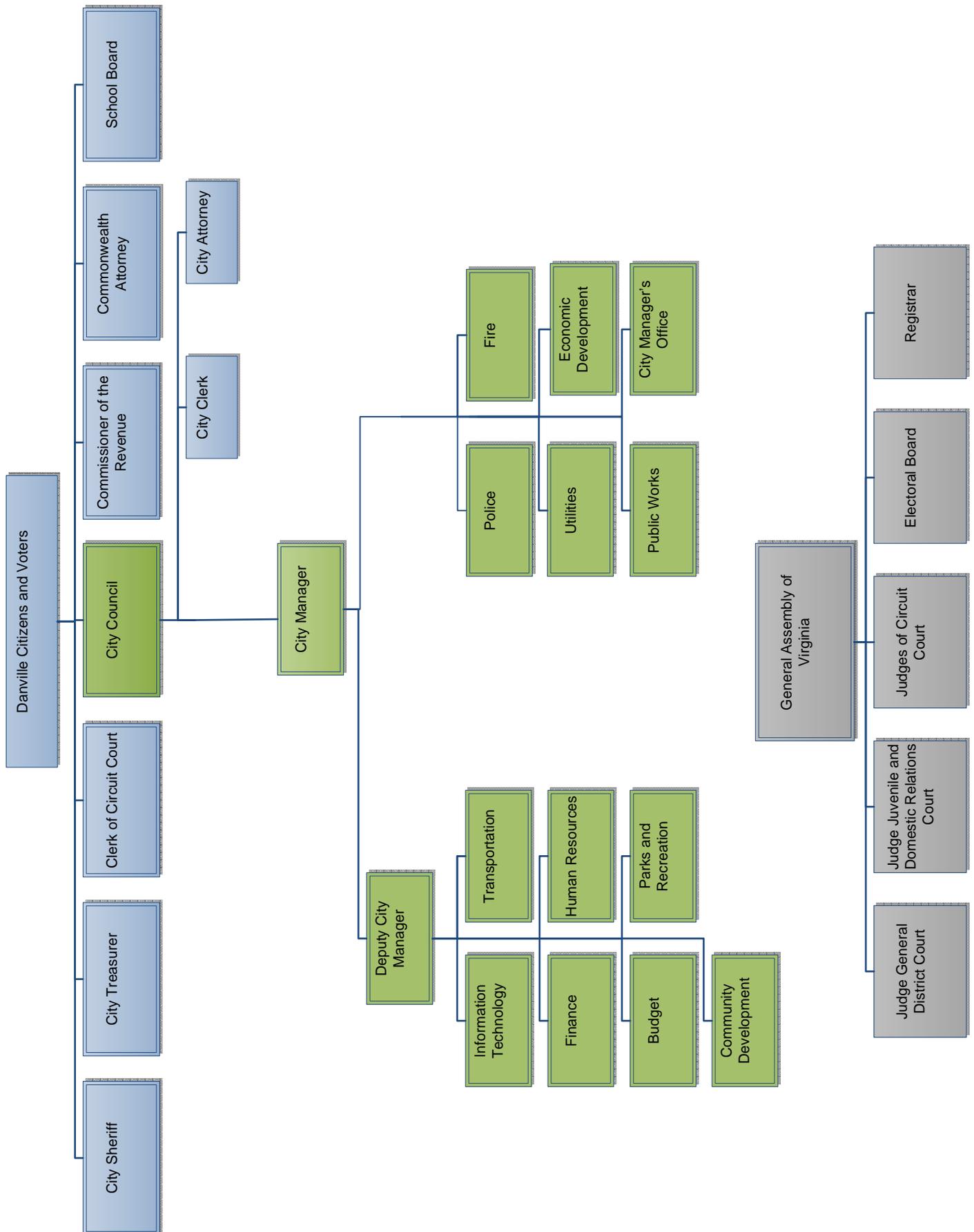
Number of service connections <sup>1</sup>	17,217
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**Power and Light - Danville Utilities**

Service Territory Area (sq. miles)	535
Number of service connections <sup>1</sup>	41,730

<sup>1</sup>Number of service connections may fluctuate on a daily basis.

<sup>2</sup>FY 2015 Figures





## Danville City Council Priorities

*Danville currently finds itself in the same situation as other old, isolated industrial cities that have lost their legacy industries. Danville must do what is necessary to recover from its economic, employment, and population losses and transform its economy to a more sustainable, diverse, future-oriented one. To do so will require that Danville once again become both a place of economic opportunity and an attractive, desirable place in which to live.*

*The Danville City Council is committed to lead the community through this transformation. Council has accordingly identified and ranked eight priority areas to focus the efforts of the City Manager and staff on addressing these issues during the next few years. Included are transforming Danville’s economy, ensuring public safety, providing effective and efficient municipal services, practicing good governance, reversing Danville’s population decline, encouraging lifelong learning, celebrating Danville’s diversity, and promoting the public’s good health and wellness. This summary lists preliminary goals and objectives addressing these priorities. It will be refined as directed by City Council. Council authorized actions taken in addressing each priority depend on available resources.*

**1. Transform Danville’s Economy** -- Support business prosperity and growth sufficient to transform Danville’s old tobacco and textile-based economic base to a more forward-focused, diversified economy that ensures current and future employment at good wages and enables community sustainability.

- 1.1. Recruit new businesses and industries to the area that will diversify the economy, increase overall average wage rates, and strengthen the tax base.
  - 1.1.1. Undertake an effective economic development marketing program.
  - 1.1.2. Identify, evaluate, and catalogue suitable developable property in Danville that can accommodate commercial and industrial uses.
  - 1.1.3. Implement the industrial property purchase plan included in the capital improvements budget.
  - 1.1.4. Work with Pittsylvania County on permitting, certification, and development of the Danville-Pittsylvania Regional Industrial Facility Authority’s 3,500 acre Mega Park.

- 1.2. Revitalize Danville's River District.
  - 1.2.1. Complete streetscape developments and special projects now underway in the River District.
  - 1.2.2. Through the Industrial Development Authority, purchase key vacant and underutilized properties, repair them as needed, and resell them to qualified investors and businesses.
  - 1.2.3. Determine unmet market demand in the River District for retail, service, and restaurant businesses and recruit new commercial firms that can best meet those needs.
  - 1.2.4. Encourage private investment in the River District.
- 1.3. Support retention and expansion of existing businesses through visitation, regular contacts, and provision of needed assistance.
- 1.4. Work cooperatively with the Danville Public Schools, West Piedmont Workforce Investment Board, Danville Community College, Averett University, the Commonwealth, and other partners to sustain a well-trained workforce that is ready to supply the needs of expanding and newly recruited businesses.
- 1.5. Support effective regional intergovernmental economic development programs.
  - 1.5.1. Sustain and build upon existing economic development initiatives with Pittsylvania County, the Danville-Pittsylvania Regional Industrial Facility Authority, Dan River Business Development Center, Danville-Pittsylvania Chamber of Commerce, Southern Virginia Regional Alliance, Danville Regional Foundation, Virginia Economic Development Partnership, and the Virginia Tobacco Indemnification and Community Revitalization Commission.
  - 1.5.2. Explore economic development partnerships with neighboring North Carolina jurisdictions
- 1.6. Develop and implement a program to make Danville the most "business friendly" city in the Virginia-North Carolina region.
  - 1.6.1. Make it easy to do business in Danville through a reasonable, predictable, effective, and efficient permitting process.
  - 1.6.2. Within constraints posed by Virginia law, maximize purchase of goods and services from Danville businesses.

**2. Ensure Public Safety** -- Maintain a community that is safe, sound, and secure in both perception and reality.

- 2.1 Continue to keep the public informed about public safety through media releases, the City's internet website, public service announcements, and speaking engagements while seeking out and effectively using new communications methods.
- 2.2 Sustain partnerships with the Danville Public School District to maintain public safety in the schools and at school athletic events and increase awareness on the part of faculty, staff, students, and their families of measures that can be taken to keep everyone safe.
- 2.3 Continue and expand active roles in regional public safety.
- 2.4 Aggressively seek grant funding to support public safety programs and improve operational effectiveness and efficiency.
- 2.5 Provide a community free from the ravages and fear of crime.
  - 2.5.1 Maintain an effective multifaceted "community policing" effort that engages and works in partnership with the community in order to proactively deal with conditions that give rise to crime, social disorder, and fear of crime.
    - 2.5.1.1 Maintain the "Coalition for a Safe Danville" as a means of uniting community stakeholders, sharing information, developing strategies, engaging and informing the public, and undertaking coordinated, results-oriented crime prevention activities that will combat crime and earn public confidence that Danville is a safe community in which to live, visit, and conduct business.
    - 2.5.1.2 Expand effective crime prevention programs, including the "See Something Say Something," Neighborhood Watch, Business Watch, National Night Out, Crime Stoppers, and community meetings.
  - 2.5.2 Improve police intelligence gathering activities to support crime prevention efforts and the prosecution of offenders, including effective use of *Data-Driven Approaches to Crime and Traffic Safety (DDACTS)*.
  - 2.5.3 Explore expanded use of civilian personnel in the Police Department.
- 2.6. Minimize human suffering and property damage caused by fires, accidents and sudden illness, hazardous material releases, or other disasters.

- 2.6.1. Construct the new Lynn Street Fire Department Headquarters/Fire Station/9-1-1 Communications Center complex on schedule and within budget.
- 2.6.2. Evaluate the cost-effectiveness of constructing a new fire station in the Westover/Riverside/Piedmont area and consolidation there of personnel, vehicles, and equipment from Westover and Piney Forest Fire Stations.
- 2.7. Maintain an effective 9-1-1 call receiving and public safety dispatch capability.
- 2.8. Eradicate devastating property blight, deterioration, decline, and abandonment that are undermining Danville's neighborhoods.
  - 2.8.1 Proactively enforce the City's property maintenance code, including effective response to public complaints and rigorous implementation of provisions relating to vacant and blighted structures, graffiti, accumulated trash, overgrowth and weeds, inoperative vehicles, right of way encroachment, hazardous trees, and automobile graveyards and junkyards.
  - 2.8.2 In order to promote compliance with health and safety standards and reduce substandard conditions in rental housing for low-income residents, continue the Rental Housing Inspection Program within the two existing northern and southern districts and create a third district in the Old West End.
  - 2.8.3 Implement the expand blight eradication program authorized in the FY 2014 Capital Improvements and Projects Plan.

**3. Provide Effective & Efficient Municipal Services** -- Effectively and efficiently provide municipal services and facilities necessary to ensure that Danville remains a pleasant, safe, and healthy community for its residents, visitors, businesses, and institutions.

- 3.1 Conduct a citizen survey to measure municipal service performance and quality ratings.
- 3.2 Maintain a management team building and training program to improve the ability of the organization's top, middle, and line managers to plan, organize, control, and lead municipal departments as effectively and efficiently as possible.
- 3.3 Implement a pay-for-performance system that effectively links employee compensation to job performance.
- 3.4 Implement a comprehensive Customer Service Program that sets employee expectations and provides necessary tools and training to deliver outstanding customer service and holds them accountable for so doing.

3.5 Produce a written Annual Report summarizing the City's accomplishments in effectively and efficiently providing municipal services and facilities.

**4. Practice Good Governance** -- Provide policy guidance developed in a way that is participatory, consensus-oriented, effective and efficient, accountable, transparent, and consistent with applicable laws.

4.1 Endorse a budget preparation process and be involved early on to ensure that City Council has appropriate high-level input into budget development.

4.2 Improve City Council meeting procedures to provide more information to citizens in attendance and those viewing by television to enable them to better follow and understand Council's decision-making process.

4.3 Expand opportunities beyond attendance at public hearings for public participation in decision-making.

**5. Reverse Danville's Population Decline** -- Reestablish Danville's status as the region's community of opportunity and its community of choice.

5.1 Develop a formal marketing plan to promote Danville to perspective residents and businesses.

5.2 Sustain a positive image of Danville among its own residents, as well as those in other communities.

5.2.1 Establish a task force involving groups, businesses, and citizens to address negative perceptions of Danville held by the community and targeted external audiences and to develop a strategic plan for improving Danville's image.

5.2.2 Pursue attainment state and national awards that would draw positive attention to Danville.

5.3. Ensure that all of Danville's neighborhoods are attractive, desirable places to live to ensure that newcomers choose to live in the City.

**6. Encourage Lifelong Learning** -- Enable productive lifelong learning for Danville's residents.

- 6.1 Support the Danville Public School District, Danville Community College, Averett University, Institute for Advanced Learning and Research, and West Piedmont Workforce Investment Board in emphasizing the importance of academic achievement, work skills development, and lifelong learning in Danville.
- 6.2 Regularly meet with the Danville School Board and administration to maintain a good understanding of public education system operations and budget requirements.
- 6.3 Provide access to lifelong learning opportunities through the collections, programs, and services of the Danville Public Library, classes and events provided by the Department of Parks, Recreation, and Tourism, and nDanville telecommunications services.
- 6.4 Support cost-effective training of municipal employees through training provided by professional organizations and associations, the City of Danville University, and the tuition reimbursement program.

**7. Celebrate Danville's Diversity** -- Ensure that all citizens of Danville live in a welcoming community undivided by barriers of race, ethnicity, or national origin.

- 7.1 Involve, respect, and give equal treatment to all in our organization and in the community, neither discriminating, nor tolerating discrimination in the conduct of municipal government affairs.
- 7.2 Establish partnerships with community organizations to deal with actual and perceived instances of racial discrimination and inequity and to improve race relations in Danville.
- 7.3 Initiate programs and events to create opportunities for positive interracial dialogue and interaction.
- 7.4 Ensure that municipal programs and services address the needs of a diverse population and provide equitable benefits to all residents.
- 7.5 Use creative, innovative, and proactive means to promote the equitable recruitment of minorities into the municipal workforce in order to ensure that it is representative of the diversity of Danville. Similarly, endeavor to reflect Danville's diversity in the composition of City Council appointed boards and commissions.

**8. Promote Danville's Good Health & Wellness – Support a healthy and active community.**

- 8.1 Develop and implement local policies and actions to address health and the broad range of factors that influence health, including transportation and public transit; roads, sidewalks, and bicycle lands; parks and trails; land use; housing; and urban planning; and recreation and cultural activities. Through these efforts, seek to create physical and social environments that make it easier for individuals to take responsibility for their own good health and wellness.
- 8.2 Work with the schools and community nonprofits to develop and implement activities that promote good health and wellness.

Adopted: June 18, 2013  
Resolution 2013-06.19

**Accrual Basis of Accounting**

Funds that focus on total economic resources employ the accrual basis of accounting, which recognizes increases and decreases in economic resources as soon as the underlying event or transaction occurs. Revenues are recognized as soon as they are earned and expenses are recognized as soon as a liability is incurred, regardless of the timing of the related cash inflows and outflows.

**Appropriation**

The legal authority granted by the City Council to expend funds for a specific purpose.

**Assessment**

The official valuation of property for the purposes of taxation.

**Assessed Value**

A valuation set upon real or personal property by the City Assessor as a basis for levying taxes.

**Balanced Budget**

Occurs when the total revenues match the total expenditures for a fiscal year.

**Bond**

A written promise to pay a specified sum of money (the “principal”) at a specified date in the future, together with a periodic interest at a specified rate. The payments on a bond are referred to as “debt service”.

**Budget**

The plan for the acquisition and allocation of resources for a specified purpose.

**Capital Improvement Program**

A five-year plan for completing public capital projects on an annual basis, with tentative beginning and ending dates for each, anticipated costs, and options for financing.

**Capital Outlay**

Category of expenditures that includes machinery/equipment purchases, furniture/fixtures purchases, communications purchases, motor vehicles and equipment, software purchases, or certain expenditures classified as improvements.

**Capital Projects**

Large one-time construction/maintenance projects or purchases that are expected to provide services for citizens over a period of time.

**Contingency**

An estimated amount of funds needed for deficiency, contingent or emergency purposes.

**Contribution Other Entity**

Category of expenditures that includes contributions to outside organizations.

**Cost Allocation**

Cost allocation distributes accumulated indirect costs to the programs that benefit from the accumulated cost on the basis of percentages that represent a reasonable and equitable

allocation base. A cost allocation plan allows the General fund to recover administrative costs from Enterprise Funds, grants, and other participants (Juvenile Detention).

### **Current Financial Resources**

A measurement that focuses on changes in current financial resources. Here the goal of the operating statement is to answer the question, “What are the transactions or events of the period that have increased or decreased the resources available for spending in the near future?” This is the focus of governmental type funds (the General Fund) and is the reason the modified accrual basis of accounting is used.

### **Danville-Pittsylvania Regional Industrial Facility Authority (RIFA)**

A regional partnership between the City of Danville and Pittsylvania County for the purpose of engaging in joint economic development efforts.

### **Debt Service**

Repayment of City debt, including interest.

### **Department**

An entity with the City organization, established either by State Code or identified need, for the administration of specifically related duties or responsibilities. A Department Head is responsible for the activities or expenditures within that department.

### **Depreciation**

The process for estimating and recording the lost usefulness, expired useful life, or diminishment of a fixed asset that cannot or will not be restored by repairs and must be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to replace the item at the end of its useful life.

### **Disbursement**

A cash payment to an outside party, or a transfer of funds to another accounting entity within the City's financial structure.

### **Division**

For manageability and accounting purposes, some departments are further divided into divisions, which are small units of control in a given service area.

### **Economic Resources**

A measurement focus used to describe the types of transactions and events that are reported in a fund's operating statement. The goal of the economic resources measurement focus is to answer the question, “What transactions and events have increased or decreased the fund's *total economic resources* during the period?” This is the goal of enterprise funds, and hence is the reason they use the accrual basis of accounting.

### **Employee Benefits**

Category of expenditures that include indirect and non-cash compensation paid to an employee such as contributions to FICA, retirement (ERS and VRS), worker's compensation, and expenditures classified as employee services.

**Encumbrance**

A reservation of funds for an anticipated expenditure prior to an actual payment for an item. Funds are usually encumbered or reserved once a contracted obligation has been entered into for an item, but prior to the cash payment actually being disbursed.

**Enterprise Fund**

These self-supported funds for city-owned entities are entirely or predominantly financed by user fees. The operation of these self-sustaining funds is accounted for in such a way as to show gains or losses, similar to that of a private enterprise.

**Expenditure**

The authorized payment of City funds for goods or services. This includes payment for operating expenses, capital improvements, and debt service.

**Fiscal Year**

A year long accounting period. For the City of Danville, the fiscal year runs from July 1 to June 30 of the following year.

**Fund Balance**

Resources, which at year's end, have exceeded requirements and have not been designated for any specific purpose.

**General Fund**

The general fund accounts for the majority of day-to-day City operations and finances by taxes and revenue.

**Grant**

A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grant moneys are usually dedicated for specific purposes.

**Internal Services**

A category of internal service funds that centralize the services for the general government motor pool, print shop, and insurance. These services are provided on a cost-reimbursement basis to the departments utilizing the services.

**Internal Services Fund**

The internal services fund accounts for the financing of goods and services provided by one fund to another fund on a cost reimbursement basis.

**Labor Expense Cross**

The cost of public works labor charged to another department.

**Modified Accrual Basis of Accounting**

Method under which revenues are recognized when earned, only to the extent they are collectible within the period or soon enough afterwards to be used to pay liabilities of the current period. Similarly, debt service payments and specific accrued liabilities are only recognized as expenditures when payment is due because it is only at that time that they normally are liquidated with expendable available financial resources. Funds that focus on the current financial resources (governmental funds) use the modified accrual basis of accounting.

**Non-Categorical Aid: 599 Funds**

Funding earmarked for public safety from the State of Virginia for localities with Police Departments.

**Other Operating Expenses**

A category of expenditures that includes travel and training, general liability insurance, dues and memberships, telephone/internet, office supplies, books and subscriptions, postal service, uniforms, and other materials and supplies.

**Operating Expenses**

The portion of the budget pertaining to the daily operations that provides basic governmental services.

**Personnel Services**

A category of expenditures that includes the salaries and wages for employees.

**Position**

A specified group of duties and responsibilities to be performed by a person employed by the City.

**Proprietary Funds**

Funds that rely on operating income, changes in net assets or cost recovery, financial positions, and cash flows.

**Public Assistance**

A category of expenditures that includes Social Service programs.

**Purchased Services**

A category of expenditures that include services performed by non-city entities for the functionality of a department or division. This can include payments for maintenance service contracts, repair work done by non-city firms, or accounting/auditing services.

**Reserve**

Funds that have been set aside for a specific purpose or future use.

**Revenue**

Government income, including, but not limited to, funding from sources such as taxes, permits, fees, licenses, fines, and grants.

**Tax Base**

The aggregate value of all items being taxed.

**Tax Rate**

The level of taxation stated in terms of a dollar amount (i.e \$0.73 per \$100 of assessed value) or a percentage of the value of the tax base (5% sales tax).

**Transfer Out**

General Fund support of other operations.