

Winchester  
Virginia

FY2016  
*Adopted*  
BUDGET



July 1, 2015 - June 30, 2016





# **CITY OF WINCHESTER, VIRGINIA ADOPTED BUDGET**

Fiscal Year  
July 1, 2015 through June 30, 2016



## **BUDGET OFFICIALS**

Eden E. Freeman, City Manager  
Mary M. Blowe, Chief Financial Officer  
Celeste R. Broadstreet, Financial Services Director



# 2015 City Council

## FIRST WARD



**Les Veach**  
*Elected 2008*



**Bill Wiley**  
*Elected 2014*

## SECOND WARD



**Evan Clark**  
*Elected 2006*



**John Hill**  
*Elected 2008*

## THIRD WARD



**Milt McInturff**  
*Elected 2008*



**Corey Sullivan**  
*Elected 2014*

## FOURTH WARD



**Kevin McKannan**  
*Elected 2014*

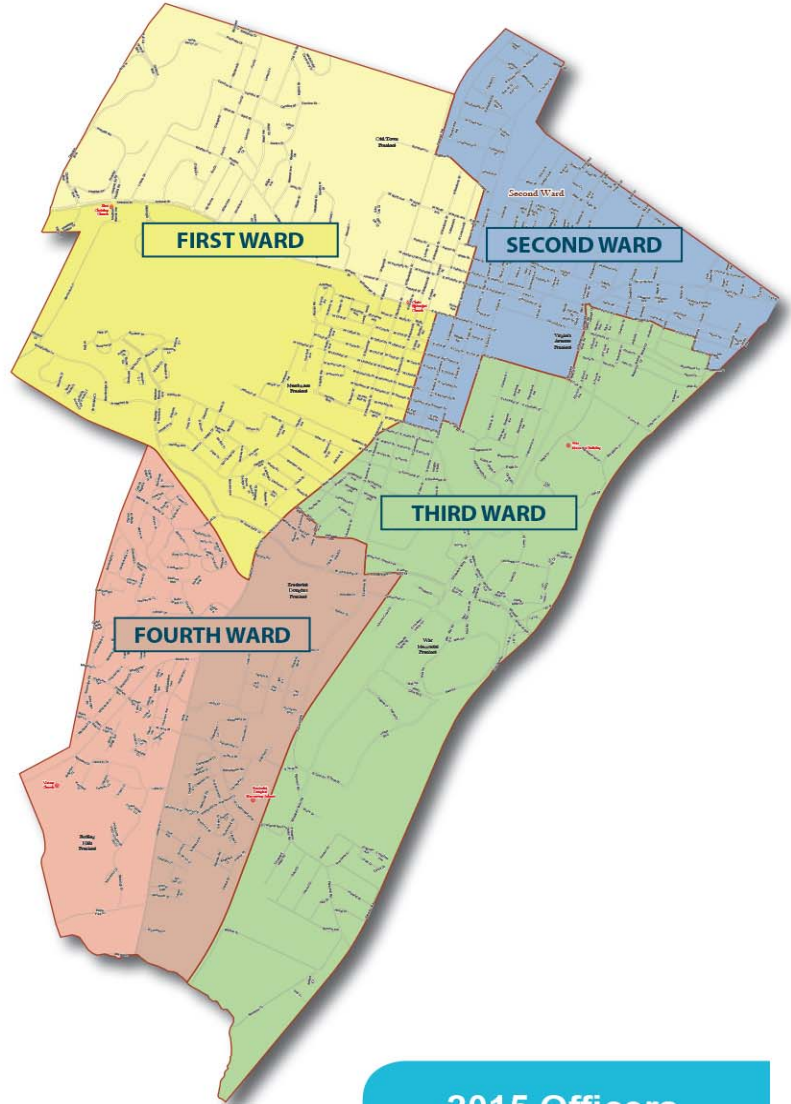


**John Willingham**  
*Elected 2008*

## AT-LARGE



**Elizabeth Minor**  
*Elected Mayor 2004*  
*Elected Council 1980*



## 2015 Officers

**Elizabeth Minor**  
Mayor

**Les Veach**  
Vice-Mayor

**John Willingham**  
Council President

**Milt McInturff**  
Vice-President



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Winchester  
Virginia**

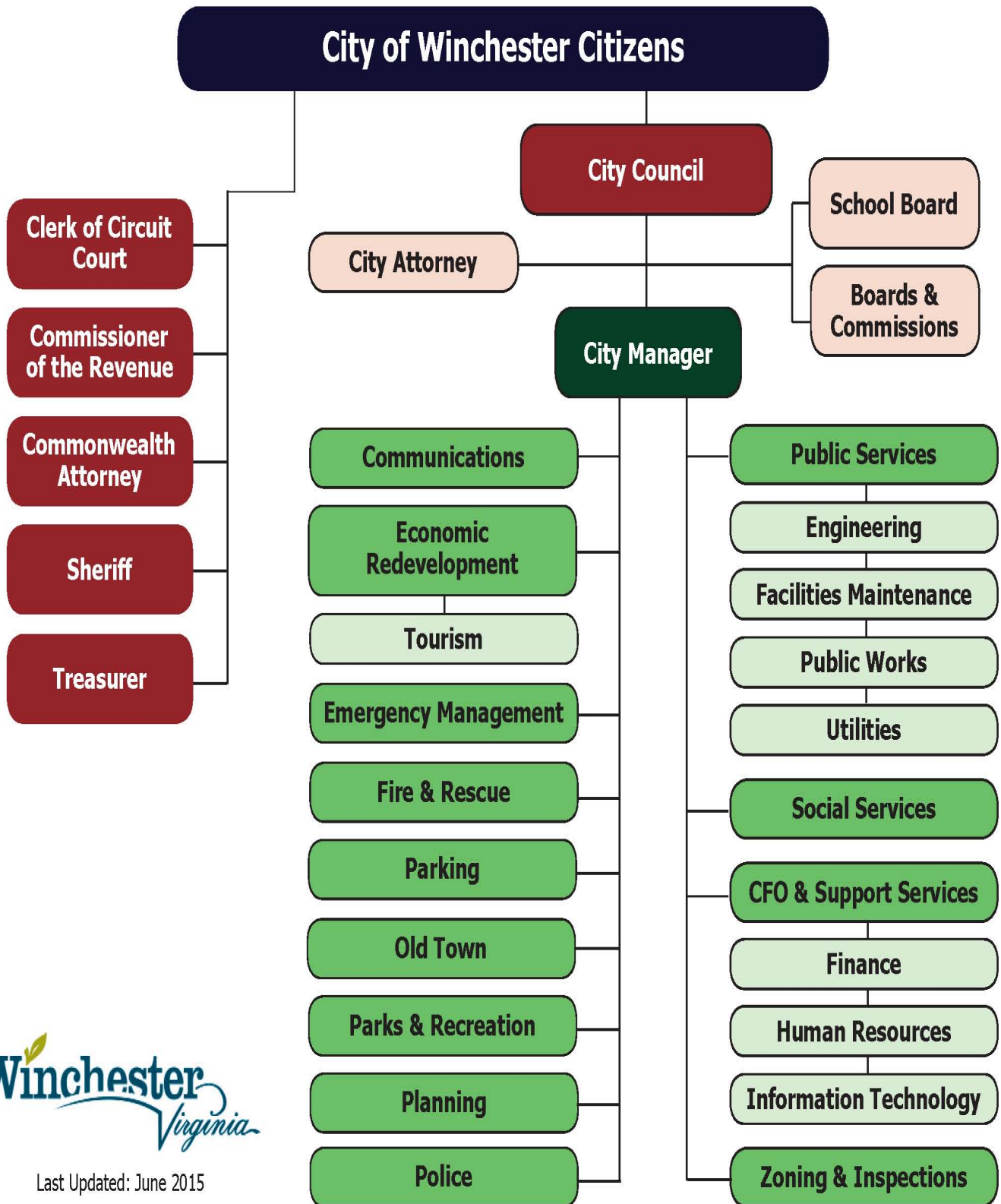
For the Fiscal Year Beginning

**July 1, 2014**

Executive Director



# City of Winchester Organizational Chart



Last Updated: June 2015

# STRATEGIC PLAN

2014 2015



The City of Winchester uses a robust strategic planning process to identify and address significant community issues. The process involves both the City Council and staff and includes a vision statement, mission and four goals.

## GOAL

1

### GROW THE ECONOMY

#### ACTIONS:

- Meadow Branch Avenue Development
- Conference Center Development
- Enterprise Zone: Next Steps
- Retail Attraction/Retention Strategy
- Patsy Cline Economic Redevelopment Strategy
- Zero Pak Redevelopment

#### OBJECTIVES:

- Develop a workforce prepared for 21st century
- More higher paying jobs for residents
- Expand educational programs linked to medical and healthcare job opportunities
- Increase number of start up businesses
- More diverse local economy
- Increased high tech businesses and jobs

## GOAL

2

### CREATE A MORE LIVABLE CITY FOR ALL

#### ACTIONS:

- City Gateway Beautification Project
- North End Redevelopment Strategy
- Housing Stock Condition Assessment
- Frederick Douglas Park Improvements
- Youth Activities and Employment
- Development Standards
- John Kerr Elementary & Schools Master Plan

#### OBJECTIVES:

- Revitalize the North End and other downtown neighborhoods
- Improve neighborhood parks with amenities
- Manage future growth
- Upgrade city school facilities
- Revitalize center city neighborhoods
- Create a safe community
- Create a more bikable and walkable city

## GOAL

3

### DEVELOP A HIGH PERFORMING ORGANIZATION

#### ACTIONS:

- Public Safety Communications System
- Incentives for City/School Employees
- Community Events Policy
- Citizen/Community Survey

#### OBJECTIVES:

- Attract, develop and retain a quality City workforce including management succession capacity in all departments
- Increase teamwork and collaboration among City departments
- Upgrade, increase the use of information technology to increase productivity and to engage the customer service
- Provide adequate resources for the defined core City services and service levels
- Maintain a high level of customer satisfaction with City
- Maintain competitive compensation/benefits for employees
- Improve communications within City and community

## GOAL

4

### CONTINUE REVITALIZATION OF OLD TOWN

#### ACTIONS:

- Old Town Gateway Enhancements
- Comprehensive Parking Strategy
- Downtown Branding and Materials Plan Development

#### OBJECTIVES:

- Continue investment by EDA in Old Town
- Retain and increase professional service/technology businesses
- Increase the number of residents living in downtown through mixed-use development
- Establish an "Arts and Entertainment" district
- Increase private investment in façade upgrades and second/upper floor development
- Expand efforts to all parts of Secondary District

[www.WinchesterVA.gov](http://www.WinchesterVA.gov)

#### MISSION:

To provide a safe, vibrant, sustainable community while striving to constantly improve the quality of life for our citizens and economic partners.



#### VISION 2028:

To be a beautiful, vibrant city with a historic downtown, growing economy, great neighborhoods with a range of housing options and easy movement.



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## City Manager's Message

Dear Honorable Members of Council,

I am pleased to present to you and the citizens and businesses of the City of Winchester the FY2016 Budget. The preparation of the annual budget is one of the most important processes undertaken by the City each year. The Budget is the financial plan that provides the resources required to carry out the priority projects identified in the City's Strategic Plan. The Winchester Common Council worked diligently to develop the 2014-2015 Strategic Plan which was revisited earlier in 2015 to validate and set the work plan for the FY 2016 budget. Revised goals were adopted shortly before the approval of the FY 2016 budget; however, since departments developed their budget requests using the previously adopted goals, those are reflected throughout this document. For budget planning purposes, the Adopted FY 2016 budget is predicated on the City's four main goals as developed through the strategic planning process:

- Grow the Economy
- Create a more livable City for all
- Develop a high performing organization
- Continue revitalization of Historic Old Town

As a result of the City's robust Strategic planning process, the City Council identified and prioritized top, high and moderate priority projects designed to guide the City towards achieving the above stated goals. Each one of the "Targets for Action" is addressed in this budget document and includes:

- Outfitting of new John Kerr Elementary School
- Meadow Branch Avenue Development
- Conference Center: Development
- Enterprise Zone: Next Steps
- City Gateway Beautification Project
- Public Safety Communications System
- North End Redevelopment and Strategy and Action Plan
- Retail Attraction/Retention Strategy
- Performance Incentives for City Employees
- Historic Old Town Gateway Enhancements
- Housing Stock Condition Assessment
- Zero Pak Redevelopment
- Revitalization of Catalyst Sites



## City Manager's Message

### **Disciplined Fiscal Policies:**

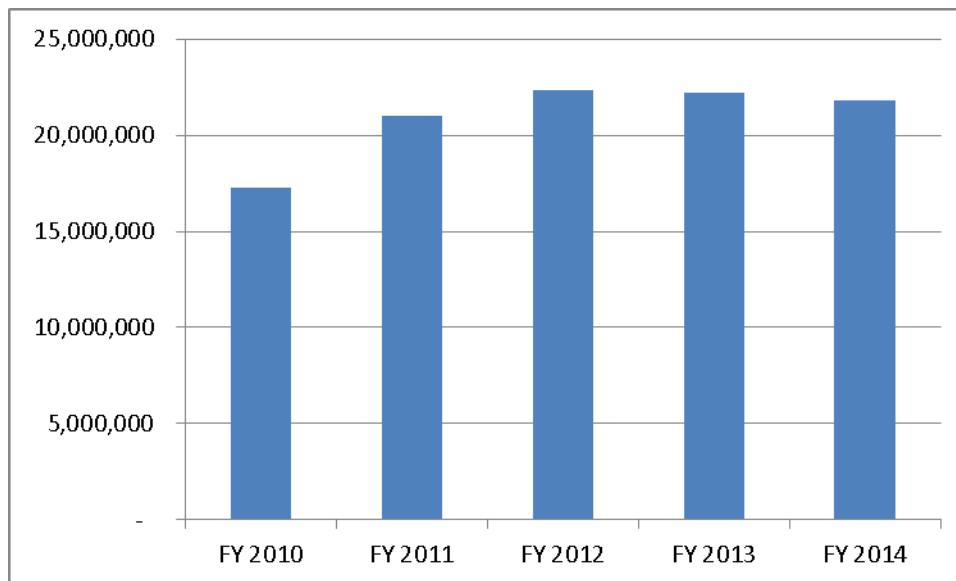
In addition, this budget has been developed with an emphasis placed on adherence to the three principals of sound financial planning:

- Fund Balance Policy
- Debt Policy
- Investment Policy

City staff have been mindful of Council's adopted policies and have developed this budget to not only adhere to our policies but have also implemented measures to ensure future compliance from a fiscal perspective.

The City's healthy cash balance (projected to be \$21.6 million at the end of FY 2015) and our disciplined fiscal policies have led the rating agencies to award the City of Winchester a highly coveted AAA bond rating. As a city we understand the importance of not allowing our cash balance to erode to a point where the rating agencies are not comfortable with our debt to cash ratio. Maintaining a balance of planned spending and debt issuance is paramount to the fiscal strength of Winchester.

### **Fund Balance – General Fund FY 2010 – FY 2014**



## City Manager's Message

### **Revenues are rebounding:**

During the past five years, Winchester has experienced some of the most difficult budget years in its long and storied history. The national economic recession significantly impacted local revenues and required the City to make difficult decisions. There are a number of indicators that lead us to believe the worst is now behind us; however, we have conservatively estimated revenues and continue to budget expenditures as cautiously as possible. This FY 2016 budget reflects positive signs of economic recovery which are evidenced by projected revenue increases which include:

- General Property Taxes increasing..... \$1,985,000 or 5.3%
- Other Local Taxes increasing.....\$550,000 or 1.9%

### **Core services funding:**

The FY 2016 core budget funds expenditures that are basic to the continued operations of the City without reducing the level of services to the citizens of Winchester. The following are some of the major increases/decreases to the core services included in the adopted budget:

- 2% Salary Increase
- Performance Bonus Incentive
- 3.4% (\$950,000) School Funding Increase

### **Staffing:**

Yet another key component of the budget process was to review all staffing levels with the Council goal to “Develop a High Performing Organization” in mind. As a result of the staffing analysis the adopted FY 2016 budget includes twelve new positions, funding for two previously unfunded positions, and eliminates one position as follows:

- New – (3) Sheriff Deputies – Sheriff
- New – Police Officer I – Police
- New – (2) Probationary Firefighters – Fire & Rescue
- New – Radio Communications Manager – Emergency Management
- New - (2) Custodians – Facilities Maintenance
- New – Economic Development Assistant – Economic Redevelopment
- New – Automotive Mechanic – Equipment Fund
- New – Storm Drainage Engineer – General Fund Storm Drainage
- Funded – Accounting Analyst - Finance
- Funded - Parks & Recreation Maintenance Tech I
- Eliminated – Community Resource Officer - Police



## City Manager's Message

### Equipment replacement:

The City has experienced difficulty during the down economy in staying ahead of the growing need to replace worn and aging equipment. The City Council recognizes the importance of providing employees with the tools they need to do their jobs. To address this need, the City implemented an Equipment Replacement Plan in FY 2013 which serves as a dedicated revenue source for future equipment funding. The FY 2016 budget continues that plan and includes funding for the replacement of the following equipment:

| Department          | Equipment                       | Amount             |
|---------------------|---------------------------------|--------------------|
| Sheriff             | Vehicle                         | \$ 31,600          |
| Police              | Vehicles (9)                    | 244,100            |
| Fire & Rescue       | Physio Control LifePak15 (3)    | 124,200            |
| Fire & Rescue       | Self-contained Breathing (SCBA) | 480,700            |
| Parks & Recreation  | Snow Plow                       | 6,100              |
| Highway Maintenance | Pickup Truck                    | 30,000             |
| Highway Maintenance | One Ton Dump Truck              | 60,000             |
| Transit             | Buses (2)                       | 450,000            |
| Equipment Fund      | Vehicle Lift                    | 30,000             |
|                     | <b>Total</b>                    | <b>\$1,456,700</b> |

### Capital Improvement Projects:

In 2012, the City amended the 2003 adopted Fund Balance policy to ensure that the City maintains a stable financial base. This policy requires that the City establish and keep an unassigned fund balance of 20% of the general fund expenditures. In addition, a capital reserve of \$500,000 was established at the end of FY 2014. As stated earlier, the City projects a healthy fund balance at the end of FY 2015 of \$21.6 million. This healthy reserve will allow the City to complete the following adopted projects during FY 2016 by using fund balance:

| Project  | Amount             |
|--|--------------------|
| National Avenue Gateway Improvement              | \$ 30,000          |
| Hope Drive Extension                             | 200,000            |
| Entryway Welcome Signs                           | 150,000            |
| Bridgeforth Field Turf                           | 135,000            |
| Green Circle                                     | 100,00             |
| Sidewalks  | 600,000            |
| Street Lights                                    | 100,000            |
| Playground Improvements                          | 20,000             |
| Frederick Douglass Park                          | 100,000            |
| Indoor Pool Shell Resurface                      | 65,000             |
| <b>Total CIP Projects funded by Fund Balance</b> | <b>\$1,500,000</b> |

## City Manager's Message

In addition, the City will issue new debt to fund the following projects:

| Project   | Amount              |
|---|---------------------|
| JJC Improvements                                      | \$ 3,700,000        |
| City Hall Renovations and HVAC Replacement            | 1,315,000           |
| Valley Avenue/Whitlock Drainage                       | 385,000             |
| Meadow Branch Extension                               | 600,00              |
| John Kerr Elementary School Furniture and Fixtures    | 1,000,000           |
| <b>Total CIP Projects funded by New Bond Proceeds</b> | <b>\$ 7,000,000</b> |

It is also important to realize that there are many organizational needs and requests that are not included in the budget due to limited financial resources. Unfunded budget requests include:

- Equipment requests \$ 1,225,183
- Personnel requests 1,674,531
- Outside Agency requests 106,685
- Department operating requests 1,845,371
- Information Technology requests 629,419
- Capital requests 2,796,700

**Total Unfunded Requests \$ 8,277,889 or 10% of budget**

### Issues for the future:

The City has many challenges and opportunities as we plan for the future. We would be overly optimistic if we did not anticipate future funding cuts from the State in the following areas:

- Constitutional offices and Courts
- Regional jails and detention centers
- K-12 education
- Comprehensive Services Act
- Social Services
- Benefits and insurance for employees
- Transportation

Unfunded mandates continue to be a factor that the City must address in the annual budget. Additional issues of concern as we look towards next year's budget and beyond is the desire for more capital projects to serve both the City and the Winchester Public School system. A more immediate need and one which will help our employees become more productive and efficient is the implementation of the City's information technology strategic plan.

## City Manager's Message

In conclusion, the City of Winchester has a robust strategic plan and an adopted budget that provides the necessary funding to implement the plan. Moreover, Winchester has a dedicated staff that is eager to serve the City, a City Council willing to make the difficult and often unpopular decisions and a citizenry who want nothing less than greatness for the City of Winchester. Winchester's FY 2016 budget is a sound fiscal document that provides resources to ensure a well-run City government and meets the needs of citizens now and into the future.

Respectfully submitted,



Eden E. Freeman  
City Manager



## Budget Overview

The main purpose of the City of Winchester's annual budget is to communicate to its Citizens the goals for the upcoming year as well as the activities that will be carried out and the resources that will be used to accomplish those activities. The City's annual budget is a short-term plan subject to change based on circumstances that influence its execution such as shifting priorities, changes in the financial environment, and/or unforeseen events. This year's annual budget is focused on supporting the following goals set by City Council:

1. Grow the Economy
2. Develop a High Performing Organization
3. Continue Revitalization of Historic Old Town
4. Create a More Livable City for All

### **Budget Accounting**

The City's budget is presented and periodically reported on using the modified accrual method of accounting. This method refers to when revenues and expenditures are recognized in the accounts. In modified accrual accounting, revenues are recognized when they are both measurable and available to finance current expenditures. Expenditures are recognized when the services are incurred or goods received. With the exception of the Enterprise Funds, which are presented in the City's CAFR using the full accrual method of accounting, the remaining funds are presented using the modified accrual method.

### **Revenue**

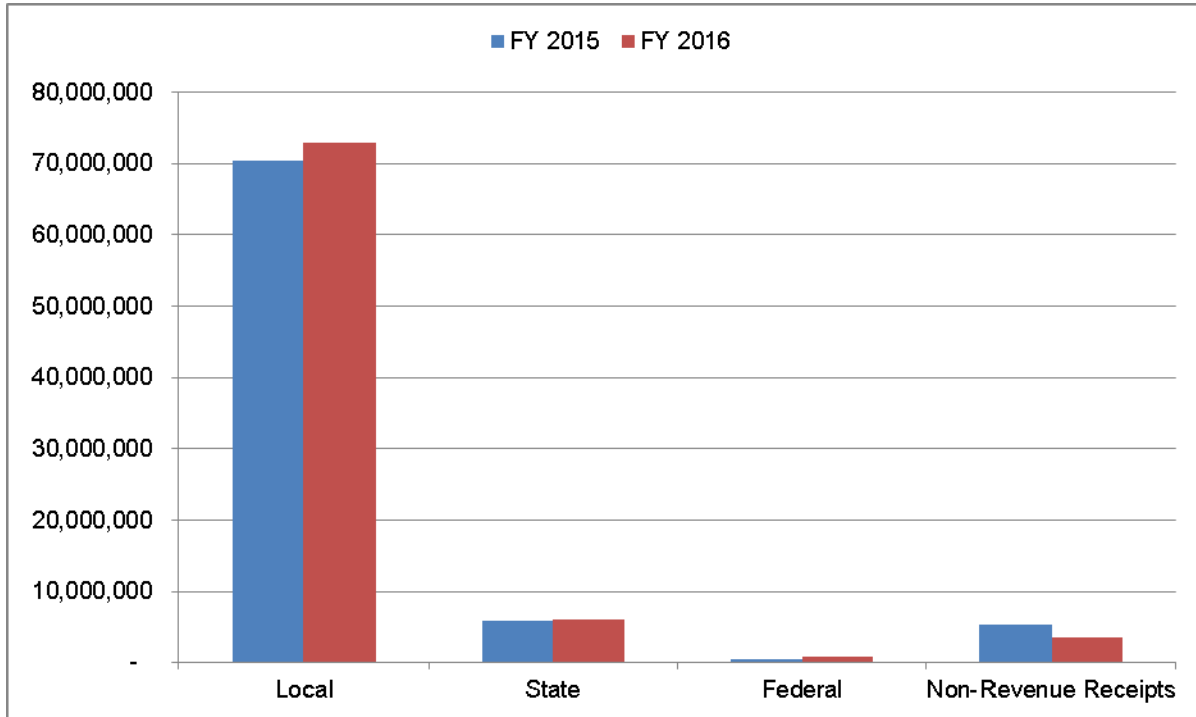
Revenue estimates are developed with a conservative and practical approach based on general economic conditions, historic experience, and expected changes in activities and services. A team consisting of the City Manager, the Treasurer, the Commissioner of the Revenue, the Chief Financial Officer, and the Financial Services Director prepares operating revenue projections for the General Fund. For all other Funds, individual Department Directors are responsible for projecting revenue.

### **General Fund Revenues:**

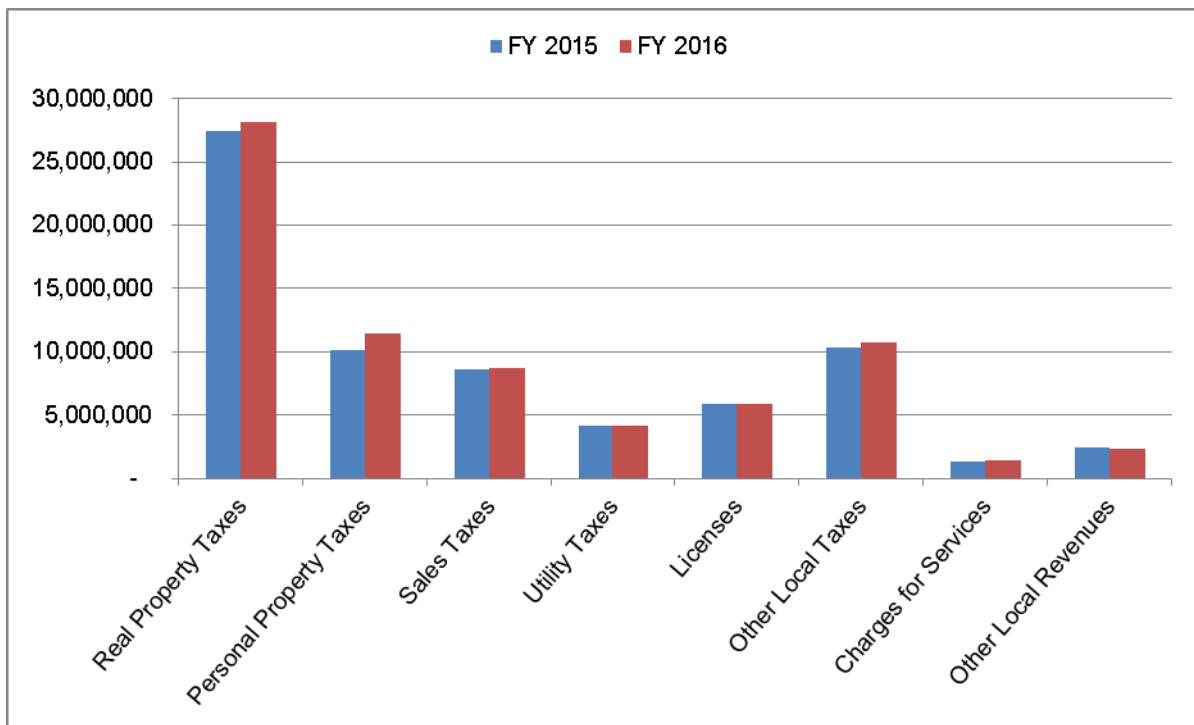
General Fund estimated revenues total \$83,115,000, an increase of \$1,048,000 from the FY 2015 adopted budget. The following chart illustrates General Fund revenue increase for the City of Winchester. Revenues are divided into four categories: (1) Local, (2) State, (3) Federal, and (4) Non-Revenue Receipts. More detailed trend information for these three categories is presented in the following pages.

## Budget Overview

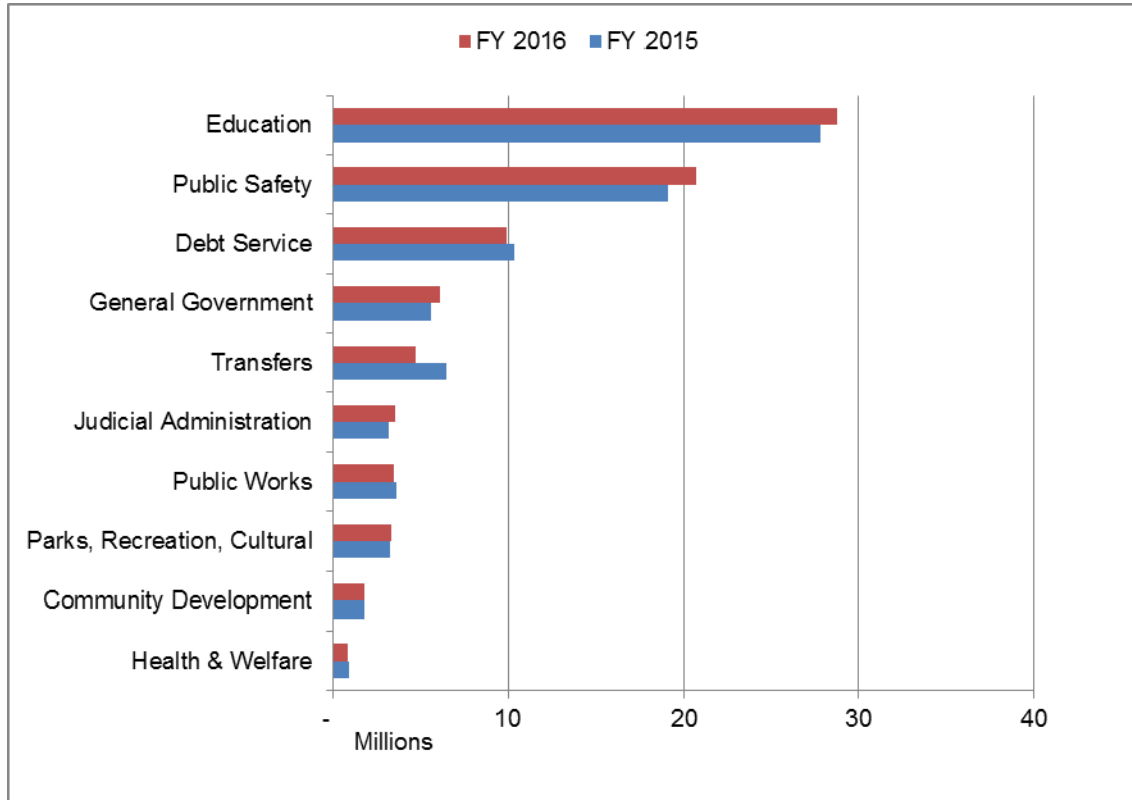
### General Fund Revenues by Source FY16 vs. FY15



### General Fund Local Revenues by Source FY16 vs. FY15



## General Fund Use of Funds FY 2016 vs. FY 2015



An analysis of changes in the major categories of revenue is as follows:

Increased Revenue Budget  
Compared with FY15 Adopted

### A. Local Taxes

**\$2,535,000**

Local taxes are the largest category of revenues for the City. Local taxes comprise 83.2% of all FY 2016 General Fund revenues. The local tax category is expected to increase approximately 3.8% compared to the adopted estimate for FY 2015. Economic improvements have positively impacted most areas in this category, most notable in the sales tax category. Increases and decreases in major revenues or categories of revenue are noted below:

1. **Real Property Tax – \$685,000** - The real estate tax is the single largest source of revenues for the City of Winchester. Real property taxes are expected to increase 2.6% over the FY 2015 adopted revenue budget. Assessments to establish property values occur on a bi-annual calendar year basis. Assessments on new construction are completed throughout the year. The City's latest complete assessment was effective January 1, 2015. For FY 2016, the rate at which taxes on real property are



## Budget Overview

assessed is \$0.91 per \$100 of assessed value. This rate represents a revenue neutral rate lowered from the prior rate of \$0.95 per \$100 of assessed value.

2. **Personal Property Tax – \$1,300,000** – Personal Property taxes are expected to increase 12.8% over the FY 2015 adopted revenue budget. Personal Property taxes are levied on all tangible property owed within the City's limits, including registered vehicles and business furniture and equipment. Mobile Homes are also included in this category for taxation purposes. Rates for personal property remain unchanged from last year at \$4.50/\$100 assessed valuation.
3. **Sales Tax – \$150,000** – Sales tax is expected to increase 1.7% over the FY 2015 adopted revenue budget.
4. **Motel Tax - \$100,000** – The motel tax revenue is expected to increase 12.0% over the FY 2015 adopted revenue budget. The motel tax rate increased from 5% to 6% beginning July 1, 2014.
5. **Meals Tax - \$300,000** - Meals tax is a consumer-driven source of revenue and another major revenue source for the City of Winchester. Meals tax revenue is expected to increase 4.3% over the FY 2015 revenue budget. The meals tax rate increased from 5% to 6% beginning July 1, 2014.

### **B. Charges for Services/Miscellaneous**

**(\$32,500)**

The Charges for Services category is the smallest revenue category. Most of the revenue in this category is generated from fees charged for services rendered to our citizens. This category comprises only 4.7% of the General Fund revenues. The major charges for services categories are discussed as follows:

1. **Permits, Fees, and Licenses – (\$12,000)** – This category of revenue is comprised mainly of inspection fees and permits related to the construction industry.
2. **Revenue/Use of Money – (\$17,500)** – This category of revenue consists of interest earned on investments. The decrease in this category is due to the extremely low interest rates on investments.
3. **Charges for Services – \$115,000** – This category of revenue consists of fees for services, such as fire inspection, false alarm, and parks and recreation fees. Beginning in FY 2015 the City implemented a new sanitation fee. This \$5 fee will be charged for trash and recycling pick and began October 1, 2014. The FY 2016 increase is based on a full year collection of the new sanitation fee.
4. **Recovered Cost/Miscellaneous – (\$118,000)** – Revenues in this category include interest earned on investments, and recovered costs such as landfill recycling. The decrease in this category is mainly due to a decrease in the landfill recycling revenue.

### C. Intergovernmental Revenue

**\$573,500**

This revenue category is primarily comprised of State funds designated for specific programs. There is little local discretionary use of these funds, much of which is paid to the City on a reimbursement basis. This category represents only 8.2% of the total General Fund revenue budget. The FY 2016 revenue estimate is projected to increase 9.1% from the FY 2015 adopted budget. The major categories of intergovernmental revenue are discussed as follows:

1. **Non-Categorical Aid – \$21,000** – This category of State taxes is comprised of revenues from personal property tax relief, rental car, recordation, rolling stock taxes, and local aid to the Commonwealth. The largest source of revenue in this category is personal property tax relief. The amount provided by the State is frozen at approximately \$2.6 million annually.
2. **Shared Expenses – \$80,000** – This category of revenue accounts for reimbursement to the City for the State share of salaries and operating expenses of the Constitutional Offices including the Commonwealth's Attorney, Sheriff, Treasurer, and Commissioner of the Revenue. The FY 2016 revenue is projected to increase by 4.9% from the FY 2015 adopted revenue estimate.
3. **Other Categorical Aid – \$472,500** – This category of revenue consists of State 599 police funds and Federal grants funding. The increase in revenue in this category is due to an Assistance to Firefighters grant to purchase public safety equipment.

### Special Revenue Fund Revenues

1. **Human Services Fund** – Estimated revenues for the Human Services Fund total \$7,329,000. Revenues are mainly comprised of state revenues of \$2,957,674, federal revenues of \$2,049,476 and General Fund support of \$2,285,000.
2. **Highway Maintenance Fund** – Estimated revenues of the Highway Maintenance Fund total \$4,028,000. Revenues are mainly comprised of state revenues of \$3,431,400 and General Fund supplement of \$590,000. The General Fund supplement will fund \$500,000 for paving and \$90,000 for equipment replacement.
3. **Transit Fund** – Estimated revenues of the Transit Fund total \$1,442,000. Revenues are comprised of \$87,300 charges for services, \$227,300 state revenues, \$858,400 federal revenues, and \$269,000 of General Fund support.
4. **Emergency Medical Services Fund (EMS)** – Estimated revenues of the EMS Fund total \$1,074,000. Revenues are comprised of fees charged for Ambulance service.

5. **Winchester-Frederick County Convention and Visitors Bureau Fund** – Estimated revenues of the Winchester-Frederick County Convention and Visitors Bureau Fund are \$280,000 and are comprised mainly from the local support of the City of Winchester and Frederick County governments.
6. **Law Library Fund** – Estimated revenues of the Law Library Fund are \$50,000 and are comprised of fees collected by the local courts.
7. **Winchester Parking Authority (WPA) Fund** – Estimated revenues of the Winchester Parking Authority Fund total \$1,256,000 and are generated from the parking facilities through user fees and ticket violations. The WPA operates four parking garages, on-street parking meters, and off-street parking meters.

### Capital Improvement Fund Revenues

Capital Improvement Fund revenues are estimated to be \$15,000,000. These revenues consist of funds transferred from the General Fund and from the sale of general obligation bonds.

### Enterprise Fund Revenues

Utilities Fund revenues are estimated to be \$21,504,000. Utilities Fund revenues are derived from the sale of water and sewer services. The Utilities department issues revenue bonds to upgrade water facilities and replace antiquated water and sewer lines.

### Internal Service Funds

1. **Employee Benefits Fund** – Revenues are estimated to be \$1,138,000. The revenues are comprised of billings to user funds and departments for worker's compensation premiums. Also, included in the revenue amount is fund balance usage for an employee incentive program and retiree health insurance premiums.
2. **Equipment Fund** – Revenues are estimated to be \$1,515,000. The revenues are comprised of billings to user funds and departments for equipment repairs and maintenance.
3. **Other Post-Employment Benefits (OPEB) Fund** - Revenues are estimated to be \$480,000. The revenues are comprised of billings to funds and departments for actuarially determined allocation of OPEB costs.



### Budget Hierarchy

The City's FY 2016 Adopted Budget is presented in discrete levels, the broadest of which is represented by the Appropriation Ordinance adopted by City Council. Within the Ordinance, reference is made to the Funds that comprise the overall budget, of which there are three basic types as illustrated in the Operating Funds Structure chart. Including the following:

1. **Governmental Funds** – Account for activities primarily supported by taxes, grants, and similar revenue sources.
  - a. **General Fund** is the main operating fund for the City and accounts for expenditures which are not accounted for in other funds and provides for the regular day-to-day operations. The sources of revenue are varied, but include local tax receipts, charges for services, various fees, Federal and State receipts.
  - b. **Special Revenue Funds** include the Human Services Fund, Highway Maintenance Fund, Transit Fund, Emergency Medical Services Fund, Winchester-Frederick County Convention and Visitors Bureau Fund, and Law Library Fund. The sources of revenue are Local, Federal and State funds which may be used only for a specific purpose.
  - c. **Capital Projects Funds** to account for the financing and construction of capital projects of the government. Financing is provided by local revenue and bond issues.
2. **Proprietary funds** – Account for operations that receive significant support from fees and charges and are operated on the accrual basis of accounting.
  - a. **Enterprise Funds** account for the fees charged to users for goods and services provided.
  - b. **Internal Service Funds** are used to account for fees charged to other funds for goods or services provided on a cost reimbursement basis. The City has three internal service funds, Equipment Operating Fund, Employee Benefits Fund, and Other Post-Employment Benefits Fund.
3. **Fiduciary Funds** are used to account for resources held for the benefit of parties outside the government. The City has three fiduciary funds: the Special Welfare Fund, Northwestern Regional Jail Authority Construction Fund, and Northwestern Regional Juvenile Detention Center Fund. The accounting used for fiduciary funds is much like that used for proprietary funds.

## Budget Overview

### Budget Expenditures

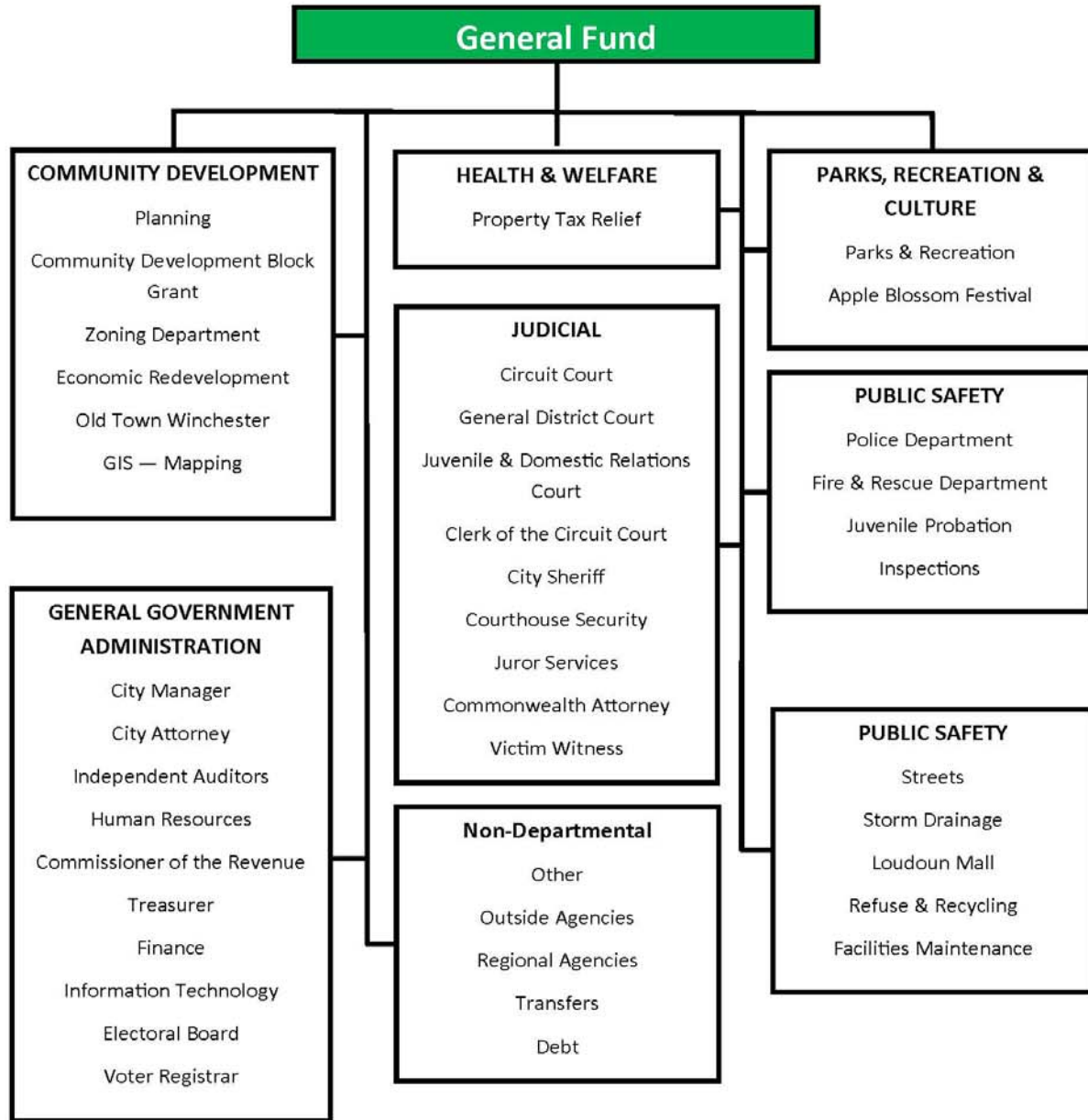
Budget expenditure sections (Departments and Divisions) are organized according to categories prescribed by the Commonwealth of Virginia's Auditor of Public Accounts. Departmental summaries may be found in the Budget Summary section of this document.

Funds are further divided into **Department and Divisions**, such as the Public Safety Department which has a specific **Division** for Police. These budgetary units are based on function and are used for planning and reporting departmental activities.

The budgeted expenditures within Division are delineated by Budget Line Items which further break down expenses into specific categories which is necessary to provide the City with the data needed to comply with its many reporting requirements. The City uses a fourteen digit account number format where the first three digits represent the Fund, the next four digits represent the Department and Division, the next three digits represent the Activity and Sub Activity, the next four digits represent the element (expenditure category) and the object (expenditure detail). For example: Account number 111-3111-431-11-01

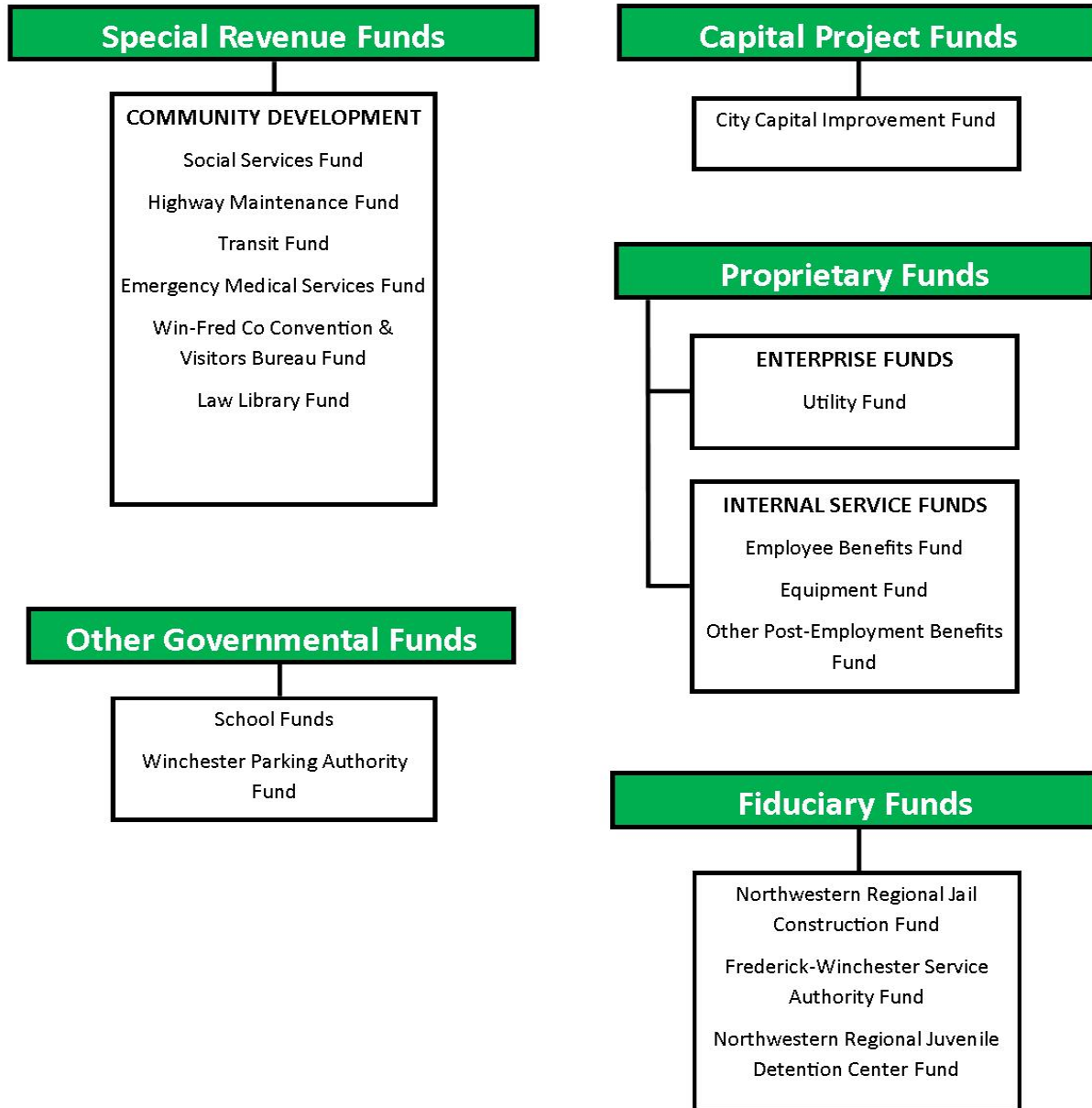
| Description  | Account number | Category        |
|--------------|----------------|-----------------|
| Fund         | 111            | General         |
| Department   | 31             | Law Enforcement |
| Division     | 11             | Police          |
| Activity     | 43             | Public Safety   |
| Sub Activity | 1              | Law Enforcement |
| Element      | 11             | Wages           |
| Object       | 01             | Regular         |

## OPERATING FUNDS STRUCTURE





## OPERATING FUNDS STRUCTURE



### Financial Management Policies and Program Goals

The City of Winchester has an important responsibility to its citizens to plan for the future and manage public funds with accuracy and integrity. Planning has been an important focus of the City of Winchester, as we constantly adapt and change to meet the needs of our community. City Council along with City Staff have created and implemented many financial policies to demonstrate our commitment to sound financial management.

The City of Winchester has implemented a 20-year financial planning model which aids us in evaluating our policies and making sure we meet our targets. Our model incorporates all of our CIP, revenues and expenditures. Using past performance and changing factors in our community, we use percent increases/decreases to project into the future. We are constantly preparing and changing to meet the needs of our community in the following areas:

- Continue to monitor debt levels to prepare for future capital needs.
- Recognize the City's potential markets with the redevelopment of historical properties for a different and more prosperous use.
- Continue to keep tax rates at low levels

### Policy Goals

Our policies include many issues such as cash and investment management, expenditure control, asset management, debt management and planning concepts, in order to:

- Demonstrate to the citizens of the City of Winchester, the investment community and the bond rating agencies that we are committed to being a fiscally strong organization.
- Make goals and policies clear so new Council members or staff will be able to continue with our current policies and change them as the needs of the community change.
- Continue to conform to Generally Accepted Accounting Principles (GAAP) as well as Governmental Accounting Standards Board (GASB) regulations.
- Insulate from financial crisis.
- Plan for projects to spread the costs of larger projects over a longer period of time.
- Maintain City's bond rating.

#### A. General Budget Policies

1. The City discourages departments from requesting supplemental appropriations from fund balance outside of their budgeted amounts. This helps eliminate a possible negative balance in future years.
2. Departments have access to their own budgets and have the ability to print their budget on demand at any time of the month.

## Budget Overview

3. The City Manager receives monthly revenue and expenditure reports for review and has established a revenue team comprised of the Chief Financial Officer and the Director of Financial Services to ensure the City is receiving all revenue and ensures proper classification of revenues.

### B. **Revenue Policies**

1. The City strives to maintain diversified sources of revenue to guard against potential problems if one source of revenue is lost. This also allows us to distribute taxes among all citizens or businesses.
2. The City appraises property at 100 percent of fair market value. The City out-sources the appraisal process to ensure a fair and equitable process. Property is re-assessed every two years.
3. The City adopts a policy of aggressive tax collection and uses all legal authority to collect these taxes.

### C. **Debt Management Policies**

1. The City incorporates all debt service policies into our financial planning model to ensure all payments will be made, and by what funding source.
2. The City will not use long term debt to finance current operations.
3. The City will evaluate all possible ways to incur necessary debt and choose the best method for the issue in question, including but not limited to the State Literary funds, VML/VACo programs, Virginia Resources Authority, and the Virginia Public School Authority.
4. The City must maintain net debt as a percentage of assessed value targeted at less than 3.5% with a maximum level at 4%. Net debt is General Obligation debt and capital lease obligation exclusive of debt or leases payable from Enterprise funds.
5. General Obligation debt service and capital lease payments as a percentage of total governmental fund expenditures shall be targeted at less than 12.5%, with a maximum level of 15%.

### D. **Capital Policies**

1. The City develops a five-year Capital Improvement Program which is updated every year.
2. The City will make all capital improvements in accordance with an adopted capital improvement program, excluding emergency situations.

## Budget Overview

3. The City will identify future costs of the anticipated projects and budget accordingly to reduce budget overages, before approval.
4. The City will finance Capital projects in the most cost effective way possible.

### E. **Fund Balance Policy**

1. The City established and maintains an amount equal to 20% of the projected expenditures of the general fund and the school fund less any capital outlay projects funded with bond proceeds.
2. The City committed to having a healthy reserve for unforeseen emergencies that may occur.

### F. **Investment Policy**

1. The primary goal of the investment policy is to maximize the return on investment while minimizing the risk to the investment.
2. The Treasurer will diversify use of investment instruments to avoid incurring unreasonable risks inherent in over investing in specific instruments, individual financial institutions or maturities.
3. The Treasurer, in cooperation with the City's Finance Department reports at the end of each month the amount of money on deposit with each depository to City Council.
4. All investments are recorded and reviewed with internal and independent auditors and meets the requirements of the Governmental Accounting Standards Board (GASB).

## **Balanced Budget**

The City prepares an itemized budget for each fund and each program within the fund. The budget should be balanced with current revenues equal to or greater than current expenditures/expenses using the following strategies: improve revenues; create new service fees or raise existing fees based on the cost of services; reduce or eliminate programs; use fund balances, if available; increase property taxes; or reduce or eliminate services. In any fund in which expenditures/expenses shall exceed revenues, operating reserves shall be used to meet the shortfalls. The FY 2016 budget was balanced using a combination of expenditure reductions and increased local taxes.



### Budget Process Overview

The City prepares an annual budget in which each department within the City government is required to submit its estimate to the City Manager. The City Manager reviews the estimates and other data and recommends the annual budget to the Common Council under the following guidelines and procedures.

1. Prior to April 30 of each year, the City Manager submits to the Common Council a proposed operating and capital budget for the next fiscal year commencing the following July 1. The operating and capital budget includes proposed expenditures and the means of financing them.
2. Public hearings are conducted to obtain citizen comments.
3. Prior to June 30, the annual budget is legally enacted through passage of an Appropriations Ordinance. The appropriated annual budget is adopted for the General, Special Revenue and Capital Projects Funds of the primary government and School Board Component Unit.
4. The Appropriations Ordinance is adopted at the fund, function and department level and places legal restrictions on expenditures at the departmental level. The appropriation for each department can be revised only by the Common Council. The City Manager is authorized to transfer budgeted amounts within general government departments. The School Board is authorized to transfer budgeted amounts within the School System's departmental categories.
5. Formal budgetary integration is employed as a management control device during the year for the General Fund, Special Revenue Funds and the Capital Projects Funds. The discreetly presented School Board Component Unit is integrated only at the level of legal adoption.
6. All budgets are adopted on a basis substantially consistent with generally accepted accounting principles.
7. Appropriations lapse on June 30 for all City funds. Capital Improvement projects not completed at the fiscal year may be re-appropriated in the following budget year.

### **Amending the Budget**

The budget may be amended or revised in several ways. The City Manager is authorized to transfer amounts within departments. All other amendments in the form of transfers between departments or supplemental appropriations must be approved by City Council. In addition, any amendment which exceeds one percent of the total expenditures shown in the currently adopted budget must be accomplished by publishing a notice of a meeting and a public hearing once in a newspaper having general circulation in the City at least seven days prior to the public hearing date. After hearing from citizens, City Council may amend the budget.

## CITY OF WINCHESTER BUDGET CALENDAR FOR FISCAL YEAR 2016

| <b>OPERATING BUDGET</b>            |   |
|------------------------------------|---|
| <b>Date</b>                        | <b>Activity</b>   |
| November 5, 2014                   | Budget kickoff meeting and distribution of instructions and forms (Finance)                   |
| November 5, 2014                   | Distribute Payroll Projection Reports (Finance)   |
| November 12-13, 2014               | Sungard budget entry training for departments as needed (Finance)                             |
| November 15, 2014                  | Distribute contribution request packages to agencies (Finance)                                |
| December 31, 2014                  | Submit personnel budget worksheets to Finance (Departments)                                   |
| December 31, 2014                  | Deadline for agencies to submit contribution requests (Finance)                               |
| December 31, 2014                  | Complete operating budget entry (all operating departments/divisions)                         |
| December 31, 2014                  | Submit Five-Year Equipment Replacement forms to Finance (all operating departments/divisions) |
| December 31, 2014                  | Submit ITP forms to Information Technology (all operating departments/divisions)              |
| January 2015                       | Complete revenue projection entry (depts/divisions with fund responsibility)                  |
| January 2015                       | Finance reviews department budgets with Department Directors                                  |
| February 2015                      | Finance submits budget to City Manager  |
| February 2015                      | City Manager reviews budgets with Department Directors  |
| March 2015                         | City Manager submits budgets to City Council  |
| April 2015                         | Final budget revisions from City Council  |
| May 2015                           | Advertisement submitted to newspaper for final budget hearing (Finance)                       |
| June 2015                          | Council adopts budget and CIP   |
| July 2015                          | Budget & CIP printed & distributed (Finance)  |
| <b>CAPITAL IMPROVEMENT PROGRAM</b> |   |
| December 31, 2014                  | Submit Five-Year Capital Improvement Program (CIP) forms to Finance (Departments)             |
| January 2015                       | CIP Committee reviews CIP   |
| February 2015                      | City Manager reviews CIP  |
| March 2015                         | City Manager submits CIP to City Council  |
| April 2015                         | Planning Director presents CIP to Planning Commission for recommendation                      |

In the Activity column, the items in parenthesis designate who has responsibility for performing the activity.

## Budget Overview

City-wide staffing changes and authorizations from FY 2014 to FY 2016 are shown in the following table. There were 33 new position requests from staff for the FY 2016 budget, 12 new positions were approved, three previously unfunded positions were funded, one position was eliminated, and five existing positions were unfunded. As was the case in FY 2015, a position may exist but not be funded; this budget includes seven unfunded positions. Unfunded but authorized positions are listed in the comments column.

| FY 2016 Summary of Classified Employee Authorizations and Changes |                             |                              |                              |                              |   |  |
|---|-----------------------------|------------------------------|------------------------------|------------------------------|---|--|
| Div #   | Department                  | FY 2014 Positions Authorized | FY 2015 Positions Authorized | FY 2016 Positions Authorized | Change  | Comments   |
| <b>General Fund</b>   |                             |                              |                              |                              |   |  |
| 1102  | Clerk of Council            | 0.50                         | 0.50                         | 0.50                         | None  | 1 FT shared with 1211  |
| 1211  | City Manager                | 2.50                         | 2.50                         | 3.50                         | Added 1 FT position                                 | 1 FT shared with 1102  |
| 1221  | City Attorney               | 3.00                         | 3.00                         | 3.00                         | None  | 1 FT position unfunded   |
| 1226  | Human Resources             | 4.50                         | 5.00                         | 6.50                         | 1 FT position moved from the Employee Benefits Fund | No longer sharing FT position with 1243; 1 FT position unfunded          |
| 1231  | Commissioner of the Revenue | 8.00                         | 8.00                         | 8.00                         | None  | Requested 1 FT position; not approved                                    |
| 1241  | Treasurer                   | 6.00                         | 6.00                         | 6.00                         | None  |  |
| 1243  | Finance                     | 7.50                         | 7.50                         | 7.00                         | No longer sharing FT position with 1226             | Funded 1 previously unfunded FT position; 1 FT position remains unfunded |
| 1251  | IT                          | 8.00                         | 8.00                         | 8.00                         | None  | Requested 1 FT position; not approved                                    |
| 1321  | Registrar                   | 2.00                         | 2.00                         | 2.00                         | None  |  |
| 2111  | Circuit Court               | 1.00                         | 1.00                         | 1.00                         | None  |  |
| 2161  | Clerk of Circuit Court      | 8.00                         | 8.00                         | 8.00                         | None  |  |
| 2171  | Sheriff                     | 12.00                        | 12.00                        | 15.00                        | Added 3 FT positions                                | Requested 5 FT Deputy positions; 2 not approved                          |
| 2173  | Courthouse Security         | 1.00                         | 1.00                         | 1.00                         | None  |  |
| 2211  | Commonwealth Attorney       | 13.00                        | 14.00                        | 14.00                        | None  |  |
| 2223  | Victim Witness              | 2.00                         | 2.00                         | 2.00                         | None  |  |
| 3111  | Police                      | 87.50                        | 87.00                        | 87.00                        | Eliminated 1 FT Admin and added 1 FT Police Officer | Requested 2 FT police positions, 1 approved                              |

# Budget Overview

## FY 2016 Summary of Classified Employee Authorizations and Changes

| Div #                             | Department             | FY 2014<br>Positions<br>Authorized | FY 2015<br>Positions<br>Authorized | FY 2016<br>Positions<br>Authorized | Change                                    | Comments   |
|-----------------------------------|------------------------|------------------------------------|------------------------------------|------------------------------------|---|--|
| <b>General Fund – (continued)</b> |                        |                                    |                                    |                                    |   |  |
| 3211                              | Fire & Rescue          | 59.00                              | 61.00                              | 62.00                              | Added 1 FT position                       | Requested 11 additional positions, 10 not approved   |
| 3421                              | Inspections            | 6.50                               | 7.50                               | 7.50                               | None                                      | 1 unfunded position; 1 FT shared with 8111   |
| 3521                              | Animal Control         | 2.00                               | 2.00                               | 2.00                               | None                                      |  |
| 3551                              | Emergency Services     |                                    | 1.00                               | 2.00                               | Added 1 FT position                       | Requested 1 FT position  |
| 3572                              | ECC                    | 15.00                              | 15.00                              | 15.00                              | None                                      | 1 unfunded position  |
| 4131                              | Storm Drainage         | -                                  | -                                  | 1.00                               | Added 1 FT position                       | Requested 1 FT position  |
| 4135                              | Loudoun Mall           | 1.00                               | 1.00                               | 1.00                               | None                                      |  |
| 4231                              | Refuse                 | 18.50                              | 18.50                              | 18.50                              | None                                      | 1 FT shared with 4801  |
| 4322                              | JJC                    | 4.00                               | 4.00                               | 4.00                               | None                                      |  |
| 4324                              | Facilities Maintenance | 9.00                               | 9.00                               | 11.00                              | Added 2 FT positions                      | Requested 3 FT positions   |
| 7111                              | P&R Supervision        | 6.50                               | 6.50                               | 6.00                               | No longer sharing 1 FT position with 8153 | 1 unfunded position  |
| 7121                              | Parks Maintenance      | 11.00                              | 11.00                              | 11.00                              | None                                      | Requested 2 new FT positions (not approved) and to fund 1 unfunded position (approved), 1 FT position remains unfunded |
| 7125                              | Com Rec Programs       | 1.00                               | -                                  | -                                  | None                                      |  |
| 7133                              | Indoor Pool            | 2.00                               | 2.00                               | 2.00                               | None                                      |  |
| 7135                              | War Memorial Bldg      | 1.00                               | 1.00                               | 1.00                               | None                                      | Requested 2 FT positions, not approved   |
| 7137                              | After School           | 3.00                               | 3.00                               | 3.00                               | None                                      |  |
| 7138                              | Parks Athletics        | 2.00                               | 2.00                               | 2.00                               | None                                      |  |
| 8111                              | Planning               | 2.50                               | 2.50                               | 2.50                               | None                                      | 1 FT shared with 3421  |
| 8141                              | Zoning                 | 2.00                               | 2.00                               | 2.00                               | None                                      |  |
| 8151                              | Economic Development   | 2.00                               | 2.50                               | 2.00                               | No longer sharing FT position with 8171   |  |



# Budget Overview

## FY 2016 Summary of Classified Employee Authorizations and Changes

| Div #                                  | Department          | FY 2014<br>Positions<br>Authorized | FY 2015<br>Positions<br>Authorized | FY 2016<br>Positions<br>Authorized | Change  | Comments                   |
|--|---------------------|------------------------------------|------------------------------------|------------------------------------|---|----------------------------|
| <b>General Fund – (continued)</b>      |                     |                                    |                                    |                                    |   |                            |
| 8171                                   | Old Town Winchester | 1.50                               | 1.50                               | 2.00                               | No longer sharing<br>FT position with<br>8151 |                            |
| 8181                                   | GIS                 | 1.00                               | 1.00                               | 1.00                               | None  |                            |
| <b>Total General Fund</b>              |                     | <b>317.00</b>                      | <b>321.50</b>                      | <b>331.00</b>                      |   |                            |
| <b>Social Services</b>                 |                     |                                    |                                    |                                    |   |                            |
| 5311                                   | Welfare Admin       | 42.00                              | 42.00                              | 42.00                              | None  |                            |
| 5327                                   | Housing Assistance  | 2.00                               | 2.00                               | 2.00                               | None  |                            |
| <b>Total Social Services</b>           |                     | <b>44.00</b>                       | <b>44.00</b>                       | <b>44.00</b>                       |   |                            |
| <b>Highway Maintenance</b>             |                     |                                    |                                    |                                    |   |                            |
| 4111                                   | Administration      | 3.00                               | 3.00                               | 3.00                               | None  |                            |
| 4121                                   | Streets             | 13.00                              | 13.00                              | 13.00                              | None  |                            |
| 4133                                   | Snow & Ice          | 1.00                               | 1.00                               | 1.00                               | None  |                            |
| 4142                                   | Traffic             | 5.00                               | 5.00                               | 5.00                               | None  |                            |
| 4151                                   | Arborist            | 2.00                               | 2.00                               | 2.00                               | None  |                            |
| <b>Total Highway Maintenance</b>       |                     | <b>24.00</b>                       | <b>24.00</b>                       | <b>24.00</b>                       |   |                            |
| <b>Transit Fund</b>                    |                     |                                    |                                    |                                    |   |                            |
| 4611                                   | Fixed Route         | 9.00                               | 9.00                               | 9.00                               | None  |                            |
| 4612                                   | Paratransit         | 3.00                               | 3.00                               | 3.00                               | None  |                            |
| <b>Total Transit</b>                   |                     | <b>12.00</b>                       | <b>12.00</b>                       | <b>12.00</b>                       |   |                            |
| <b>Emergency Medical Services Fund</b> |                     |                                    |                                    |                                    |   |                            |
| 3231                                   | EMS                 | 9.00                               | 9.00                               | 10.00                              | Added 1 FT<br>position                        | Requested 1 FT<br>position |
| <b>Total EMS</b>                       |                     | <b>9.00</b>                        | <b>9.00</b>                        | <b>10.00</b>                       |   |                            |
| <b>Win-Fred CVB Fund</b>               |                     |                                    |                                    |                                    |   |                            |
| 8153                                   | Tourism             | 1.50                               | 1.50                               | 2.00                               | No longer sharing<br>FT with 7111             |                            |
| <b>Total WFCVB</b>                     |                     | <b>1.50</b>                        | <b>1.50</b>                        | <b>2.00</b>                        |   |                            |

# Budget Overview

## FY 2016 Summary of Classified Employee Authorizations and Changes

| Div #   | Department         | FY 2014<br>Positions<br>Authorized | FY 2015<br>Positions<br>Authorized | FY 2016<br>Positions<br>Authorized | Change              | Comments   |
|---|--------------------|------------------------------------|------------------------------------|------------------------------------|---------------------|--|
| <b>Winchester Parking Authority</b>           |                    |                                    |                                    |                                    |                     |  |
| 4701  | Parking            | 5.00                               | 5.00                               | 5.00                               | None                |  |
| 4706  | Parking Control    | 1.00                               | 1.00                               | 1.00                               | None                |  |
| <b>Total WPA</b>                              |                    | <b>6.00</b>                        | <b>6.00</b>                        | <b>6.00</b>                        |                     |  |
| <b>Utilities Fund</b>                         |                    |                                    |                                    |                                    |                     |  |
| 4801  | Administration     | 5.50                               | 5.50                               | 5.50                               | None                | Requested 1 FT position, not approved; 1 FT shared with Refuse |
| 4802  | Source of Supply   | 12.00                              | 12.00                              | 12.00                              | None                |  |
| 4803  | Transmission       | 18.00                              | 18.00                              | 18.00                              | None                |  |
| 4810  | Engineering        | 5.00                               | 5.00                               | 5.00                               | None                |  |
| <b>Total Utilities</b>                        |                    | <b>40.50</b>                       | <b>40.50</b>                       | <b>40.50</b>                       |                     |  |
| <b>Employee Benefits Fund</b>                 |                    |                                    |                                    |                                    |                     |  |
| 1227  | Payroll & Benefits | 1.00                               | 1.00                               | 0.00                               | Moved to Gen Fund   |  |
| <b>Total Employee Benefits</b>                |                    | <b>1.00</b>                        | <b>1.00</b>                        | <b>-</b>                           |                     |  |
| <b>Equipment Fund</b>                         |                    |                                    |                                    |                                    |                     |  |
| 1252  | Automotive         | 5.00                               | 5.00                               | 6.00                               | Added 1 FT position | Requested 1 FT position  |
| <b>Total Equipment Fund</b>                   |                    | <b>5.00</b>                        | <b>5.00</b>                        | <b>6.00</b>                        |                     |  |
| <b>Frederick-Winchester Service Authority</b> |                    |                                    |                                    |                                    |                     |  |
| 4811  | FWSA               | 22.00                              | 22.00                              | 22.00                              | None                |  |
| 4812  | FWSA               | 2.00                               | 2.00                               | 2.00                               | None                |  |
| <b>Total FWSA</b>                             |                    | <b>24.00</b>                       | <b>24.00</b>                       | <b>24.00</b>                       |                     |  |
| <b>Juvenile Detention Center Fund</b>         |                    |                                    |                                    |                                    |                     |  |
| 3323  | Juvenile Detention | 35.00                              | 35.00                              | 35.00                              | None                |  |
| <b>Total JDC</b>                              |                    | <b>35.00</b>                       | <b>35.00</b>                       | <b>35.00</b>                       |                     |  |
| <b>Total All Funds</b>                        |                    |                                    |                                    |                                    |                     |  |
| <b>Total All Funds</b>                        |                    | <b>519.00</b>                      | <b>523.50</b>                      | <b>534.50</b>                      |                     |  |

## Community Profile

### City Government

|                       |                 |
|-----------------------|-----------------|
| Date of Incorporation | 1744            |
| Date of City Charter  | 1752            |
| Form of Government    | Council—Manager |
| City Employees        | 534             |

### Physiographic

|                          |               |
|--------------------------|---------------|
| Land Area – Square Miles | 9.3 sq. miles |
| Paved – Lane Miles       | 221.5 miles   |
| Sidewalks                | 115 miles     |

### Utilities

|            |                      |
|------------|----------------------|
| Telephone  | Comcast              |
| Electric   | Shenandoah Valley    |
| Gas        | Washington Gas       |
| Water      | Winchester Utilities |
| Wastewater | Winchester Utilities |
| Cable      | Comcast              |

### Largest Private Employers (2014)

|                                |
|--------------------------------|
| Valley Health System           |
| Rubbermaid Commercial Prod LLC |
| Shenandoah University          |
| O'Sullivan Films, Inc.         |

### Taxes

#### **Real Estate Tax Rate**

|          |        |
|----------|--------|
| CY 2015: | \$0.91 |
| CY 2014: | \$0.95 |

#### **Personal Property Tax Rate**

|          |        |
|----------|--------|
| FY 2015: | \$4.50 |
| FY 2014: | \$4.50 |

### City Finances – Bond Rating

|                                 |     |
|---------------------------------|-----|
| Standard & Poor's               | AAA |
| Moody's Investors Service, Inc. | Aa2 |

### Population

|                  |        |
|------------------|--------|
| 2014 (est.)      | 27,543 |
| 2000 U.S. Census | 23,585 |
| 1990 U.S. Census | 21,947 |

### Population Percent Change (2010-2013)

|            |      |
|------------|------|
| Winchester | 3.9% |
| Virginia   | 3.4% |

### Age (2010 Census)

|                           |       |
|---------------------------|-------|
| Persons under 18 years    | 22.2% |
| Persons 19-64             | 63.8% |
| Persons 65 years and over | 14.0% |

### Race and Ethnicity (2010 Census)

|                   |       |
|-------------------|-------|
| White             | 74.5% |
| Hispanic          | 15.4% |
| Asian             | 2.3%  |
| Black             | 10.9% |
| Two or more races | 3.1%  |

### Unemployment

|                    | Dec. 2014 | Dec. 2013 |
|--------------------|-----------|-----------|
| City of Winchester | 4.3%      | 4.7%      |
| Virginia           | 4.5%      | 5.4%      |
| United States      | 5.4%      | 6.7%      |

### Median Household Income

|            | 2013     |
|------------|----------|
| Winchester | \$44,200 |
| Virginia   | \$63,907 |

### Housing Units

|                  |        |
|------------------|--------|
| 2010 U.S. Census | 11,872 |
| 2000 U.S. Census | 10,321 |
| 1990 U.S. Census | 9,808  |

### Average Household Size

|                  |      |
|------------------|------|
| 2013             | 2.46 |
| 2000 U.S. Census | 2.28 |

### City of Winchester Employment by Industry

The largest major industry sector was Health Care and Social Assistance with 23% of the employment followed by Retail Trade with 16%, Accommodation and Food Services with 9.8% and Education Services with 9.6%. The following is a listing of major industries and the number of employed in those sectors for the 3<sup>rd</sup> quarter of 2014 in the City of Winchester.

| Industry Group                                  | Employees |
|---|-----------|
| Health Care and Social Assistance               | 6,173     |
| Retail Trade                                    | 4,214     |
| Accommodation and Food Services                 | 2,671     |
| Public Administration                           | 2,608     |
| Manufacturing                                   | 1,743     |
| Administrative and Support and Waste Management | 1,166     |
| Educational Services                            | 1,064     |
| Management of Companies and Enterprises         | 917       |
| Professional, Scientific, and Technical Service | 832       |
| Other Services (except Public Administration)   | 649       |
| Finance and Insurance                           | 571       |
| Wholesale Trade                                 | 444       |
| Real Estate and Rental and Leasing              | 405       |
| Construction                                    | 315       |
| Transportation and Warehousing                  | 314       |
| Arts, Entertainment, and Recreation             | 206       |
| Information                                     | 202       |

*Source: Virginia Employment Commission*

### Economic Condition and Outlook

Winchester's economy has shown signs of continued improvement since the recession. Building from this ongoing growth, employment in the Winchester MSA grew 1.36% over the previous calendar year. Due to the recession, the number of jobs in the Winchester MSA dropped to 53,100 in 2010. As of today, our metropolitan region has surpassed our pre-recession high and currently stands at 60,100 jobs making the Winchester MSA one of the six regional metropolitan areas in Virginia no longer to be considered to be in the "recovery" phase. In addition, our unemployment rate has continued to decline making the Winchester MSA 0.6% and 1.4% beneath the state and national unemployment rates, respectively.

Furthermore, employment in the professional and business services sector jumped 21.8% in Winchester over the year ending in June 2014. This employment sector, which counts for 10% of the region's total employment, has expanded for 18 consecutive months. In Virginia, employment in this sector has declined on a year-over-year basis in eight of the past 10 months.

Also, employment in the construction sector grew 3.1% in the Winchester metro area compared with a 0.4 increase in Virginia. Employment in this sector accounts for 4.7% of total employment in the Winchester, compared with the sector's 5.1% share of total employment in the City.

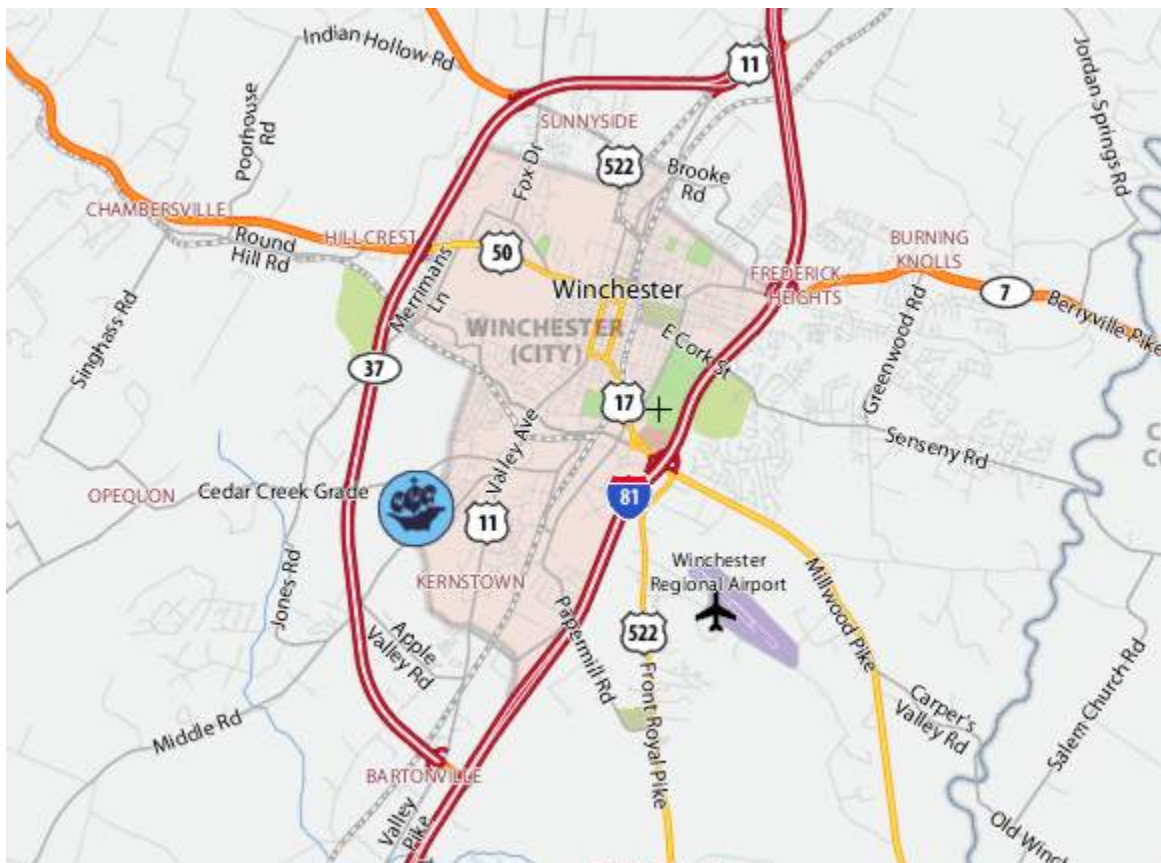
Retail sales increased 6.0% in the Winchester metropolitan area over the past year, faster than the 5.8% expansion statewide. As of December 2014, the moving average of retail sales in Winchester was just 0.7% below its pre-recession peak.

Winchester's continued emergence from the recession provides valuable information into the growing employment sectors and the overall economic health of the community. Our exponential growth in the professional and business sectors displays our prominence as the professional hub of the Northern Shenandoah Valley region. Further, it is an indicator of Winchester's overall business friendly environment and provides evidence that the community will continue its economic growth and advancement into the future.



### Local Economy

Winchester is an independent jurisdiction of 9.3 square miles, approximately 70 miles from Washington D.C. It lies on the outside of the Northern Virginia area and is adjacent to Interstate 81 to the east and Interstate 66 to the south. The City is the first substantial community encountered upon when traveling west after passing the Blue Ridge Mountains, and is surrounded by Frederick County. Winchester is home to Shenandoah University, a private university, affiliated with the United Methodist Church with an approximate enrollment of 3,800 students.



## Revenue & Expenditure Summary by Fund

|                                   | General<br>Fund   | Special<br>Revenue<br>Funds | Capital<br>Improvement<br>Fund | Winchester<br>Parking<br>Authority |
|-----------------------------------|-------------------|-----------------------------|--------------------------------|------------------------------------|
| <b>Revenues</b>                   |                   |                             |                                |                                    |
| General Property Taxes            | 39,617,000        |                             |                                |                                    |
| Other Local Taxes                 | 29,503,000        |                             |                                |                                    |
| Permits, privilege fees           | 259,400           |                             |                                |                                    |
| Fines & forfeitures               | 153,000           |                             |                                | 84,000                             |
| Use of money & property           | 210,000           | 8,600                       |                                |                                    |
| Charges for services              | 1,463,000         | 1,202,300                   |                                | 1,143,000                          |
| Miscellaneous                     | 1,020,500         | 140,500                     |                                |                                    |
| Recovered costs                   | 693,500           |                             | 715,000                        |                                    |
| Intergovernmental                 |                   |                             |                                |                                    |
| Commonwealth                      | 6,076,200         | 6,616,374                   | 4,785,000                      |                                    |
| Federal                           | 775,400           | 2,907,876                   | 1,000,000                      |                                    |
| Sale of Bonds                     |                   |                             | 7,000,000                      |                                    |
| Transfers In                      | 1,600,000         | 3,244,500                   | 1,500,000                      |                                    |
| Fund Balance                      | 1,744,000         | 82,850                      |                                | 29,000                             |
| <b>Total revenues</b>             | <b>83,115,000</b> | <b>14,203,000</b>           | <b>15,000,000</b>              | <b>1,256,000</b>                   |
| <b>Expenditures</b>               |                   |                             |                                |                                    |
| General government administration | 6,084,899         |                             |                                |                                    |
| Judicial administration           | 3,537,600         | 50,000                      |                                |                                    |
| Public safety                     | 20,710,980        | 1,074,000                   |                                | 55,576                             |
| Public works                      | 5,234,400         | 5,470,000                   | 13,115,000                     | 621,049                            |
| Health & Welfare                  | 3,711,053         | 7,329,000                   |                                |                                    |
| Education                         | 28,725,590        |                             | 1,000,000                      |                                    |
| Parks, recreation, and culture    | 3,289,570         |                             | 885,000                        |                                    |
| Community development             | 1,896,108         | 280,000                     |                                |                                    |
| Nondepartmental                   |                   |                             |                                |                                    |
| Debt service                      | 9,924,800         |                             |                                | 579,375                            |
| <b>Total expenditures</b>         | <b>83,115,000</b> | <b>14,203,000</b>           | <b>15,000,000</b>              | <b>1,256,000</b>                   |

## Revenue & Expenditure Summary by Fund

| School<br>Funds   | Enterprise<br>Funds | Internal<br>Service<br>Funds | Fiduciary<br>Funds | Transfers<br>Other<br>Funds | Grand<br>Total<br>All Funds |
|-------------------|---------------------|------------------------------|--------------------|-----------------------------|-----------------------------|
|                   |                     |                              |                    |                             | 39,617,000                  |
|                   |                     |                              |                    |                             | 29,503,000                  |
|                   |                     |                              |                    |                             | 259,400                     |
|                   |                     |                              |                    |                             | 237,000                     |
| 58,700            |                     | 5,000                        | 8,000              |                             | 290,300                     |
| 2,620,553         | 20,990,000          | 480,000                      | 7,525,428          |                             | 35,424,281                  |
| 497,100           | 2,000               |                              |                    |                             | 1,660,100                   |
| 91,134            |                     | 1,935,000                    | 51,000             |                             | 3,485,634                   |
| 21,645,823        |                     |                              | 808,351            |                             | 39,931,748                  |
| 4,478,278         | 289,000             |                              | 18,000             |                             | 9,468,554                   |
|                   | 5,500,000           |                              |                    |                             | 12,500,000                  |
| 40,585,405        |                     |                              |                    | (46,929,905)                | -                           |
| 499,000           | 223,000             | 713,000                      | 38,221             |                             | 3,329,071                   |
| <b>70,475,993</b> | <b>27,004,000</b>   | <b>3,133,000</b>             | <b>8,449,000</b>   | <b>(46,929,905)</b>         | <b>175,706,088</b>          |
|                   |                     | 1,138,000                    |                    |                             | 7,222,899                   |
|                   |                     |                              |                    |                             | 3,587,600                   |
|                   |                     |                              | 2,786,000          |                             | 24,626,556                  |
|                   | 16,548,800          | 1,515,000                    | 4,444,000          | (3,959,000)                 | 42,989,249                  |
|                   |                     |                              |                    | (2,285,000)                 | 8,755,053                   |
| 70,475,993        |                     |                              |                    | (40,585,405)                | 59,616,178                  |
|                   |                     |                              |                    | (100,500)                   | 4,174,570                   |
|                   |                     | 480,000                      |                    |                             | 2,075,608                   |
|                   |                     |                              |                    |                             | 480,000                     |
|                   | 10,455,200          |                              | 1,219,000          |                             | 22,178,375                  |
| <b>70,475,993</b> | <b>27,004,000</b>   | <b>3,133,000</b>             | <b>8,449,000</b>   | <b>(46,929,905)</b>         | <b>175,706,088</b>          |

# Revenues, Expenditures & Changes in Fund Balances

## General Fund

| General Fund  | Actual<br>FY 2012 | Actual<br>FY 2013 | Actual<br>FY 2014 | Projected<br>FY 2015 | Budget<br>FY 2016 |
|---|-------------------|-------------------|-------------------|----------------------|-------------------|
| <b>Revenues</b>   |                   |                   |                   |                      |                   |
| General Property Taxes                                    | 34,607,227        | 36,115,434        | 37,746,991        | 38,500,000           | 39,617,000        |
| Other Local Taxes   | 25,755,727        | 27,065,285        | 27,493,553        | 29,300,000           | 29,503,000        |
| Permits, privilege fees                                   | 252,950           | 285,746           | 300,089           | 300,000              | 259,400           |
| Fines & forfeitures                                       | 274,147           | 161,403           | 149,170           | 150,000              | 153,000           |
| Revenues use of money & property                          | 280,020           | 209,726           | 179,791           | 150,000              | 210,000           |
| Charges for services                                      | 916,052           | 848,669           | 813,950           | 1,200,000            | 1,463,000         |
| Miscellaneous   | 991,861           | 870,764           | 1,087,800         | 1,040,000            | 1,020,500         |
| Recovered costs   | 861,526           | 723,167           | 550,051           | 600,000              | 693,500           |
| Intergovernmental   |                   |                   |                   |                      |                   |
| Commonwealth  | 5,973,614         | 6,048,902         | 6,017,840         | 6,100,000            | 6,076,200         |
| Federal   | 737,310           | 877,930           | 562,862           | 375,000              | 775,400           |
| Total revenues  | 70,650,434        | 73,207,026        | 74,902,097        | 77,715,000           | 79,771,000        |
| <b>Expenditures</b>                                       |                   |                   |                   |                      |                   |
| General government administration                         | 4,304,202         | 4,607,388         | 5,046,842         | 5,425,545            | 6,084,899         |
| Judicial administration                                   | 2,803,718         | 3,063,621         | 3,164,598         | 3,179,600            | 3,537,600         |
| Public safety   | 17,118,801        | 17,809,779        | 18,350,346        | 19,073,296           | 20,710,980        |
| Public works  | 3,150,423         | 3,054,748         | 4,092,222         | 3,587,900            | 3,465,400         |
| Health & Welfare  | 1,052,019         | 1,031,826         | 901,530           | 891,065              | 836,053           |
| Education   | 25,383,157        | 26,706,238        | 45,697,366        | 27,820,518           | 28,725,590        |
| Parks, recreation, and culture                            | 3,151,966         | 3,393,047         | 3,232,432         | 3,276,654            | 3,289,570         |
| Community development                                     | 1,888,738         | 3,279,872         | 1,566,564         | 1,489,872            | 1,795,608         |
| Debt service  | 9,190,342         | 9,464,854         | 9,903,968         | 9,899,450            | 9,924,800         |
| Total expenditures  | 68,043,366        | 72,411,373        | 91,955,868        | 74,643,900           | 78,370,500        |
| Excess (deficiency) of revenues over (under) expenditures | 2,607,068         | 795,653           | (17,053,771)      | 3,071,100            | 1,400,500         |
| <b>Other Financing Sources (Uses)</b>                     |                   |                   |                   |                      |                   |
| Sale of property  | 386,296           | -                 | -                 | -                    | -                 |
| Insurance recoveries                                      | 31,860            | 47,216            | 33,437            | 25,000               | -                 |
| Proceeds from bond issuance                               | 31,212,714        | 27,963,072        | 18,701,837        | 11,255,180           | -                 |
| Proceeds premium on bond issuance                         | -                 | -                 | 1,481,730         | 1,309,592            | -                 |
| Issuance of refunding debt                                | (30,975,567)      | (26,730,493)      | -                 | (12,383,771)         | -                 |
| Transfers in  | 1,667,332         | 1,600,000         | 1,600,000         | 1,600,000            | 1,600,000         |
| Transfers out   | (3,576,123)       | (3,824,575)       | (4,712,546)       | (5,473,100)          | (4,744,500)       |
| Total other financing sources                             | (1,253,488)       | (944,780)         | 17,104,458        | (3,667,099)          | (3,144,500)       |
| Net change in fund balances                               | 1,353,580         | (149,127)         | 50,687            | (595,999)            | (1,744,000)       |
| Beginning fund balance                                    | 20,986,318        | 22,339,898        | 22,190,771        | 22,241,458           | 21,645,459        |
| <b>Ending fund balance</b>                                | <b>22,339,898</b> | <b>22,190,771</b> | <b>22,241,458</b> | <b>21,645,459</b>    | <b>19,901,459</b> |
| <b>Percent Change</b>                                     | <b>6.4%</b>       | <b>-0.7%</b>      | <b>0.2%</b>       | <b>-2.7%</b>         | <b>-8.1%</b>      |

The General Fund is projected to use \$1.5 million of fund balance in FY2016 for capital improvement projects.

The City currently has a healthy fund balance which falls above the fund balance policy limit and has decided to use some of these reserves to meet the City's capital improvement needs.

# Revenues, Expenditures & Changes in Fund Balances

## Non-Major Governmental Funds

| Non-major Governmental Funds                                 | Actual<br>FY 2012 | Actual<br>FY 2013 | Actual<br>FY 2014 | Projected<br>FY 2015 | Budget<br>FY 2016 |
|--|-------------------|-------------------|-------------------|----------------------|-------------------|
| <b>Revenues</b>  |                   |                   |                   |                      |                   |
| Revenues use of money & property                             | 12,383            | 9,500             | 14,234            | 8,600                | 8,600             |
| Charges for services   | 1,047,258         | 1,103,282         | 1,197,936         | 1,133,000            | 1,202,300         |
| Miscellaneous  | 165,454           | 174,018           | 44,786            | 190,000              | 40,000            |
| Recovered costs  | 69,141            | 2,895             | 62,524            | 1,900,000            | 715,000           |
| Intergovernmental  |                   |                   |                   |                      |                   |
| Frederick County   | -                 | -                 | 100,500           | 100,500              | 100,500           |
| Commonwealth   | 8,087,478         | 5,749,662         | 6,289,018         | 9,817,000            | 11,401,374        |
| Federal  | 2,944,374         | 3,212,344         | 2,741,738         | 3,537,000            | 3,907,876         |
| Total revenues   | 12,326,088        | 10,251,701        | 10,450,736        | 16,686,100           | 17,375,650        |
| <b>Expenditures</b>  |                   |                   |                   |                      |                   |
| Judicial administration                                      | 34,669            | 35,451            | 37,164            | 38,000               | 50,000            |
| Public safety  | 910,188           | 1,212,181         | 1,594,136         | 3,518,000            | 1,074,000         |
| Public works   | 6,558,258         | 7,160,290         | 9,919,727         | 9,201,000            | 18,585,000        |
| Health & Welfare   | 6,645,065         | 6,224,197         | 5,978,613         | 7,231,000            | 7,329,000         |
| Parks, recreation, and culture                               | 212,175           | 303,896           | 223,500           | 1,455,000            | 885,000           |
| Community development  | 220,863           | 274,193           | 242,426           | 270,000              | 280,000           |
| Capital Projects   |                   |                   |                   |                      |                   |
| Debt service   | -                 | -                 | -                 | -                    | -                 |
| Total expenditures   | 14,581,218        | 15,210,208        | 17,995,566        | 21,713,000           | 28,203,000        |
| Excess (deficiency) of revenues over<br>(under) expenditures | (2,255,130)       | (4,958,507)       | (7,544,830)       | (5,026,900)          | (10,827,350)      |
| <b>Other Financing Sources (Uses)</b>                        |                   |                   |                   |                      |                   |
| Insurance recoveries   | -                 | -                 | -                 | -                    | -                 |
| Proceeds from bond issuance                                  | -                 | -                 | 5,563,163         | -                    | 7,000,000         |
| Proceeds premium on bond issuance                            | -                 | -                 | 444,518           | -                    | -                 |
| Transfers in   | 3,576,123         | 4,094,575         | 4,712,546         | 5,102,100            | 4,744,500         |
| Transfers out  | (67,332)          | -                 | -                 | -                    | (1,000,000)       |
| Total other financing<br>sources & uses                      | 3,508,791         | 4,094,575         | 10,720,227        | 5,102,100            | 10,744,500        |
| Net change in fund balances                                  | 1,253,661         | (863,932)         | 3,175,397         | 75,200               | (82,850)          |
| Beginning fund balance                                       | 2,108,984         | 3,362,645         | 2,498,713         | 5,674,110            | 5,749,310         |
| <b>Ending fund balance</b>                                   | <b>3,362,645</b>  | <b>2,498,713</b>  | <b>5,674,110</b>  | <b>5,749,310</b>     | <b>5,666,460</b>  |
| <b>Percent Change</b>  | <b>59.4%</b>      | <b>-25.7%</b>     | <b>127.1%</b>     | <b>1.3%</b>          | <b>-1.4%</b>      |



# Revenues, Expenditures & Changes in Fund Balances

## Internal Service Funds

| Internal Service Funds                                       | Actual<br>FY 2012 | Actual<br>FY 2013 | Actual<br>FY 2014 | Projected<br>FY 2015 | Budget<br>FY 2016 |
|--|-------------------|-------------------|-------------------|----------------------|-------------------|
| <b>Operating Revenues</b>                                    |                   |                   |                   |                      |                   |
| Charges for services   | 6,069,786         | 6,394,193         | 2,654,566         | 2,476,000            | 2,415,000         |
| Total operating revenues                                     | 6,069,786         | 6,394,193         | 2,654,566         | 2,476,000            | 2,415,000         |
| <b>Operating Expenses</b>                                    |                   |                   |                   |                      |                   |
| Personal services  | 591,642           | 791,325           | 795,147           | 809,000              | 1,364,100         |
| Contractual services   | 196,949           | 156,094           | 200,037           | 225,000              | 343,000           |
| Other supplies and expenses                                  | 854,826           | 846,988           | 931,978           | 942,000              | 975,900           |
| Insurance claims and expenses                                | 3,748,619         | 4,167,568         | 428,158           | 400,000              | 450,000           |
| Depreciation   | 1,525             | 1,525             | 3,910             | 4,000                |                   |
| Total operating expenses                                     | 5,393,561         | 5,963,500         | 2,359,230         | 2,380,000            | 3,133,000         |
| Excess (deficiency) of revenues over<br>(under) expenditures | 676,225           | 430,693           | 295,336           | 96,000               | (718,000)         |
| <b>Nonoperating revenues (expenses)</b>                      |                   |                   |                   |                      |                   |
| Investment earnings  | 10,050            | 9,727             | 5,180             | 5,000                | 5,000             |
| Loss on disposal of capital assets                           | -                 | -                 | -                 | -                    | -                 |
| Total nonoperating revenues<br>(expenses)                    | 10,050            | 9,727             | 5,180             | 5,000                | 5,000             |
| Income (Loss) before transfers &<br>contributions            | 686,275           | 440,420           | 300,516           | 101,000              | (713,000)         |
| Transfers in   | -                 | -                 | -                 |                      |                   |
| Change in net assets   | 686,275           | 440,420           | 300,516           | 101,000              | (713,000)         |
| Beginning net assets   | 854,608           | 1,540,883         | 1,981,303         | 2,281,819            | 2,382,819         |
| <b>Ending net assets</b>                                     | <b>1,540,883</b>  | <b>1,981,303</b>  | <b>2,281,819</b>  | <b>2,382,819</b>     | <b>1,669,819</b>  |
| <b>Percent Change</b>  | <b>80.3%</b>      | <b>28.6%</b>      | <b>15.2%</b>      | <b>4.4%</b>          | <b>-29.9%</b>     |

The Employee Benefits fund is projected to use \$683,000 of fund balance to fund employee incentives.

# Revenues, Expenditures & Changes in Fund Balances

## Enterprise Funds

| Enterprise Funds   | Actual<br>FY 2012 | Actual<br>FY 2013 | Actual<br>FY 2014 | Projected<br>FY 2015 | Budget<br>FY 2016 |
|--|-------------------|-------------------|-------------------|----------------------|-------------------|
| <b>Operating Revenues</b>                                    |                   |                   |                   |                      |                   |
| Revenues from use of property                                | 3,316             | 4,104             | 4,830             | 4,750                | -                 |
| Charges for services   | 16,198,511        | 18,219,984        | 20,653,445        | 20,453,000           | 20,990,000        |
| Miscellaneous  | 6,516             | 5,825             | 6,694             | 5,000                | 2,000             |
| Recovered costs  | 4,018,034         | 4,187,155         | 4,156,472         | 4,200,000            | 4,444,000         |
| Total operating revenues                                     | 20,226,377        | 22,417,068        | 24,821,441        | 24,662,750           | 25,436,000        |
| <b>Operating Expenses</b>                                    |                   |                   |                   |                      |                   |
| Personal services  | 3,837,723         | 3,934,765         | 4,066,869         | 4,250,000            | 4,377,700         |
| Contractual services   | 4,683,467         | 4,869,417         | 4,443,790         | 4,658,600            | 5,073,300         |
| Other supplies and expenses                                  | 3,778,238         | 4,055,844         | 3,903,127         | 4,100,000            | 4,139,160         |
| Depreciation   | 3,446,854         | 3,991,475         | 4,235,354         | 4,000,000            | 4,100,000         |
| Total operating expenses                                     | 15,746,282        | 16,851,501        | 16,649,140        | 17,008,600           | 17,690,160        |
| Excess (deficiency) of revenues over<br>(under) expenditures | 4,480,095         | 5,565,567         | 8,172,301         | 7,654,150            | 7,745,840         |
| <b>Nonoperating revenues (expenses)</b>                      |                   |                   |                   |                      |                   |
| Intergovernmental  |                   |                   |                   |                      |                   |
| Commonwealth   | -                 | -                 | -                 | -                    | -                 |
| Federal  | -                 | -                 | -                 | 290,000              | 289,000           |
| Investment earnings  | 32,925            | 20,577            | 426               | 500                  | -                 |
| Interest and fiscal charges                                  | (3,394,961)       | (4,970,687)       | (4,020,190)       | (3,865,500)          | (3,658,700)       |
| Loss on disposal of capital assets                           | (147,403)         | (317,668)         | -                 | -                    | -                 |
| Total nonoperating revenues<br>(expenses)                    | (3,509,439)       | (5,267,778)       | (4,019,764)       | (3,575,000)          | (3,369,700)       |
| Income (Loss) before transfers<br>& contributions            | 970,656           | 297,789           | 4,152,537         | 4,079,150            | 4,376,140         |
| Capital contributions  | 3,882,896         | 2,809,805         | 1,400,500         | -                    | -                 |
| Transfers out  | (1,600,000)       | (1,870,000)       | (1,600,000)       | (1,600,000)          | (1,600,000)       |
| Change in net assets   | 3,253,552         | 1,237,594         | 3,953,037         | 2,479,150            | 2,776,140         |
| Beginning net assets   | 44,630,054        | 47,883,606        | 49,121,200        | 53,074,237           | 55,553,387        |
| <b>Ending net assets</b>                                     | <b>47,883,606</b> | <b>49,121,200</b> | <b>53,074,237</b> | <b>55,553,387</b>    | <b>58,329,527</b> |
| <b>Percent Change</b>  | <b>7.3%</b>       | <b>2.6%</b>       | <b>8.0%</b>       | <b>4.7%</b>          | <b>5.0%</b>       |

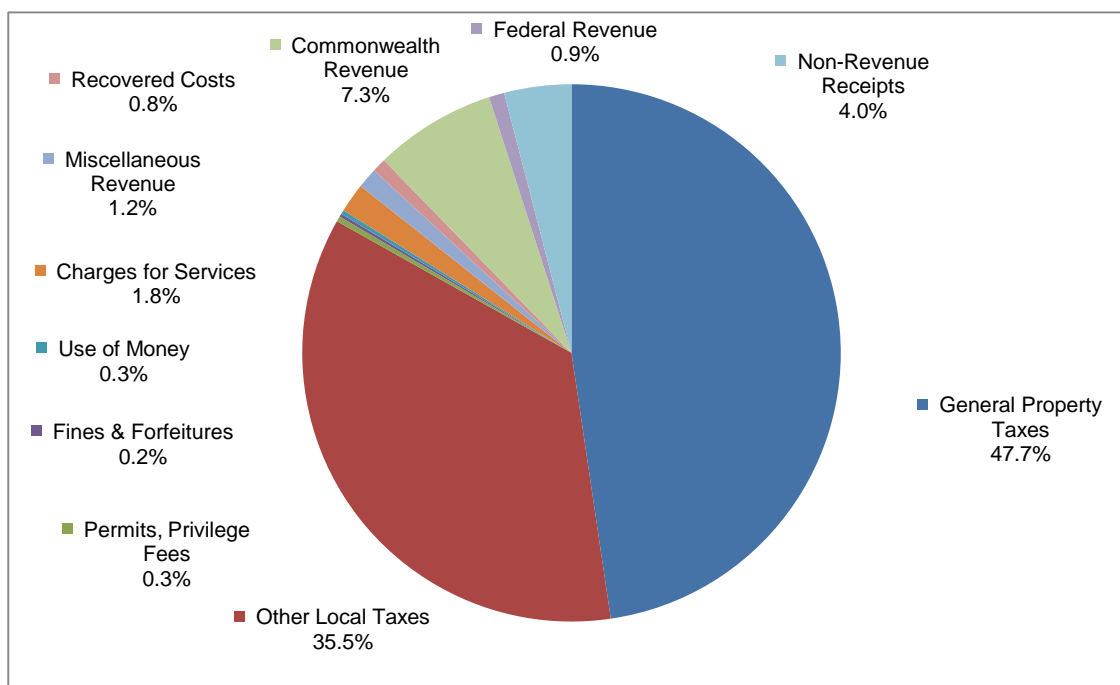
## General Fund

The General Fund is the government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund. The General Fund is considered a major fund for financial accounting purposes.

### Revenue Summary:

| Revenue Sources             | FY 2013<br>ACTUAL  | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) | FY 2016<br>Percent<br>Inc/(-Dec) |
|-----------------------------|--------------------|-------------------|-------------------------------|------------------------------|--------------------------------|----------------------------------|
| General Property Taxes      | 36,115,434         | 37,746,990        | 37,632,000                    | 39,617,000                   | 1,985,000                      | 5.3%                             |
| Other Local Taxes           | 27,065,285         | 27,493,555        | 28,953,000                    | 29,503,000                   | 550,000                        | 1.9%                             |
| Permits, Privilege Fees     | 285,747            | 300,089           | 271,400                       | 259,400                      | (12,000)                       | -4.4%                            |
| Fines & Forfeitures         | 161,403            | 149,170           | 153,000                       | 153,000                      | -                              | 0.0%                             |
| Use of Money                | 209,726            | 179,791           | 227,500                       | 210,000                      | (17,500)                       | -7.7%                            |
| Charges for Services        | 848,669            | 813,949           | 1,348,000                     | 1,463,000                    | 115,000                        | 8.5%                             |
| Miscellaneous Revenue       | 870,765            | 1,087,799         | 1,094,500                     | 1,020,500                    | (74,000)                       | -6.8%                            |
| Recovered Costs             | 722,976            | 549,800           | 737,500                       | 693,500                      | (44,000)                       | -6.0%                            |
| Commonwealth Revenue        | 6,048,902          | 6,012,376         | 5,920,100                     | 6,076,200                    | 156,100                        | 2.6%                             |
| Federal Revenue             | 877,930            | 568,326           | 358,000                       | 775,400                      | 417,400                        | 116.6%                           |
| Non-Revenue Receipts        | 29,660,478         | 21,867,254        | 5,372,000                     | 3,344,000                    | (2,028,000)                    | -37.8%                           |
| <b>General Fund Revenue</b> | <b>102,867,315</b> | <b>96,769,099</b> | <b>82,067,000</b>             | <b>83,115,000</b>            | <b>1,048,000</b>               | <b>1.3%</b>                      |

### FY 2016 General Fund Revenues by Category

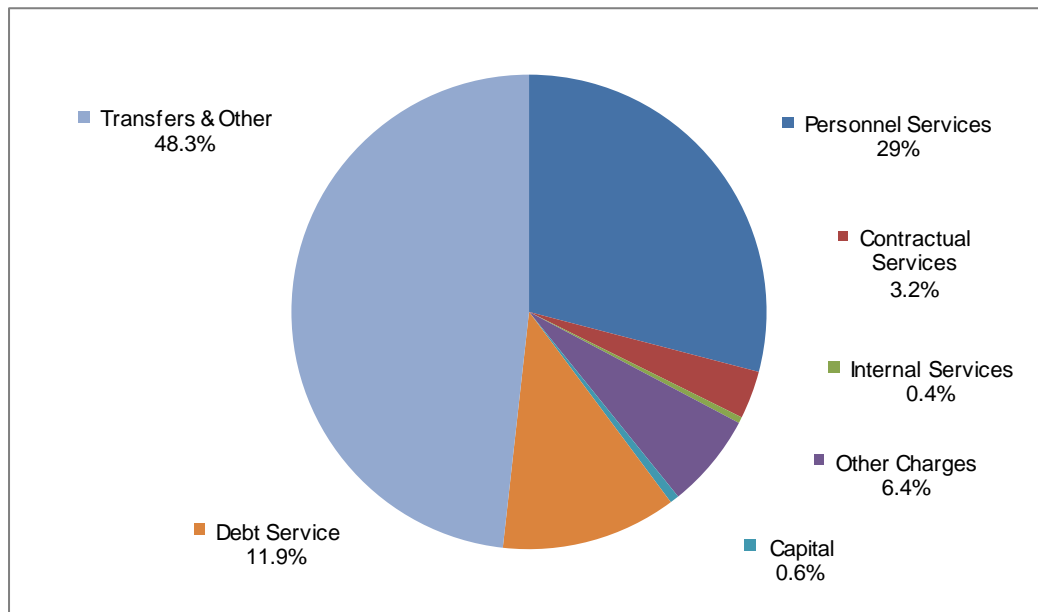


## General Fund

### Expenditure Summary:

|                           | FY 2013            | FY 2014           | FY 2015           | FY 2016           | FY 2016           | FY 2016            |
|---------------------------|--------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| Expenditure by Class      | ACTUAL             | ACTUAL            | ORIGINAL BUDGET   | ADOPTED BUDGET    | BUDGET Inc/(-Dec) | Percent Inc/(-Dec) |
| Personnel Services        | 21,702,476         | 22,331,585        | 3,315,990         | 24,163,000        | 847,010           | 3.6%               |
| Contractual Services      | 3,443,338          | 2,198,652         | 2,795,630         | 2,713,153         | (82,477)          | -3.0%              |
| Internal Services         | 249,419            | 267,508           | 66,950            | 343,750           | 76,800            | 28.8%              |
| Other Charges             | 5,072,939          | 4,058,769         | 4,431,300         | 5,355,497         | 924,197           | 20.9%              |
| Capital                   | 298,092            | 680,938           | 675,400           | 519,900           | (155,500)         | -23.0%             |
| Debt Service              | 36,195,347         | 9,903,968         | 10,349,450        | 9,924,800         | (424,650)         | -4.1%              |
| Transfers & Other         | 35,995,939         | 57,277,010        | 40,232,280        | 40,094,900        | (137,380)         | -0.3%              |
| <b>TOTAL GENERAL FUND</b> | <b>102,957,550</b> | <b>96,718,430</b> | <b>82,067,000</b> | <b>83,115,000</b> | <b>1,048,000</b>  | <b>1.3%</b>        |

### FY 2016 General Fund Expenditures by Category



### Staffing Summary:

| Full-Time Employees     | FY 2013      | FY 2014      | FY 2015      | FY 2016      | Inc/(-Dec) |
|-------------------------|--------------|--------------|--------------|--------------|------------|
| General Government      | 41.0         | 42.0         | 42.5         | 44.5         | 2.0        |
| Judicial Administration | 37.0         | 37.0         | 38.0         | 41.0         | 3.0        |
| Public Safety           | 168.0        | 170.0        | 173.0        | 175.0        | 2.0        |
| Public Works            | 33.0         | 32.5         | 32.5         | 35.5         | 3.0        |
| Parks, Rec & Culture    | 26.5         | 26.5         | 25.5         | 25.0         | (0.5)      |
| Community Development   | 8.5          | 9.5          | 10.0         | 10.0         | 0          |
| <b>Total</b>            | <b>314.0</b> | <b>317.5</b> | <b>321.5</b> | <b>331.0</b> | <b>9.5</b> |

## General Fund Revenue Detail

### ***Revenue Detail:***

| <b>Account Description</b>           | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Real Estate - Current                | 24,647,530                | 25,108,519                | 25,539,000                             | 25,924,000                            | 385,000                                 |
| Real Estate - Delinquent             | 1,195,411                 | 1,357,230                 | 900,000                                | 1,200,000                             | 300,000                                 |
| Delinquent-Primary/Secondary         | 11,410                    | 9,125                     | 10,000                                 | 10,000                                | -                                       |
| Primary District                     | 70,321                    | 71,329                    | 70,000                                 | 70,000                                | -                                       |
| Secondary District                   | 82,567                    | 82,591                    | 80,500                                 | 80,500                                | -                                       |
| Real Estate Penalties                | 112,900                   | 127,404                   | 115,000                                | 115,000                               | -                                       |
| Real Estate Interest                 | 87,861                    | 108,475                   | 95,000                                 | 95,000                                | -                                       |
| Public Service - Real Estate         | 686,590                   | 641,635                   | 650,000                                | 650,000                               | -                                       |
| Public Service - Personal Property   | 247                       | 267                       | 500                                    | 500                                   | -                                       |
| Personal Property - Current          | 7,100,416                 | 7,745,012                 | 7,700,000                              | 9,000,000                             | 1,300,000                               |
| Personal Property - Delinquent       | 308,397                   | 420,230                   | 400,000                                | 400,000                               | -                                       |
| Mobile Home Taxes                    | 1,866                     | 1,383                     | 2,000                                  | 2,000                                 | -                                       |
| Machinery & Tools                    | 1,636,534                 | 1,898,608                 | 1,900,000                              | 1,900,000                             | -                                       |
| Personal Property Penalties          | 141,455                   | 115,371                   | 120,000                                | 120,000                               | -                                       |
| Personal Properties Interest         | 31,929                    | 59,811                    | 50,000                                 | 50,000                                | -                                       |
| <b>GENERAL PROPERTY TAXES</b>        | <b>36,115,434</b>         | <b>37,746,990</b>         | <b>37,632,000</b>                      | <b>39,617,000</b>                     | <b>1,985,000</b>                        |
| State Sales Taxes                    | 8,718,682                 | 8,119,431                 | 8,607,000                              | 8,757,000                             | 150,000                                 |
| Communication Taxes                  | 2,199,696                 | 2,145,662                 | 2,200,000                              | 2,200,000                             | -                                       |
| Electric Utility                     | 1,325,208                 | 1,323,969                 | 1,300,000                              | 1,300,000                             | -                                       |
| Gas Utility                          | 530,538                   | 751,485                   | 450,000                                | 450,000                               | -                                       |
| Electric Consumption                 | 136,308                   | 132,618                   | 135,000                                | 135,000                               | -                                       |
| Gas Consumption                      | 22,210                    | 25,265                    | 25,000                                 | 25,000                                | -                                       |
| Business License - Contracting       | 346,846                   | 263,751                   | 400,000                                | 400,000                               | -                                       |
| Business License - Retail            | 2,065,382                 | 2,153,215                 | 2,150,000                              | 2,150,000                             | -                                       |
| Business License - Professional      | 2,245,940                 | 2,294,916                 | 2,200,000                              | 2,200,000                             | -                                       |
| Business License - Repair & Personal | 757,698                   | 848,676                   | 800,000                                | 800,000                               | -                                       |
| Business License - Wholesale         | 183,222                   | 264,394                   | 200,000                                | 200,000                               | -                                       |
| Business License - Other             | 2,531                     | 4,429                     | 4,000                                  | 4,000                                 | -                                       |
| Business License - Penalties         | 54,949                    | 99,406                    | 75,000                                 | 75,000                                | -                                       |
| Telephone                            | 80,321                    | 87,743                    | 80,000                                 | 80,000                                | -                                       |
| Electrical                           | 216,259                   | 242,662                   | 200,000                                | 200,000                               | -                                       |
| Telephone ROW                        | 95,021                    | 111,299                   | 100,000                                | 100,000                               | -                                       |
| Gas                                  | 48,750                    | 48,750                    | 50,000                                 | 50,000                                | -                                       |
| Motor Vehicles Licenses              | 518,723                   | 563,891                   | 562,400                                | 562,400                               | -                                       |
| Motor Vehicle License Penalties      | 39,080                    | 45,010                    | 40,000                                 | 40,000                                | -                                       |
| Bank Franchise                       | 490,943                   | 466,517                   | 430,000                                | 430,000                               | -                                       |
| Recordation                          | 218,429                   | 250,423                   | 225,000                                | 225,000                               | -                                       |
| Will Probate                         | 5,485                     | 5,583                     | 6,000                                  | 6,000                                 | -                                       |



## General Fund Revenue Detail

### ***Revenue Detail – continued:***

| <b>Account Description</b>     | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Cigarettes                     | 530,667                   | 498,544                   | 812,600                                | 812,600                               | -                                       |
| Admissions                     | 6,645                     | 142,249                   | 140,000                                | 140,000                               | -                                       |
| Penalties & Interest           | 72                        | 871                       | 1,000                                  | 1,000                                 | -                                       |
| Motel                          | 678,881                   | 744,144                   | 830,000                                | 930,000                               | 100,000                                 |
| Penalties & Interest           | 964                       | 2,423                     | 1,000                                  | 1,000                                 | -                                       |
| Meals                          | 5,516,918                 | 5,826,039                 | 6,900,000                              | 7,200,000                             | 300,000                                 |
| Meals Penalties                | 19,937                    | 23,905                    | 20,000                                 | 20,000                                | -                                       |
| Meals Interest                 | 925                       | 170                       | 1,000                                  | 1,000                                 | -                                       |
| Short Term                     | 8,029                     | 6,084                     | 8,000                                  | 8,000                                 | -                                       |
| Penalties & Interest           | 26                        | 31                        | -                                      | -                                     | -                                       |
| <b>OTHER LOCAL TAXES</b>       | <b>27,065,285</b>         | <b>27,493,555</b>         | <b>28,953,000</b>                      | <b>29,503,000</b>                     | <b>550,000</b>                          |
| Dog                            | 12,611                    | 13,194                    | 12,500                                 | 12,500                                | -                                       |
| On Street Parking              | 135                       | 155                       | 100                                    | 100                                   | -                                       |
| Transfer Fees                  | 627                       | 626                       | 1,000                                  | 1,000                                 | -                                       |
| Erosion, Sediment Control      | 3,750                     | 3,313                     | 5,000                                  | 5,000                                 | -                                       |
| Weapons                        | 7,406                     | 7,931                     | 7,500                                  | 7,500                                 | -                                       |
| RE Tax Application Fee         | 160                       | 20                        | -                                      | -                                     | -                                       |
| RE Public Hearing Fee          | -                         | 390                       | -                                      | -                                     | -                                       |
| Hazardous Use                  | 1,850                     | 1,150                     | 1,000                                  | 1,000                                 | -                                       |
| Taxi                           | 360                       | 918                       | 800                                    | 800                                   | -                                       |
| Street Permits                 | 3,310                     | 3,485                     | 3,000                                  | 3,000                                 | -                                       |
| Building Permits - Building    | 115,661                   | 71,691                    | 100,000                                | 100,000                               | -                                       |
| Building Permits - Electrical  | 702                       | 691                       | 1,000                                  | 1,000                                 | -                                       |
| Building Permits - Plumbing    | 23,391                    | 19,481                    | 25,000                                 | 20,000                                | (5,000)                                 |
| Building Permits - Mechanical  | 28,146                    | 24,222                    | 25,000                                 | 25,000                                | -                                       |
| Elevator                       | 3,600                     | 3,740                     | 3,000                                  | 3,000                                 | -                                       |
| Occupancy                      | 300                       | 1,150                     | 1,000                                  | 1,000                                 | -                                       |
| Fire Protection                | 7,205                     | 7,853                     | 7,000                                  | 7,000                                 | -                                       |
| Gas                            | 363                       | 408                       | 500                                    | 500                                   | -                                       |
| Building Permits - Signs       | 5,042                     | 4,401                     | 5,000                                  | 5,000                                 | -                                       |
| Land Use Application Fees      | 26,675                    | 49,550                    | 25,000                                 | 25,000                                | -                                       |
| Planning Advertising Fees      | 625                       | 625                       | 1,000                                  | 1,000                                 | -                                       |
| Re-zoning & Subdivision Permit | 16,600                    | 22,050                    | 9,000                                  | 9,000                                 | -                                       |
| Signs, Permits & Inspections   | 2,040                     | 1,450                     | 2,000                                  | 2,000                                 | -                                       |
| Architectural Review           | 900                       | -                         | 1,000                                  | 500                                   | (500)                                   |
| Board of Zoning Appeals        | 4,600                     | 6,500                     | 10,000                                 | 5,000                                 | (5,000)                                 |
| Miscellaneous Fees             | 2,100                     | 3,550                     | 2,500                                  | 2,500                                 | -                                       |
| Civil Penalties                | 2,200                     | 4,600                     | 4,000                                  | 4,000                                 | -                                       |

## General Fund Revenue Detail

### ***Revenue Detail – continued:***

| <b>Account Description</b>     | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Rental Housing/Inspections     | 8,940                     | 33,905                    | 10,000                                 | 8,500                                 | (1,500)                                 |
| Rental Housing/Penalties       | 3,425                     | 8,125                     | 3,500                                  | 3,500                                 | -                                       |
| Rental Housing/Misc Fees       | 3,023                     | 4,915                     | 5,000                                  | 5,000                                 | -                                       |
| <b>PERMITS, PRIVILEGE FEES</b> | <b>285,747</b>            | <b>300,089</b>            | <b>271,400</b>                         | <b>259,400</b>                        | <b>(12,000)</b>                         |
| Courts                         | 157,394                   | 144,912                   | 150,000                                | 150,000                               | -                                       |
| Registrar                      | 100                       | 100                       | -                                      | -                                     | -                                       |
| Interest                       | 3,909                     | 4,158                     | 3,000                                  | 3,000                                 | -                                       |
| <b>FINES AND FORFEITURES</b>   | <b>161,403</b>            | <b>149,170</b>            | <b>153,000</b>                         | <b>153,000</b>                        | <b>-</b>                                |
| Interest Earnings              | 65,775                    | 57,775                    | 75,000                                 | 55,000                                | (20,000)                                |
| Rental Rec Prop/Facility       | 143,901                   | 122,016                   | 150,000                                | 155,000                               | 5,000                                   |
| Concession Rentals             | 50                        | -                         | 2,500                                  | -                                     | (2,500)                                 |
| <b>USE OF MONEY/PROP</b>       | <b>209,726</b>            | <b>179,791</b>            | <b>227,500</b>                         | <b>210,000</b>                        | <b>(17,500)</b>                         |
| Sheriff Fees                   | 2,949                     | 2,949                     | 3,000                                  | 3,000                                 | -                                       |
| Case Assessment                | 28,781                    | 28,305                    | 30,000                                 | 30,000                                | -                                       |
| Courthouse Security Fees       | 50,360                    | 51,133                    | 60,000                                 | 60,000                                | -                                       |
| Miscellaneous Fees             | 8,731                     | 7,619                     | 7,000                                  | 7,000                                 | -                                       |
| Courthouse Compliance Fee      | 39,757                    | 37,576                    | 50,000                                 | 50,000                                | -                                       |
| Electronic Summons Fee         | -                         | -                         | -                                      | 5,000                                 | 5,000                                   |
| Commonwealth Attorney          | 7,333                     | 7,328                     | 6,000                                  | 6,000                                 | -                                       |
| Hazmat                         | 61,774                    | 14,953                    | 5,000                                  | 5,000                                 | -                                       |
| LEPC Funds                     | 8,135                     | 4,692                     | 7,000                                  | 7,000                                 | -                                       |
| Alarm Fees                     | 3,000                     | -                         | 5,000                                  | 5,000                                 | -                                       |
| False Alarm Fees               | 16,300                    | 15,700                    | 20,000                                 | 20,000                                | -                                       |
| Animal Impounding Fees         | 1,914                     | 1,878                     | 2,000                                  | 2,000                                 | -                                       |
| Misc Police Fees               | 3,679                     | 5,382                     | 4,000                                  | 4,000                                 | -                                       |
| Police OT Reimbursement        | 17,459                    | 15,887                    | 10,000                                 | 10,000                                | -                                       |
| Gas Inspection                 | 54,000                    | 54,000                    | 54,000                                 | 54,000                                | -                                       |
| Sanitation Fee                 | -                         | -                         | 420,000                                | 540,000                               | 120,000                                 |
| Waste Collection/Disposal Fees | 3,100                     | 3,513                     | 4,000                                  | 4,000                                 | -                                       |
| Sale of Recycle Materials      | 30,203                    | 24,881                    | 30,000                                 | 30,000                                | -                                       |
| Recreation Activities          | 2,900                     | 13,505                    | 20,000                                 | 20,000                                | -                                       |
| Indoor Pool Fees               | 87,010                    | 70,084                    | 98,700                                 | 98,700                                | -                                       |
| Outdoor Pool Fees              | 48,359                    | 64,356                    | 76,000                                 | 76,000                                | -                                       |
| Admissions & Memberships       | 98,064                    | 99,086                    | 108,000                                | 108,000                               | -                                       |
| Athletic Fees                  | 62,440                    | 68,462                    | 88,600                                 | 70,000                                | (18,600)                                |
| Childcare Fees                 | 184,592                   | 187,802                   | 180,000                                | 187,000                               | 7,000                                   |

## General Fund Revenue Detail

### ***Revenue Detail – continued:***

| <b>Account Description</b>     | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Concession Sales               | 27,829                    | 25,705                    | 32,000                                 | 28,000                                | (4,000)                                 |
| Parks Capital Replacement Fees | -                         | 8,238                     | 13,700                                 | 19,300                                | 5,600                                   |
| Special Events                 | -                         | 915                       | 14,000                                 | 14,000                                | -                                       |
| <b>CHARGES FOR SERVICES</b>    | <b>848,669</b>            | <b>813,949</b>            | <b>1,348,000</b>                       | <b>1,463,000</b>                      | <b>115,000</b>                          |
| Payments in Lieu of Taxes      | 800,175                   | 822,915                   | 825,000                                | 825,000                               | -                                       |
| Special Events                 | -                         | 122,380                   | 132,500                                | 132,500                               | -                                       |
| Old Town Winchester Misc       | 5,000                     | 1,110                     | -                                      | -                                     | -                                       |
| Artscape Program               | 2,550                     | -                         | 1,000                                  | 1,000                                 | -                                       |
| Old Town Public Restroom       | 335                       | 3,326                     | 5,000                                  | 5,000                                 | -                                       |
| Bad Checks                     | 455                       | 725                       | 1,000                                  | 1,000                                 | -                                       |
| Admin & Collection Fees        | 48,795                    | 46,817                    | 45,000                                 | 45,000                                | -                                       |
| Donations/Special Gifts        | -                         | -                         | 15,000                                 | -                                     | (15,000)                                |
| Sales of Supplies              | 769                       | 508                       | 24,000                                 | -                                     | (24,000)                                |
| Sale of Surplus Property       | 4,649                     | 39,356                    | 10,000                                 | 10,000                                | -                                       |
| Sale of Copies & Documents     | 688                       | 856                       | 1,000                                  | 1,000                                 | -                                       |
| Donations - Fire Department    | 500                       | 1,485                     | -                                      | -                                     | -                                       |
| Donations-Police Department    | 2,870                     | -                         | -                                      | -                                     | -                                       |
| Ticket Sales                   | -                         | -                         | 35,000                                 | -                                     | (35,000)                                |
| Parks & Recreation             | 2,467                     | 45,945                    | -                                      | -                                     | -                                       |
| Sheriff                        | 1,250                     | 2,100                     | -                                      | -                                     | -                                       |
| Miscellaneous Revenue          | 262                       | 276                       | -                                      | -                                     | -                                       |
| <b>MISCELLANEOUS REVENUE</b>   | <b>870,765</b>            | <b>1,087,799</b>          | <b>1,094,500</b>                       | <b>1,020,500</b>                      | <b>(74,000)</b>                         |
| Miscellaneous                  | 2,095                     | 1,256                     | -                                      | -                                     | -                                       |
| Rebates                        | 2,103                     | 2,683                     | 2,500                                  | 2,500                                 | -                                       |
| External Recoveries            | 186                       | 22,836                    | -                                      | -                                     | -                                       |
| Social Services                | 52,875                    | 52,008                    | 55,000                                 | 55,000                                | -                                       |
| Circuit Court                  | 72,586                    | 72,237                    | 70,000                                 | 75,000                                | 5,000                                   |
| JJC Building                   | 328,187                   | 287,471                   | 400,000                                | 400,000                               | -                                       |
| Landfill-Recycling             | 165,280                   | 68,245                    | 170,000                                | 70,000                                | (100,000)                               |
| Police Department              | 45,265                    | 2,158                     | -                                      | -                                     | -                                       |
| Parks & Recreation             | 249                       | 906                       | -                                      | -                                     | -                                       |
| Data Processing                | 54,150                    | 40,000                    | 40,000                                 | 40,000                                | -                                       |
| Frederick County               | -                         | -                         | -                                      | 51,000                                | 51,000                                  |
| VML - Safety Grant             | -                         | -                         | -                                      | -                                     | -                                       |
| <b>RECOVERED COSTS</b>         | <b>722,976</b>            | <b>549,800</b>            | <b>737,500</b>                         | <b>693,500</b>                        | <b>(44,000)</b>                         |

## General Fund Revenue Detail

### ***Revenue Detail – continued:***

| <b>Account Description</b>             | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--|---------------------------|---------------------------|--|---------------------------------------|---|
| ABC Profits                            | 664                       | -                         | -                                      | -                                     | -                                       |
| Mobile Home Titling Taxes              | 1,800                     | 810                       | -                                      | -                                     | -                                       |
| Tax on Deeds                           | 76,009                    | 104,502                   | 100,000                                | 100,000                               | -                                       |
| Railroad Rolling Stock Tax             | 7,530                     | 8,267                     | 8,000                                  | 8,000                                 | -                                       |
| Grantor's Tax                          | 71,859                    | 66,900                    | 75,000                                 | 96,000                                | 21,000                                  |
| Rental Car Tax                         | 186,910                   | 185,054                   | 198,000                                | 198,000                               | -                                       |
| Personal Property Tax Reimburse        | 2,622,084                 | 2,622,084                 | 2,622,100                              | 2,622,100                             | -                                       |
| <b>NON-CATEGORICAL AID</b>             | <b>2,966,856</b>          | <b>2,987,617</b>          | <b>3,003,100</b>                       | <b>3,024,100</b>                      | <b>21,000</b>                           |
| Commonwealth's Attorney                | 713,945                   | 708,387                   | 680,000                                | 700,000                               | 20,000                                  |
| Sheriff                                | 344,376                   | 337,459                   | 340,000                                | 340,000                               | -                                       |
| Sheriff Mileage                        | 2,889                     | 10,612                    | 3,000                                  | 3,000                                 | -                                       |
| Commissioner of Revenue                | 116,055                   | 101,954                   | 100,000                                | 100,000                               | -                                       |
| Treasurer                              | 93,697                    | 94,298                    | 83,000                                 | 94,000                                | 11,000                                  |
| Registrar/Electoral Board              | 41,755                    | 41,442                    | 40,000                                 | 40,000                                | -                                       |
| Clerk of Circuit Court                 | 367,632                   | 346,834                   | 345,000                                | 338,500                               | (6,500)                                 |
| Jury Reimbursement                     | 5,760                     | 10,710                    | 5,000                                  | 5,000                                 | -                                       |
| Shared - Victim Witness                | 25,010                    | 50,021                    | 50,000                                 | 50,000                                | -                                       |
| Shared - Witness Fees                  | -                         | 354                       | -                                      | -                                     | -                                       |
| Equipment Grant                        | -                         | -                         | -                                      | 55,500                                | 55,500                                  |
| <b>SHARED EXPENSES</b>                 | <b>1,711,119</b>          | <b>1,702,071</b>          | <b>1,646,000</b>                       | <b>1,726,000</b>                      | <b>80,000</b>                           |
| Juvenile & Domestic Relations Court    | 11,848                    | 11,945                    | 10,000                                 | 10,000                                | -                                       |
| Litter Control                         | 7,575                     | 6,682                     | 7,000                                  | 7,000                                 | -                                       |
| Fire Program Funds                     | 74,733                    | 78,695                    | 70,000                                 | 70,000                                | -                                       |
| Four for Life Grant                    | 23,291                    | 23,740                    | 20,000                                 | 21,000                                | 1,000                                   |
| Hazardous Materials Funding            | 15,000                    | 15,040                    | 15,000                                 | 15,000                                | -                                       |
| Police 599 Funds                       | 775,025                   | 812,804                   | 820,000                                | 812,000                               | (8,000)                                 |
| Jail                                   | 21,327                    | 19,098                    | 20,000                                 | 20,000                                | -                                       |
| Health Department                      | 250,064                   | 243,774                   | 252,000                                | 252,000                               | -                                       |
| General District Court                 | 7,684                     | 8,690                     | 8,000                                  | 8,000                                 | -                                       |
| Governor's Opportunity Fund            | -                         | -                         | -                                      | -                                     | -                                       |
| Asset Forfeiture Police                | 5,430                     | 8,991                     | -                                      | -                                     | -                                       |
| Asset Forfeiture Commonwealth Attorney | 4,785                     | 1,808                     | -                                      | -                                     | -                                       |
| Department of Health                   | -                         | 40,771                    | -                                      | -                                     | -                                       |
| Wireless E911 Services Board           | 83,500                    | 50,650                    | 49,000                                 | 49,000                                | -                                       |
| Rescue Squad Assistant Fund            | -                         | -                         | -                                      | 62,100                                | 62,100                                  |
| Public Assistance Grant                | 90,665                    | -                         | -                                      | -                                     | -                                       |
| <b>STATE CATEGORICAL FUNDS</b>         | <b>1,370,927</b>          | <b>1,322,688</b>          | <b>1,271,000</b>                       | <b>1,326,100</b>                      | <b>55,100</b>                           |

## General Fund Revenue Detail

### ***Revenue Detail – continued:***

| <b>Account Description</b>       | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|----------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Emergency Service Grants         | 8,905                     | 17,810                    | 8,900                                  | 8,900                                 | -                                       |
| Asset Forfeiture Funds           | 636                       | 89,488                    | -                                      | -                                     | -                                       |
| Firefighters Assistant Grant     | -                         | -                         | -                                      | 432,500                               | 432,500                                 |
| Commission of Arts Grant         | 5,000                     | -                         | 5,000                                  | 5,000                                 | -                                       |
| Child/Adult Care Food            | 5,407                     | 3,937                     | 5,000                                  | 5,000                                 | -                                       |
| Police - DCJS Grants             | 16,926                    | 8,204                     | -                                      | -                                     | -                                       |
| Justice Assistance Grants        | 250                       | 4,607                     | -                                      | -                                     | -                                       |
| COPS                             | 166,136                   | -                         | -                                      | -                                     | -                                       |
| CDBG Grant                       | 125,525                   | 287,175                   | 235,000                                | 244,000                               | 9,000                                   |
| HazMat Emergency Planning        | 2,476                     | -                         | -                                      | -                                     | -                                       |
| Ballistic Vest Program           | -                         | 5,463                     | 5,000                                  | 5,000                                 | -                                       |
| Department of Historic Resources | -                         | 6,500                     | -                                      | -                                     | -                                       |
| Victim Witness                   | 75,032                    | 50,021                    | 50,000                                 | 50,000                                | -                                       |
| DMV Grants                       | 25,057                    | 29,045                    | 25,000                                 | 25,000                                | -                                       |
| Public Assistance Grants         | 327,529                   | -                         | 24,100                                 | -                                     | (24,100)                                |
| Homeland Security/ODP            | 43,394                    | 32,914                    | -                                      | -                                     | -                                       |
| NVRDTF Grant                     | 75,657                    | 33,162                    | -                                      | -                                     | -                                       |
| <b>FEDERAL REVENUE</b>           | <b>877,930</b>            | <b>568,326</b>            | <b>358,000</b>                         | <b>775,400</b>                        | <b>417,400</b>                          |
| Insurance Recoveries             | 47,216                    | 33,437                    | -                                      | -                                     | -                                       |
| Buildings                        | -                         | -                         | -                                      | -                                     | -                                       |
| CDBG Loan Principal              | 1,000,127                 | 195                       | -                                      | -                                     | -                                       |
| CDGB Loan Interest               | 63                        | 55                        | -                                      | -                                     | -                                       |
| Premiums on Bonds                | 4,837,787                 | 1,481,730                 | -                                      | -                                     | -                                       |
| Sale of Bonds                    | 22,125,285                | 18,701,837                | -                                      | -                                     | -                                       |
| Utilities Fund                   | 1,600,000                 | 1,600,000                 | 1,600,000                              | 1,600,000                             | -                                       |
| Old Town Winchester              | 50,000                    | 50,000                    | 50,000                                 | 70,000                                | 20,000                                  |
| Fund Balance                     | -                         | -                         | 3,665,000                              | 1,630,000                             | (2,035,000)                             |
| Assigned - CDBG                  | -                         | -                         | -                                      | -                                     | -                                       |
| Assigned - Fire Programs         | -                         | -                         | 57,000                                 | 44,000                                | (13,000)                                |
| <b>NON-REVENUE RECEIPTS</b>      | <b>29,660,478</b>         | <b>21,867,254</b>         | <b>5,372,000</b>                       | <b>3,344,000</b>                      | <b>(2,028,000)</b>                      |
| <b>TOTAL GENERAL FUND</b>        | <b>102,867,315</b>        | <b>96,769,099</b>         | <b>82,067,000</b>                      | <b>83,115,000</b>                     | <b>1,048,000</b>                        |

# General Fund Department Summary

## ***Budget by Department:***

|                            | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|----------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| City Council               | 114,936                   | 133,508                   | 125,800                                | 200,500                               | 74,700                                  |
| Clerk of Council           | 37,034                    | 39,143                    | 37,400                                 | 37,700                                | 300                                     |
| City Manager               | 299,268                   | 471,281                   | 359,000                                | 411,100                               | 52,100                                  |
| City Attorney              | 283,752                   | 318,658                   | 350,900                                | 293,500                               | (57,400)                                |
| Independent Auditors       | 63,700                    | 66,950                    | 80,000                                 | 70,000                                | (10,000)                                |
| Human Resources            | 373,712                   | 434,572                   | 534,100                                | 544,100                               | 10,000                                  |
| Commissioner of Revenue    | 508,317                   | 508,867                   | 527,100                                | 536,900                               | 9,800                                   |
| Treasurer                  | 438,887                   | 398,911                   | 427,600                                | 437,600                               | 10,000                                  |
| Finance                    | 556,871                   | 579,015                   | 716,600                                | 702,700                               | (13,900)                                |
| Information Technology     | 1,308,607                 | 1,466,001                 | 1,800,900                              | 2,047,000                             | 246,100                                 |
| Electoral Board            | 60,680                    | 34,009                    | 51,000                                 | 51,200                                | 200                                     |
| Registrar                  | 104,690                   | 120,153                   | 138,200                                | 138,900                               | 700                                     |
| Circuit Court              | 78,101                    | 80,544                    | 83,600                                 | 91,700                                | 8,100                                   |
| General District Court     | 18,958                    | 22,524                    | 29,100                                 | 31,500                                | 2,400                                   |
| J & D Relations Court      | 45,564                    | 42,947                    | 51,400                                 | 54,400                                | 3,000                                   |
| Clerk of the Circuit Court | 501,747                   | 488,109                   | 503,700                                | 509,700                               | 6,000                                   |
| City Sheriff               | 991,391                   | 1,084,984                 | 1,035,600                              | 1,186,800                             | 151,200                                 |
| Courthouse Security        | 172,332                   | 223,989                   | 174,300                                | 155,400                               | (18,900)                                |
| Juror Services             | 20,000                    | 15,250                    | 26,000                                 | 26,000                                | -                                       |
| Commonwealth Attorney      | 1,095,657                 | 1,064,163                 | 1,131,300                              | 1,335,400                             | 204,100                                 |
| Victim Witness             | 139,874                   | 142,086                   | 144,600                                | 146,700                               | 2,100                                   |
| Police Department          | 7,193,465                 | 7,473,634                 | 7,590,100                              | 7,842,700                             | 252,600                                 |
| Police Grants              | 301,207                   | 54,661                    | 26,600                                 | 27,300                                | 700                                     |
| Fire Department            | 4,727,555                 | 4,957,103                 | 5,199,600                              | 5,555,800                             | 356,200                                 |
| Fire Grants                | 80,274                    | 209,190                   | 171,100                                | 661,400                               | 490,300                                 |
| Probation Office           | 2,567                     | 2,236                     | 3,500                                  | 106,500                               | 103,000                                 |
| Inspections Department     | 449,706                   | 477,669                   | 504,500                                | 483,000                               | (21,500)                                |
| Animal Warden              | 137,768                   | 172,926                   | 145,800                                | 139,400                               | (6,400)                                 |
| Emergency Services         | 77,098                    | 56,338                    | 140,000                                | 134,800                               | (5,200)                                 |
| Hazardous Material         | 66,397                    | 41,195                    | 61,700                                 | 61,900                                | 200                                     |
| Emerg Comm Center          | 889,286                   | 933,137                   | 1,056,300                              | 962,900                               | (93,400)                                |
| Streets                    | 25,293                    | 22,722                    | 22,600                                 | 30,600                                | 8,000                                   |
| Storm Drainage             | 35,978                    | 28,549                    | 35,000                                 | 73,200                                | 38,200                                  |
| Loudoun Mall               | 51,695                    | 79,268                    | 78,700                                 | 93,900                                | 15,200                                  |
| Refuse Collection          | 1,314,466                 | 1,352,412                 | 1,532,600                              | 1,400,500                             | (132,100)                               |
| Joint Judicial Center      | 515,138                   | 469,205                   | 663,400                                | 657,600                               | (5,800)                                 |
| Facilities Maintenance     | 1,094,213                 | 1,120,069                 | 1,235,600                              | 1,182,100                             | (53,500)                                |



## General Fund Department Summary

### ***Budget by Department - continued:***

|                           | FY 2013<br>ACTUAL  | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---------------------------|--------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Real Estate Tax Relief    | 496,565            | 358,334           | 270,000                       | 250,000                      | (20,000)                       |
| Parks Supervision         | 454,602            | 583,549           | 603,400                       | 468,900                      | (134,500)                      |
| Special Events Trolley    | -                  | 4,247             | 14,400                        | 14,500                       | 100                            |
| Parks Maintenance         | 1,321,950          | 920,009           | 847,800                       | 926,350                      | 78,550                         |
| Community Recreation      | 75,651             | 80,908            | 16,800                        | 15,950                       | (850)                          |
| Outdoor Swimming Pool     | 106,738            | 104,260           | 118,700                       | 158,500                      | 39,800                         |
| Indoor Swimming Pool      | 161,304            | 203,068           | 259,600                       | 269,400                      | 9,800                          |
| War Memorial Building     | 357,235            | 359,448           | 395,170                       | 408,800                      | 13,630                         |
| School Age Child Care     | 170,973            | 179,999           | 193,500                       | 198,300                      | 4,800                          |
| Athletic Programs         | 174,639            | 168,069           | 211,900                       | 214,100                      | 2,200                          |
| Apple Blossom Festival    | 55,996             | 49,017            | 29,300                        | -                            | (29,300)                       |
| Planning Department       | 227,002            | 274,336           | 276,700                       | 253,700                      | (23,000)                       |
| Redevel & Housing (CDBG)  | 1,087,168          | 20,372            | 23,000                        | 28,500                       | 5,500                          |
| Zoning Department         | 141,175            | 184,399           | 216,700                       | 215,700                      | (1,000)                        |
| Economic Redevelopment    | 1,384,953          | 357,162           | 717,400                       | 700,500                      | (16,900)                       |
| Old Town Winchester       | 292,870            | 426,085           | 407,100                       | 460,200                      | 53,100                         |
| GIS                       | 81,259             | 78,212            | 88,500                        | 89,500                       | 1,000                          |
| Other                     | 456,937            | 475,784           | 476,945                       | 613,699                      | 136,754                        |
| Outside Agencies          | 182,713            | 282,713           | 338,938                       | 288,938                      | (50,000)                       |
| Regional Agencies         | 4,862,867          | 5,145,992         | 5,177,995                     | 5,782,461                    | 604,466                        |
| Transit                   | 200,000            | 176,000           | 283,000                       | 269,000                      | (14,000)                       |
| Social Services           | 1,269,114          | 1,161,418         | 1,448,000                     | 1,478,000                    | 30,000                         |
| CSA                       | 818,886            | 509,628           | 840,000                       | 807,000                      | (33,000)                       |
| Parking Authority         | -                  | 1,000,000         | -                             | -                            | -                              |
| Schools Operating         | 26,651,702         | 25,659,975        | 27,699,102                    | 28,649,102                   | 950,000                        |
| Schools Other             | 17,145             | 20,000,000        | 16,200                        | 16,200                       | -                              |
| Schools Capital Improv    | -                  | -                 | 50,000                        | -                            | (50,000)                       |
| Tourism                   | 100,500            | 100,500           | 100,500                       | 100,500                      | -                              |
| Highway Maintenance       | 525,000            | 1,360,000         | 1,466,600                     | 590,000                      | (876,600)                      |
| Capital Improvements      | 911,075            | 1,405,000         | 2,335,000                     | 1,500,000                    | (835,000)                      |
| City Debt Service         | 1,998,545          | 1,846,783         | 2,232,650                     | 2,287,700                    | 55,050                         |
| Debt Refunding            | 26,947,127         | 183,567           | -                             | -                            | -                              |
| Schools Debt Service      | 7,249,675          | 7,873,618         | 8,116,800                     | 7,637,100                    | (479,700)                      |
| <b>TOTAL GENERAL FUND</b> | <b>102,957,550</b> | <b>96,718,430</b> | <b>82,067,000</b>             | <b>83,115,000</b>            | <b>1,048,000</b>               |

## General Government – City Council

The City of Winchester operates under the council/manager form of government as provided for in the Code of Virginia. The city consists of four wards each represented by two (2) elected representatives while the City elects its Mayor-at-large. City Council collectively sets policy for the City and enacts those ordinances which are deemed necessary (state law permitting). Council appoints the City Manager, most boards, commissions, authorities, and committees to examine and conduct various aspects of city business.

### ***Council Goals:***

- Grow the Economy
- Create a More Livable City for All
- Develop a High Performing Organization
- Continue Revitalization of Historic Old Town

### ***Expenditure Summary:***

| Classification            | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services        | 47,981            | 62,366            | 63,320                        | 125,500                      | 62,180                         |
| Contractual Services      | 30,930            | 32,507            | 23,000                        | 33,000                       | 10,000                         |
| Internal Services         | 2,800             | 2,809             | 3,000                         | 3,000                        | -                              |
| Other Charges             | 33,225            | 35,826            | 36,480                        | 39,000                       | 2,520                          |
| <b>TOTAL EXPENDITURES</b> | <b>114,936</b>    | <b>133,508</b>    | <b>125,800</b>                | <b>200,500</b>               | <b>74,700</b>                  |

### ***Expenditure Detail:***

| EXPENDITURES          | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Mayor                 | 4,800             | 4,800             | 4,800                         | 10,800                       | 6,000                          |
| Councilors            | 28,800            | 28,503            | 28,800                        | 73,799                       | 44,999                         |
| FICA                  | 2,570             | 2,430             | 2,479                         | 6,909                        | 4,430                          |
| Worker's Compensation | 208               | 105               | 133                           | 70                           | (63)                           |
| Employee Benefits     | 11,603            | 26,528            | 27,108                        | 33,922                       | 6,814                          |
| PERSONNEL             | 47,981            | 62,366            | 63,320                        | 125,500                      | 62,180                         |
| Other Prof Services   | 14,690            | 10,975            | 9,000                         | 12,000                       | 3,000                          |
| Printing & Binding    | 311               | 2,028             | 500                           | 500                          | -                              |

## General Government – City Council

### ***Expenditure Detail – continued:***

| <b>EXPENDITURES</b>       | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|---------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Local Media               | 14,021                    | 17,078                    | 13,000                                 | 20,000                                | 7,000                                   |
| Food Services             | 1,908                     | 2,426                     | 500                                    | 500                                   | -                                       |
| CONTRACTUAL SERV          | 30,930                    | 32,507                    | 23,000                                 | 33,000                                | 10,000                                  |
| Copier Charges            | 2,800                     | 2,809                     | 3,000                                  | 3,000                                 | -                                       |
| INTERNAL SERVICES         | 2,800                     | 2,809                     | 3,000                                  | 3,000                                 | -                                       |
| Postal Services           | 285                       | 132                       | 300                                    | 300                                   | -                                       |
| Telecommunications        | -                         | 898                       | 1,080                                  | 1,200                                 | 120                                     |
| Office Equipment Rental   | -                         | -                         | -                                      | -                                     | -                                       |
| Mileage & Transportation  | 456                       | 398                       | 900                                    | 900                                   | -                                       |
| Travel & Training         | 1,730                     | 2,008                     | 1,100                                  | 2,100                                 | 1,000                                   |
| Dues & Memberships        | 28,816                    | 29,397                    | 30,500                                 | 30,500                                | -                                       |
| Misc Charges & Fees       | 116                       | 900                       | -                                      | -                                     | -                                       |
| Office Supplies           | 335                       | 636                       | 500                                    | 500                                   | -                                       |
| Food & Food Service       | 906                       | 815                       | 1,000                                  | 2,500                                 | 1,500                                   |
| Books & Subscriptions     | -                         | -                         | 100                                    | -                                     | (100)                                   |
| Other Operating Supplies  | 78                        | 206                       | 500                                    | 500                                   | -                                       |
| Awards, Plaques, Other    | 503                       | 436                       | 500                                    | 500                                   | -                                       |
| OTHER CHARGES             | 33,225                    | 35,826                    | 36,480                                 | 39,000                                | 2,520                                   |
| <b>TOTAL CITY COUNCIL</b> | <b>114,936</b>            | <b>133,508</b>            | <b>125,800</b>                         | <b>200,500</b>                        | <b>74,700</b>                           |

## General Government – Clerk of Council

The Clerk of Council serves the City Council and various organizations and committees. The Clerk prepares for, and attends, all Council meetings, and takes meeting minutes and maintains the minute books. In addition, the Clerk maintains ordinances and resolutions, and furnishes the media with all necessary information.

### ***Expenditure Summary:***

| Classification            | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services        | 32,803            | 34,627            | 33,200                        | 33,500                       | 300                            |
| Contractual Services      | 55                | -                 | -                             | -                            | -                              |
| Other Charges             | 4,176             | 4,516             | 4,200                         | 4,200                        | -                              |
| <b>TOTAL EXPENDITURES</b> | <b>37,034</b>     | <b>39,143</b>     | <b>37,400</b>                 | <b>37,700</b>                | <b>300</b>                     |

### ***Staffing Summary:***

| Full-Time Employees | FY 2013    | FY 2014    | FY 2015    | FY 2016    | Inc/(Dec) |
|---------------------|------------|------------|------------|------------|-----------|
| Clerk of Council    | 0.5        | 0.5        | 0.5        | 0.5        | 0         |
| <b>Total</b>        | <b>0.5</b> | <b>0.5</b> | <b>0.5</b> | <b>0.5</b> | <b>0</b>  |

### ***Expenditure Detail:***

| EXPENDITURES          | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>AMENDED<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------|-------------------|-------------------|------------------------------|------------------------------|--------------------------------|
| Regular               | 22,259            | 23,560            | 23,608                       | 24,076                       | 468                            |
| Overtime              | -                 | 1,031             | -                            | -                            | -                              |
| Part-time             | -                 | 330               | -                            | -                            | -                              |
| FICA                  | 1,433             | 1,633             | 1,537                        | 1,534                        | (3)                            |
| VRS-Employer          | 2,771             | 2,918             | 2,809                        | 2,865                        | 56                             |
| Insurance Employer    | 265               | 280               | 312                          | 287                          | (25)                           |
| Worker's Compensation | 36                | 28                | 20                           | 20                           | -                              |
| Benefits Admin Fee    | 36                | 15                | 24                           | 12                           | (12)                           |
| Employee Benefits     | 5,972             | 4,799             | 4,855                        | 4,670                        | (185)                          |
| VRS Health Ins Credit | 31                | 33                | 35                           | 36                           | 1                              |
| <b>PERSONNEL</b>      | <b>32,803</b>     | <b>34,627</b>     | <b>33,200</b>                | <b>33,500</b>                | <b>300</b>                     |

## General Government – Clerk of Council

### ***Expenditure Detail – continued:***

| <b>EXPENDITURES</b>               | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>AMENDED<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|-----------------------------------|---------------------------|---------------------------|---------------------------------------|---------------------------------------|---|
| Printing & Binding                | 55                        | -                         | -                                     | -                                     | -                                       |
| CONTRACTUAL SERV                  | 55                        | -                         | -                                     | -                                     | -                                       |
| Postal Services                   | 197                       | 180                       | 100                                   | 100                                   | -                                       |
| Mileage & Transportation          | 706                       | 516                       | 800                                   | 800                                   | -                                       |
| Travel & Training                 | 1,865                     | 1,174                     | 1,950                                 | 1,950                                 | -                                       |
| Dues & Memberships                | 245                       | 215                       | 250                                   | 250                                   | -                                       |
| Misc Charges & Fees               | 339                       | 203                       | 200                                   | 200                                   | -                                       |
| Office Supplies                   | 654                       | 1,577                     | 650                                   | 650                                   | -                                       |
| Books & Subscriptions             | 105                       | 521                       | 100                                   | 100                                   | -                                       |
| Other Operating Supplies          | 65                        | 130                       | 150                                   | 150                                   | -                                       |
| Computer Equipment                | -                         | -                         | -                                     | -                                     | -                                       |
| OTHER CHARGES                     | 4,176                     | 4,516                     | 4,200                                 | 4,200                                 | -                                       |
| <b>TOTAL CLERK OF<br/>COUNCIL</b> | <b>37,034</b>             | <b>39,143</b>             | <b>37,400</b>                         | <b>37,700</b>                         | <b>300</b>                              |

## General Government – City Manager

The City Manager, as chief executive officer of the City of Winchester, implements City Council policy and manages the activities of the City offices and departments.

### ***Goals:***

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To ensure that resources funded by City Council are well managed and available in order to provide a variety of needed and/or desired municipal services to City citizens. To ensure the appropriate level of funding is directed to fund City Council priorities as outlined in Council's Strategic Plan.

### ***Objectives:***

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- Provide Council with information and data necessary for formulating policy
- Direct and control departments and offices
- Exercise fiscal control over operations and submit an annual budget to City Council
- Respond to citizen inquires and requests
- Evaluate programs and projects for effectiveness
- Conduct research and develop methodology for new programs
- Communicate Council policy to departments and offices
- Manage work force and create high performing organizational structure
- Act as liaison to the General Assembly and monitor legislation affecting City citizens
- Provide appropriate, effective and consistent internal and external communication to inform the public about City policies
- Respond to all Freedom of Information Act requests
- Manage all social media, television and e-newsletter communications
- Conduct citizen survey every three years
- Provide creative and innovative graphic design services to all City departments
- Provide an interactive and informative citizen's academy



## General Government – City Manager

### ***Services and Products:***

- Annual operating and capital budget
- Annual legislative program
- Special projects and reports
- Data and information analyses
- Responses to Council/citizen inquiries
- Manage Strategic Plan projects and action items
- Annual Report and Community newsletters
- Citizen's Academy
- Media releases and inquiries
- Government access channel programming
- Communications plan

### ***Performance Measures:***

| Indicators  | FY 2013<br>Actual | FY 2014<br>Actual | FY 2015<br>Estimated | FY 2016<br>Projected |
|---|-------------------|-------------------|----------------------|----------------------|
| <b>Output Measures</b>  |                   |                   |                      |                      |
| Analysis and research to support Council policy formulation   | As Necessary      | As Necessary      | As Necessary         | As Necessary         |
| Operating department performance reviews  | As Necessary      | As Necessary      | As Necessary         | As Necessary         |
| Contacts with Legislative Delegation and VML staff members  | As Necessary      | As Necessary      | As Necessary         | As Necessary         |
| News releases distributed and information posted on social media/TV channels                              | As Necessary      | As Necessary      | As Necessary         | As Necessary         |
| <b>Outcome Measures</b>   |                   |                   |                      |                      |
| % of time operating budget expenditures conform to established budgetary guidelines                       | 100%              | 100%              | 100%                 | 100%                 |
| Information requests from Mayor or City Council answered within 10 days                                   | 100%              | 100%              | 100%                 | 100%                 |
| Information requests from the public answered within 10 days  | 100%              | 100%              | 100%                 | 100%                 |
| Freedom of Information Act requests from the public/media answered within 5 days (or extension requested) | 100%              | 100%              | 100%                 | 100%                 |
| INSIGHT Citizen's Academy provided annually at maximum capacity   | 100%              | 100%              | 100%                 | 100%                 |

## General Government – City Manager

### ***Performance Measurement Results:***

The City Manager's office strives to respond to all inquiries within the established guidelines.

### ***Expenditure Summary:***

| <b>Classification</b>     | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|---------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Personnel Services        | 276,938                   | 406,666                   | 302,400                                | 351,600                               | 49,200                                  |
| Contractual Services      | 2,138                     | 40,175                    | 36,000                                 | 38,500                                | 2,500                                   |
| Internal Services         | 682                       | -                         | 100                                    | 100                                   | -                                       |
| Other Charges             | 19,510                    | 24,440                    | 20,500                                 | 20,900                                | 400                                     |
| <b>TOTAL CITY MANAGER</b> | <b>299,268</b>            | <b>471,281</b>            | <b>359,000</b>                         | <b>411,100</b>                        | <b>52,100</b>                           |

### ***Staffing Summary:***

| <b>Full-Time Employees</b> | <b>FY 2013</b> | <b>FY 2014</b> | <b>FY 2015</b> | <b>FY 2016</b> | <b>Inc/(Dec)</b> |
|----------------------------|----------------|----------------|----------------|----------------|------------------|
| City Manager*              | 2.5            | 2.5            | 2.5            | 3.5            | 1                |
| <b>Total</b>               | <b>2.5</b>     | <b>2.5</b>     | <b>2.5</b>     | <b>3.5</b>     | <b>1</b>         |

\*Employee transferred from Economic Redevelopment.

### ***Expenditure Detail:***

| <b>EXPENDITURES</b>        | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|----------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Regular                    | 217,385                   | 319,388                   | 235,077                                | 268,602                               | 33,525                                  |
| Part-Time Non-Classified   | -                         | 12                        | -                                      | -                                     | -                                       |
| FICA                       | 16,077                    | 20,997                    | 12,850                                 | 15,890                                | 3,040                                   |
| VRS-Employer               | 25,344                    | 37,742                    | 27,253                                 | 30,426                                | 3,173                                   |
| Insurance Employer         | 2,428                     | 3,621                     | 3,410                                  | 3,111                                 | (299)                                   |
| VA Local Disability Plan   | -                         | -                         | -                                      | 873                                   | 873                                     |
| Worker's Compensation      | 295                       | 349                       | 192                                    | 226                                   | 34                                      |
| Deferred Comp Contribution | -                         | -                         | -                                      | 7,394                                 | 7,394                                   |
| Benefits Admin Fee         | 132                       | 89                        | 120                                    | 75                                    | (45)                                    |
| Employee Benefits          | 14,991                    | 24,041                    | 23,155                                 | 24,608                                | 1,453                                   |
| VRS Health Ins Credit      | 286                       | 427                       | 343                                    | 388                                   | 45                                      |
| <b>PERSONNEL</b>           | <b>276,938</b>            | <b>406,666</b>            | <b>302,400</b>                         | <b>351,600</b>                        | <b>49,200</b>                           |

## General Government – City Manager

### ***Expenditure Detail - continued:***

| <b>EXPENDITURES</b>         | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|-----------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Medical, Dental, & Hospital | 149                       | -                         | -                                      | -                                     | -                                       |
| Other Professional Services | -                         | 39,800                    | 30,000                                 | 30,000                                | -                                       |
| Training/Education          | 350                       | -                         | -                                      | -                                     | -                                       |
| Printing & Binding          | 502                       | 354                       | 6,000                                  | 8,500                                 | 2,500                                   |
| Local Media                 | 1,137                     | 21                        | -                                      | -                                     | -                                       |
| CONTRACTUAL SERV            | 2,138                     | 40,175                    | 36,000                                 | 38,500                                | 2,500                                   |
| Copier Charges              | 682                       | -                         | 100                                    | 100                                   | -                                       |
| INTERNAL SERVICES           | 682                       | -                         | 100                                    | 100                                   | -                                       |
| Postal Services             | 11                        | 45                        | 100                                    | 100                                   | -                                       |
| Telecommunications          | 800                       | 2,039                     | 3,600                                  | 2,000                                 | (1,600)                                 |
| Mileage & Transportation    | 2,008                     | 601                       | 3,200                                  | 3,200                                 | -                                       |
| Travel & Training           | 6,539                     | 5,055                     | 8,000                                  | 8,000                                 | -                                       |
| Dues & Memberships          | 1,950                     | 3,475                     | 2,700                                  | 3,000                                 | 300                                     |
| Misc Charges & Fees         | 1,425                     | 6,279                     | -                                      | -                                     | -                                       |
| Moving Expenses             | 5,425                     | -                         | -                                      | -                                     | -                                       |
| Office Supplies             | 284                       | 5,796                     | 700                                    | 900                                   | 200                                     |
| Food & Food Services        | 461                       | 997                       | 750                                    | 950                                   | 200                                     |
| Books & Subscriptions       | -                         | -                         | 750                                    | 750                                   | -                                       |
| Other Operating Supplies    | 507                       | 153                       | 700                                    | 2,000                                 | 1,300                                   |
| Computer Equipment          | 100                       | -                         | -                                      | -                                     | -                                       |
| OTHER CHARGES               | 19,510                    | 24,440                    | 20,500                                 | 20,900                                | 400                                     |
| <b>TOTAL CITY MANAGER</b>   | <b>299,268</b>            | <b>471,281</b>            | <b>359,000</b>                         | <b>411,100</b>                        | <b>52,100</b>                           |

## General Government – City Attorney

The City Attorney's office manages the legal affairs of the City, and provides legal advice to City Council, the City Manager, City staff, and to the various Boards, Agencies, and Commissions of the City. The office drafts ordinances and resolutions for consideration by City Council, and prosecutes violations of all City ordinances. The City Attorney's office updates and maintains the City Code. The office administers all pending civil litigation by and against the City.

### ***Expenditure Summary:***

| <b>Classification</b>     | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|---------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Personnel Services        | 258,518                   | 290,308                   | 318,540                                | 240,900                               | (77,640)                                |
| Contractual Services      | 9,086                     | 10,682                    | 14,200                                 | 34,200                                | 20,000                                  |
| Internal Services         | 380                       | 2,125                     | 500                                    | 500                                   | -                                       |
| Other Charges             | 15,768                    | 15,543                    | 17,660                                 | 17,900                                | 240                                     |
| <b>TOTAL EXPENDITURES</b> | <b>283,752</b>            | <b>318,658</b>            | <b>350,900</b>                         | <b>293,500</b>                        | <b>(57,400)</b>                         |

### ***Staffing Summary:***

| <b>Full-Time Employees</b> | <b>FY 2013</b> | <b>FY 2014</b> | <b>FY 2015</b> | <b>FY 2016</b> | <b>Inc/(Dec)</b> |
|----------------------------|----------------|----------------|----------------|----------------|------------------|
| City Attorney*             | 3              | 3              | 3              | 3              | 0                |
| <b>Total</b>               | <b>3</b>       | <b>3</b>       | <b>3</b>       | <b>3</b>       | <b>0</b>         |

\*One position unfunded.

### ***Expenditure Detail:***

| <b>EXPENDITURES</b>   | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|-----------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Regular               | 205,812                   | 232,483                   | 255,050                                | 196,102                               | (58,948)                                |
| FICA                  | 14,519                    | 16,494                    | 16,826                                 | 11,741                                | (5,085)                                 |
| VRS-Employer          | 25,434                    | 27,900                    | 30,351                                 | 23,336                                | (7,015)                                 |
| Insurance Employer    | 2,437                     | 2,678                     | 3,367                                  | 2,334                                 | (1,033)                                 |
| Worker's Compensation | 193                       | 205                       | 197                                    | 151                                   | (46)                                    |
| Benefits Admin Fee    | 168                       | 78                        | 144                                    | 48                                    | (96)                                    |
| Employee Benefits     | 9,668                     | 10,154                    | 12,222                                 | 6,894                                 | (5,328)                                 |
| VRS Health Ins Credit | 287                       | 316                       | 383                                    | 294                                   | (89)                                    |
| <b>PERSONNEL</b>      | <b>258,518</b>            | <b>290,308</b>            | <b>318,540</b>                         | <b>240,900</b>                        | <b>(77,640)</b>                         |

## General Government – City Attorney

### ***Expenditure Detail – continued:***

| <b>EXPENDITURES</b>         | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|-----------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Legal Services              | 6,000                     | 2,222                     | 10,000                                 | 30,000                                | 20,000                                  |
| Other Professional Services | 2,398                     | 7,616                     | 2,600                                  | 2,600                                 | -                                       |
| Printing & Binding          | 140                       | 844                       | 1,300                                  | 1,300                                 | -                                       |
| Local Media                 | 548                       | -                         | 300                                    | 300                                   | -                                       |
| CONTRACTUAL SERV            | 9,086                     | 10,682                    | 14,200                                 | 34,200                                | 20,000                                  |
| Copier Charges              | 380                       | 2,125                     | 500                                    | 500                                   | -                                       |
| INTERNAL SERVICES           | 380                       | 2,125                     | 500                                    | 500                                   | -                                       |
| Postal Services             | 365                       | 1,312                     | 1,300                                  | 1,300                                 | -                                       |
| Telecommunications          | 1,254                     | 1,317                     | 1,500                                  | 1,500                                 | -                                       |
| Mileage & Transportation    | 1,099                     | 1,006                     | 1,200                                  | 1,200                                 | -                                       |
| Travel & Training           | 3,800                     | 2,979                     | 4,000                                  | 4,000                                 | -                                       |
| Dues & Memberships          | 1,835                     | 660                       | 2,250                                  | 2,250                                 | -                                       |
| Court Filing Fees           | -                         | -                         | -                                      | 100                                   | 100                                     |
| Misc Charges & Fees         | 47                        | 126                       | 110                                    | 250                                   | 140                                     |
| Office Supplies             | 1,218                     | 1,999                     | 1,200                                  | 1,200                                 | -                                       |
| Books & Subscriptions       | 5,871                     | 5,739                     | 5,200                                  | 5,200                                 | -                                       |
| Other Operating Supplies    | 279                       | 275                       | 900                                    | 900                                   | -                                       |
| Computer Equipment          | -                         | 130                       | -                                      | -                                     | -                                       |
| OTHER CHARGES               | 15,768                    | 15,543                    | 17,660                                 | 17,900                                | 240                                     |
| <b>TOTAL CITY ATTORNEY</b>  | <b>283,752</b>            | <b>318,658</b>            | <b>350,900</b>                         | <b>293,500</b>                        | <b>(57,400)</b>                         |

## General Government – Independent Auditor

The Independent Auditor function exists to record the costs of the annual audit and other examinations of accounts and records of the City by an independent auditor. An independent auditor is one who works for the Auditor of Public Accounts, a private firm or an internal auditor who is hired by and reports only to the City Council.

### ***Goals and Objectives:***

To perform an efficient and accurate audit of the City's financial records and accounts.

### ***Expenditure Summary:***

| EXPENDITURES                          | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Accounting & Auditing                 | 60,200            | 47,600            | 60,000                        | 50,000                       | (10,000)                       |
| Other Professional Services           | 3,500             | 19,350            | 20,000                        | 20,000                       | -                              |
| CONTRACTUAL SERVICES                  | 63,700            | 66,950            | 80,000                        | 70,000                       | (10,000)                       |
| <b>TOTAL INDEPENDENT<br/>AUDITORS</b> | <b>63,700</b>     | <b>66,950</b>     | <b>80,000</b>                 | <b>70,000</b>                | <b>(10,000)</b>                |



## General Government – Human Resources

The Human Resources Department provides administrative and human resources support services for all City Departments and the 500+ employee workforce. The Department administers all human resource functions for the City in accordance with all Federal, State and City regulations. It is our goal to recruit and retain a highly skilled and motivated work force that is equipped with the skills and knowledge necessary to deliver the highest quality of services to our citizens.

### ***Objectives:***

---

- Recruit, evaluate and hire qualified applicants for City positions
- Coordinate on-going training of the workforce
- Promptly respond to employees, retirees and the general public through telephone and walk-in inquiries and requests regarding employment, benefits, compensation and payroll and policy issues in an efficient and timely manner.
- Generate accurate personnel action documents for new hires, employee performance appraisals, terminations, disciplinary actions and other miscellaneous status changes

### ***Services Provided:***

---

- Job classification/reclassification, compensation, performance appraisal system and surveys
- Recruitment, hiring and employee orientation
- Coordination of employee activities, such as the Employee Health Fair, Winter Celebration, Employee Recognition Breakfast, etc.
- Maintenance of Personnel files
- Employee Training
- Benefits Administration
- Employee relations/advice/guidance

### ***Performance Measures:***

---

| Indicators  | FY 2012<br>Actual | FY 2013<br>Actual | FY 2014<br>Actual | FY 2015<br>Estimated | FY 2016<br>Projected |
|---|-------------------|-------------------|-------------------|----------------------|----------------------|
| <b>Input/Output Measures</b>                      |                   |                   |                   |                      |                      |
| Employment applications received                  | 14,419            | 18,448            | 13,855            | 16,141               | 15,750               |
| Number of new hires (includes seasonal employees) | 102               | 90                | 119               | 101                  | 85                   |

## General Government – Human Resources

### Expenditure Summary:

| Classification            | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services        | 275,328           | 286,617           | 394,200                       | 407,900                      | 13,700                         |
| Contractual Services      | 72,354            | 101,093           | 99,800                        | 94,000                       | (5,800)                        |
| Internal Services         | 4,574             | 3,145             | 3,000                         | 3,000                        | -                              |
| Other Charges             | 21,456            | 43,717            | 37,100                        | 39,200                       | 2,100                          |
| <b>TOTAL EXPENDITURES</b> | <b>373,712</b>    | <b>434,572</b>    | <b>534,100</b>                | <b>544,100</b>               | <b>10,000</b>                  |

### Staffing Summary:

| Full-Time Employees | FY 2013    | FY 2014    | FY 2015    | FY 2016    | Inc/(Dec)  |
|---------------------|------------|------------|------------|------------|------------|
| Human Resources*    | 4.5        | 4.5        | 5.0        | 5.5        | 0.5        |
| <b>Total</b>        | <b>4.5</b> | <b>4.5</b> | <b>5.0</b> | <b>5.5</b> | <b>0.5</b> |

\*One position unfunded.

### Expenditure Detail:

| EXPENDITURES                | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                     | 164,321           | 158,806           | 270,386                       | 282,883                      | 12,497                         |
| Overtime                    | 47                | 25                | 500                           | 500                          | -                              |
| Part-time Classified        | 14,469            | 14,963            | 15,535                        | 15,847                       | 312                            |
| Part-time Non-Classified    | 25,600            | 45,884            | 10,500                        | 10,700                       | 200                            |
| FICA                        | 15,249            | 16,239            | 22,045                        | 22,020                       | (25)                           |
| VRS-Employer                | 19,567            | 17,663            | 32,118                        | 33,202                       | 1,084                          |
| Retirees                    | 10,934            | 10,152            | 10,500                        | 10,500                       | -                              |
| Insurance Employer          | 1,875             | 1,696             | 3,607                         | 3,366                        | (241)                          |
| VA Local Disability Plan    | -                 | -                 | 590                           | 1,179                        | 589                            |
| Worker's Compensation       | 290               | 235               | 260                           | 184                          | (76)                           |
| Benefits Admin Fee          | 282               | 115               | 264                           | 144                          | (120)                          |
| Employee Benefits           | 22,473            | 20,639            | 27,462                        | 26,941                       | (521)                          |
| VRS Health Ins Credit       | 221               | 200               | 433                           | 434                          | 1                              |
| <b>PERSONNEL</b>            | <b>275,328</b>    | <b>286,617</b>    | <b>394,200</b>                | <b>407,900</b>               | <b>13,700</b>                  |
| Medical, Dental, & Hospital | 505               | 33,993            | 28,500                        | 28,500                       | -                              |
| EAP Services                | 29,695            | 30,309            | 30,200                        | 30,200                       | -                              |
| Other Professional Services | 7,000             | 112               | -                             | -                            | -                              |

## General Government – Human Resources

### ***Expenditure Detail - continued:***

| <b>EXPENDITURES</b>              | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|----------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Training/Education               | 12,794                    | 28                        | -                                      | -                                     | -                                       |
| Repairs & Maintenance            | -                         | -                         | 300                                    | 300                                   | -                                       |
| Computer Equipment               | 8,235                     | 8,150                     | 8,800                                  | -                                     | (8,800)                                 |
| Printing & Binding               | 4,916                     | 2,943                     | 7,000                                  | 6,000                                 | (1,000)                                 |
| Local Media                      | 2,890                     | 19,759                    | 24,000                                 | 28,000                                | 4,000                                   |
| Food & Food Services             | 6,319                     | 5,799                     | 1,000                                  | 1,000                                 | -                                       |
| CONTRACTUAL SERV                 | 72,354                    | 101,093                   | 99,800                                 | 94,000                                | (5,800)                                 |
| Copier Charges                   | 4,574                     | 3,145                     | 3,000                                  | 3,000                                 | -                                       |
| INTERNAL SERVICES                | 4,574                     | 3,145                     | 3,000                                  | 3,000                                 | -                                       |
| Postal Services                  | 1,082                     | 908                       | 1,500                                  | 1,500                                 | -                                       |
| Telecommunications               | 1,648                     | 1,705                     | 1,700                                  | 1,700                                 | -                                       |
| Mileage & Transportation         | 454                       | 10                        | 1,300                                  | 1,300                                 | -                                       |
| Travel & Training                | 552                       | 302                       | 4,000                                  | 4,000                                 | -                                       |
| Dues & Memberships               | 928                       | 1,199                     | 1,100                                  | 1,100                                 | -                                       |
| Misc Charges & Fees              | 1,004                     | 1,477                     | 800                                    | 800                                   | -                                       |
| Background Checks                | 169                       | 8,416                     | 8,700                                  | 8,700                                 | -                                       |
| Office Supplies                  | 1,408                     | 10,155                    | 3,000                                  | 4,100                                 | 1,100                                   |
| Food & Food Service              | 461                       | 2,286                     | 1,000                                  | 1,000                                 | -                                       |
| Books & Subscriptions            | 940                       | 3,343                     | 1,000                                  | 1,000                                 | -                                       |
| Other Operating Supplies         | 2,777                     | 4,587                     | 3,000                                  | 3,000                                 | -                                       |
| Computer Equipment               | 1,246                     | 276                       | -                                      | -                                     | -                                       |
| Awards, Plaques, Other           | 7,662                     | 7,199                     | 9,500                                  | 9,500                                 | -                                       |
| Memorials                        | 1,125                     | 1,854                     | 500                                    | 1,500                                 | 1,000                                   |
| OTHER CHARGES                    | 21,456                    | 43,717                    | 37,100                                 | 39,200                                | 2,100                                   |
| <b>TOTAL HUMAN<br/>RESOURCES</b> | <b>373,712</b>            | <b>434,572</b>            | <b>534,100</b>                         | <b>544,100</b>                        | <b>10,000</b>                           |

## General Government – Commissioner of the Revenue

The Commissioner of the Revenue's office is divided into three categories: (1) the assessment, mapping and detailing of all real estate in the City, including tax exempt property, tax relief for the elderly, land use program and making any changes; (2) the discovery, assessment and proration of all personal property in the City; and (3) business licensing, meals, lodging, admission, and short-term rental taxes and the discovery, filing, assessment and adjustment of all business equipment, furniture and fixtures and machinery and tools.

### ***Performance Measures:***

| Indicators                              | FY 2012<br>Actual | FY 2013<br>Actual | FY 2014<br>Actual |
|---|-------------------|-------------------|-------------------|
| Real Estate                             |                   |                   |                   |
| Parcels of Land                         | 9,946             | 9,934             | 9,945             |
| Tax Relief Applications                 | 564               | 576               | 448               |
| Real Estate Transfers                   | 618               | 638               | 794               |
| Public Service Corporations             | 23                | 25                | 27                |
| Personal Property                       |                   |                   |                   |
| Vehicle Assessments                     | 22,650            | 23,919            | 26,984            |
| Personal Property Tax Relief Compliance | 21,847            | 22,788            | 22,997            |
| New Vehicle Registrations               | 7,514             | 9,189             | 9,603             |
| Vehicle Registration Deletions          | 3,215             | 4,470             | 4,415             |
| Business Personal Property Assessments  | 2,725             | 2,797             | 2,873             |
| Business Taxes                          |                   |                   |                   |
| Business Licenses Assessed              | 4,162             | 4,075             | 3,750             |
| Excise Taxes Assessed                   | 244               | 264               | 269               |
| Financial Institutions                  | 10                | 10                | 9                 |

### ***Expenditure Summary:***

| Classification            | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services        | 459,719           | 458,109           | 478,000                       | 484,000                      | 6,000                          |
| Contractual Services      | 7,454             | 5,519             | 7,400                         | 7,000                        | (400)                          |
| Internal Services         | 699               | 739               | 700                           | 700                          | -                              |
| Other Charges             | 40,445            | 44,500            | 41,000                        | 45,200                       | 4,200                          |
| <b>TOTAL EXPENDITURES</b> | <b>508,317</b>    | <b>508,867</b>    | <b>527,100</b>                | <b>536,900</b>               | <b>9,800</b>                   |

## General Government – Commissioner of the Revenue

### ***Funding Sources:***

| <b>Funding Sources</b>         | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Revenue from Commonwealth      | 116,055                   | 101,954                   | 100,000                                | 100,000                               | -                                       |
| Designated Funding Sources     | 116,055                   | 101,954                   | 100,000                                | 100,000                               | -                                       |
| <b>Net General Tax Support</b> | <b>392,262</b>            | <b>406,913</b>            | <b>427,100</b>                         | <b>436,900</b>                        | <b>9,800</b>                            |

### ***Staffing Summary:***

| <b>Full-Time Employees</b>  | <b>FY 2013</b> | <b>FY 2014</b> | <b>FY 2015</b> | <b>FY 2016</b> | <b>Inc/(Dec)</b> |
|-----------------------------|----------------|----------------|----------------|----------------|------------------|
| Commissioner of the Revenue | 9              | 8              | 8              | 8              | 0                |
| <b>Total</b>                | <b>9</b>       | <b>8</b>       | <b>8</b>       | <b>8</b>       | <b>0</b>         |

### ***Expenditure Detail:***

| <b>EXPENDITURES</b>           | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|-------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Regular                       | 326,622                   | 330,899                   | 339,645                                | 350,272                               | 10,627                                  |
| Overtime                      | 21                        | -                         | -                                      | -                                     | -                                       |
| Part-time Non-Classified      | 11,526                    | 12,119                    | 15,200                                 | 15,500                                | 300                                     |
| FICA                          | 24,898                    | 25,559                    | 26,921                                 | 27,195                                | 274                                     |
| VRS-Employer                  | 39,436                    | 40,161                    | 40,418                                 | 41,682                                | 1,264                                   |
| Insurance Employer            | 3,778                     | 3,817                     | 4,483                                  | 4,168                                 | (315)                                   |
| Worker's Compensation         | 1,848                     | 1,265                     | 1,127                                  | 302                                   | (825)                                   |
| Benefits Admin Fee            | 558                       | 224                       | 384                                    | 192                                   | (192)                                   |
| Employee Benefits             | 50,588                    | 43,956                    | 49,312                                 | 44,532                                | (4,780)                                 |
| VRS Health Ins Credit         | 444                       | 109                       | 510                                    | 157                                   | (353)                                   |
| <b>PERSONNEL</b>              | <b>459,719</b>            | <b>458,109</b>            | <b>478,000</b>                         | <b>484,000</b>                        | <b>6,000</b>                            |
| Medical, Dental, & Hospital   | 147                       | -                         | -                                      | -                                     | -                                       |
| Other Professional Services   | 300                       | 1,472                     | 500                                    | 500                                   | -                                       |
| Repairs & Maintenance         | 200                       | -                         | 400                                    | -                                     | (400)                                   |
| Vehicle Repairs & Maintenance | -                         | -                         | 500                                    | -                                     | (500)                                   |
| Computer Equipment            | 321                       | 331                       | 500                                    | -                                     | (500)                                   |
| Printing & Binding            | 1,536                     | 1,492                     | 500                                    | 1,500                                 | 1,000                                   |
| Local Media                   | 666                       | 72                        | 500                                    | 500                                   | -                                       |

# General Government – Commissioner of the Revenue

## ***Expenditure Detail – continued:***

| <b>EXPENDITURES</b>          | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| State Computer Services      | -                         | 95                        | -                                      | -                                     | -                                       |
| Billing Service              | 4,284                     | 2,057                     | 4,500                                  | 4,500                                 | -                                       |
| CONTRACTUAL SERV             | 7,454                     | 5,519                     | 7,400                                  | 7,000                                 | (400)                                   |
| Equipment Maintenance/Fuel   | 431                       | 283                       | 300                                    | 300                                   | -                                       |
| Equipment Parts              | 39                        | 174                       | 100                                    | 100                                   | -                                       |
| Equipment Labor              | 203                       | 256                       | 100                                    | 100                                   | -                                       |
| Copier Charges               | 26                        | 26                        | 200                                    | 200                                   | -                                       |
| INTERNAL SERVICES            | 699                       | 739                       | 700                                    | 700                                   | -                                       |
| Postal Services              | 6,965                     | 11,111                    | 7,500                                  | 12,000                                | 4,500                                   |
| Telecommunications           | 972                       | 960                       | 1,100                                  | 1,100                                 | -                                       |
| Motor Vehicle Insurance      | 422                       | 408                       | 500                                    | 500                                   | -                                       |
| Office Equipment             | 969                       | 901                       | 1,000                                  | 1,000                                 | -                                       |
| Mileage & Transportation     | 1,774                     | 1,745                     | 2,000                                  | 2,000                                 | -                                       |
| Travel & Training            | 5,236                     | 3,936                     | 6,000                                  | 6,000                                 | -                                       |
| Dues & Memberships           | 790                       | 985                       | 1,000                                  | 1,000                                 | -                                       |
| Misc Charges & Fees          | -                         | 35                        | 100                                    | 100                                   | -                                       |
| Background Checks            | 79                        | -                         | -                                      | -                                     | -                                       |
| Office Supplies              | 4,948                     | 8,973                     | 2,400                                  | 2,400                                 | -                                       |
| Vehicle & Equipment Fuels    | 20                        | 20                        | -                                      | -                                     | -                                       |
| Books & Subscriptions        | 5,535                     | 4,292                     | 6,500                                  | 5,500                                 | (1,000)                                 |
| Other Operating Supplies     | 2,619                     | 1,241                     | 3,000                                  | 3,000                                 | -                                       |
| Cigarette Tax Stamps         | 9,893                     | 9,893                     | 9,900                                  | 10,600                                | 700                                     |
| Computer Equipment           | 223                       | -                         | -                                      | -                                     | -                                       |
| OTHER CHARGES                | 40,445                    | 44,500                    | 41,000                                 | 45,200                                | 4,200                                   |
| <b>TOTAL COMM OF REVENUE</b> | <b>508,317</b>            | <b>508,867</b>            | <b>527,100</b>                         | <b>536,900</b>                        | <b>9,800</b>                            |



## General Government - Treasurer

The Treasurer is a locally elected official and is directly responsible to the Citizens of Winchester. The Treasurer processes tax billing and is responsible for the receipting of all funds from all sources including Real Estate, Personal Property, Business Licenses, Vehicle Licenses, Permit Fees, Court Fees, Dog Tags. The revenue is invested in various approved funds for the highest yields following the Investment Policy of the Treasurer. The office is also responsible for the collection of all delinquencies, and uses methods afforded the Treasurer by the Commonwealth of Virginia to collect, which include: DMV Registration Holds, Wage and Bank Liens, Distress Warrants, and use of other collection agencies when all other remedies have been exhausted.

### ***Performance Measures:***

| <b>Indicators</b>        | <b>FY 2012<br/>Actual</b> | <b>FY 2013<br/>Actual</b> | <b>FY 2014<br/>Actual</b> | <b>FY 2015<br/>Estimated</b> | <b>FY 2016<br/>Projected</b> |
|--------------------------|---------------------------|---------------------------|---------------------------|------------------------------|------------------------------|
| <b>Real Estate</b>       |                           |                           |                           |                              |                              |
| Current Collections      | \$23,540,110              | \$24,647,530              | \$25,108,519              | \$25,539,000                 | \$25,924,000                 |
| Collection Rate          | 99%                       | 99%                       | 99%                       | 99%                          | 99%                          |
| Delinquent Collections   | \$937,974                 | \$1,195,411               | \$1,357,230               | \$900,000                    | \$1,200,000                  |
| <b>Personal Property</b> |                           |                           |                           |                              |                              |
| Current Collections      | \$7,034,140               | \$7,100,416               | \$7,745,012               | \$8,000,000                  | \$9,000,000                  |
| Collection Rate          | 98%                       | 98%                       | 97%                       | 98%                          | 98%                          |
| Delinquent Collections   | \$497,105                 | \$308,397                 | \$420,230                 | \$400,000                    | \$400,000                    |

### ***Expenditure Summary:***

| <b>Expenditure by Classification</b> | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Personnel Services                   | 383,224                   | 333,273                   | 377,400                                | 383,200                               | 5,800                                   |
| Contractual Services                 | 28,899                    | 42,666                    | 29,600                                 | 32,600                                | 3,000                                   |
| Other Charges                        | 26,764                    | 22,972                    | 20,600                                 | 21,800                                | 1,200                                   |
| <b>TOTAL EXPENDITURES</b>            | <b>438,887</b>            | <b>398,911</b>            | <b>427,600</b>                         | <b>437,600</b>                        | <b>10,000</b>                           |

## General Government - Treasurer

### Funding Sources:

| Funding Sources                | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Miscellaneous Revenue          | 49,250            | 47,542            | 46,000                        | 46,000                       | -                              |
| Revenue from Commonwealth      | 93,697            | 64,298            | 83,000                        | 94,000                       | 11,000                         |
| Designated Revenue             | 142,947           | 111,840           | 129,000                       | 140,000                      | 11,000                         |
| <b>Net General Tax Support</b> | <b>295,940</b>    | <b>287,071</b>    | <b>298,600</b>                | <b>297,600</b>               | <b>(1,000)</b>                 |

### Staffing Summary:

| Full-Time Employees | FY 2013  | FY 2014  | FY 2015  | FY 2016  | Inc/(Dec) |
|---------------------|----------|----------|----------|----------|-----------|
| Treasurer           | 7        | 6        | 6        | 6        | 0         |
| <b>Total</b>        | <b>7</b> | <b>6</b> | <b>6</b> | <b>6</b> | <b>0</b>  |

### Expenditure Detail:

| EXPENDITURES                | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                     | 283,494           | 241,252           | 276,127                       | 283,782                      | 7,655                          |
| Overtime                    | 127               | 645               | 500                           | 500                          | -                              |
| Part-time Non-Classified    | -                 | 2,506             | -                             | -                            | -                              |
| FICA                        | 20,317            | 17,658            | 20,880                        | 20,415                       | (465)                          |
| VRS-Employer                | 32,963            | 29,310            | 32,859                        | 33,770                       | 911                            |
| Insurance Employer          | 3,158             | 2,814             | 3,645                         | 3,378                        | (267)                          |
| Worker's Compensation       | 1,534             | 419               | 230                           | 235                          | 5                              |
| Benefits Admin Fee          | 414               | 164               | 288                           | 144                          | (144)                          |
| Employee Benefits           | 40,845            | 38,469            | 42,457                        | 40,923                       | (1,534)                        |
| VRS Health Ins Credit       | 372               | 36                | 414                           | 53                           | (361)                          |
| <b>PERSONNEL</b>            | <b>383,224</b>    | <b>333,273</b>    | <b>377,400</b>                | <b>383,200</b>               | <b>5,800</b>                   |
| Medical, Dental, & Hosp.    | 238               | -                 | -                             | -                            | -                              |
| Accounting & Auditing       | -                 | 17,291            | -                             | -                            | -                              |
| Other Professional Services | 479               | -                 | 3,500                         | 3,500                        | -                              |
| Repairs & Maintenance       | 552               | -                 | -                             | -                            | -                              |
| Printing & Binding          | 975               | 844               | 1,100                         | 1,100                        | -                              |

## General Government - Treasurer

### ***Expenditure Detail – continued:***

| <b>EXPENDITURES</b>      | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Local Media              | 1,125                     | 478                       | 3,000                                  | 3,000                                 | -                                       |
| State Computer Services  | -                         | 1,061                     | 1,000                                  | 1,000                                 | -                                       |
| Billing Service          | 25,530                    | 22,992                    | 21,000                                 | 24,000                                | 3,000                                   |
| CONTRACTUAL SERV         | 28,899                    | 42,666                    | 29,600                                 | 32,600                                | 3,000                                   |
| Postal Services          | 8,133                     | 8,829                     | 8,000                                  | 9,000                                 | 1,000                                   |
| Telecommunications       | 417                       | 371                       | 400                                    | 400                                   | -                                       |
| Office Equipment         | 1,389                     | 1,406                     | 1,000                                  | 1,200                                 | 200                                     |
| State Computer Services  | 931                       | -                         | -                                      | -                                     | -                                       |
| Mileage & Transportation | 406                       | 931                       | 800                                    | 800                                   | -                                       |
| Travel & Training        | 740                       | 1,341                     | 2,200                                  | 2,200                                 | -                                       |
| Dues & Memberships       | 330                       | 680                       | 500                                    | 500                                   | -                                       |
| Tax Collection Expenses  | 100                       | -                         | 300                                    | 300                                   | -                                       |
| Misc Charges & Fees      | 3,513                     | 2,735                     | 1,500                                  | 1,500                                 | -                                       |
| Office Supplies          | 4,253                     | 3,081                     | 3,800                                  | 3,800                                 | -                                       |
| Books & Subscriptions    | 47                        | 233                       | 150                                    | 150                                   | -                                       |
| Other Operating Supplies | 3,468                     | 3,365                     | 1,950                                  | 1,950                                 | -                                       |
| Computer Equipment       | 3,037                     | -                         | -                                      | -                                     | -                                       |
| OTHER CHARGES            | 26,764                    | 22,972                    | 20,600                                 | 21,800                                | 1,200                                   |
| <b>TOTAL TREASURER</b>   | <b>438,887</b>            | <b>398,911</b>            | <b>427,600</b>                         | <b>437,600</b>                        | <b>10,000</b>                           |

## General Government – Finance

The Finance Division is responsible for the following major functions: general accounting, budget preparation, debt management, accounts receivable, accounts payable, payroll processing, risk management, purchasing, and real estate reassessment.

- General accounting reviews and updates all general ledger transactions generated from other software applications, prepares and posts all monthly journal entries, reconciles all City-wide bank statements, and coordinates the annual audit.
- Budget preparation is responsible for coordinating with City departments and agencies to prepare the City's annual budget.
- Debt management works with financial advisors and bond counsel to coordinate bond issuances for new money as well as continually looks for refunding opportunities.
- Accounts receivable is responsible for reconciling outstanding receivable balances.
- Accounts payable is responsible for receiving and processing invoices for payment and generating and filing 1099 tax forms. The function is also responsible for managing unclaimed property.
- Processes payroll for 26 pay periods per calendar year for approximately 500+ full-time employees. During the summer session, when the hiring of part-time employees reaches a peak, payroll may process wages for more than 600 employees. On a quarterly basis, the payroll division is responsible for filing federal and state withholding reports. On an annual basis, the payroll division processes W-2 forms.
- Risk Management is responsible for assisting the City Manager by monitoring the City's insurance coverage, updating policies, filing claims, and depositing payments.
- Purchasing is responsible for the direct preparation or assistance in preparing solicitations for all City projects, major purchases, and contracts. Purchasing ensures that purchases are carried out in accordance with the Virginia Public Procurement Act and City policies by processing all purchase requisitions and issuing all purchase orders.
- Real estate reassessment is the process of re-determining the assessed value of all real property for the purposes of taxation to insure that each property is valued fairly and accurately. The purpose of the general reassessment is to realign the values of real property so that equalization and current market values are obtained.

## General Government – Finance

### ***Performance Measures:***

| Indicators   | FY 2013<br>Actual | FY 2014<br>Actual | FY 2015<br>Estimated | FY 2016<br>Projected |
|--|-------------------|-------------------|----------------------|----------------------|
| <b>Output Measures</b>   |                   |                   |                      |                      |
| Prepare monthly reports for City Council   | 12                | 12                | 12                   | 12                   |
| Vendor check issued (to decrease with change in frequency of check issuances)  | 10,659            | 9,477             | 8,900                | 8,000                |
| Prepare monthly and quarterly payroll reports and send to State and Federal agencies   | Yes               | Yes               | Yes                  | Yes                  |
| Purchase orders issued   | 659               | 442               | 450                  | 500                  |
| <b>Outcome Measures</b>  |                   |                   |                      |                      |
| Receive “clean” annual audit opinion as reported in the Comprehensive Annual Financial Report (CAFR)                                       | Yes               | Yes               | Yes                  | Yes                  |
| Maintain Aa2 and AAA bond ratings  | Yes               | Yes               | Yes                  | Yes                  |
| <b>Service Quality</b>   |                   |                   |                      |                      |
| Obtain the Government Finance Officers Association (GFOA) Certificate of Achievement for CAFR  | Yes               | Yes               | Yes                  | Yes                  |
| Obtain GFOA Distinguished Budget Presentation Award for operating budget   | No                | Yes               | Yes                  | Yes                  |
| Prepare City Manager's budget that supports a results driven document to support City Council's strategic plan at the lowest possible cost | Yes               | Yes               | Yes                  | Yes                  |

### ***Performance Measurement Results:***

The Finance department continues to meet all mandates and guidelines for the City's financial reporting. The City's FY 2014 CAFR was awarded a Certificate of Achievement of Excellence in Financial Reporting and the City's FY 2015 Budget document was awarded the Distinguished Budget Presentation upon review by GFOA. Also, in FY 2014 the City's Standard and Poor's bond rating was upgrade to AAA, and reaffirmed in FY 2015.

### ***Staffing Summary:***

| Full-Time Employees* | FY 2013    | FY 2014    | FY 2015    | FY 2016    | Inc/(Dec)    |
|----------------------|------------|------------|------------|------------|--------------|
| Finance              | 7.5        | 7.5        | 7.5        | 7.0        | (0.5)        |
| <b>Total</b>         | <b>7.5</b> | <b>7.5</b> | <b>7.5</b> | <b>7.0</b> | <b>(0.5)</b> |

\*One position unfunded.

## General Government – Finance

### ***Expenditure Summary:***

| <b>Classification</b>     | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|---------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Personnel Services        | 429,860                   | 437,812                   | 486,300                                | 528,000                               | 41,700                                  |
| Contractual Services      | 50,806                    | 75,179                    | 151,800                                | 80,300                                | (71,500)                                |
| Internal Services         | 86                        | 79                        | -                                      | 100                                   | 100                                     |
| Other Charges             | 76,119                    | 65,945                    | 78,500                                 | 94,300                                | 15,800                                  |
| <b>TOTAL EXPENDITURES</b> | <b>556,871</b>            | <b>579,015</b>            | <b>716,600</b>                         | <b>702,700</b>                        | <b>(13,900)</b>                         |

### ***Expenditure Detail:***

| <b>EXPENDITURES</b>         | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|-----------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Regular                     | 322,841                   | 330,910                   | 366,108                                | 400,002                               | 33,894                                  |
| Overtime                    | -                         | 13                        | 500                                    | 500                                   | -                                       |
| Part-time Non-Classified    | -                         | -                         | -                                      | -                                     | -                                       |
| FICA                        | 23,551                    | 24,510                    | 26,640                                 | 28,549                                | 1,909                                   |
| VRS-Employer                | 39,975                    | 40,143                    | 43,641                                 | 47,838                                | 4,197                                   |
| VA Local Disability Plan    | -                         | -                         | -                                      | 220                                   | 220                                     |
| Insurance Employer          | 3,830                     | 3,852                     | 4,832                                  | 4,784                                 | (48)                                    |
| Worker's Compensation       | 461                       | 369                       | 301                                    | 332                                   | 31                                      |
| Benefits Admin Fee          | 381                       | 144                       | 264                                    | 144                                   | (120)                                   |
| Employee Benefits           | 38,370                    | 37,417                    | 43,468                                 | 45,028                                | 1,560                                   |
| VRS Health Ins Credit       | 451                       | 454                       | 546                                    | 603                                   | 57                                      |
| <b>PERSONNEL</b>            | <b>429,860</b>            | <b>437,812</b>            | <b>486,300</b>                         | <b>528,000</b>                        | <b>41,700</b>                           |
| Medical, Dental, & Hospital | 147                       | -                         | -                                      | -                                     | -                                       |
| Other Prof Services         | 47,406                    | 71,655                    | 147,000                                | 77,000                                | (70,000)                                |
| Boards/Commission           | 750                       | -                         | 1,500                                  | -                                     | (1,500)                                 |
| Repairs & Maintenance       | 45                        | -                         | 300                                    | 300                                   | -                                       |
| Printing & Binding          | 1,515                     | 3,259                     | 2,000                                  | 2,000                                 | -                                       |
| Local Media                 | 943                       | 265                       | 1,000                                  | 1,000                                 | -                                       |
| <b>CONTRACTUAL SERV</b>     | <b>50,806</b>             | <b>75,179</b>             | <b>151,800</b>                         | <b>80,300</b>                         | <b>(71,500)</b>                         |
| Copier Charges              | 86                        | 79                        | -                                      | 100                                   | 100                                     |
| <b>INTERNAL SERVICES</b>    | <b>86</b>                 | <b>79</b>                 | <b>-</b>                               | <b>100</b>                            | <b>100</b>                              |

## General Government – Finance

### ***Expenditure Detail – continued:***

| <b>EXPENDITURES</b>       | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|---------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Postal Services           | 5,264                     | 4,526                     | 5,500                                  | 5,000                                 | (500)                                   |
| Telecommunications        | 365                       | 275                       | 500                                    | 800                                   | 300                                     |
| Office Equipment          | 2,548                     | 2,097                     | 3,000                                  | 3,000                                 | -                                       |
| Mileage & Transportation  | 1,303                     | 391                       | 2,000                                  | 2,000                                 | -                                       |
| Travel & Training         | 3,896                     | 1,698                     | 5,000                                  | 5,000                                 | -                                       |
| Dues & Memberships        | 2,690                     | 2,545                     | 3,000                                  | 3,000                                 | -                                       |
| Misc Charges & Fees       | 377                       | 1,183                     | 500                                    | 1,000                                 | 500                                     |
| Background Check          | 79                        | -                         | -                                      | -                                     | -                                       |
| Office Supplies           | 1,655                     | 2,110                     | 3,000                                  | 3,000                                 | -                                       |
| Food & Food Service       | 70                        | -                         | -                                      | -                                     | -                                       |
| Books & Subscriptions     | 261                       | 845                       | 500                                    | 500                                   | -                                       |
| Other Operating Supplies  | 4,977                     | 4,263                     | 5,500                                  | 5,500                                 | -                                       |
| Computer Equipment        | 3,956                     | -                         | -                                      | -                                     | -                                       |
| Awards, Plaques, Other    | 143                       | 245                       | -                                      | -                                     | -                                       |
| OTHER CHARGES             | 27,584                    | 20,178                    | 28,500                                 | 28,800                                | 300                                     |
| <b>RISK MANAGEMENT</b>    |                           |                           |  |                                       |   |
| Public Official Liability | 4,475                     | 4,475                     | 5,000                                  | 5,000                                 | -                                       |
| General Liability         | 44,060                    | 41,292                    | 45,000                                 | 58,000                                | 13,000                                  |
| Claims & Bounties         | -                         | -                         | -                                      | 2,500                                 | 2,500                                   |
| OTHER CHARGES             | 48,535                    | 45,767                    | 50,000                                 | 65,500                                | 15,500                                  |
| <b>TOTAL FINANCE</b>      | <b>556,871</b>            | <b>579,015</b>            | <b>716,600</b>                         | <b>702,700</b>                        | <b>(13,900)</b>                         |



## General Government – Information Technology

The Information Technology Department (IT) is responsible for the City's computer systems and network. IT ensures the system is functional at all times and conducts data backup during off hours so as to minimize impacts on users. IT coordinates support and training on the SunGard ERP software suite for staff, thus allowing the City Departments to operate more efficiently. In response to increased demand for existing and new services, IT identifies and evaluates software solutions to enhance service delivery to customers. IT manages the City's web services to give citizens access to City information.

### ***Performance Measures:***

| Indicators                           | FY 2013 | FY 2014 | FY 2015<br>Estimated | FY 2016<br>Projected |
|--------------------------------------|---------|---------|----------------------|----------------------|
| <b>Number of Devices</b>             |         |         |                      |                      |
| Number of workstations/computers     | 333     | 262     | 259                  | 255                  |
| Number of laptops                    | 62      | 95      | 106                  | 115                  |
| Number of iPads/tablets              | 20      | 20      | 28                   | 28                   |
| Number of servers (physical/virtual) | 46/12   | 35/58   | 35/40                | 25/45                |
| Number of network devices            | 40      | 47      | 49                   | 49                   |
| <b>Device Support</b>                |         |         |                      |                      |
| Technical service call responses     | 379     | 925     | 979                  | 1021                 |
| <b>Network Administration</b>        |         |         |                      |                      |
| Network support call responses       | 160     | 249     | 339                  | 715                  |
| <b>Programming</b>                   |         |         |                      |                      |
| Web programming requests             | 334     | 169     | 100                  | 99                   |
| Custom application support requests  | 51      | 27      | 81                   | 100                  |
| ERP support requests                 | 85      | 68      | 125                  | 178                  |
| Reporting/query requests             | 38      | 32      | 44                   | 60                   |
| <b>User Administration/Security</b>  |         |         |                      |                      |
| Support call responses               | 262     | 330     | 1282                 | 1300                 |

### ***Expenditure Summary:***

| Expenditure by Classification | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 616,851           | 712,420           | 762,298                       | 778,800                      | 16,502                         |
| Contractual Services          | 192,351           | 237,437           | 321,450                       | 474,200                      | 152,750                        |
| Internal Services             | 89                | 403               | 1,300                         | 1,300                        | -                              |
| Other Charges                 | 428,842           | 401,899           | 535,852                       | 672,700                      | 136,848                        |
| Capital                       | 70,474            | 113,842           | 180,000                       | 120,000                      | (60,000)                       |
| <b>TOTAL EXPENDITURES</b>     | <b>1,308,607</b>  | <b>1,466,001</b>  | <b>1,800,900</b>              | <b>2,047,000</b>             | <b>246,100</b>                 |

## General Government – Information Technology

### ***Staffing Summary:***

| <b>Full-Time Employees</b> | <b>FY 2013</b> | <b>FY 2014</b> | <b>FY 2015</b> | <b>FY 2016</b> | <b>Inc/(Dec)</b> |
|----------------------------|----------------|----------------|----------------|----------------|------------------|
| Information Technology     | 7              | 8              | 8              | 8              | 0                |
| <b>Total</b>               | <b>7</b>       | <b>8</b>       | <b>8</b>       | <b>8</b>       | <b>0</b>         |

### ***Expenditure Detail:***

| <b>EXPENDITURES</b>         | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|-----------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Regular                     | 462,774                   | 544,402                   | 585,966                                | 600,718                               | 14,752                                  |
| Overtime                    | 951                       | 1,014                     | 1,000                                  | 1,000                                 | -                                       |
| FICA                        | 33,911                    | 40,252                    | 41,946                                 | 42,946                                | 1,000                                   |
| VRS-Employer                | 57,020                    | 66,938                    | 69,716                                 | 71,485                                | 1,769                                   |
| Insurance Employer          | 5,463                     | 6,425                     | 7,656                                  | 7,148                                 | (508)                                   |
| Worker's Compensation       | 663                       | 599                       | 481                                    | 497                                   | 16                                      |
| Benefits Admin Fee          | 438                       | 220                       | 384                                    | 192                                   | (192)                                   |
| Employee Benefits           | 54,988                    | 51,812                    | 54,279                                 | 53,913                                | (366)                                   |
| VRS Health Ins Credit       | 643                       | 758                       | 870                                    | 900                                   | 30                                      |
| <b>PERSONNEL</b>            | <b>616,851</b>            | <b>712,420</b>            | <b>762,298</b>                         | <b>778,800</b>                        | <b>16,502</b>                           |
| Medical, Dental, & Hospital | 122                       | -                         | -                                      | -                                     | -                                       |
| Software as a Service       | 772                       | 7,064                     | 5,925                                  | 72,600                                | 66,675                                  |
| Other Professional Services | 14,118                    | 26,610                    | 35,000                                 | 47,500                                | 12,500                                  |
| Travel & Training           | 12,147                    | 20,858                    | 15,000                                 | 7,500                                 | (7,500)                                 |
| Repairs & Maintenance       | 10,763                    | 26,722                    | 40,000                                 | -                                     | (40,000)                                |
| Vehicle Repairs & Maint     | -                         | -                         | 1,500                                  | 200                                   | (1,300)                                 |
| Computer Equipment          | 154,305                   | 155,772                   | 224,025                                | 346,400                               | 122,375                                 |
| Printing & Binding          | -                         | 282                       | -                                      | -                                     | -                                       |
| Local Media                 | 124                       | 129                       | -                                      | -                                     | -                                       |
| <b>CONTRACTUAL SERVICES</b> | <b>192,351</b>            | <b>237,437</b>            | <b>321,450</b>                         | <b>474,200</b>                        | <b>152,750</b>                          |
| Equipment Fuel              | 45                        | 132                       | 300                                    | 300                                   | -                                       |
| Equipment Parts             | -                         | 60                        | 300                                    | 300                                   | -                                       |
| Equipment Labor             | 17                        | 185                       | 300                                    | 300                                   | -                                       |
| Copier Charges              | 27                        | 26                        | 400                                    | 400                                   | -                                       |
| <b>INTERNAL SERVICES</b>    | <b>89</b>                 | <b>403</b>                | <b>1,300</b>                           | <b>1,300</b>                          | <b>-</b>                                |
| Postal Services             | 26                        | 56                        | 100                                    | 100                                   | -                                       |
| Telecommunications          | 127,835                   | 120,517                   | 137,680                                | 106,500                               | (31,180)                                |

## General Government – Information Technology

### ***Expenditure Detail – continued:***

| <b>EXPENDITURES</b>          | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Motor Vehicle Insurance      | 518                       | 502                       | 550                                    | 550                                   | -                                       |
| Mileage & Transportation     | 757                       | 1,387                     | 800                                    | 800                                   | -                                       |
| Travel & Training            | 13,108                    | 32,707                    | 68,630                                 | 64,550                                | (4,080)                                 |
| Dues & Memberships           | 195                       | 295                       | 195                                    | 325                                   | 130                                     |
| Misc Charges & Fees          | 3                         | -                         | -                                      | -                                     | -                                       |
| Background Checks            | 67                        | -                         | -                                      | -                                     | -                                       |
| Office Supplies              | 4,504                     | 2,251                     | 1,500                                  | 3,500                                 | 2,000                                   |
| Vehicle & Equipment Fuels    | -                         | 58                        | 50                                     | 50                                    | -                                       |
| Vehicle & Equipment Supplies | -                         | 18                        | -                                      | 50                                    | 50                                      |
| Books & Subscriptions        | 8,994                     | 6,876                     | 8,800                                  | 8,675                                 | (125)                                   |
| Other Operating Supplies     | 2,257                     | 3,008                     | 4,000                                  | 4,000                                 | -                                       |
| Computer Hardware/Software   | 270,578                   | 234,224                   | 313,547                                | 483,600                               | 170,053                                 |
| OTHER CHARGES                | 428,842                   | 401,899                   | 535,852                                | 672,700                               | 136,848                                 |
| Computer Software            | 70,474                    | 113,842                   | 180,000                                | 120,000                               | (60,000)                                |
| CAPITAL                      | 70,474                    | 113,842                   | 180,000                                | 120,000                               | (60,000)                                |
| <b>TOTAL INFO TECHNOLOGY</b> | <b>1,308,607</b>          | <b>1,466,001</b>          | <b>1,800,900</b>                       | <b>2,047,000</b>                      | <b>246,100</b>                          |

## General Government – Electoral Board

The Winchester Electoral Board is governed by Title 24.2, Chapter 3, of the Code of Virginia Election Laws. The Electoral Board supervises and coordinates elections scheduled each year: November general elections and any primaries or special elections called by the State Board of Elections. The Board appoints Officers of Election to serve in all elections held that year, and trains them in performing their duties. The Board's responsibilities include preparing ballots, programming voting machines, and oversight for absentee voting, supervising polling places, and coordinating with local government to establish new polling places in a timely manner.

### ***Funding Sources:***

| <b>Funding Sources</b>    | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|---------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Revenue from Commonwealth | 6,589                     | 6,556                     | 7,000                                  | 7,000                                 | -                                       |
| Designated Revenue        | 6,589                     | 6,556                     | 7,000                                  | 7,000                                 | -                                       |
| Net General Tax Support   | 54,091                    | 27,453                    | 44,000                                 | 44,200                                | 200                                     |

### ***Expenditure Summary:***

| <b>Classification</b>     | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|---------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Personnel Services        | 9,709                     | 8,877                     | 8,675                                  | 8,900                                 | 225                                     |
| Contractual Services      | 39,297                    | 23,181                    | 37,600                                 | 37,100                                | (500)                                   |
| Other Charges             | 11,674                    | 1,951                     | 4,725                                  | 5,200                                 | 475                                     |
| <b>TOTAL EXPENDITURES</b> | <b>60,680</b>             | <b>34,009</b>             | <b>51,000</b>                          | <b>51,200</b>                         | <b>200</b>                              |

## General Government – Electoral Board

### ***Expenditure Detail:***

| <b>EXPENDITURES</b>              | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|----------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Regular                          | 9,009                     | 8,238                     | 8,018                                  | 8,258                                 | 240                                     |
| FICA                             | 689                       | 630                       | 650                                    | 635                                   | (15)                                    |
| Worker's Compensation            | 11                        | 9                         | 7                                      | 7                                     | -                                       |
| <b>PERSONNEL</b>                 | <b>9,709</b>              | <b>8,877</b>              | <b>8,675</b>                           | <b>8,900</b>                          | <b>225</b>                              |
| Medical, Dental, & Hosp.         | 35                        | -                         | -                                      | -                                     | -                                       |
| Other Professional Services      | 5,783                     | 3,865                     | 6,500                                  | 6,500                                 | -                                       |
| Temporary Help/Other             | 20,195                    | 9,468                     | 17,500                                 | 17,000                                | (500)                                   |
| Repairs & Maintenance            | 5,546                     | 239                       | 5,600                                  | 5,600                                 | -                                       |
| Computer Equipment               | 5,813                     | 8,662                     | 6,000                                  | 6,000                                 | -                                       |
| Printing & Binding               | 1,925                     | 947                       | 2,000                                  | 2,000                                 | -                                       |
| <b>CONTRACTUAL SERV</b>          | <b>39,297</b>             | <b>23,181</b>             | <b>37,600</b>                          | <b>37,100</b>                         | <b>(500)</b>                            |
| Postal Services                  | 632                       | 222                       | 600                                    | 600                                   | -                                       |
| Mileage & Transportation         | -                         | 198                       | 200                                    | 200                                   | -                                       |
| Travel & Training                | -                         | 242                       | 600                                    | 600                                   | -                                       |
| Dues & Memberships               | 125                       | 125                       | 125                                    | 125                                   | -                                       |
| Misc Charges & Fees              | 1,567                     | 750                       | 1,500                                  | 1,500                                 | -                                       |
| Office Supplies                  | 471                       | 222                       | 1,000                                  | 1,000                                 | -                                       |
| Food & Food Service              | 361                       | 192                       | 200                                    | 200                                   | -                                       |
| Other Operating Supplies         | 407                       | -                         | 500                                    | 975                                   | 475                                     |
| Software                         | 8,111                     | -                         | -                                      | -                                     | -                                       |
| <b>OTHER CHARGES</b>             | <b>11,674</b>             | <b>1,951</b>              | <b>4,725</b>                           | <b>5,200</b>                          | <b>475</b>                              |
| <b>TOTAL ELECTORAL<br/>BOARD</b> | <b>60,680</b>             | <b>34,009</b>             | <b>51,000</b>                          | <b>51,200</b>                         | <b>200</b>                              |

## General Government – Voter Registrar

The Voter Registrar and staff are committed to providing qualified Winchester residents the opportunity to register to vote. We are dedicated to helping each citizen exercise his or her right to vote in accordance with Virginia's election laws, the Constitution of the Commonwealth of Virginia, and the United States.

### ***Performance Measures:***

| <b>Output Measures</b>                               | <b>FY 2012</b> | <b>FY 2013</b> | <b>FY 2014</b> | <b>FY 2015<br/>Estimated</b> | <b>FY 2016<br/>Projected</b> |
|--|----------------|----------------|----------------|------------------------------|------------------------------|
| Number of elections                                  | 3              | 3              | 1              | 2                            | 3                            |
| Number of registered voters                          | 15,517         | 15,500         | 14,840         | 14,500                       | 15,500                       |
| Number of votes cast                                 | 11,700         | 6,961          | 5,779          | 8,000                        | 11,500                       |
| Number of Officers of Election                       | 208            | 160            | 145            | 200                          | 210                          |
| Number of adds, changes, deletions & transferred out | 4,668          | 5,015          | 5,400          | 5,200                        | 5,100                        |
| Number of absentee ballot applications processed     | 1,326          | 406            | 353            | 450                          | 1,450                        |

### ***Effectiveness Measures:***

- Met or surpassed all pre and post-election mandates, regulations and procedures while keeping error rate to less than .002%;
- Successfully conducted elections with polls opening and closing on time
- Timely processed all UOCAVA absentee ballot applications and ballots
- Timely processed all registration applications and data
- Completed all list maintenance to insure accurate voter lists
- Conducted voter outreach programs for outside organizations
- Timely notified all voters of precinct or polling place changes, if any
- Updated security plan for voting equipment
- Developed and conducted advanced training programs for Officers of Election
- Explore possibility of direct DMV connection with possible implementation
- Notified Virginia Department of Elections regarding Winchester' outstanding DMV Declared Non-Citizen records pending since October 2013 in order to correct our records
- Assist Electoral Board in approving and purchase of new voting equipment mandated by the State

## General Government – Voter Registrar

### ***Funding Sources:***

| <b>Funding Sources</b>         | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Revenue from Commonwealth      | 35,166                    | 34,886                    | 33,000                                 | 33,000                                | -                                       |
| Designated Revenue             | 35,166                    | 34,886                    | 33,000                                 | 33,000                                | -                                       |
| <b>Net General Tax Support</b> | <b>69,524</b>             | <b>85,267</b>             | <b>105,200</b>                         | <b>105,900</b>                        | <b>700</b>                              |

### ***Expenditure Summary:***

| <b>Classification</b>     | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|---------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Personnel Services        | 96,862                    | 115,479                   | 126,375                                | 127,100                               | 725                                     |
| Contractual Services      | 3,598                     | 398                       | 4,600                                  | 4,600                                 | -                                       |
| Other Charges             | 4,230                     | 4,276                     | 7,225                                  | 7,200                                 | (25)                                    |
| <b>TOTAL EXPENDITURES</b> | <b>104,690</b>            | <b>120,153</b>            | <b>138,200</b>                         | <b>138,900</b>                        | <b>700</b>                              |

### ***Staffing Summary:***

| <b>Full-Time Employees</b> | <b>FY 2013</b> | <b>FY 2014</b> | <b>FY 2015</b> | <b>FY 2016</b> | <b>Inc/(Dec)</b> |
|----------------------------|----------------|----------------|----------------|----------------|------------------|
| Voter Registrar            | 1              | 2              | 2              | 2              | 0                |
| <b>Total</b>               | <b>1</b>       | <b>2</b>       | <b>2</b>       | <b>2</b>       | <b>0</b>         |

### ***Expenditure Detail:***

| <b>EXPENDITURES</b>      | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Regular                  | 50,024                    | 84,079                    | 84,826                                 | 85,491                                | 665                                     |
| Overtime                 | 747                       | 538                       | 500                                    | 500                                   | -                                       |
| Part-time Non-Classified | 27,406                    | 4,898                     | 15,000                                 | 15,309                                | 309                                     |
| FICA                     | 5,721                     | 6,603                     | 7,441                                  | 7,455                                 | 14                                      |
| VRS-Employer             | 6,276                     | 10,385                    | 10,094                                 | 10,174                                | 80                                      |
| Insurance Employer       | 601                       | 997                       | 1,120                                  | 1,017                                 | (103)                                   |
| Worker's Compensation    | 107                       | 100                       | 85                                     | 84                                    | (1)                                     |



## General Government – Voter Registrar

### ***Expenditure Detail - continued:***

| <b>EXPENDITURES</b>      | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Benefits Admin Fee       | 78                        | 60                        | 96                                     | 48                                    | (48)                                    |
| Employee Benefits        | 5,831                     | 7,761                     | 7,086                                  | 6,894                                 | (192)                                   |
| VRS Health Ins Credit    | 71                        | 58                        | 127                                    | 128                                   | 1                                       |
| PERSONNEL                | 96,862                    | 115,479                   | 126,375                                | 127,100                               | 725                                     |
| Other Prof Services      | 150                       | -                         | 1,000                                  | 1,000                                 | -                                       |
| Employment Agencies      | 2,373                     | -                         | 2,500                                  | 2,500                                 | -                                       |
| Repairs & Maintenance    | 291                       | -                         | 300                                    | 300                                   | -                                       |
| Printing & Binding       | 419                       | 204                       | 500                                    | 500                                   | -                                       |
| Local Media              | 365                       | 194                       | 300                                    | 300                                   | -                                       |
| CONTRACTUAL SERV         | 3,598                     | 398                       | 4,600                                  | 4,600                                 | -                                       |
| Postal Services          | 2,078                     | 2,356                     | 2,500                                  | 2,500                                 | -                                       |
| Telecommunications       | -                         | -                         | 500                                    | -                                     | (500)                                   |
| Mileage & Transportation | 229                       | 223                       | 475                                    | 475                                   | -                                       |
| Travel & Training        | 384                       | 250                       | 750                                    | 750                                   | -                                       |
| Dues & Memberships       | 140                       | 140                       | 300                                    | 300                                   | -                                       |
| Office Supplies          | 553                       | 254                       | 500                                    | 500                                   | -                                       |
| Food & Food Service      | 77                        | -                         | 100                                    | 100                                   | -                                       |
| Books & Subscriptions    | 162                       | 165                       | 100                                    | 100                                   | -                                       |
| Other Operating Supplies | 607                       | 875                       | 500                                    | 975                                   | 475                                     |
| Computer Equipment       | -                         | 13                        | 1,500                                  | 1,500                                 | -                                       |
| OTHER CHARGES            | 4,230                     | 4,276                     | 7,225                                  | 7,200                                 | (25)                                    |
| <b>TOTAL REGISTRAR</b>   | <b>104,690</b>            | <b>120,153</b>            | <b>138,200</b>                         | <b>138,900</b>                        | <b>700</b>                              |

## Judicial Administration – Circuit Court

The Circuit Court is the trial court of general jurisdiction, and it has the jurisdiction to try the complete range of civil and criminal cases arising under Virginia law. It is the court in which all jury trials and felonies are tried, and it also hears appeals from the General District Court and the Juvenile and Domestic Relations District Court.

### ***Goals and Objectives:***

The Circuit Court strives to administer its cases fairly, efficiently, and courteously.

### ***Funding Sources:***

| <b>Funding Sources</b>         | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Local Revenue                  | 72,586                    | 72,237                    | 70,000                                 | 75,000                                | 5,000                                   |
| Designated Revenue             | 72,586                    | 72,237                    | 70,000                                 | 75,000                                | 5,000                                   |
| <b>Net General Tax Support</b> | <b>5,515</b>              | <b>8,307</b>              | <b>13,600</b>                          | <b>16,700</b>                         | <b>3,100</b>                            |

### ***Expenditure Summary:***

| <b>Classification</b>     | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|---------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Personnel Services        | 73,901                    | 76,496                    | 78,100                                 | 86,200                                | 8,100                                   |
| Contractual Services      | -                         | 408                       | 200                                    | 200                                   | -                                       |
| Other Charges             | 4,200                     | 3,640                     | 5,300                                  | 5,300                                 | -                                       |
| <b>TOTAL EXPENDITURES</b> | <b>78,101</b>             | <b>80,544</b>             | <b>83,600</b>                          | <b>91,700</b>                         | <b>8,100</b>                            |

### ***Staffing Summary:***

| <b>Full-Time Employees</b> | <b>FY 2013</b> | <b>FY 2014</b> | <b>FY 2015</b> | <b>FY 2016</b> | <b>Inc/(Dec)</b> |
|----------------------------|----------------|----------------|----------------|----------------|------------------|
| Circuit Court              | 1              | 1              | 1              | 1              | 0                |
| <b>Total</b>               | <b>1</b>       | <b>1</b>       | <b>1</b>       | <b>1</b>       | <b>0</b>         |

## Judicial Administration – Circuit Court

### ***Expenditure Detail:***

|                            | FY 2013       | FY 2014       | FY 2015            | FY 2016           | FY 2016             |
|----------------------------|---------------|---------------|--------------------|-------------------|---------------------|
| EXPENDITURES               | ACTUAL        | ACTUAL        | ORIGINAL<br>BUDGET | ADOPTED<br>BUDGET | BUDGET<br>Inc/(Dec) |
| Regular                    | 54,538        | 55,862        | 57,242             | 64,386            | 7,144               |
| FICA                       | 4,215         | 4,436         | 4,551              | 4,974             | 423                 |
| VRS-Employer               | 6,774         | 6,899         | 6,812              | 7,662             | 850                 |
| Insurance Employer         | 649           | 662           | 756                | 766               | 10                  |
| Worker's Compensation      | 87            | 69            | 52                 | 62                | 10                  |
| Benefits Admin Fee         | 72            | 30            | 48                 | 24                | (24)                |
| Employee Benefits          | 7,490         | 8,460         | 8,553              | 8,230             | (323)               |
| VRS Health Ins Credit      | 76            | 78            | 86                 | 96                | 10                  |
| PERSONNEL                  | 73,901        | 76,496        | 78,100             | 86,200            | 8,100               |
| Printing & Binding         | -             | 408           | 200                | 200               | -                   |
| CONTRACTUAL SERV           | -             | 408           | 200                | 200               | -                   |
| Postal Services            | 144           | 188           | 300                | 300               | -                   |
| Telecommunications         | 333           | 336           | 800                | 800               | -                   |
| Office Equipment           | 1,824         | 2,190         | 2,000              | 2,000             | -                   |
| Misc Charges & Fees        | 45            | -             | -                  | -                 | -                   |
| Office Supplies            | 820           | 228           | 1,000              | 1,000             | -                   |
| Books & Subscriptions      | 638           | 505           | 800                | 800               | -                   |
| Other Operating Supplies   | 396           | 193           | 400                | 400               | -                   |
| OTHER CHARGES              | 4,200         | 3,640         | 5,300              | 5,300             | -                   |
| <b>TOTAL CIRCUIT COURT</b> | <b>78,101</b> | <b>80,544</b> | <b>83,600</b>      | <b>91,700</b>     | <b>8,100</b>        |

## Judicial Administration – General District Court

The Winchester-Frederick General District Court is in the Twenty-sixth Judicial District of Virginia. It has original jurisdiction over traffic infractions and misdemeanor cases for traffic and criminal divisions. This office holds preliminary hearings for felony cases and has jurisdiction over all civil cases where the amount of monies involved are \$25,000 and under. Examples of civil cases are landlord and tenant disputes, contract disputes and personal injury actions, garnishments and interrogatories. The District Court handles protective orders and mental commitment hearings. Currently our court sits five days a week. We have two Judges presiding over dockets on an additional fourteen days monthly to handle the caseload. Court files and records are maintained for a ten-year period.

### ***Goals and Objectives:***

- To resolve disputes justly.
- To conduct all proceedings in an expeditious and fair manner, applying the rules of the law.
- To schedule cases using segmented dockets to reduce the amount of waiting time for the public.

### ***Outcomes/Trends***

| Caseload  | FY 2013<br>Actual | FY 2014<br>Actual | 2015<br>Estimated | 2016<br>Projected |
|-----------|-------------------|-------------------|-------------------|-------------------|
| New Cases | 44,103            | 37,093            | 43,000            | 43,500            |

### ***Expenditure Summary:***

| CLASSIFICATION            | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services        | -                 | 3,574             | 7,000                         | 7,000                        | -                              |
| Contractual Services      | 4,415             | 2,772             | 4,475                         | 4,450                        | (25)                           |
| Other Charges             | 14,543            | 16,178            | 17,625                        | 20,050                       | 2,425                          |
| <b>TOTAL EXPENDITURES</b> | <b>18,958</b>     | <b>22,524</b>     | <b>29,100</b>                 | <b>31,500</b>                | <b>2,400</b>                   |

## Judicial Administration – General District Court

### ***Expenditure Detail:***

| <b>EXPENDITURES</b>                     | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|---|---------------------------|---------------------------|--|---------------------------------------|---|
| Part-time Non-Classified                | -                         | 3,317                     | 6,500                                  | 6,500                                 | -                                       |
| FICA                                    | -                         | 254                       | 495                                    | 495                                   | -                                       |
| Worker's Compensation                   | -                         | 3                         | 5                                      | 5                                     | -                                       |
| PERSONNEL                               | -                         | 3,574                     | 7,000                                  | 7,000                                 | -                                       |
| Legal Services                          | -                         | -                         | 500                                    | 500                                   | -                                       |
| Repairs & Maintenance                   | -                         | -                         | 375                                    | 150                                   | (225)                                   |
| Frederick County                        | 968                       | -                         | -                                      | -                                     | -                                       |
| Contracted Parking                      | 3,447                     | 2,772                     | 3,600                                  | 3,800                                 | 200                                     |
| CONTRACTUAL SERV                        | 4,415                     | 2,772                     | 4,475                                  | 4,450                                 | (25)                                    |
| Postal Services                         | 8,510                     | 9,762                     | 9,000                                  | 10,000                                | 1,000                                   |
| Telecommunications                      | 3                         | -                         | -                                      | -                                     | -                                       |
| Office Equipment                        | 2,486                     | 2,338                     | 3,000                                  | 4,000                                 | 1,000                                   |
| Travel & Training                       | -                         | 40                        | -                                      | 300                                   | 300                                     |
| Magistrate Operating                    | 2,519                     | 2,640                     | 3,000                                  | 3,000                                 | -                                       |
| Dues & Memberships                      | 96                        | 220                       | 200                                    | 300                                   | 100                                     |
| Office Supplies                         | 425                       | 860                       | 2,000                                  | 2,000                                 | -                                       |
| Books & Subscriptions                   | 414                       | 318                       | 425                                    | 450                                   | 25                                      |
| Other Operating Supplies                | 90                        | -                         | -                                      | -                                     | -                                       |
| OTHER CHARGES                           | 14,543                    | 16,178                    | 17,625                                 | 20,050                                | 2,425                                   |
| <b>TOTAL GENERAL<br/>DISTRICT COURT</b> | <b>18,958</b>             | <b>22,524</b>             | <b>29,100</b>                          | <b>31,500</b>                         | <b>2,400</b>                            |

## Judicial Administration – Juvenile and Domestic Relations Court

The Winchester Juvenile and Domestic Relations District Court hears all matters involving juveniles, such as criminal or traffic matters. Juvenile delinquency cases are cases involving a minor under the age of 18 who has been accused of committing an offense that would be considered criminal if committed by an adult. In addition, this Court handles other matters involving the family, such as custody, support and visitation. The Court also hears family abuse cases, cases where adults have been accused of child abuse or neglect, and criminal cases where the defendants and alleged victim are family or household members. Juvenile and domestic relations district courts differ from other courts in their duty to protect the confidentiality and privacy of juveniles and their families who have legal matters before the court. In addition to protecting the public and holding delinquent juveniles accountable, the court considers services needed to provide for rehabilitation. As a district court, this court does not conduct jury trials. Also, like all other courts in the Commonwealth, protection of victim rights and constitutional safeguards remain the same.

### ***Goals and Objectives:***

Our goal is to perform the duties of this Court as prescribed by statute and policy and also by procedures set as guidelines for this Court by the Office of the Executive Secretary of the Supreme Court of Virginia.

### ***Outcomes/Trends:***

The caseload for the Winchester-Frederick JDR Court has consistently grown over the past years due mainly to the changes in population, the decline in the family unit, and the ever-growing special needs of youth in our community. Our Courts have experienced consistent growth patterns over the years in both “new” cases as well as hearings.

| <b>Caseload</b> | <b>2012<br/>Actual</b> | <b>2013<br/>Actual</b> | <b>2014<br/>Actual</b> | <b>2015<br/>Estimated</b> | <b>2016<br/>Projected</b> |
|-----------------|------------------------|------------------------|------------------------|---------------------------|---------------------------|
| New Cases       | 8,501                  | 8,033                  | 8,159                  | 8,500                     | 9,000                     |
| Hearings Held   | 16,583                 | 17,430                 | 17,384                 | 18,000                    | 18,500                    |

### ***Expenditure Summary:***

| <b>Expenditure by Class</b> | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|-----------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Personnel Services          | 21,996                    | 18,264                    | 24,600                                 | 24,600                                | -                                       |
| Contractual Services        | 2,219                     | 2,635                     | 2,900                                  | 3,500                                 | 600                                     |
| Other Charges               | 21,349                    | 22,048                    | 23,900                                 | 26,300                                | 2,400                                   |
| <b>TOTAL EXPENDITURES</b>   | <b>45,564</b>             | <b>42,947</b>             | <b>51,400</b>                          | <b>54,400</b>                         | <b>3,000</b>                            |

# Judicial Administration – Juvenile and Domestic Relations Court

## ***Expenditure Detail:***

| <b>EXPENDITURES</b>         | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|-----------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Part-time Non-Classified    | 20,361                    | 16,948                    | 22,850                                 | 22,850                                | -                                       |
| Overtime                    | 35                        | -                         | -                                      | -                                     | -                                       |
| FICA                        | 1,560                     | 1,297                     | 1,731                                  | 1,731                                 | -                                       |
| Worker's Compensation       | 40                        | 19                        | 19                                     | 19                                    | -                                       |
| PERSONNEL                   | 21,996                    | 18,264                    | 24,600                                 | 24,600                                | -                                       |
| Medical, Dental, & Hospital | 35                        | -                         | -                                      | -                                     | -                                       |
| Legal Services              | -                         | -                         | 300                                    | 200                                   | (100)                                   |
| Repairs & Maintenance       | -                         | -                         | 300                                    | -                                     | (300)                                   |
| Printing & Binding          | -                         | 367                       | -                                      | -                                     | -                                       |
| Contracted Parking          | 2,184                     | 2,268                     | 2,300                                  | 3,300                                 | 1,000                                   |
| CONTRACTUAL SERV            | 2,219                     | 2,635                     | 2,900                                  | 3,500                                 | 600                                     |
| Postal Services             | 13,035                    | 13,566                    | 14,000                                 | 15,000                                | 1,000                                   |
| Office Equipment            | 5,086                     | 5,405                     | 6,000                                  | 7,000                                 | 1,000                                   |
| Travel & Training           | 391                       | 302                       | 300                                    | 500                                   | 200                                     |
| Dues & Memberships          | -                         | 276                       | 350                                    | 500                                   | 150                                     |
| Background Checks           | 67                        | -                         | -                                      | -                                     | -                                       |
| Office Supplies             | 2,393                     | 1,711                     | 2,500                                  | 2,500                                 | -                                       |
| Food & Food Service         | 85                        | 193                       | 150                                    | 200                                   | 50                                      |
| Books & Subscriptions       | -                         | -                         | 300                                    | 300                                   | -                                       |
| Other Operating Supplies    | 228                       | 345                       | -                                      | -                                     | -                                       |
| Awards, Plaques, Other      | 64                        | 250                       | 300                                    | 300                                   | -                                       |
| OTHER CHARGES               | 21,349                    | 22,048                    | 23,900                                 | 26,300                                | 2,400                                   |
| <b>TOTAL J&amp;D COURT</b>  | <b>45,564</b>             | <b>42,947</b>             | <b>51,400</b>                          | <b>54,400</b>                         | <b>3,000</b>                            |



## Judicial Administration – Clerk of the Circuit Court

The Office of Clerk of the Circuit Court is an elected office serving an eight-year term. The Clerk of each circuit court is a constitutional officer. The Office of the Clerk of the Circuit Court dates from 1619 when constitutional offices in Virginia were created by the House of Burgesses.

The Clerk handles the court's administrative functions and also has authority to probate wills, grant administration of estates and appoint guardians. The Clerk is the custodian of the court records, and the Clerk's office also records deeds, issues marriage licenses, processes notary applications, and business name applications, prepares and issues witness subpoenas, issues concealed handgun permits, and administers the oath of public office to elected officials, sheriff deputies, and to citizens appointed to local or state commission posts. The Clerk also provides passport application services.

### ***Goals and Objectives:***

- To conduct the activities and duties of the Office of the Clerk of the Circuit Court as enumerated by the Code of Virginia.
- To provide quality services to the citizens of the City of Winchester.

### ***Funding Sources:***

| <b>Funding Sources</b>         | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Revenue from Commonwealth      | 367,632                   | 346,834                   | 345,000                                | 338,500                               | (6,500)                                 |
| Designated Revenue             | 367,632                   | 346,834                   | 345,000                                | 338,500                               | (6,500)                                 |
| <b>Net General Tax Support</b> | <b>134,115</b>            | <b>141,275</b>            | <b>158,700</b>                         | <b>171,200</b>                        | <b>12,600</b>                           |

### ***Expenditure Summary:***

| <b>Classification</b>     | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|---------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Personnel Services        | 458,821                   | 448,011                   | 462,500                                | 468,600                               | 6,100                                   |
| Contractual Services      | 22,056                    | 20,237                    | 16,550                                 | 16,550                                | -                                       |
| Other Charges             | 20,870                    | 19,861                    | 24,650                                 | 24,550                                | (100)                                   |
| <b>TOTAL EXPENDITURES</b> | <b>501,747</b>            | <b>488,109</b>            | <b>503,700</b>                         | <b>509,700</b>                        | <b>6,000</b>                            |

## Judicial Administration – Clerk of the Circuit Court

### Staffing Summary:

| Full-Time Employees        | FY 2013  | FY 2014  | FY 2015  | FY 2016  | Inc/(Dec) |
|----------------------------|----------|----------|----------|----------|-----------|
| Clerk of the Circuit Court | 8        | 8        | 8        | 8        | 0         |
| <b>Total</b>               | <b>8</b> | <b>8</b> | <b>8</b> | <b>8</b> | <b>0</b>  |

### Expenditure Detail:

| EXPENDITURES                      | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                           | 337,896           | 333,633           | 340,599                       | 347,422                      | 6,823                          |
| FICA                              | 25,245            | 24,895            | 25,046                        | 24,331                       | (715)                          |
| VRS-Employer                      | 41,967            | 39,940            | 40,531                        | 41,074                       | 543                            |
| Insurance Employer                | 4,021             | 3,834             | 4,496                         | 4,134                        | (362)                          |
| VA Local Disability Plan          | -                 | 71                | 172                           | 350                          | 178                            |
| Worker's Compensation             | 2,145             | 1,396             | 1,449                         | 286                          | (1,163)                        |
| Benefits Admin Fee                | 576               | 226               | 384                           | 192                          | (192)                          |
| Employee Benefits                 | 46,498            | 43,982            | 49,312                        | 50,811                       | 1,499                          |
| VRS Health Ins Credit             | 473               | 34                | 511                           | -                            | (511)                          |
| <b>PERSONNEL</b>                  | <b>458,821</b>    | <b>448,011</b>    | <b>462,500</b>                | <b>468,600</b>               | <b>6,100</b>                   |
| Accounting & Auditing             | 2,179             | 2,447             | 3,000                         | 3,000                        | -                              |
| Other Professional Services       | 5,184             | 2,250             | 3,000                         | 3,000                        | -                              |
| Repairs & Maintenance             | 1,083             | 1,668             | 2,000                         | 2,000                        | -                              |
| Computer Equipment                | 12,591            | 12,270            | 6,550                         | 6,550                        | -                              |
| Printing & Binding                | 219               | 452               | 1,000                         | 1,000                        | -                              |
| Contracted Parking                | 800               | 1,150             | 1,000                         | 1,000                        | -                              |
| <b>CONTRACTUAL SERV</b>           | <b>22,056</b>     | <b>20,237</b>     | <b>16,550</b>                 | <b>16,550</b>                | <b>-</b>                       |
| Postal Services                   | 5,867             | 7,087             | 6,000                         | 7,000                        | 1,000                          |
| Office Equipment                  | 6,146             | 6,336             | 6,000                         | 6,400                        | 400                            |
| Mileage & Transportation          | -                 | 141               | 100                           | 100                          | -                              |
| Travel & Training                 | -                 | 147               | 750                           | 750                          | -                              |
| Dues & Memberships                | 495               | 495               | 500                           | 500                          | -                              |
| Office Supplies                   | 8,108             | 5,517             | 8,500                         | 7,500                        | (1,000)                        |
| Food & Food Service               | 173               | 37                | 200                           | 100                          | (100)                          |
| Books & Subscriptions             | -                 | 6                 | -                             | -                            | -                              |
| Other Operating Supplies          | 81                | 95                | 200                           | 200                          | -                              |
| Computer Equipment                | -                 | -                 | 2,400                         | 2,000                        | (400)                          |
| <b>OTHER CHARGES</b>              | <b>20,870</b>     | <b>19,861</b>     | <b>24,650</b>                 | <b>24,550</b>                | <b>(100)</b>                   |
| <b>CLERK OF CIRCUIT<br/>COURT</b> | <b>501,747</b>    | <b>488,109</b>    | <b>503,700</b>                | <b>509,700</b>               | <b>6,000</b>                   |

## Judicial Administration – City Sheriff/Courthouse Security

The Winchester Sheriff's office is responsible for overall security within the Joint Judicial Center (JJC). Responsibilities include, but are not limited to, scanning persons entering the JJC and the use of magnetometers and x-ray machines. The Sheriff's Office provides overall security within all of the court rooms, except Frederick County's Circuit Court. Other responsibilities include jury security, serving civil papers, criminal papers, evictions, prisoner transports and extraditions, mental health commitments and transports, and juvenile transports. These are done at the direction of the different courts. The Winchester Sheriff's Office may respond to calls for service and issue summonses when there is a violation of State or City Code. Deputies also work cases when a request is made by citizens. Prisoners housed within the JJC are the responsibility of the Winchester Sheriff's Office until they are returned to the Jail or released by the courts.

### ***Goals and Objectives:***

- To provide a safe and secure atmosphere for people using the Joint Judicial Center.
- Continue to provide courtroom security with the increasing number of cases and courts.
- Hire and maintain qualified personnel.
- Continue fast and efficient serving of civil papers and evictions.
- Continue to provide assistance to the Winchester Police Department when requested.
- Continue to assist complainants with criminal matters.
- To provide community support through programs such as TRIAD, Winchester City Sheriff's Office Youth Program, Project Life Saver as well as other community focused programs.
- Apply for available grants.

### ***Performance Measures:***

| Indicators                                     | FY 2013<br>Actual | FY 2014<br>Actual | FY 2015<br>Estimated | FY 2016<br>Projected |
|--|-------------------|-------------------|----------------------|----------------------|
| Persons passing through the metal detectors    | 522,985           | 526,413           | 528,400              | 528,900              |
| Number of days courthouse security provided    | 245               | 245               | 250                  | 250                  |
| Civil papers served                            | 12,908            | 13,184            | 14,500               | 15,000               |
| Evictions                                      | 243               | 262               | 264                  | 316                  |
| Temporary Detention Orders (mental transports) | 49                | 77                | 80                   | 90                   |
| Prisoner transports                            | 208               | 262               | 270                  | 280                  |
| Extraditions of prisoners                      | 56                | 79                | 85                   | 95                   |

## Judicial Administration – City Sheriff/Courthouse Security

### ***Funding Sources:***

| <b>Funding Sources</b>         | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Local Revenue                  | 90,117                    | 88,709                    | 110,000                                | 110,000                               | -                                       |
| Revenue from Commonwealth      | 347,265                   | 348,071                   | 343,000                                | 343,000                               | -                                       |
| Designated Revenue             | 437,382                   | 436,780                   | 453,000                                | 453,000                               | -                                       |
| <b>Net General Tax Support</b> | <b>726,341</b>            | <b>872,193</b>            | <b>756,900</b>                         | <b>889,200</b>                        | <b>132,300</b>                          |

### ***Expenditure Summary:***

| <b>Classification</b>     | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|---------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Personnel Services        | 1,021,912                 | 1,080,855                 | 1,055,500                              | 1,175,000                             | 119,500                                 |
| Contractual Services      | 17,700                    | 27,181                    | 25,300                                 | 31,300                                | 6,000                                   |
| Internal Services         | 27,844                    | 26,641                    | 25,000                                 | 25,000                                | -                                       |
| Other Charges             | 52,162                    | 71,762                    | 76,100                                 | 79,300                                | 3,200                                   |
| Capital                   | 44,105                    | 102,534                   | 28,000                                 | 31,600                                | 3,600                                   |
| <b>TOTAL EXPENDITURES</b> | <b>1,163,723</b>          | <b>1,308,973</b>          | <b>1,209,900</b>                       | <b>1,342,200</b>                      | <b>132,300</b>                          |

### ***Staffing Summary:***

| <b>Full-Time Employees</b> | <b>FY 2013</b> | <b>FY 2014</b> | <b>FY 2015</b> | <b>FY 2016</b> | <b>Inc/(Dec)</b> |
|----------------------------|----------------|----------------|----------------|----------------|------------------|
| Sheriff                    | 12             | 12             | 12             | 15             | 3                |
| Courthouse Security        | 1              | 1              | 1              | 1              | 0                |
| <b>Total</b>               | <b>13</b>      | <b>13</b>      | <b>13</b>      | <b>16</b>      | <b>3</b>         |

# Judicial Administration – City Sheriff/Courthouse Security

## Expenditure Detail:

| EXPENDITURES                | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>City Sheriff</b>         |                   |                   |                               |                              |                                |
| Regular                     | 528,456           | 558,292           | 564,925                       | 696,633                      | 131,708                        |
| Overtime                    | 31,796            | 32,198            | 32,500                        | 27,500                       | (5,000)                        |
| Part-time Non-Classified    | 71,379            | 88,209            | 67,000                        | 38,349                       | (28,651)                       |
| FICA                        | 47,439            | 51,229            | 49,954                        | 57,916                       | 7,962                          |
| VRS-Employer                | 64,503            | 68,425            | 67,226                        | 82,792                       | 15,566                         |
| VRS -LODA                   | 6,164             | 11,483            | 11,500                        | 11,500                       | -                              |
| Retirees                    | 16,401            | 17,766            | 11,800                        | 10,500                       | (1,300)                        |
| Insurance Employer          | 6,181             | 6,569             | 7,457                         | 8,260                        | 803                            |
| Worker's Compensation       | 15,330            | 14,883            | 12,974                        | 15,467                       | 2,493                          |
| Benefits Admin Fee          | 807               | 347               | 566                           | 331                          | (235)                          |
| Employee Benefits           | 67,114            | 68,656            | 67,451                        | 88,753                       | 21,302                         |
| VRS Health Ins Credit       | 727               | 265               | 847                           | 599                          | (248)                          |
| PERSONNEL                   | 856,297           | 918,322           | 894,200                       | 1,038,600                    | 144,400                        |
| Medical, Dental, & Hospital | 209               | 35                | -                             | -                            | -                              |
| Repairs & Maintenance       | 3,127             | 2,712             | 5,200                         | 5,200                        | -                              |
| Vehicle Repairs & Maint     | 8,852             | 11,364            | 9,000                         | 9,000                        | -                              |
| Computer Equipment          | 156               | -                 | -                             | -                            | -                              |
| Printing & Binding          | 584               | 1,179             | 1,000                         | 1,000                        | -                              |
| Local Media                 | 131               | -                 | -                             | -                            | -                              |
| Laundry & Dry Cleaning      | 24                | 60                | 100                           | 100                          | -                              |
| CONTRACTUAL SERV            | 13,083            | 15,350            | 15,300                        | 15,300                       | -                              |
| Data Processing             | -                 | -                 | -                             | -                            | -                              |
| Equipment Maint/Fuel        | 27,825            | 26,552            | 25,000                        | 25,000                       | -                              |
| Equipment Parts             | 19                | 89                | -                             | -                            | -                              |
| INTERNAL SERVICES           | 27,844            | 26,641            | 25,000                        | 25,000                       | -                              |
| Postal Services             | 1,286             | 1,053             | 2,000                         | 2,000                        | -                              |
| Telecommunications          | 6,121             | 7,783             | 7,250                         | 3,400                        | (3,850)                        |
| Motor Vehicle Insurance     | 7,782             | 8,130             | 8,000                         | 8,000                        | -                              |
| Mileage & Transportation    | 385               | 5,102             | 550                           | 550                          | -                              |
| Travel & Training           | 5,429             | 3,561             | 6,000                         | 6,000                        | -                              |
| Extradition of Prisoners    | 698               | 314               | 500                           | 500                          | -                              |
| Dues & Memberships          | 8,797             | 8,966             | 9,800                         | 15,000                       | 5,200                          |
| Misc Charges & Fees         | 46                | 191               | 100                           | 100                          | -                              |
| Office Supplies             | 3,455             | 1,862             | 2,100                         | 2,100                        | -                              |

# Judicial Administration – City Sheriff/Courthouse Security

## ***Expenditure Detail - continued:***

|  | FY 2013        | FY 2014          | FY 2015          | FY 2016          | FY 2016          |
|--|----------------|------------------|------------------|------------------|------------------|
| EXPENDITURES                           | ACTUAL         | ACTUAL           | ORIGINAL BUDGET  | ADOPTED BUDGET   | BUDGET Inc/(Dec) |
| <b><i>City Sheriff - continued</i></b> |                |                  |                  |                  |                  |
| Food & Food Service                    | 34             | 706              | 100              | 200              | 100              |
| Laundry & Janitorial                   | -              | -                | -                | 250              | 250              |
| Vehicle & Equip Fuels                  | 1,651          | 2,252            | 3,700            | 3,700            | -                |
| Vehicle & Equip Supplies               | 3,791          | 1,689            | 3,000            | 3,000            | -                |
| Police Supplies                        | 7,148          | 21,897           | 17,100           | 17,100           | -                |
| Uniforms & Apparel                     | 1,401          | 3,479            | 11,800           | 11,800           | -                |
| Books & Subscriptions                  | -              | -                | 100              | 100              | -                |
| Other Operating Supplies               | 665            | 4,777            | 1,000            | 2,500            | 1,500            |
| Computer Equipment                     | 1,373          | -                | -                | -                | -                |
| OTHER CHARGES                          | 50,062         | 71,762           | 73,100           | 76,300           | 3,200            |
| Motor Vehicle & Equipment              | 44,105         | 52,909           | 28,000           | 31,600           | 3,600            |
| CAPITAL                                | 44,105         | 52,909           | 28,000           | 31,600           | 3,600            |
| <b>TOTAL CITY SHERIFF</b>              | <b>991,391</b> | <b>1,084,984</b> | <b>1,035,600</b> | <b>1,186,800</b> | <b>151,200</b>   |
| <b><i>Courthouse Security</i></b>      |                |                  |                  |                  |                  |
| Regular                                | 44,463         | 48,130           | 49,150           | 39,122           | (10,028)         |
| Overtime                               | 5,993          | 17,018           | 10,000           | 10,000           | -                |
| Part-time Non-Classified               | 88,540         | 74,901           | 80,000           | 64,000           | (16,000)         |
| FICA                                   | 10,530         | 10,719           | 10,630           | 9,814            | (816)            |
| VRS-Employer                           | 5,525          | 5,979            | 5,849            | 4,655            | (1,194)          |
| Insurance Employer                     | 529            | 574              | 649              | 465              | (184)            |
| Worker's Compensation                  | 3,348          | 3,181            | 2,950            | 3,157            | 207              |
| Benefits Admin Fee                     | 72             | 31               | 48               | 24               | (24)             |
| Employee Benefits                      | 6,553          | 1,947            | 1,950            | 5,100            | 3,150            |
| VRS Health Ins Credit                  | 62             | 53               | 74               | 63               | (11)             |
| PERSONNEL                              | 165,615        | 162,533          | 161,300          | 136,400          | (24,900)         |
| Medical, Dental, & Hosp.               | 52             | -                | -                | -                | -                |
| Repairs & Maintenance                  | 4,565          | 8,981            | 10,000           | 10,000           | -                |
| Computer Equipment                     | -              | 2,850            | -                | 6,000            | 6,000            |
| CONTRACTUAL SERV                       | 4,617          | 11,831           | 10,000           | 16,000           | 6,000            |
| Dues & Membership                      | 100            | -                | -                | -                | -                |
| Other Operating Supplies               | -              | -                | 3,000            | 3,000            | -                |
| Uniforms & Apparel                     | 2,000          | -                | -                | -                | -                |
| OTHER CHARGES                          | 2,100          | -                | 3,000            | 3,000            | -                |

## Judicial Administration – City Sheriff/Courthouse Security

### ***Expenditure Detail - continued:***

|   | FY 2013          | FY 2014          | FY 2015            | FY 2016           | FY 2016             |
|---|------------------|------------------|--------------------|-------------------|---------------------|
| EXPENDITURES                                  | ACTUAL           | ACTUAL           | ORIGINAL<br>BUDGET | ADOPTED<br>BUDGET | BUDGET<br>Inc/(Dec) |
| <b><i>Courthouse Security - continued</i></b> |                  |                  |                    |                   |                     |
| Motor Vehicle & Equipment                     | -                | 49,625           | -                  | -                 | -                   |
| CAPITAL                                       | -                | 49,625           | -                  | -                 | -                   |
| <b>TOTAL COURTHOUSE</b>                       | <b>172,332</b>   | <b>223,989</b>   | <b>174,300</b>     | <b>155,400</b>    | <b>(18,900)</b>     |
| <b>TOTAL SHERIFF/<br/>COURTHOUSE SECURITY</b> | <b>1,163,723</b> | <b>1,308,973</b> | <b>1,209,900</b>   | <b>1,342,200</b>  | <b>132,300</b>      |



## Judicial Administration – Juror Services

Juror services include providing administrative and clerical support for the purpose of building a jury pool for use by the Sheriff's Department; and to efficiently process payments to City residents for jury duty.

### ***Goals and Objectives:***

- Continue to provide an appropriate listing of City residents from which to build a jury pool for use by the Sheriff's Department.
- Continue to provide quality services to City residents serving as jurors.

### ***Expenditure Summary:***

| EXPENDITURES                   | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Juror Services - Grand Jury    | 3,000             | 3,000             | 5,000                         | 5,000                        | -                              |
| Juror Services - Criminal Jury | 10,000            | 7,000             | 12,000                        | 12,000                       | -                              |
| Juror Services - Civil Jury    | 7,000             | 5,250             | 9,000                         | 9,000                        | -                              |
| OTHER CHARGES                  | 20,000            | 15,250            | 26,000                        | 26,000                       | -                              |
| <b>JUROR SERVICES</b>          | <b>20,000</b>     | <b>15,250</b>     | <b>26,000</b>                 | <b>26,000</b>                | <b>-</b>                       |

## Judicial Administration – Commonwealth Attorney

The Office of the Commonwealth's Attorney is charged primarily with the prosecution of crime. This office prosecutes criminal matters in the Winchester General District Court, criminal and delinquency matters in the Juvenile and Domestic Relations District Court, and all felony cases in the Winchester Circuit Court. The Commonwealth's Attorney is a Constitutional Officer of the Commonwealth of Virginia. As such, he is not an officer or employee of the City from which he was elected. In this jurisdiction, the Commonwealth's Attorney is elected by voters of the City of Winchester.

### ***Goals and Objectives:***

To continue to prosecute all criminal cases in the City of Winchester including all felony cases occurring in the City of Winchester for which sufficient evidence is available to support charges.

- Provide protection to the citizens of Winchester by prosecuting criminal offenses to the fullest extent of the law.
- Assist law enforcement by providing assistance and legal advice when obtaining charges against defendants.
- Work together with local committees to better serve the victims of crime, especially in the area of sexual assault against women and children.
- Improve the quality of life in Winchester by coordinating law enforcement efforts with citizens throughout the city.

### ***Outcomes/Trends***

| <b>Cases Prosecuted</b>              | <b>2013<br/>Actual</b> | <b>2014<br/>Actual</b> | <b>2015<br/>Estimated</b> | <b>2016<br/>Projected</b> |
|--------------------------------------|------------------------|------------------------|---------------------------|---------------------------|
| Juvenile Court – Juvenile & Domestic | 1,500                  | 1,400                  | 1,450                     | 1,500                     |
| General District Court               | 4,299                  | 4,345                  | 4,700                     | 4,800                     |
| Circuit Court                        | 2,007                  | 1,700                  | 1,800                     | 2,000                     |
| <b>Total Prosecuted Cases</b>        | <b>7,806</b>           | <b>7,445</b>           | <b>7,950</b>              | <b>8,300</b>              |

### ***Funding Sources:***

| <b>Funding Sources</b>         | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Revenue from Commonwealth      | 713,945                   | 708,387                   | 680,000                                | 700,000                               | 20,000                                  |
| Designated Revenue             | 713,945                   | 708,387                   | 680,000                                | 700,000                               | 20,000                                  |
| <b>Net General Tax Support</b> | <b>381,712</b>            | <b>355,776</b>            | <b>451,300</b>                         | <b>635,400</b>                        | <b>184,100</b>                          |

## Judicial Administration – Commonwealth Attorney

### Expenditure Summary:

| Classification            | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services        | 1,055,347         | 1,026,262         | 1,098,600                     | 1,127,500                    | 28,900                         |
| Contractual Services      | 10,877            | 1,548             | 2,600                         | 3,000                        | 400                            |
| Other Charges             | 29,433            | 36,353            | 30,100                        | 204,900                      | 174,800                        |
| <b>TOTAL EXPENDITURES</b> | <b>1,095,657</b>  | <b>1,064,163</b>  | <b>1,131,300</b>              | <b>1,335,400</b>             | <b>204,100</b>                 |

### Staffing Summary:

| Full-Time Employees   | FY 2013   | FY 2014   | FY 2015   | FY 2016   | Inc/(Dec) |
|-----------------------|-----------|-----------|-----------|-----------|-----------|
| Commonwealth Attorney | 12        | 13        | 14        | 14        | 0         |
| <b>Total</b>          | <b>12</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>0</b>  |

### Expenditure Detail:

| EXPENDITURES                | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                     | 779,992           | 760,961           | 831,860                       | 861,835                      | 29,975                         |
| Overtime                    | 12                | -                 | -                             | -                            | -                              |
| Part-time Non-Classified    | -                 | 14,404            | -                             | -                            | -                              |
| FICA                        | 56,039            | 56,570            | 58,204                        | 60,096                       | 1,892                          |
| VRS-Employer                | 96,884            | 93,858            | 98,992                        | 102,418                      | 3,426                          |
| Insurance Employer          | 9,283             | 9,009             | 10,980                        | 10,256                       | (724)                          |
| VA local Disability Plan    | -                 | -                 | 482                           | 182                          | (300)                          |
| State Unemployment Tax      | 193               | 451               | -                             | -                            | -                              |
| Worker's Compensation       | 938               | 953               | 922                           | 674                          | (248)                          |
| Flex Benefits Admin Fee     | 936               | 370               | 672                           | 336                          | (336)                          |
| Flex Benefits -Employee     | 109,977           | 89,622            | 95,240                        | 91,491                       | (3,749)                        |
| VRS Health Ins Credit       | 1,093             | 64                | 1,248                         | 212                          | (1,036)                        |
| <b>PERSONNEL</b>            | <b>1,055,347</b>  | <b>1,026,262</b>  | <b>1,098,600</b>              | <b>1,127,500</b>             | <b>28,900</b>                  |
| Medical, Dental, & Hospital | -                 | -                 | -                             | -                            | -                              |
| Other Professional Services | -                 | -                 | -                             | -                            | -                              |
| Repairs & Maintenance       | 2,276             | 1,026             | 2,000                         | 2,000                        | -                              |
| Computer Equipment          | 8,245             | 350               | -                             | -                            | -                              |

## Judicial Administration – Commonwealth Attorney

### ***Expenditure Detail - continued:***

| <b>EXPENDITURES</b>                    | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--|---------------------------|---------------------------|--|---------------------------------------|---|
| Printing & Binding                     | 206                       | 102                       | 600                                    | 1,000                                 | 400                                     |
| Contracted Parking                     | 150                       | 70                        | -                                      | -                                     | -                                       |
| CONTRACTUAL SERV                       | 10,877                    | 1,548                     | 2,600                                  | 3,000                                 | 400                                     |
| Postal Services                        | 1,925                     | 2,045                     | 2,000                                  | 2,000                                 | -                                       |
| Telecommunications                     | 156                       | 156                       | 400                                    | 10,000                                | 9,600                                   |
| Office Equipment                       | 2,156                     | 5,310                     | 5,300                                  | 6,100                                 | 800                                     |
| Lease of Building                      | -                         | -                         | -                                      | 161,000                               | 161,000                                 |
| Mileage & Transportation               | 2,358                     | 2,889                     | 1,900                                  | 2,150                                 | 250                                     |
| Court Witness                          | 426                       | 691                       | -                                      | -                                     | -                                       |
| Travel & Training                      | 5,675                     | 7,207                     | 6,000                                  | 6,450                                 | 450                                     |
| Dues & Memberships                     | 3,215                     | 2,703                     | 2,800                                  | 2,800                                 | -                                       |
| Background Checks                      | -                         | -                         | -                                      | -                                     | -                                       |
| Office Supplies                        | 4,354                     | 2,286                     | 4,000                                  | 4,000                                 | -                                       |
| Food & Food Service                    | 555                       | 654                       | 700                                    | 700                                   | -                                       |
| Books & Subscriptions                  | 4,535                     | 3,941                     | 3,100                                  | 4,000                                 | 900                                     |
| Other Operating Supplies               | 3,745                     | 1,882                     | 3,900                                  | 5,700                                 | 1,800                                   |
| Computer Equipment                     | 333                       | 6,589                     | -                                      | -                                     | -                                       |
| OTHER CHARGES                          | 29,433                    | 36,353                    | 30,100                                 | 204,900                               | 174,800                                 |
| <b>TOTAL COMMONWEALTH<br/>ATTORNEY</b> | <b>1,095,657</b>          | <b>1,064,163</b>          | <b>1,131,300</b>                       | <b>1,335,400</b>                      | <b>204,100</b>                          |

## Judicial Administration – Victim Witness

The Victim Witness program provides assistance to victims of crime in the City of Winchester. Victim Witness provides courtroom support, assists with compensation through the criminal injuries fund, and works closely with the Commonwealth Attorney's office to prepare victims for the Judicial Process. They primarily work in Circuit Court; however they do assist when needed in General District and Juvenile and Domestic Relations Court. Victim Witness monitors, collects and distributes restitution in Juvenile and General District courts. They are a liaison and participate on several committees including CAC, Crime Solvers, DVSA, SART. Victim Witness assists the Commonwealth Attorney in locating victims for trials and interviews. The office offers support throughout the trial process for the victims and their families. They also provide Employer and Student Intervention, Transportation Services for out of state victims and witnesses and intervention on behalf of victims with Credit Card Creditors and Medical Providers. Victim Witness registers victims of crime with the Jail and Department of Corrections for Prisoner release. The office also refers victims to the Laurel Center for Abused Women and other referrals for counseling.

### ***Goals and Objectives:***

- Assist victims in filing for criminal injuries.
- Assist the Commonwealth Attorney's office in preparing victims for trial.
- Provide courtroom support for victims and their families.
- Collect, monitor, and distribute restitution.

### ***Funding Sources:***

| <b>Funding Sources</b>         | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Revenue from Commonwealth      | 25,010                    | 50,021                    | 50,000                                 | 50,000                                | -                                       |
| Revenue from Federal           | 75,032                    | 50,021                    | 50,000                                 | 50,000                                | -                                       |
| Designated Revenue             | 100,042                   | 100,042                   | 100,000                                | 100,000                               | -                                       |
| <b>Net General Tax Support</b> | <b>39,832</b>             | <b>42,044</b>             | <b>44,600</b>                          | <b>46,700</b>                         | <b>2,100</b>                            |

## Judicial Administration – Victim Witness

### ***Expenditure Summary:***

| <b>Classification</b>     | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|---------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Personnel Services        | 139,874                   | 141,909                   | 144,600                                | 146,700                               | 2,100                                   |
| Other Charges             | -                         | 177                       | -                                      | -                                     | -                                       |
| <b>TOTAL EXPENDITURES</b> | <b>139,874</b>            | <b>142,086</b>            | <b>144,600</b>                         | <b>146,700</b>                        | <b>2,100</b>                            |

### ***Staffing Summary:***

| <b>Full-Time Employees</b> | <b>FY 2013</b> | <b>FY 2014</b> | <b>FY 2015</b> | <b>FY 2016</b> | <b>Inc/(Dec)</b> |
|----------------------------|----------------|----------------|----------------|----------------|------------------|
| Victim Witness             | 2              | 2              | 2              | 2              | 0                |
| <b>Total</b>               | <b>2</b>       | <b>2</b>       | <b>2</b>       | <b>2</b>       | <b>0</b>         |

### ***Expenditure Detail:***

| <b>EXPENDITURES</b>         | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|-----------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Regular                     | 105,703                   | 108,275                   | 110,968                                | 113,194                               | 2,226                                   |
| FICA                        | 7,895                     | 8,138                     | 8,339                                  | 8,489                                 | 150                                     |
| VRS-Employer                | 13,129                    | 13,372                    | 13,205                                 | 13,470                                | 265                                     |
| Insurance Employer          | 1,258                     | 1,283                     | 1,465                                  | 1,347                                 | (118)                                   |
| Worker's Compensation       | 129                       | 107                       | 88                                     | 94                                    | 6                                       |
| Benefits Admin Fee          | 144                       | 60                        | 96                                     | 48                                    | (48)                                    |
| Employee Benefits           | 11,468                    | 10,523                    | 10,272                                 | 9,888                                 | (384)                                   |
| VRS Health Ins Credit       | 148                       | 151                       | 167                                    | 170                                   | 3                                       |
| <b>PERSONNEL</b>            | <b>139,874</b>            | <b>141,909</b>            | <b>144,600</b>                         | <b>146,700</b>                        | <b>2,100</b>                            |
| Office Supplies             | -                         | 177                       | -                                      | -                                     | -                                       |
| <b>OTHER CHARGES</b>        | <b>-</b>                  | <b>177</b>                | <b>-</b>                               | <b>-</b>                              | <b>-</b>                                |
| <b>TOTAL VICTIM WITNESS</b> | <b>139,874</b>            | <b>142,086</b>            | <b>144,600</b>                         | <b>146,700</b>                        | <b>2,100</b>                            |

## Public Safety – Police Department

### ***Mission Statement***

The Winchester Police Department is committed to improving the quality of life for all people by preventing crime in the city. This is accomplished by enforcing the law with impartiality, creating partnerships through communication and education, and problem solving using innovative policing strategies.

### ***Council Goal: Create a More Livable City for All***

#### Police Department Strategies:

- Maintain high visibility in hotspot areas through foot and bike patrol
- Enhance visibility and police coverage on the Downtown Mall
- Promote special functions provided beyond normal police services. These include 911/EMD, CRT, fitness initiative, SWAT, critical incident team, Timbrook House.
- Conduct specialized training- active shooter, more in-house training
- Implement the Public Safety Communications System
- Continue to work with modern technology to promote efficiency within the department
- Improve recruitment efforts for officers and dispatchers- numbers and diversity

### ***Outcomes/Trends***

| <b>Crime Statistics</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>2014</b> |
|-------------------------|-------------|-------------|-------------|-------------|-------------|
| Grand Theft             | 174         | 182         | 219         | 212         | 269         |
| Motor Vehicle Theft     | 18          | 26          | 24          | 28          | 33          |
| Robbery                 | 21          | 29          | 17          | 28          | 16          |
| Rape                    | 5           | 2           | 10          | 8           | 8           |
| Breaking & Entering     | 145         | 113         | 167         | 108         | 120         |

### ***Emergency Management Services:***

Emergency Management is the creation of plans through which communities reduce vulnerability to hazards and cope with disasters. Disaster management does not avert or eliminate the threats; instead it focuses on creating plans to decrease the impact of disasters. Failure to create a plan could lead to damage to assets, human mortality, and lost revenue. Events covered by disaster management include acts of terrorism, industrial sabotage, fire, natural disasters, public disorder, industrial accidents, and communication failures.

### Short Term Performance Measures:

- Comprehensive Radio Communications Project - Complete Comprehensive Radio Communications Project including installation of Fixed Network Equipment (FNE), construction of Timbrook tower programming of all equipment and installation of FNE and all Subscriber Units. Implement system, perform acceptance testing and cutover.
- ESF-6 Mass Care Annex – Collaborate with Social Services other departments and NGO to complete ESF-6 Mass Care including Table Top, Functional and Full Scale Exercises.
- Community Emergency Response Team (CERT) – Revitalize CERT program through institution of scheduled training program and inclusion of CERT members in various exercises.
- Pet Sheltering Program – Review current status of program, review operational/activation manual and implement training of personnel in relationship to overall operation of Pet Sheltering Program.
- Virginia Homeland Security Exercise and Evaluation Program (HSEEP) – Participate in the Statewide HSEEP program including but not limited to participation in annual regional exercise.
- Environmental Protection Agency (EPA) Exercise – Continue coordination with other jurisdictions within the planning district, Virginia Department of Emergency Management, EPA, Valley Health Systems, Virginia Department of Health and other partner agencies to create and participate in a Table Top and Functional Exercise during 2015, completing the exercise program with a full scale exercise during early spring 2016.
- Northern Valley Emergency Preparedness Team (NVEPT) – continue participation in this regional organization creating opportunities to collaborate on a regional basis through preparedness, response and mitigation.
- Community Outreach Program – Establish a regional outreach program through which individuals, families and business will become better prepared to mitigate the impact of major emergencies.



## Public Safety – Police Department

- Local Emergency Preparedness Committee (LEPC) – Continue participation in and support of the LEPC with to ensure compliance with the Superfund Amendment and Re-Authorization Act.
- Emergency Management Technician – Continue training of this position including participation in the Virginia Department of Emergency Management's Basic Academy.
- Prioritize Emergency Support Functions and prioritize three to be completed and exercised within the 2015-16 Fiscal Year.

### Long Term Performance Measures:

- Environmental Protection Agency (EPA) Exercise – Continue coordination with other jurisdictions within the planning district, Virginia Department of Emergency Management, EPA, Valley Health Systems, Virginia Department of Health and other partner agencies to complete the EPA exercise program during 2016.
- Radio Communications – create a radio communications program that will retain the integrity of the radio project by the application of inventory control, preventive and repair maintenance programs and centralize purchasing so as to sustain the resource as an operational system with economy of scale.
- Emergency Operations Plan (EOP) – Initiate review of the EOP in preparation for a full review and re-adoption of the plan in 2018.
- Re-evaluate Emergency Support Functions in order of priority and complete each including exercises as associated with each as necessary.
- Create a program through which means of egress and entry from various public and major private structures can be readily identified from the exterior facilitating improved response and information dissemination if and when an incident occurs at that facility.
- Collaborate with other departments in the design and crafting of an Active Shooter Exercise that will provide improved operational coordination and situational awareness when responding to an incident of this nature.
- Continue review of Emergency Operations Plan (EOP) in preparation for review and re-adoption of City Council during 2015.

## Public Safety – Police Department

### ***Emergency Communication Center:***

The Winchester Emergency Communications Center (ECC) is the vital link in the public safety chain providing emergency and non-emergency communications with compassion and professionalism, while striving for excellence in customer service. The ECC is responsible for communications with the public, police, fire, emergency medical services, and animal control. The ECC is also the after-hours contact for other City departments. Emergency Communications Specialists enter all warrants into the Records Management System, as well as the State and National Database.

### ***Goals and Objectives:***

- Provide quality access for reporting emergencies and non-emergencies by answering telephone calls in a timely manner.
- Respond consistently and provide a timely entry and dispatch of calls for service.
- To provide quality customer service.
- Attract and retain a diverse and well-qualified applicant pool and a high-performing work force by creating a superior work environment that promotes effective leadership, teamwork, innovation, and employee well-being.

### ***Funding Sources:***

| <b>Funding Sources</b>         | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Miscellaneous Revenue          | 2,870                     | -                         | -                                      | -                                     | -                                       |
| Recovered Costs                | 62,724                    | 18,045                    | 10,000                                 | -                                     | (10,000)                                |
| Commonwealth                   | 863,955                   | 872,442                   | 869,000                                | 861,000                               | (8,000)                                 |
| Federal                        | 292,931                   | 97,753                    | 38,900                                 | 38,900                                | -                                       |
| Subtotal Designated Revenue    | 1,222,480                 | 988,240                   | 917,900                                | 899,900                               | (18,000)                                |
| <b>Net General Tax Support</b> | <b>7,376,344</b>          | <b>7,702,456</b>          | <b>8,040,900</b>                       | <b>8,207,200</b>                      | <b>166,300</b>                          |

### ***Staffing Summary:***

| <b>Full-Time Employees</b> | <b>FY 2013</b> | <b>FY 2014</b> | <b>FY 2015</b> | <b>FY 2016</b> | <b>Inc/(Dec)</b> |
|----------------------------|----------------|----------------|----------------|----------------|------------------|
| Police                     | 84.5           | 87.5           | 87             | 87             | 0                |
| Police Grants              | 3              | 0              | 0              | 0              | 0                |
| Animal Control             | 2              | 2              | 2              | 2              | 0                |
| Emergency Management       | 0              | 0              | 1              | 2              | 1                |
| Emergency Communications*  | 15             | 15             | 15             | 15             | 0                |
| <b>Total Full-Time</b>     | <b>104.5</b>   | <b>104.5</b>   | <b>105</b>     | <b>106</b>     | <b>1</b>         |
| <b>Total Sworn Police</b>  | <b>76.5</b>    | <b>76.5</b>    | <b>76</b>      | <b>77</b>      | <b>1</b>         |

\*1 Full-time position unfunded.

## Public Safety – Police Department

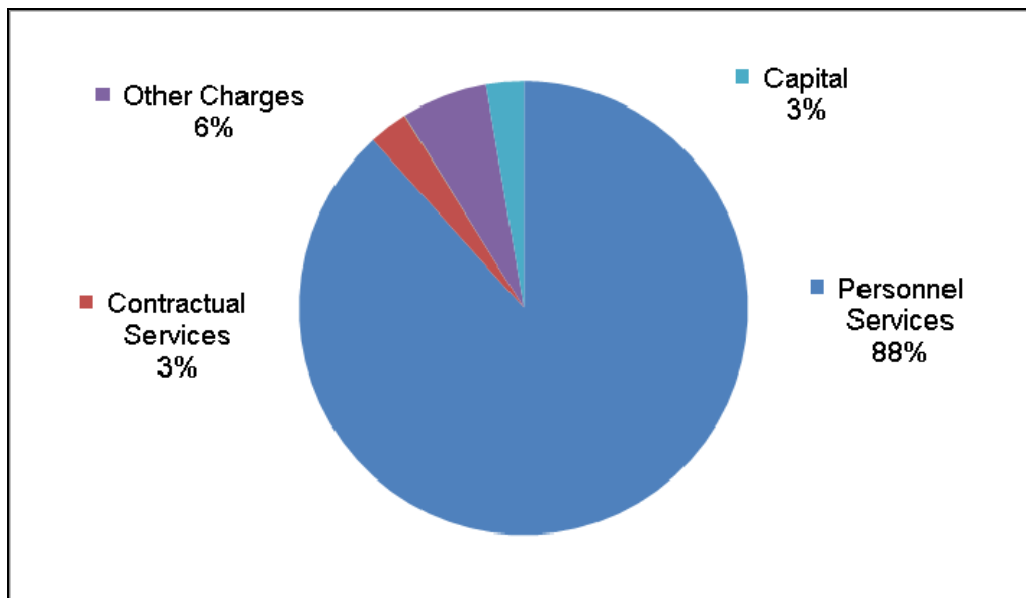
### Expenditure Summary:

| Expenditure by Division   | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Police                    | 7,193,465         | 7,473,634         | 7,590,100                     | 7,842,700                    | 252,600                        |
| Police Grants             | 301,207           | 54,661            | 26,600                        | 27,300                       | 700                            |
| Animal Warden             | 137,768           | 172,926           | 145,800                       | 139,400                      | (6,400)                        |
| Emergency Management      | 77,098            | 56,338            | 140,000                       | 134,800                      | (5,200)                        |
| Emergency Communications  | 889,286           | 933,137           | 1,056,300                     | 962,900                      | (93,400)                       |
| <b>TOTAL EXPENDITURES</b> | <b>8,598,824</b>  | <b>8,690,696</b>  | <b>8,958,800</b>              | <b>9,107,100</b>             | <b>148,300</b>                 |

### Expenditure by Classification

|                           |                  |                  |                  |                  |                |
|---------------------------|------------------|------------------|------------------|------------------|----------------|
| Personnel Services        | 7,488,112        | 7,557,082        | 7,827,335        | 8,029,700        | 202,365        |
| Contractual Services      | 293,878          | 325,474          | 342,000          | 254,700          | (87,300)       |
| Internal Services         | 3,892            | 5,657            | 3,700            | 3,200            | (500)          |
| Other Charges             | 661,579          | 554,271          | 513,365          | 575,400          | 62,035         |
| Capital                   | 151,363          | 248,212          | 272,400          | 244,100          | (28,300)       |
| <b>TOTAL EXPENDITURES</b> | <b>8,598,824</b> | <b>8,690,696</b> | <b>8,958,800</b> | <b>9,107,100</b> | <b>148,300</b> |

### FY 2016 Expenditures by Classification



## Public Safety – Police Department

### Expenditure Detail:

| EXPENDITURES                  | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Police</b>                 |                   |                   |                               |                              |                                |
| Regular                       | 4,185,978         | 4,421,596         | 4,503,818                     | 4,656,395                    | 152,577                        |
| Overtime                      | 339,560           | 326,828           | 345,000                       | 345,000                      | -                              |
| Part-time Non-classified      | 95,412            | 99,253            | 98,200                        | 141,000                      | 42,800                         |
| FICA                          | 341,443           | 361,051           | 354,111                       | 362,210                      | 8,099                          |
| VRS-Employer                  | 509,126           | 532,915           | 535,392                       | 548,952                      | 13,560                         |
| VRS-LODA                      | 41,606            | 39,670            | 42,000                        | 42,000                       | -                              |
| Retirees                      | 31,435            | 35,532            | 36,600                        | 35,000                       | (1,600)                        |
| Insurance-Employer            | 48,866            | 51,085            | 60,295                        | 55,913                       | (4,382)                        |
| VA Local Disability Plan      | -                 | 9                 | 694                           | 221                          | (473)                          |
| Worker's Compensation         | 111,450           | 104,153           | 95,147                        | 105,179                      | 10,032                         |
| Clothing Allowance            | 7,641             | 7,972             | 12,000                        | 12,000                       | -                              |
| Tuition Assistance            | -                 | 3,925             | 6,000                         | 6,000                        | -                              |
| Benefits Admin Fee            | 5,724             | 2,486             | 4,176                         | 2,088                        | (2,088)                        |
| Employee Benefits             | 555,196           | 551,046           | 569,814                       | 551,495                      | (18,319)                       |
| VRS Health Insurance Credit   | 5,739             | 6,029             | 6,853                         | 7,047                        | 194                            |
| PERSONNEL                     | 6,279,176         | 6,543,550         | 6,670,100                     | 6,870,500                    | 200,400                        |
| Medical, Dental, & Hospital   | 4,313             | 6,165             | 5,000                         | 6,500                        | 1,500                          |
| Medical Examiner-Coroner      | 520               | 752               | 1,000                         | 1,000                        | -                              |
| Interpreter Fees              | 25,488            | 11,540            | 25,000                        | 20,000                       | (5,000)                        |
| Other Professional Services   | 4,686             | 12,761            | 16,500                        | 16,500                       | -                              |
| National Guard Personnel      | -                 | -                 | -                             | 15,000                       | 15,000                         |
| Repairs & Maintenance         | 7,160             | 6,030             | 7,000                         | 7,000                        | -                              |
| Vehicle Repairs & Maintenance | 107,562           | 136,481           | 115,000                       | 115,000                      | -                              |
| Computer Service Contracts    | 14,614            | 19,243            | 20,000                        | -                            | (20,000)                       |
| Printing & Binding            | 3,298             | 6,734             | 6,000                         | 6,500                        | 500                            |
| Local Media                   | 1,064             | 172               | -                             | -                            | -                              |
| Laundry & Dry Cleaning        | 274               | 103               | 300                           | 300                          | -                              |
| Probation Monitoring/ASAP     | 14,140            | 14,140            | 14,200                        | 14,200                       | -                              |
| Food Services - Catering      | 1,419             | 1,200             | 1,200                         | 1,200                        | -                              |
| CONTRACTUAL SERVICES          | 184,538           | 215,321           | 211,200                       | 203,200                      | (8,000)                        |
| Fuel                          | 35                | -                 | -                             | -                            | -                              |
| Parts                         | 77                | 283               | 500                           | 300                          | (200)                          |
| Labor                         | 957               | 369               | 1,000                         | -                            | (1,000)                        |
| Copier Charges                | 69                | 69                | -                             | -                            | -                              |
| INTERNAL SERVICES             | 1,138             | 721               | 1,500                         | 300                          | (1,200)                        |

## Public Safety – Police Department

### ***Expenditure Detail - continued:***

| <b>EXPENDITURES</b>              | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|----------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| <b><i>Police - continued</i></b> |                           |                           |  |                                       |   |
| Electrical Services              | 3,514                     | 4,011                     | 3,500                                  | 3,500                                 | -                                       |
| Postal Services                  | 3,738                     | 3,373                     | 5,000                                  | 5,000                                 | -                                       |
| Telecommunications               | 39,337                    | 47,049                    | 38,100                                 | 38,100                                | -                                       |
| Motor Vehicle Insurance          | 40,873                    | 42,932                    | 44,300                                 | 44,300                                | -                                       |
| Group Accident                   | 310                       | 310                       | 500                                    | 500                                   | -                                       |
| Law Enforcement Liability        | 16,461                    | 16,461                    | 16,500                                 | 16,500                                | -                                       |
| Office Equipment Rental          | 3,763                     | 3,304                     | 3,600                                  | 7,000                                 | 3,400                                   |
| Mileage & Transportation         | 3,228                     | 1,209                     | 700                                    | 700                                   | -                                       |
| Travel & Training                | 22,787                    | 22,809                    | 25,000                                 | 25,000                                | -                                       |
| NW VA Reg Drug Task Force        | 9,314                     | 9,421                     | 7,500                                  | 9,500                                 | 2,000                                   |
| Dues & Memberships               | 35,989                    | 35,774                    | 41,100                                 | 41,100                                | -                                       |
| Misc Charges & Fees              | 22                        | 30                        | 100                                    | 100                                   | -                                       |
| Background Checks                | 409                       | 700                       | -                                      | -                                     | -                                       |
| Office Supplies                  | 10,535                    | 9,413                     | 10,500                                 | 10,500                                | -                                       |
| Food & Food Service              | 1,432                     | 796                       | 750                                    | 750                                   | -                                       |
| Landscaping/Agricultural         | 1,095                     | 1,311                     | 1,450                                  | 1,450                                 | -                                       |
| Medical & Laboratory             | 1,259                     | 716                       | 2,000                                  | 1,500                                 | (500)                                   |
| Laundry & Janitorial             | -                         | -                         | 100                                    | 100                                   | -                                       |
| Repairs & Maintenance            | -                         | -                         | 200                                    | -                                     | (200)                                   |
| Vehicle & Equipment Fuels        | 177,282                   | 170,750                   | 190,800                                | 190,800                               | -                                       |
| Vehicle & Equipment Supplies     | 4,207                     | 3,114                     | 2,500                                  | 2,500                                 | -                                       |
| Police Supplies                  | 45,706                    | 76,016                    | 25,400                                 | 80,400                                | 55,000                                  |
| Uniforms & Apparel               | 24,275                    | 28,985                    | 27,300                                 | 27,300                                | -                                       |
| Books & Subscriptions            | 589                       | 930                       | 1,500                                  | 1,500                                 | -                                       |
| Other Operating Supplies         | 24,540                    | 15,709                    | 15,000                                 | 15,000                                | -                                       |
| Computer Supplies                | 104,188                   | 159                       | -                                      | -                                     | -                                       |
| K9 Dog Supplies                  | 400                       | 407                       | 1,000                                  | 1,000                                 | -                                       |
| Awards, Plaques, Other           | 687                       | 210                       | 500                                    | 500                                   | -                                       |
| Community Policing               | 549                       | -                         | -                                      | -                                     | -                                       |
| Crime Prevention                 | 761                       | -                         | -                                      | -                                     | -                                       |
| OTHER CHARGES                    | 577,250                   | 495,899                   | 464,900                                | 524,600                               | 59,700                                  |
| Motor Vehicle & Equipment        | 151,363                   | 218,143                   | 242,400                                | 244,100                               | 1,700                                   |
| CAPITAL                          | 151,363                   | 218,143                   | 242,400                                | 244,100                               | 1,700                                   |
| <b>TOTAL POLICE</b>              | <b>7,193,465</b>          | <b>7,473,634</b>          | <b>7,590,100</b>                       | <b>7,842,700</b>                      | <b>252,600</b>                          |

# Public Safety – Police Department

## ***Expenditure Detail - continued:***

| EXPENDITURES                | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b><i>Police Grants</i></b> |                   |                   |                               |                              |                                |
| Regular                     | 177,123           | -                 | -                             | -                            | -                              |
| Overtime                    | 24,638            | 26,695            | 21,500                        | 21,500                       | -                              |
| FICA                        | 15,316            | 2,028             | 1,600                         | 1,600                        | -                              |
| VRS-Employer                | 21,641            | 192               | -                             | 200                          | 200                            |
| Insurance-Employer          | 2,013             | 5                 | -                             | -                            | -                              |
| Worker's Compensation       | 5,412             | 585               | -                             | 500                          | 500                            |
| Benefits Admin Fee          | 264               | -                 | -                             | -                            | -                              |
| Employee Benefits           | 22,320            | -                 | -                             | -                            | -                              |
| VRS Health Insurance Credit | 243               | 1                 | -                             | -                            | -                              |
| PERSONNEL                   | 268,970           | 29,506            | 23,100                        | 23,800                       | 700                            |
| Medical, Dental, & Hospital | 5,089             | -                 | -                             | -                            | -                              |
| Repairs & Maintenance       | -                 | -                 | -                             | -                            | -                              |
| CONTRACTUAL SERVICES        | 5,089             | -                 | -                             | -                            | -                              |
| Office Supplies             | -                 | 1,320             | -                             | -                            | -                              |
| Police Supplies             | 7,928             | 11,228            | -                             | -                            | -                              |
| Uniforms & Apparel          | 477               | 1,740             | -                             | -                            | -                              |
| Other Operating Supplies    | 16,159            | 9,200             | 3,500                         | 3,500                        | -                              |
| Computer Equipment          | 2,584             | 1,667             | -                             | -                            | -                              |
| OTHER CHARGES               | 27,148            | 25,155            | 3,500                         | 3,500                        | -                              |
| <b>TOTAL POLICE GRANTS</b>  | <b>301,207</b>    | <b>54,661</b>     | <b>26,600</b>                 | <b>27,300</b>                | <b>700</b>                     |
| <b><i>Animal Warden</i></b> |                   |                   |                               |                              |                                |
| Regular                     | 90,186            | 91,329            | 94,203                        | 88,379                       | (5,824)                        |
| Overtime                    | 7,642             | 10,701            | 8,000                         | 8,000                        | -                              |
| FICA                        | 7,214             | 7,703             | 7,722                         | 7,625                        | (97)                           |
| VRS-Employer                | 11,160            | 11,303            | 11,210                        | 10,517                       | (693)                          |
| Retirees                    | 3,975             | 4,154             | 4,300                         | 4,300                        | -                              |
| Insurance Employer          | 1,069             | 1,085             | 1,243                         | 1,052                        | (191)                          |
| Worker's Compensation       | 1,278             | 1,541             | 1,095                         | 2,073                        | 978                            |
| Benefits Admin Fee          | 144               | 60                | 96                            | 48                           | (48)                           |
| Employee Benefits           | 12,785            | 13,498            | 13,690                        | 13,173                       | (517)                          |
| VRS Health Ins Credit       | 126               | 128               | 141                           | 133                          | (8)                            |
| PERSONNEL                   | 135,579           | 141,502           | 141,700                       | 135,300                      | (6,400)                        |

# Public Safety – Police Department

## ***Expenditure Detail - continued:***

| <b>EXPENDITURES</b>                     | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|---|---------------------------|---------------------------|--|---------------------------------------|---|
| <i><b>Animal Warden - continued</b></i> |                           |                           |  |                                       |   |
| Medical, Dental, & Hospital             | 111                       | -                         | -                                      | -                                     | -                                       |
| CONTRACTUAL SERVICES                    | 111                       | -                         | -                                      | -                                     | -                                       |
| Telecommunications                      | 406                       | 506                       | 500                                    | 750                                   | 250                                     |
| Travel & Training                       | 719                       | 300                       | 1,000                                  | 1,000                                 | -                                       |
| Dues & Memberships                      | -                         | -                         | 100                                    | 100                                   | -                                       |
| Office Supplies                         | 8                         | 68                        | 100                                    | 100                                   | -                                       |
| Landscaping/Agricultural<br>Supplies    | 96                        | -                         | 300                                    | 50                                    | (250)                                   |
| Uniforms & Apparel                      | 829                       | 481                       | 1,500                                  | 1,500                                 | -                                       |
| Other Operating Supplies                | 20                        | -                         | 600                                    | 600                                   | -                                       |
| OTHER CHARGES                           | 2,078                     | 1,355                     | 4,100                                  | 4,100                                 | -                                       |
| Motor Vehicle & Equipment               | -                         | 30,069                    | -                                      | -                                     | -                                       |
| CAPITAL                                 | -                         | 30,069                    | -                                      | -                                     | -                                       |
| <b>TOTAL ANIMAL WARDEN</b>              | <b>137,768</b>            | <b>172,926</b>            | <b>145,800</b>                         | <b>139,400</b>                        | <b>(6,400)</b>                          |
| <i><b>Emergency Services</b></i>        |                           |                           |  |                                       |   |
| Regular                                 | -                         | -                         | 27,362                                 | 54,750                                | 27,388                                  |
| Overtime                                | 1,595                     | 1,727                     | -                                      | -                                     | -                                       |
| Part-time Non-Classified                | 43,121                    | 43,035                    | 44,000                                 | 44,000                                | -                                       |
| FICA                                    | 3,421                     | 3,424                     | 5,875                                  | 8,211                                 | 2,336                                   |
| VRS-Employer                            | -                         | -                         | 3,256                                  | 6,466                                 | 3,210                                   |
| Insurance Employer                      | -                         | -                         | 361                                    | 887                                   | 526                                     |
| VA Local Disability Plan                | -                         | -                         | 162                                    | 330                                   | 168                                     |
| Worker's Compensation                   | 564                       | 521                       | 59                                     | 98                                    | 39                                      |
| Benefits Admin Fee                      | -                         | -                         | 48                                     | 36                                    | (12)                                    |
| Employee Benefits                       | -                         | -                         | 5,136                                  | 7,210                                 | 2,074                                   |
| VRS Health Insurance Credit             | -                         | -                         | 41                                     | 112                                   | 71                                      |
| PERSONNEL                               | 48,701                    | 48,707                    | 86,300                                 | 122,100                               | 35,800                                  |
| Medical, Dental, & Hospital             | 124                       | -                         | -                                      | -                                     | -                                       |
| Repairs & Maintenance                   | -                         | 25                        | 12,200                                 | -                                     | (12,200)                                |
| Printing & Binding                      | 887                       | 35                        | 1,000                                  | 1,000                                 | -                                       |
| CONTRACTUAL SERVICES                    | 1,011                     | 60                        | 13,200                                 | 1,000                                 | (12,200)                                |

# Public Safety – Police Department

## ***Expenditure Detail - continued:***

| <b>EXPENDITURES</b>                                 | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|---|---------------------------|---------------------------|--|---------------------------------------|---|
| <b><i>Emergency Services - continued</i></b>        |                           |                           |  |                                       |   |
| Fuel  | 947                       | 782                       | 1,000                                  | 1,000                                 | -                                       |
| Parts   | 918                       | 1,223                     | 500                                    | 900                                   | 400                                     |
| Labor   | 889                       | 2,931                     | 700                                    | 1,000                                 | 300                                     |
| INTERNAL SERVICES                                   | 2,754                     | 4,936                     | 2,200                                  | 2,900                                 | 700                                     |
| Postal Services                                     | -                         | 100                       | 100                                    | 100                                   | -                                       |
| Telecommunications                                  | 631                       | 724                       | 1,200                                  | 1,700                                 | 500                                     |
| Motor Vehicle Insurance                             | 859                       | 1,224                     | 1,600                                  | 1,600                                 | -                                       |
| Office Equipment                                    | 162                       | 198                       | 400                                    | 400                                   | -                                       |
| Mileage & Transportation                            | -                         | 151                       | 500                                    | 500                                   | -                                       |
| Travel & Training                                   | -                         | -                         | 600                                    | 600                                   | -                                       |
| Dues & Memberships                                  | 80                        | 135                       | 100                                    | 100                                   | -                                       |
| Background Checks                                   | 134                       | -                         | -                                      | -                                     | -                                       |
| Office Supplies                                     | 16                        | 103                       | 1,200                                  | 1,200                                 | -                                       |
| Food & Food Service                                 | 104                       | -                         | 100                                    | 100                                   | -                                       |
| Vehicle & Equipment Fuels                           | -                         | -                         | 100                                    | 100                                   | -                                       |
| Vehicle & Equipment Supplies                        | -                         | -                         | 400                                    | 400                                   | -                                       |
| Other Operating Supplies                            | 22,646                    | -                         | 2,000                                  | 2,000                                 | -                                       |
| OTHER CHARGES                                       | 24,632                    | 2,635                     | 8,300                                  | 8,800                                 | 500                                     |
| Motor Vehicle & Equipment                           | -                         | -                         | 30,000                                 | -                                     | (30,000)                                |
| CAPITAL   | -                         | -                         | 30,000                                 | -                                     | (30,000)                                |
| <b>TOTAL EMERGENCY SERVICES</b>                     | <b>77,098</b>             | <b>56,338</b>             | <b>140,000</b>                         | <b>134,800</b>                        | <b>(5,200)</b>                          |
| <b><i>Emergency Communications Center (ECC)</i></b> |                           |                           |  |                                       |   |
| Regular   | 490,243                   | 492,471                   | 595,723                                | 570,578                               | (25,145)                                |
| Overtime  | 61,975                    | 88,864                    | 60,000                                 | 60,000                                | -                                       |
| Part-time Non-Classified                            | 20,591                    | 26,168                    | 22,500                                 | 22,942                                | 442                                     |
| FICA  | 41,455                    | 43,902                    | 50,785                                 | 51,048                                | 263                                     |
| VRS-Employer  | 60,302                    | 59,139                    | 70,855                                 | 73,135                                | 2,280                                   |
| Insurance Employer                                  | 5,778                     | 5,676                     | 7,943                                  | 7,313                                 | (630)                                   |
| VA Local Disability Plan                            | -                         | -                         | 372                                    | -                                     | (372)                                   |
| Worker's Compensation                               | 799                       | 638                       | 1,002                                  | 575                                   | (427)                                   |
| Benefits Admin Fee                                  | 780                       | 312                       | 672                                    | 336                                   | (336)                                   |



# Public Safety – Police Department

## ***Expenditure Detail - continued:***

| <b>EXPENDITURES</b>                | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|------------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| <b><i>ECC - continued</i></b>      |                           |                           |  |                                       |   |
| Employee Benefits                  | 73,083                    | 75,977                    | 95,380                                 | 91,151                                | (4,229)                                 |
| VRS Health Ins Credit              | 680                       | 670                       | 903                                    | 922                                   | 19                                      |
| PERSONNEL                          | 755,686                   | 793,817                   | 906,135                                | 878,000                               | (28,135)                                |
| Medical, Dental, & Hospital        | 1,425                     | -                         | -                                      | -                                     | -                                       |
| Other Professional Services        | -                         | -                         | 8,300                                  | 8,300                                 | -                                       |
| Repairs & Maintenance              | 916                       | 10,483                    | -                                      | -                                     | -                                       |
| Computer Hardware/Software         | 61,727                    | 64,128                    | 67,100                                 | -                                     | (67,100)                                |
| E911 Name/Address Service          | 38,755                    | 35,205                    | 41,800                                 | 41,800                                | -                                       |
| Printing & Binding                 | 306                       | 277                       | 400                                    | 400                                   | -                                       |
| CONTRACTUAL SERVICES               | 103,129                   | 110,093                   | 117,600                                | 50,500                                | (67,100)                                |
| Postal Services                    | 90                        | 190                       | 200                                    | 200                                   | -                                       |
| Telecommunications                 | 10,408                    | 9,882                     | 9,805                                  | 9,805                                 | -                                       |
| Property Insurance                 | 142                       | 128                       | -                                      | -                                     | -                                       |
| Travel & Training                  | 3,795                     | 3,199                     | 5,000                                  | 5,000                                 | -                                       |
| Dues & Memberships                 | 6,725                     | 6,753                     | 7,660                                  | 7,660                                 | -                                       |
| Misc Charges & Fees                | 224                       | 170                       | -                                      | -                                     | -                                       |
| Office Supplies                    | 2,354                     | 1,796                     | 2,100                                  | 3,935                                 | 1,835                                   |
| Food & Food Service                | 1,019                     | 802                       | 1,200                                  | 1,200                                 | -                                       |
| Repair & Maintenance               | -                         | 86                        | -                                      | -                                     | -                                       |
| Vehicle & Equipment Fuels          | 70                        | 122                       | 100                                    | 100                                   | -                                       |
| Uniforms & Apparel                 | 1,927                     | 1,985                     | 2,200                                  | 2,200                                 | -                                       |
| Books & Subscriptions              | -                         | -                         | 200                                    | 200                                   | -                                       |
| Other Operating Supplies           | 3,119                     | 4,114                     | 4,000                                  | 4,000                                 | -                                       |
| Computer Equipment                 | 552                       | -                         | -                                      | -                                     | -                                       |
| Awards, Plaques, Other             | 46                        | -                         | 100                                    | 100                                   | -                                       |
| OTHER CHARGES                      | 30,471                    | 29,227                    | 32,565                                 | 34,400                                | 1,835                                   |
| <b>TOTAL ECC</b>                   | <b>889,286</b>            | <b>933,137</b>            | <b>1,056,300</b>                       | <b>962,900</b>                        | <b>(93,400)</b>                         |
| <b>TOTAL POLICE<br/>DEPARTMENT</b> | <b>8,598,824</b>          | <b>8,690,696</b>          | <b>8,958,800</b>                       | <b>9,107,100</b>                      | <b>148,300</b>                          |

## Public Safety – Fire and Rescue Department

### ***Mission Statement***

To develop and deploy a coordinated service delivery mechanism through which the Community is provided public safety services in a professional and cost effective manner. The mission will comprehensively address Emergency Communications, Fire, EMS, and Hazardous Materials Operations involving career and volunteer personnel, while coordinating operational and support functions with internal and external agencies and individuals.

### ***City Council Goal: Develop a High Performing Organization***

#### Fire Department Objectives:

- Provide adequate resources for the defined core City services and services levels.
  - Continue the implementation of 2009 City Council Endorsed Staffing Plan for 24 additional Firefighter/EMT positions to meet NFPA 1710 Standard
  - Preventable accidents while responding = 0
  - Personnel Incident Related Casualties <= 2
- Maintain a high level of customer satisfaction with City services.
  - Respond to and safely arrive at emergency incidents by attaining:
    - Emergency incident response time <= 4 minutes
    - Advanced Life Support (ALS) on Scene <= 6 minutes
    - Attain a cardiac arrest resuscitation rate of >= 40%
    - Attain a cardiac arrest discharge rate from the hospital with a goal of 20%

### ***Outcome Targets/Trends***

| Objective                                   | FY 2012 |        | FY2013 |        | FY2014 |        | FY2015 |        | FY2016 |
|---|---------|--------|--------|--------|--------|--------|--------|--------|--------|
|   | Target  | Actual | Target | Actual | Target | Actual | Target | Actual | Target |
| New Firefighters                            | 5       | 2      | 6      | 2      | 7      | 2      | 9      | 2      | 3      |
| Avoidable Accidents while Responding        | <=2     | 2      | <=2    | 5      | <=2    | 3      | <=2    | TBD    | <=2    |
| Incident Related Casualties to Firefighters | <=3     | 1      | <=3    | 3      | <=2    | 1      | <=2    | TBD    | <=2    |
| Emergency Incident Response <=4 minutes     | >50%    | 53.4%  | >50%   | 51.9%  | >54%   | 48.88% | >54%   | TBD    | >54%   |
| ALS on Scene <=6 minutes                    | >94%    | 95.6%  | >94%   | 95.04% | >96%   | 82.23% | >96%   | TBD    | >96%   |
| Cardiac Resuscitation Rate                  | >=20%   | 38%    | >=20%  | 28.95% | >=30%  | 17.14% | >=30%  | TBD    | >=30%  |

## Public Safety – Fire and Rescue Department

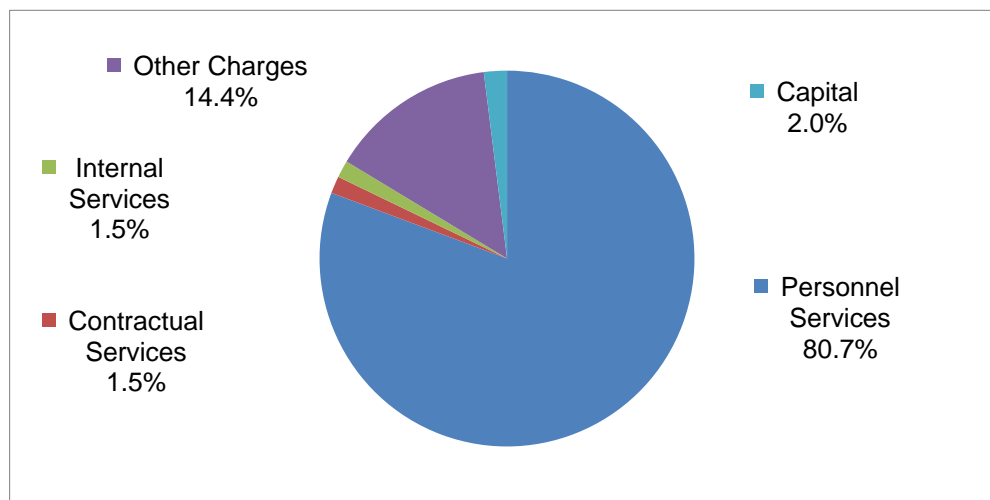
### Expenditure Summary:

|                           | FY 2013          | FY 2014          | FY 2015          | FY 2016          | FY 2016          |
|---------------------------|------------------|------------------|------------------|------------------|------------------|
| Expenditures by Division  | ACTUAL           | ACTUAL           | ORIGINAL BUDGET  | ADOPTED BUDGET   | BUDGET Inc/(Dec) |
| Fire                      | 4,727,555        | 4,957,103        | 5,199,600        | 5,555,800        | 356,200          |
| Fire Grants               | 80,274           | 209,190          | 171,100          | 661,400          | 490,300          |
| Hazardous Materials       | 66,397           | 41,195           | 61,700           | 61,900           | 200              |
| <b>TOTAL EXPENDITURES</b> | <b>4,874,226</b> | <b>5,207,488</b> | <b>5,432,400</b> | <b>6,279,100</b> | <b>846,700</b>   |

### Expenditure by Classification

|                           |                  |                  |                  |                  |                |
|---------------------------|------------------|------------------|------------------|------------------|----------------|
| Personnel Services        | 4,346,934        | 4,528,009        | 4,787,100        | 5,066,000        | 278,900        |
| Contractual Services      | 83,501           | 115,809          | 100,500          | 92,500           | (8,000)        |
| Internal Services         | 16,989           | 20,346           | 13,500           | 93,500           | 80,000         |
| Other Charges             | 408,652          | 497,512          | 511,300          | 902,900          | 391,600        |
| Capital                   | 18,150           | 45,812           | 20,000           | 124,200          | 104,200        |
| <b>TOTAL EXPENDITURES</b> | <b>4,874,226</b> | <b>5,207,488</b> | <b>5,432,400</b> | <b>6,279,100</b> | <b>846,700</b> |

### FY 2016 Expenditures by Classification



## Public Safety – Fire and Rescue Department

### ***Staffing Summary:***

| <b>Full-Time Employees</b> | <b>FY 2013</b> | <b>FY 2014</b> | <b>FY 2015</b> | <b>FY 2016</b> | <b>Inc/(Dec)</b> |
|----------------------------|----------------|----------------|----------------|----------------|------------------|
| Fire                       | 57             | 59             | 61             | 62             | 1.0              |
| Emergency Medical          | 0              | 0              | 0              | 0              | 0                |
| Fire Grants                | 0              | 0              | 0              | 0              | 0                |
| Hazardous Materials        | 0              | 0              | 0              | 0              | 0                |
| <b>Total Full-Time</b>     | <b>57.0</b>    | <b>59.0</b>    | <b>61.0</b>    | <b>62.0</b>    | <b>1.0</b>       |
| <b>Total Firefighters</b>  | <b>55.0</b>    | <b>57.0</b>    | <b>59.0</b>    | <b>59.0</b>    | <b>0</b>         |

### ***Expenditure Detail:***

| <b>EXPENDITURES</b>             | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|---------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| <b><i>FIRE &amp; RESCUE</i></b> |                           |                           |  |                                       |   |
| Regular                         | 2,848,940                 | 2,927,423                 | 3,180,197                              | 3,406,576                             | 226,379                                 |
| Overtime                        | 293,762                   | 332,475                   | 317,000                                | 318,000                               | 1,000                                   |
| Mandatory Overtime              | -                         | 17,968                    | 20,000                                 | 20,000                                | -                                       |
| FICA                            | 233,658                   | 246,500                   | 253,938                                | 259,394                               | 5,456                                   |
| VRS-Employer                    | 349,710                   | 352,662                   | 378,320                                | 392,478                               | 14,158                                  |
| VRS - LODA                      | 34,020                    | 41,235                    | 43,000                                 | 43,000                                | -                                       |
| Retirees                        | 44,580                    | 45,064                    | 35,600                                 | 41,300                                | 5,700                                   |
| Insurance-Employer              | 33,507                    | 34,509                    | 42,074                                 | 39,948                                | (2,126)                                 |
| VA Local Disability Plan        | -                         | -                         | 1,515                                  | 134                                   | (1,381)                                 |
| SUTA                            | -                         | 3,780                     | -                                      | -                                     | -                                       |
| Worker's Compensation           | 138,234                   | 126,952                   | 109,515                                | 138,156                               | 28,641                                  |
| Benefits Admin Fee              | 3,840                     | 1,626                     | 2,912                                  | 1,504                                 | (1,408)                                 |
| Employee Benefits               | 347,619                   | 334,016                   | 383,034                                | 385,111                               | 2,077                                   |
| VRS Health Insurance Credit     | 3,943                     | 4,072                     | 4,895                                  | 5,099                                 | 204                                     |
| <b>PERSONNEL</b>                | <b>4,331,813</b>          | <b>4,468,282</b>          | <b>4,772,000</b>                       | <b>5,050,700</b>                      | <b>278,700</b>                          |
| Medical, Dental, & Hospital     | 23,236                    | 16,507                    | 33,100                                 | 27,100                                | (6,000)                                 |
| Hepatitis Maintenance Program   | -                         | 467                       | 1,000                                  | 1,000                                 | -                                       |
| Other Professional Services     | 12,488                    | 24,690                    | 12,000                                 | 12,000                                | -                                       |
| Training/Education              | 2,820                     | 4,816                     | 1,100                                  | 1,100                                 | -                                       |
| Repairs & Maintenance           | 3,659                     | 23,869                    | 11,400                                 | 11,400                                | -                                       |
| Vehicle Repairs & Maintenance   | 1,719                     | 5,226                     | 2,500                                  | 2,500                                 | -                                       |
| Fire Apparatus Testing          | 1,409                     | -                         | 1,000                                  | 1,000                                 | -                                       |
| Computer Services               | 1,745                     | 742                       | 2,000                                  | -                                     | (2,000)                                 |
| Printing & Binding              | 324                       | 2,078                     | 1,500                                  | 1,500                                 | -                                       |
| Local Media                     | 2,299                     | 1,767                     | -                                      | -                                     | -                                       |

# Public Safety – Fire and Rescue Department

## ***Expenditure Detail - continued:***

| EXPENDITURES                                | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b><i>FIRE &amp; RESCUE - continued</i></b> |                   |                   |                               |                              |                                |
| Laundry & Dry Cleaning                      | 16,341            | 16,752            | 16,300                        | 16,300                       | -                              |
| Sanitary Landfill Usage                     | -                 | -                 | -                             | -                            | -                              |
| Volunteer Fire Stations                     | -                 | 784               | 500                           | 500                          | -                              |
| Refuse Service                              | 200               | 100               | -                             | -                            | -                              |
| Food Services                               | 1,440             | 1,551             | 800                           | 800                          | -                              |
| CONTRACTUAL SERVICES                        | 67,680            | 99,349            | 83,200                        | 75,200                       | (8,000)                        |
| Fuel  | 14,258            | 16,637            | 12,000                        | 92,000                       | 80,000                         |
| INTERNAL SERVICES                           | 14,258            | 16,637            | 12,000                        | 92,000                       | 80,000                         |
| Electrical Services                         | 1,655             | 1,547             | 1,800                         | 1,800                        | -                              |
| Water & Sewer                               | 14,652            | 23,755            | 14,000                        | 25,000                       | 11,000                         |
| Postal Services                             | 531               | 534               | 700                           | 700                          | -                              |
| Telecommunications                          | 4,709             | 5,907             | 4,500                         | 4,500                        | -                              |
| Property Insurance                          | 753               | 737               | 400                           | 800                          | 400                            |
| Motor Vehicle Insurance                     | 3,686             | 3,562             | 4,000                         | 4,000                        | -                              |
| Group Accident                              | 12,204            | 12,706            | 22,000                        | 14,000                       | (8,000)                        |
| Office Equipment                            | 574               | 1,808             | 1,000                         | 1,000                        | -                              |
| Mileage & Transportation                    | 532               | 708               | 200                           | 200                          | -                              |
| Travel & Training                           | 13,045            | 13,600            | 10,000                        | 10,000                       | -                              |
| Volunteer Fire Department                   | 192,000           | 192,000           | 192,000                       | 192,000                      | -                              |
| Volunteer Fireman Incentive                 | 285               | 132               | 500                           | 500                          | -                              |
| Dues & Memberships                          | 465               | 1,168             | 1,000                         | 3,800                        | 2,800                          |
| Misc Charges & Fees                         | 169               | 3,162             | -                             | -                            | -                              |
| Background Checks                           | 1,554             | 61                | -                             | -                            | -                              |
| Office Supplies                             | 1,868             | 3,649             | 3,200                         | 3,200                        | -                              |
| Food & Food Service                         | 1,936             | 3,678             | 1,000                         | 1,000                        | -                              |
| Medical & Laboratory                        | 18,695            | 14,882            | 14,000                        | 14,000                       | -                              |
| Laundry & Janitorial                        | 1,394             | 673               | 1,300                         | 1,300                        | -                              |
| Repairs & Maintenance                       | -                 | -                 | 200                           | -                            | (200)                          |
| Vehicle & Equipment Fuels                   | 685               | 3,475             | 1,000                         | 2,000                        | 1,000                          |
| Vehicle & Equipment Supplies                | 1,457             | 2,018             | 1,000                         | 1,000                        | -                              |
| Uniforms & Apparel                          | 20,474            | 18,550            | 20,100                        | 29,100                       | 9,000                          |
| Books & Subscriptions                       | 2,830             | 508               | 4,500                         | 4,500                        | -                              |
| Other Operating Supplies                    | 14,225            | 14,095            | 14,000                        | 23,500                       | 9,500                          |
| Computer Equipment                          | 3,426             | 4,108             | -                             | -                            | -                              |
| OTHER CHARGES                               | 313,804           | 327,023           | 312,400                       | 337,900                      | 25,500                         |

# Public Safety – Fire and Rescue Department

## Expenditure Detail - continued:

| EXPENDITURES                                | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b><i>FIRE &amp; RESCUE - continued</i></b> |                   |                   |                               |                              |                                |
| Machinery & Equipment                       | -                 | 45,812            | 20,000                        | -                            | (20,000)                       |
| CAPITAL                                     | -                 | 45,812            | 20,000                        | -                            | (20,000)                       |
| <b>TOTAL FIRE</b>                           | <b>4,727,555</b>  | <b>4,957,103</b>  | <b>5,199,600</b>              | <b>5,555,800</b>             | <b>356,200</b>                 |
| <b><i>FIRE GRANTS</i></b>                   |                   |                   |                               |                              |                                |
| Regular                                     | -                 | 36,469            | -                             | -                            | -                              |
| FICA  | -                 | 2,754             | -                             | -                            | -                              |
| VRS-Employer                                | -                 | 4,555             | -                             | -                            | -                              |
| Insurance-Employer                          | -                 | 438               | -                             | -                            | -                              |
| Worker's Compensation                       | -                 | 1,367             | -                             | -                            | -                              |
| Benefits Admin Fee                          | -                 | 16                | -                             | -                            | -                              |
| Employee Benefits                           | -                 | 4,720             | -                             | -                            | -                              |
| VRS Health Insurance Credit                 | -                 | 52                | -                             | -                            | -                              |
| PERSONNEL                                   | -                 | 50,371            | -                             | -                            | -                              |
| Repairs & Maintenance                       | 785               | -                 | -                             | -                            | -                              |
| Other Purchased Services                    | -                 | 89                | -                             | -                            | -                              |
| CONTRACTUAL SERVICES                        | 785               | 89                | -                             | -                            | -                              |
| Travel & Training                           | 11,480            | 19,300            | 7,000                         | 7,000                        | -                              |
| Medical & Laboratory                        | -                 | 6,081             | 11,000                        | 8,500                        | (2,500)                        |
| Uniforms & Apparel                          | 28,013            | 45,157            | 43,750                        | 31,000                       | (12,750)                       |
| Books & Subscriptions                       | 4,169             | 850               | 2,950                         | 6,000                        | 3,050                          |
| Other Operating Supplies                    | 13,214            | 47,093            | 106,400                       | 484,700                      | 378,300                        |
| Computer Equipment                          | 4,463             | 40,249            | -                             | -                            | -                              |
| OTHER CHARGES                               | 61,339            | 158,730           | 171,100                       | 537,200                      | 366,100                        |
| Machinery & Equipment                       | 18,150            | -                 | -                             | 124,200                      | 124,200                        |
| CAPITAL                                     | 18,150            | -                 | -                             | 124,200                      | 124,200                        |
| <b>TOTAL FIRE GRANTS</b>                    | <b>80,274</b>     | <b>209,190</b>    | <b>171,100</b>                | <b>661,400</b>               | <b>490,300</b>                 |
| <b><i>HAZARDOUS MATERIAL</i></b>            |                   |                   |                               |                              |                                |
| Regular                                     | 10,882            | 6,918             | 10,989                        | 11,154                       | 165                            |
| Part-time Non Classified                    | -                 | -                 | -                             | -                            | -                              |
| FICA  | 812               | 527               | 922                           | 955                          | 33                             |

# Public Safety – Fire and Rescue Department

## ***Expenditure Detail - continued:***

| EXPENDITURES                                 | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b><i>HAZARDOUS MATERIAL - continued</i></b> |                   |                   |                               |                              |                                |
| VRS-Employer                                 | 1,352             | 782               | 1,308                         | 1,327                        | 19                             |
| Insurance Employer                           | 130               | 75                | 145                           | 133                          | (12)                           |
| VA Local Disability Plan                     | -                 | -                 |                               | 66                           | 66                             |
| Worker's Compensation                        | 16                | 8                 | 9                             | 9                            | -                              |
| Benefits Admin Fee                           | 24                | 6                 | 16                            | 8                            | (8)                            |
| Employee Benefits                            | 1,890             | 1,031             | 1,695                         | 1,631                        | (64)                           |
| VRS Health Ins Credit                        | 15                | 9                 | 16                            | 17                           | 1                              |
| PERSONNEL                                    | 15,121            | 9,356             | 15,100                        | 15,300                       | 200                            |
| Medical, Dental, & Hospital                  | 11,867            | 10,830            | 10,700                        | 10,700                       | -                              |
| Repairs & Maintenance                        | 161               | 404               | 1,500                         | 1,500                        | -                              |
| Vehicle Repairs & Maintenance                | 655               | 2,125             | 5,100                         | 5,100                        | -                              |
| Volunteer Fire Stations                      | 2,353             | 3,012             | -                             | -                            | -                              |
| CONTRACTUAL SERVICES                         | 15,036            | 16,371            | 17,300                        | 17,300                       | -                              |
| Fuel   | 711               | 394               | 500                           | 500                          | -                              |
| Parts  | 85                | 2,790             | 500                           | 500                          | -                              |
| Labor  | 1,935             | 525               | 500                           | 500                          | -                              |
| INTERNAL SERVICES                            | 2,731             | 3,709             | 1,500                         | 1,500                        | -                              |
| Postal Services                              | 139               | 9                 | 100                           | 100                          | -                              |
| Telecommunications                           | 1,815             | 1,605             | 3,000                         | 3,000                        | -                              |
| Motor Vehicle Insurance                      | 2,324             | 2,244             | 2,400                         | 2,400                        | -                              |
| Office Equipment                             | 287               | 354               | 500                           | 500                          | -                              |
| Mileage & Transportation                     | 547               | -                 | 100                           | 100                          | -                              |
| Travel & Training                            | 1,726             | 2,572             | 1,100                         | 1,100                        | -                              |
| Office Supplies                              | -                 | 89                | 200                           | 200                          | -                              |
| Food & Food Service                          | 207               | -                 | -                             | -                            | -                              |
| Vehicle & Equipment Fuels                    | 156               | 60                | 100                           | 100                          | -                              |
| Vehicle & Equipment Supplies                 | 41                | -                 | 100                           | 100                          | -                              |
| Books & Subscriptions                        | -                 | 116               | 200                           | 200                          | -                              |
| Other Operating Supplies                     | 25,973            | 4,710             | 20,000                        | 20,000                       | -                              |
| Computer Equipment                           | 294               | -                 | -                             | -                            | -                              |
| OTHER CHARGES                                | 33,509            | 11,759            | 27,800                        | 27,800                       | -                              |
| <b>TOTAL HAZ MATERIAL</b>                    | <b>66,397</b>     | <b>41,195</b>     | <b>61,700</b>                 | <b>61,900</b>                | <b>200</b>                     |
| <b>TOTAL FIRE DEPARTMENT</b>                 | <b>4,874,226</b>  | <b>5,207,488</b>  | <b>5,432,400</b>              | <b>6,279,100</b>             | <b>846,700</b>                 |

## Public Safety – Juvenile Probation

Juvenile and Domestic Relations Probation is part of Virginia's Department of Juvenile Justice. The Mission of the Department of Juvenile Justice is "To protect the public through a balanced approach of comprehensive services that prevents and reduces juvenile crime through partnerships with families, schools, law enforcement, and other agencies, while providing delinquent youth the opportunity to become responsible and productive citizens." Some of our functions are:

- (1) Provide intake services
- (2) Investigations and reports for the Juvenile Court
- (3) Provide probation supervision
- (4) Provide parole supervision

### ***Goals and Objectives:***

Our goal is to carry out the Mission of the Department of Juvenile Justice and provide the best possible services to the citizens of Winchester.

### ***Expenditure Detail:***

| EXPENDITURES             | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Contracted Parking       | 1,701             | 1,638             | 1,750                         | 2,400                        | 650                            |
| CONTRACTUAL SERVICES     | 1,701             | 1,638             | 1,750                         | 2,400                        | 650                            |
| Telecommunications       | 217               | 210               | 250                           | 250                          | -                              |
| Lease of Buildings       | -                 | -                 | -                             | 101,000                      | 101,000                        |
| Office Supplies          | 649               | -                 | 1,000                         | 2,400                        | 1,400                          |
| Food & Food Service      | -                 | 388               | 400                           | 400                          | -                              |
| Other Operating Supplies | -                 | -                 | 100                           | 50                           | (50)                           |
| OTHER CHARGES            | 866               | 598               | 1,750                         | 104,100                      | 102,350                        |
| <b>TOTAL PROBATION</b>   | <b>2,567</b>      | <b>2,236</b>      | <b>3,500</b>                  | <b>106,500</b>               | <b>103,000</b>                 |



## Public Safety – Inspections

The Inspections Department is dedicated to administering the Uniform Statewide Building Code, Property Maintenance Code regulations, and associated laws of the Commonwealth of Virginia and the City of Winchester, in a courteous, responsive, and professional manner, contributing to the overall sustainability, health, safety and well-being of the citizens.

***Council Goals: Grow the Economy, Create a More Livable City for All, Develop a High Performing Organization, and Continue Revitalization of Historic Old Town Winchester***

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### Departmental Objectives:

- Attract new homeowners (young professionals and seniors) through enforcement of Property Maintenance Code, nuisance, and residential overcrowding provisions.
- Attract and encourage citizens to establish home occupations, which focus on technology and professional services.
- Attract new businesses and encourage expansion of existing businesses within the City through Property Maintenance Code enforcement and illegal sign enforcement.
- Develop and implement an aggressive and effective campaign against blight, derelict buildings and vacant properties.
- Continue to find ways to improve departmental effectiveness by achieving desired objectives with minimal departmental resources.
- Implement a strategy to improve customer service levels resulting in faster permit approvals, answering of citizen inquiries, and resolving zoning and property maintenance violations.

### Departmental Strategies:

- Increase proactive enforcement by conducting walking tours, door-to-door visits, neighborhood civic group meetings, and inspection checklists.
- Update website and improve public awareness regarding Property Maintenance Code and Zoning violations.
- Update forms and create development guides to make new development and redevelopment projects easier to understand and complete.
- Update the City's Zoning Ordinance to bring in line with the adopted Comprehensive Plan, City of Winchester Strategic Plan, as well as bring it up to date with the enabling legislation of the Code of Virginia.

## Public Safety – Inspections

### Outcomes/Trends

| Indicators                     | 2012          | 2013          | 2014          | 2015<br>Estimated | 2016<br>Projected |
|--------------------------------|---------------|---------------|---------------|-------------------|-------------------|
| <b>Measures</b>                |               |               |               |                   |                   |
| Graffiti Abatement             | 35            | 33            | 15            | 10                | 10                |
| Housing Choice Voucher         | 306           | 312           | 323           | 345               | 325               |
| Nuisance                       | 781           | 820           | 793           | 725               | 715               |
| Overcrowding                   | 34            | 15            | 24            | 19                | 25                |
| Property Maintenance           | 260           | 333           | 281           | 250               | 275               |
| Rental Housing                 | 144           | 427           | 425           | 360               | 150               |
| Vacant Building Registry       | 27            | 29            | 54            | 50                | 40                |
| Zoning Violations              | 51            | 247           | 227           | 200               | 185               |
| Residential Construction Value | \$ 5,472,029  | \$ 9,150,152  | \$ 6,744,491  | \$ 10,000,000     | \$ 7,500,000      |
| Commercial Construction Value  | \$ 21,819,040 | \$ 37,933,699 | \$ 19,336,978 | \$ 22,000,000     | \$ 20,000,000     |

### Expenditure Summary:

| Expenditure by Classification | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 409,622           | 412,577           | 453,285                       | 430,800                      | (22,485)                       |
| Contractual Services          | 9,555             | 14,608            | 20,100                        | 19,600                       | (500)                          |
| Internal Services             | 12,207            | 10,999            | 10,850                        | 10,600                       | (250)                          |
| Other Charges                 | 18,322            | 20,026            | 20,265                        | 22,000                       | 1,735                          |
| Capital                       | -                 | 19,459            | -                             | -                            | -                              |
| <b>TOTAL EXPENDITURES</b>     | <b>449,706</b>    | <b>477,669</b>    | <b>504,500</b>                | <b>483,000</b>               | <b>(21,500)</b>                |

### Staffing Summary:

| Full-Time Employees | FY 2013    | FY 2014    | FY 2015  | FY 2016  | Inc/(Dec) |
|---------------------|------------|------------|----------|----------|-----------|
| Inspections*        | 6.5        | 6.5        | 7        | 7        | 0         |
| <b>Total</b>        | <b>6.5</b> | <b>6.5</b> | <b>7</b> | <b>7</b> | <b>0</b>  |

\*1 position unfunded

## Public Safety – Inspections

### ***Expenditure Detail:***

| EXPENDITURES              | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                   | 302,622           | 306,445           | 333,021                       | 317,283                      | (15,738)                       |
| Overtime                  | -                 | -                 | 250                           | 250                          | -                              |
| FICA                      | 22,770            | 22,856            | 27,101                        | 23,969                       | (3,132)                        |
| VRS-Employer              | 37,443            | 36,674            | 39,684                        | 37,757                       | (1,927)                        |
| Retirees                  | -                 | 423               | -                             | -                            | -                              |
| Insurance Employer        | 3,588             | 3,520             | 4,326                         | 3,775                        | (551)                          |
| VA Local Disability Plan  | -                 | -                 | 350                           | -                            | (350)                          |
| Worker's Compensation     | 5,391             | 4,576             | 4,466                         | 2,919                        | (1,547)                        |
| Benefits Admin Fee        | 468               | 180               | 336                           | 156                          | (180)                          |
| Employee Benefits         | 36,918            | 37,488            | 43,226                        | 44,215                       | 989                            |
| VRS Health Ins Credit     | 422               | 415               | 525                           | 476                          | (49)                           |
| PERSONNEL                 | 409,622           | 412,577           | 453,285                       | 430,800                      | (22,485)                       |
| Vehicle Repairs & Maint   | 971               | 56                | 1,000                         | 500                          | (500)                          |
| Mowing & Trimming         | 2,100             | 75                | 4,500                         | 4,500                        | -                              |
| Printing & Binding        | 14                | 785               | 600                           | 600                          | -                              |
| Clean-up Private Parcels  | 6,470             | 13,692            | 14,000                        | 14,000                       | -                              |
| CONTRACTUAL SERV          | 9,555             | 14,608            | 20,100                        | 19,600                       | (500)                          |
| Fuel                      | 7,419             | 6,363             | 6,250                         | 6,500                        | 250                            |
| Parts                     | 1,429             | 1,224             | 2,000                         | 1,500                        | (500)                          |
| Labor                     | 2,775             | 3,330             | 2,000                         | 2,500                        | 500                            |
| Copier Charges            | 584               | 82                | 600                           | 100                          | (500)                          |
| INTERNAL SERVICES         | 12,207            | 10,999            | 10,850                        | 10,600                       | (250)                          |
| Postal Services           | 6,808             | 6,306             | 7,000                         | 7,000                        | -                              |
| Telecommunications        | 3,375             | 3,636             | 3,525                         | 5,000                        | 1,475                          |
| Motor Vehicle Insurance   | 3,285             | 3,183             | 3,500                         | 3,600                        | 100                            |
| Mileage & Transportation  | 50                | -                 | 50                            | 50                           | -                              |
| Travel & Training         | 242               | 2,276             | 1,000                         | 1,800                        | 800                            |
| Dues & Memberships        | 20                | 195               | 165                           | 175                          | 10                             |
| Court Filing Fees         | 12                | 53                | 500                           | 100                          | (400)                          |
| Misc Charges & Fees       | 12                | 65                | 100                           | 100                          | -                              |
| Office Supplies           | 1,444             | 1,282             | 1,500                         | 1,500                        | -                              |
| Vehicle & Equipment Fuels | 45                | -                 | 100                           | 100                          | -                              |
| Uniforms & Apparel        | 480               | 1,112             | 725                           | 725                          | -                              |

## Public Safety – Inspections

### ***Expenditure Detail - continued:***

| <b>EXPENDITURES</b>      | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Books & Subscriptions    | -                         | -                         | 1,000                                  | 750                                   | (250)                                   |
| Other Operating Supplies | 1,085                     | 1,918                     | 1,100                                  | 1,100                                 | -                                       |
| Computer Equipment       | 1,464                     | -                         | -                                      | -                                     | -                                       |
| OTHER CHARGES            | 18,322                    | 20,026                    | 20,265                                 | 22,000                                | 1,735                                   |
| Machinery & Equipment    | -                         | 19,459                    | -                                      | -                                     | -                                       |
| CAPITAL                  | -                         | 19,459                    | -                                      | -                                     | -                                       |
| <b>TOTAL INSPECTIONS</b> | <b>449,706</b>            | <b>477,669</b>            | <b>504,500</b>                         | <b>483,000</b>                        | <b>(21,500)</b>                         |

## Public Works – Streets/Storm Drainage

The Public Works Division is responsible for maintaining the City's streets and storm drainage system and the Engineering Division is responsible for ensuring that the City adheres to all applicable regulatory requirements related to storm water. The majority of expenditures for maintaining the City's streets and storm drainage system are within the Highway Maintenance budget. The funds provided by the General Fund for these activities are used to maintain alleys within the City (that are not eligible for state roadway maintenance funds) and also pay for some of the costs associated with storm water regulatory compliance.

### ***Expenditure Summary:***

|                                      | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Expenditure by Classification</b> |                   |                   |                               |                              |                                |
| Personnel Services                   | -                 | -                 | -                             | 50,200                       | 50,200                         |
| Contractual Services                 | 47,024            | 39,923            | 46,200                        | 33,200                       | (13,000)                       |
| Other Charges                        | 14,247            | 11,348            | 11,400                        | 20,400                       | 9,000                          |
| <b>TOTAL EXPENDITURES</b>            | <b>61,271</b>     | <b>51,271</b>     | <b>57,600</b>                 | <b>103,800</b>               | <b>46,200</b>                  |

### ***Staffing Summary:***

| Full-Time Employees | FY 2013  | FY 2014  | FY 2015  | FY 2016  | Inc/(Dec) |
|---------------------|----------|----------|----------|----------|-----------|
| Storm Drainage      | 0        | 0        | 0        | 1        | 1         |
| <b>Total</b>        | <b>0</b> | <b>0</b> | <b>0</b> | <b>1</b> | <b>1</b>  |

### ***Expenditure Detail:***

| EXPENDITURES                | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>STREETS</b>              |                   |                   |                               |                              |                                |
| Repairs & Maintenance       | 7,863             | 120               | 4,200                         | 6,200                        | 2,000                          |
| Landscaping                 | 4,110             | 10,830            | 5,500                         | 5,500                        | -                              |
| Laundry & Dry Cleaning      | 1,660             | 736               | 1,500                         | 1,500                        | -                              |
| Refuse Service              | 413               | 188               | -                             | -                            | -                              |
| <b>CONTRACTUAL SERV</b>     | <b>14,046</b>     | <b>11,874</b>     | <b>11,200</b>                 | <b>13,200</b>                | <b>2,000</b>                   |
| Electrical Services         | 2,458             | 1,515             | 2,400                         | 2,400                        | -                              |
| Equipment Rental            | -                 | -                 | -                             | 1,000                        | 1,000                          |
| General Liability Insurance | 5,862             | 7,019             | 6,000                         | 11,000                       | 5,000                          |

## Public Works – Streets/Storm Drainage

### ***Expenditure Detail - continued:***

| EXPENDITURES                       | FY 2013<br>ACTUAL    | FY 2014<br>ACTUAL    | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|------------------------------------|----------------------|----------------------|-------------------------------|------------------------------|--------------------------------|
| <b><i>STREETS- continued</i></b>   |                      |                      |                               |                              |                                |
| Dues & Memberships                 | 174                  | -                    | -                             | -                            | -                              |
| Uniforms & Apparel                 | 2,753                | 2,314                | 3,000                         | 3,000                        | -                              |
| OTHER CHARGES                      | 11,247               | 10,848               | 11,400                        | 17,400                       | 6,000                          |
| <b><i>TOTAL STREETS</i></b>        | <b><i>25,293</i></b> | <b><i>22,722</i></b> | <b><i>22,600</i></b>          | <b><i>30,600</i></b>         | <b><i>8,000</i></b>            |
| <b><i>STORM DRAINAGE</i></b>       |                      |                      |                               |                              |                                |
| Regular                            | -                    | -                    | -                             | 34,934                       | 34,934                         |
| FICA                               | -                    | -                    | -                             | 3,910                        | 3,910                          |
| VRS-Employer                       | -                    | -                    | -                             | 5,450                        | 5,450                          |
| Insurance Employer                 | -                    | -                    | -                             | 555                          | 555                            |
| VA Local Disability Plan           | -                    | -                    | -                             | 275                          | 275                            |
| Worker's Compensation              | -                    | -                    | -                             | 38                           | 38                             |
| Benefits Admin Fee                 | -                    | -                    | -                             | 24                           | 24                             |
| Employee Benefits                  | -                    | -                    | -                             | 4,944                        | 4,944                          |
| VRS Health Ins Credit              | -                    | -                    | -                             | 70                           | 70                             |
| PERSONNEL                          | -                    | -                    | -                             | 50,200                       | 50,200                         |
| Engineering & Architect            | 32,978               | 28,049               | 35,000                        | 20,000                       | (15,000)                       |
| CONTRACTUAL SERV                   | 32,978               | 28,049               | 35,000                        | 20,000                       | (15,000)                       |
| Misc Charges & Fees                | 3,000                | 500                  | -                             | 3,000                        | 3,000                          |
| OTHER CHARGES                      | 3,000                | 500                  | -                             | 3,000                        | 3,000                          |
| <b><i>TOTAL STORM DRAINAGE</i></b> | <b><i>35,978</i></b> | <b><i>28,549</i></b> | <b><i>35,000</i></b>          | <b><i>73,200</i></b>         | <b><i>38,200</i></b>           |
| <b>TOTAL</b>                       | <b>61,271</b>        | <b>51,271</b>        | <b>57,600</b>                 | <b>103,800</b>               | <b>46,200</b>                  |

## Public Works – Loudoun Mall

The City's Facility Maintenance Division is responsible for the maintenance and upkeep of the Pedestrian Walking Mall. In addition to keeping the Mall clean every day, staff are also responsible for maintaining the following amenities on the Mall:

- Public restroom facility
- Splash pad water feature
- The water features at each end of the Mall
- Landscaping and flower plantings

### ***Goals and Objectives:***

To ensure that the Pedestrian Mall is always maintained at a very high level so that it is vibrant and attracts as many visitors as possible.

### ***Expenditure Summary:***

|                                      | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Expenditure by Classification</b> |                   |                   |                               |                              |                                |
| Personnel Services                   | 26,500            | 34,776            | 39,750                        | 40,000                       | 250                            |
| Contractual Services                 | 2,945             | 9,990             | 3,300                         | 21,000                       | 17,700                         |
| Internal Services                    | 6,242             | 4,423             | 8,000                         | 5,000                        | (3,000)                        |
| Other Charges                        | 16,008            | 30,079            | 27,650                        | 27,900                       | 250                            |
| <b>TOTAL EXPENDITURES</b>            | <b>51,695</b>     | <b>79,268</b>     | <b>78,700</b>                 | <b>93,900</b>                | <b>15,200</b>                  |

### ***Staffing Summary:***

| <b>Full-Time Employees</b> | <b>FY 2013</b> | <b>FY 2014</b> | <b>FY 2015</b> | <b>FY 2016</b> | <b>Inc/(Dec)</b> |
|----------------------------|----------------|----------------|----------------|----------------|------------------|
| Loudoun Mall               | 1              | 1              | 1              | 1              | 0                |
| <b>Total</b>               | <b>1</b>       | <b>1</b>       | <b>1</b>       | <b>1</b>       | <b>0</b>         |

## Public Works – Loudoun Mall

### Expenditure Detail:

| EXPENDITURES                 | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                      | 19,584            | 26,402            | 25,288                        | 25,787                       | 499                            |
| Part-time Non-classified     | 1,836             | 1,970             | 4,000                         | 4,077                        | 77                             |
| FICA                         | 1,610             | 2,152             | 2,227                         | 2,293                        | 66                             |
| VRS-Employer                 | 2,464             | 3,167             | 3,009                         | 3,069                        | 60                             |
| Insurance Employer           | 236               | 304               | 334                           | 307                          | (27)                           |
| Worker's Compensation        | 703               | 722               | 966                           | 702                          | (264)                          |
| Benefits Admin Fee           | 40                | 24                | 36                            | 18                           | (18)                           |
| Employee Benefits            | -                 | -                 | 3,852                         | 3,708                        | (144)                          |
| VRS Health Ins Credit        | 27                | 35                | 38                            | 39                           | 1                              |
| PERSONNEL                    | 26,500            | 34,776            | 39,750                        | 40,000                       | 250                            |
| Repairs & Maintenance        | 2,945             | 2,615             | 3,000                         | 21,000                       | 18,000                         |
| Landscaping                  | -                 | 7,375             | -                             | -                            | -                              |
| Vehicle Repairs & Maint      | -                 | -                 | 300                           | -                            | (300)                          |
| CONTRACTUAL SERV             | 2,945             | 9,990             | 3,300                         | 21,000                       | 17,700                         |
| Fuel                         | 3,007             | 3,247             | 4,000                         | 3,000                        | (1,000)                        |
| Parts                        | 1,422             | 423               | 2,000                         | 1,000                        | (1,000)                        |
| Labor                        | 1,813             | 753               | 2,000                         | 1,000                        | (1,000)                        |
| INTERNAL SERVICES            | 6,242             | 4,423             | 8,000                         | 5,000                        | (3,000)                        |
| Electrical Services          | 9,036             | 10,917            | 12,000                        | 12,000                       | -                              |
| Water & Sewer                | 1,715             | 7,613             | 7,000                         | 7,000                        | -                              |
| Landscaping/Agricultural     | -                 | -                 | 500                           | 500                          | -                              |
| Laundry & Janitorial         | 1,438             | 2,029             | 2,500                         | 2,500                        | -                              |
| Repairs & Maintenance        | 3,263             | 8,551             | 3,500                         | 3,500                        | -                              |
| Vehicle & Equipment Fuels    | -                 | -                 | 200                           | -                            | (200)                          |
| Vehicle & Equipment Supplies | -                 | -                 | 200                           | -                            | (200)                          |
| Other Operating Supplies     | 226               | 29                | 250                           | 900                          | 650                            |
| Chemicals                    | 330               | 940               | 1,500                         | 1,500                        | -                              |
| OTHER CHARGES                | 16,008            | 30,079            | 27,650                        | 27,900                       | 250                            |
| <b>TOTAL LOUDOUN MALL</b>    | <b>51,695</b>     | <b>79,268</b>     | <b>78,700</b>                 | <b>93,900</b>                | <b>15,200</b>                  |



## Public Works – Refuse & Recycling

The City provides the essential service of curbside refuse, recycling, and yard waste collection to all residences and some small businesses throughout the City. Collection of refuse and recycling occurs on a weekly basis throughout the year. Yard waste collection also occurs on a weekly basis in all months except January and February. Large and bulky items can also be scheduled and collected for a fee. The City does not provide large container (i.e. dumpster) service.

Beginning in FY 2015, the City began charging all customers that receive refuse service a monthly fee of \$5.00 per month. This fee was effective on October 1, 2014.

The amount of recycling in the City has mostly increased during the past several years. The following table summarizes five years of refuse and recycling collected:

|                            | <b>FY 2011<br/>Actual</b> | <b>FY 2012<br/>Actual</b> | <b>FY 2013<br/>Actual</b> | <b>FY 2014<br/>Actual</b> | <b>FY 2015<br/>Estimated</b> |
|----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|
| Refuse Collected (tons)    | 6,430                     | 6,520                     | 6,681                     | 6,608                     | 6,452                        |
| Recycling Collected (tons) | 2,931                     | 3,252                     | 3,321                     | 3,077                     | 3,091                        |

### ***Expenditure Summary:***

|                                      | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| <b>Expenditure by Classification</b> |                           |                           |  |                                       |   |
| Personnel Services                   | 913,957                   | 922,501                   | 944,200                                | 945,600                               | 1,400                                   |
| Contractual Services                 | 153,891                   | 184,253                   | 194,000                                | 204,000                               | 10,000                                  |
| Internal Services                    | 163,972                   | 173,865                   | 181,000                                | 181,000                               | -                                       |
| Other Charges                        | 82,646                    | 71,793                    | 63,400                                 | 69,900                                | 6,500                                   |
| Capital                              | -                         | -                         | 150,000                                | -                                     | (150,000)                               |
| <b>TOTAL EXPENDITURES</b>            | <b>1,314,466</b>          | <b>1,352,412</b>          | <b>1,532,600</b>                       | <b>1,400,500</b>                      | <b>(132,100)</b>                        |

### ***Staffing Summary:***

| <b>Full-Time Employees</b> | <b>FY 2013</b> | <b>FY 2014</b> | <b>FY 2015</b> | <b>FY 2016</b> | <b>Inc/(Dec)</b> |
|----------------------------|----------------|----------------|----------------|----------------|------------------|
| Refuse                     | 18             | 18             | 18             | 18             | 0                |
| <b>Total</b>               | <b>18</b>      | <b>18</b>      | <b>18</b>      | <b>18</b>      | <b>0</b>         |

## Public Works – Refuse & Recycling

### ***Expenditure Detail:***

| <b>EXPENDITURES</b>         | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|-----------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Regular                     | 602,631                   | 621,139                   | 642,978                                | 654,410                               | 11,432                                  |
| Overtime                    | 7,440                     | 7,708                     | 2,500                                  | 2,500                                 | -                                       |
| Part-time Non-classified    | 6,453                     | 2,058                     | 6,000                                  | 6,115                                 | 115                                     |
| FICA                        | 45,421                    | 46,965                    | 48,720                                 | 49,346                                | 626                                     |
| VRS-Employer                | 73,922                    | 74,770                    | 76,515                                 | 77,875                                | 1,360                                   |
| Retirees                    | -                         | 4,230                     | -                                      | -                                     | -                                       |
| Insurance Employer          | 7,097                     | 7,186                     | 8,488                                  | 7,788                                 | (700)                                   |
| VA Local Disability Plan    | -                         | 7                         | -                                      | 328                                   | 328                                     |
| Worker's Compensation       | 37,199                    | 29,353                    | 23,846                                 | 25,228                                | 1,382                                   |
| Benefits Admin Fee          | 1,291                     | 530                       | 883                                    | 442                                   | (441)                                   |
| Employee Benefits           | 131,668                   | 127,707                   | 133,306                                | 120,586                               | (12,720)                                |
| VRS Health Ins Credit       | 835                       | 848                       | 964                                    | 982                                   | 18                                      |
| PERSONNEL                   | 913,957                   | 922,501                   | 944,200                                | 945,600                               | 1,400                                   |
| Medical, Dental, & Hospital | 897                       | -                         | -                                      | -                                     | -                                       |
| Employment Agencies         | 2,621                     | 623                       | 3,500                                  | 3,500                                 | -                                       |
| Repairs & Maintenance       | 2,050                     | 1,286                     | 2,500                                  | 2,500                                 | -                                       |
| Vehicle Repairs & Maint     | -                         | 4,416                     | 500                                    | 500                                   | -                                       |
| Printing & Binding          | 354                       | 1,405                     | 1,000                                  | 1,000                                 | -                                       |
| Local Media                 | 1,426                     | 1,737                     | 1,000                                  | 1,000                                 | -                                       |
| Laundry & Dry Cleaning      | 4,618                     | 4,882                     | 5,500                                  | 5,500                                 | -                                       |
| Sanitary Landfill Usage     | 141,925                   | 169,904                   | 180,000                                | 190,000                               | 10,000                                  |
| CONTRACTUAL SERV            | 153,891                   | 184,253                   | 194,000                                | 204,000                               | 10,000                                  |
| Fuel                        | 83,808                    | 81,650                    | 82,000                                 | 82,000                                | -                                       |
| Parts                       | 24,076                    | 21,896                    | 30,000                                 | 30,000                                | -                                       |
| Labor                       | 56,088                    | 70,319                    | 69,000                                 | 69,000                                | -                                       |
| INTERNAL SERVICES           | 163,972                   | 173,865                   | 181,000                                | 181,000                               | -                                       |
| Postal Services             | 250                       | 190                       | 200                                    | 200                                   | -                                       |
| Telecommunications          | 3,334                     | 3,099                     | 3,000                                  | 3,000                                 | -                                       |
| Motor Vehicle Insurance     | 8,513                     | 8,246                     | 8,500                                  | 8,500                                 | -                                       |
| Office Equipment Rental     | 1,080                     | 1,033                     | 900                                    | 900                                   | -                                       |
| Mileage & Transportation    | -                         | -                         | 500                                    | 500                                   | -                                       |
| Travel & Training           | 511                       | 325                       | 2,000                                  | 2,000                                 | -                                       |
| Misc Charges & Fees         | 132                       | 187                       | -                                      | -                                     | -                                       |

## Public Works – Refuse & Recycling

### ***Expenditure Detail - continued:***

| EXPENDITURES              | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Recycling Processing      | 38,040            | 23,060            | 20,000                        | 20,000                       | -                              |
| Office Supplies           | 397               | 376               | 500                           | 500                          | -                              |
| Food & Food Service       | 474               | 904               | 500                           | 500                          | -                              |
| Medical & Laboratory      | 1,976             | 2,957             | 2,000                         | 2,000                        | -                              |
| Laundry & Janitorial      | 570               | 753               | 1,000                         | 1,000                        | -                              |
| Repairs & Maintenance     | 913               | 32                | 100                           | 100                          | -                              |
| Vehicle & Equipment Fuels | 10                | -                 | -                             | -                            | -                              |
| Vehicle & Equipment       | 669               | 427               | 500                           | 500                          | -                              |
| Uniforms & Apparel        | 11,118            | 16,651            | 8,500                         | 15,000                       | 6,500                          |
| Books & Subscriptions     | 131               | -                 | 200                           | 200                          | -                              |
| Other Operating Supplies  | 14,528            | 13,553            | 15,000                        | 15,000                       | -                              |
| OTHER CHARGES             | 82,646            | 71,793            | 63,400                        | 69,900                       | 6,500                          |
| Motor Vehicle & Equipment | -                 | -                 | 150,000                       | -                            | (150,000)                      |
| CAPITAL                   | -                 | -                 | 150,000                       | -                            | (150,000)                      |
| <b>TOTAL REFUSE</b>       | <b>1,314,466</b>  | <b>1,352,412</b>  | <b>1,532,600</b>              | <b>1,400,500</b>             | <b>(132,100)</b>               |

## Public Works – Facilities Maintenance

The Facilities Maintenance Division is responsible for maintaining several City owned buildings and properties. These include, but are limited to:

- City Hall
- Timbrook Public Safety Center
- Joint Judicial Center (City and Frederick County)
- City Yards (Public Works and Transit)
- Loudoun Street Pedestrian Mall
- Stonewall Jackson's House
- Abrams Delight
- George Washington's Office

The maintenance activities that Facility Maintenance is responsible for includes:

- Interior building maintenance
- Exterior building maintenance
- Landscaping maintenance
- Daily custodial services

In addition to the routine maintenance of the facilities, Facilities Maintenance also manages and oversees capital improvements to these City owned buildings and properties.

### ***Expenditure Summary:***

|                                      | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Expenditure by Classification</b> |                   |                   |                               |                              |                                |
| Personnel Services                   | 600,300           | 592,475           | 601,900                       | 643,100                      | 41,200                         |
| Contractual Services                 | 261,321           | 181,884           | 453,400                       | 344,900                      | (108,500)                      |
| Internal Services                    | 7,549             | 9,493             | 6,000                         | 6,000                        | -                              |
| Other Charges                        | 740,181           | 805,422           | 837,700                       | 845,700                      | 8,000                          |
| <b>TOTAL EXPENDITURES</b>            | <b>1,609,351</b>  | <b>1,589,274</b>  | <b>1,899,000</b>              | <b>1,839,700</b>             | <b>(59,300)</b>                |

### ***Staffing Summary:***

| Full-Time Employees    | FY 2013   | FY 2014   | FY 2015   | FY 2016   | Inc/(Dec) |
|------------------------|-----------|-----------|-----------|-----------|-----------|
| Facilities Maintenance | 9         | 9         | 9         | 11        | 2         |
| JJC                    | 4         | 4         | 4         | 4         | 0         |
| <b>Total</b>           | <b>13</b> | <b>13</b> | <b>13</b> | <b>15</b> | <b>2</b>  |

## Public Works – Facilities Maintenance

### ***Expenditure Detail:***

|                                    | FY 2013        | FY 2014        | FY 2015         | FY 2016        | FY 2016          |
|------------------------------------|----------------|----------------|-----------------|----------------|------------------|
| EXPENDITURES                       | ACTUAL         | ACTUAL         | ORIGINAL BUDGET | ADOPTED BUDGET | BUDGET Inc/(Dec) |
| <b>Joint Judicial Center (JJC)</b> |                |                |                 |                |                  |
| Regular                            | 102,024        | 94,158         | 105,868         | 108,114        | 2,246            |
| Overtime                           | 9,715          | 4,453          | 1,000           | 1,000          | -                |
| Part-time Non-classified           | -              | 3,252          | -               | -              | -                |
| FICA                               | 7,938          | 7,279          | 8,177           | 7,637          | (540)            |
| VRS-Employer                       | 12,677         | 11,442         | 12,598          | 12,528         | (70)             |
| Insurance Employer                 | 1,215          | 1,098          | 1,398           | 1,287          | (111)            |
| VA Local Disability Plan           | -              | 43             | 291             | 439            | 148              |
| Worker's Compensation              | 2,314          | 1,594          | 1,417           | 1,419          | 2                |
| Benefits Admin Fee                 | 303            | 114            | 202             | 101            | (101)            |
| Employee Benefits                  | 26,011         | 26,554         | 29,090          | 21,713         | (7,377)          |
| VRS Health Ins Credit              | 143            | 130            | 159             | 162            | 3                |
| PERSONNEL                          | 162,340        | 150,117        | 160,200         | 154,400        | (5,800)          |
| Other Professional Services        | 1,215          | 303            | -               | -              | -                |
| Repairs & Maintenance              | 130,855        | 67,356         | 230,000         | 222,000        | (8,000)          |
| Mowing & Trimming                  | -              | -              | 300             | 300            | -                |
| Laundry & Dry Cleaning             | -              | 25             |                 |                |                  |
| CONTRACTUAL SERV                   | 132,070        | 67,684         | 230,300         | 222,300        | (8,000)          |
| Electrical Services                | 95,621         | 119,359        | 126,100         | 126,100        | -                |
| Heating Services                   | 25,691         | 31,082         | 35,000          | 35,000         | -                |
| Water & Sewer                      | 22,274         | 23,607         | 27,000          | 27,000         | -                |
| Telecommunications                 | 28,478         | 28,885         | 30,000          | 30,000         | -                |
| Property Insurance                 | 6,496          | 6,366          | 7,000           | 15,000         | 8,000            |
| General Liability Insurance        | 1,125          | 1,083          | 1,500           | 1,500          | -                |
| Office Supplies                    | 3,695          | 32             | 6,000           | 6,000          | -                |
| Food & Food Service                | 134            | 196            | -               | -              | -                |
| Landscaping/Agricultural           | -              | -              | 300             | 300            | -                |
| Laundry & Janitorial               | 10,738         | 13,264         | 15,000          | 15,000         | -                |
| Repairs & Maintenance              | 22,202         | 23,423         | 20,000          | 20,000         | -                |
| Vehicle & Equipment Fuels          | -              | 568            | -               | -              | -                |
| Uniforms & Apparel                 | 25             | -              | -               | -              | -                |
| Other Operating Supplies           | 1,001          | 1,491          | 1,000           | 1,000          | -                |
| Chemicals                          | 3,248          | 2,048          | 4,000           | 4,000          | -                |
| OTHER CHARGES                      | 220,728        | 251,404        | 272,900         | 280,900        | 8,000            |
| <b>TOTAL JJC</b>                   | <b>515,138</b> | <b>469,205</b> | <b>663,400</b>  | <b>657,600</b> | <b>(5,800)</b>   |

## Public Works – Facilities Maintenance

### ***Expenditure Detail - continued:***

| <b>EXPENDITURES</b>           | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|-------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| <b>Facilities Maintenance</b> |                           |                           |  |                                       |   |
| Regular                       | 297,145                   | 301,007                   | 308,719                                | 347,012                               | 38,293                                  |
| Overtime                      | 3,479                     | 11,283                    | 1,800                                  | 1,800                                 | -                                       |
| FICA                          | 21,692                    | 22,927                    | 23,385                                 | 26,712                                | 3,327                                   |
| VRS-Employer                  | 36,759                    | 36,800                    | 36,737                                 | 41,185                                | 4,448                                   |
| Insurance Employer            | 3,522                     | 3,533                     | 4,075                                  | 4,129                                 | 54                                      |
| VA Local Disability Plan      | -                         | 51                        | 139                                    | 341                                   | 202                                     |
| Worker's Compensation         | 8,918                     | 7,151                     | 5,863                                  | 6,409                                 | 546                                     |
| Benefits Admin Fee            | 674                       | 273                       | 444                                    | 256                                   | (188)                                   |
| Employee Benefits             | 65,356                    | 58,915                    | 60,075                                 | 60,335                                | 260                                     |
| VRS Health Ins Credit         | 415                       | 418                       | 463                                    | 521                                   | 58                                      |
| <b>PERSONNEL</b>              | <b>437,960</b>            | <b>442,358</b>            | <b>441,700</b>                         | <b>488,700</b>                        | <b>47,000</b>                           |
| Medical, Dental, & Hospital   | 653                       | 116                       | -                                      | -                                     | -                                       |
| Other Professional Services   | 50                        | 42                        | -                                      | -                                     | -                                       |
| Repairs & Maintenance         | 124,980                   | 111,861                   | 220,000                                | 120,000                               | (100,000)                               |
| Vehicle Repairs & Maint       | 1,579                     | 664                       | 1,600                                  | 1,000                                 | (600)                                   |
| Mowing & Trimming             | 285                       | -                         | 1,000                                  | -                                     | (1,000)                                 |
| Computer Services             | -                         | -                         | 500                                    | -                                     | (500)                                   |
| Misc Charges & Fees           | 425                       | 196                       | -                                      | -                                     | -                                       |
| Laundry Dry Cleaning          | 1,279                     | 1,321                     | -                                      | 1,600                                 | 1,600                                   |
| <b>CONTRACTUAL SERV</b>       | <b>129,251</b>            | <b>114,200</b>            | <b>223,100</b>                         | <b>122,600</b>                        | <b>(100,500)</b>                        |
| Fuel                          | 4,545                     | 5,564                     | 4,000                                  | 4,000                                 | -                                       |
| Parts                         | 313                       | 1,954                     | 1,000                                  | 1,000                                 | -                                       |
| Labor                         | 2,691                     | 1,975                     | 1,000                                  | 1,000                                 | -                                       |
| <b>INTERNAL SERVICES</b>      | <b>7,549</b>              | <b>9,493</b>              | <b>6,000</b>                           | <b>6,000</b>                          | <b>-</b>                                |
| Electrical Services           | 110,551                   | 136,281                   | 134,500                                | 134,500                               | -                                       |
| Heating Services              | 25,095                    | 27,021                    | 30,000                                 | 30,000                                | -                                       |
| Water & Sewer                 | 12,400                    | 12,356                    | 13,000                                 | 13,000                                | -                                       |
| Postal Services               | 22                        | 24                        | -                                      | -                                     | -                                       |
| Telecommunications            | 40,751                    | 47,628                    | 40,000                                 | 40,000                                | -                                       |
| Boiler Insurance              | 509                       | -                         | -                                      | -                                     | -                                       |
| Property Insurance            | 26,912                    | 30,478                    | 35,000                                 | 35,000                                | -                                       |
| Motor Vehicle Insurance       | 2,616                     | 2,525                     | 2,900                                  | 2,900                                 | -                                       |
| Lease/Rent of Equipment       | 1,634                     | -                         | -                                      | -                                     | -                                       |
| Building Rent                 | 249,550                   | 243,838                   | 252,000                                | 252,000                               | -                                       |

## Public Works – Facilities Maintenance

### ***Expenditure Detail - continued:***

| EXPENDITURES                              | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Facilities Maintenance - continued</b> |                   |                   |                               |                              |                                |
| Travel & Training                         | 479               | 4,098             | 4,000                         | 4,000                        | -                              |
| Dues & Memberships                        | 179               | 524               | -                             | -                            | -                              |
| Background Checks                         | 268               | -                 | -                             | -                            | -                              |
| Office Supplies                           | 1,661             | 1,320             | 500                           | 500                          | -                              |
| Food & Food Service                       | -                 | 38                | 100                           | 100                          | -                              |
| Landscaping/Agricultural                  | 156               | 551               | 1,000                         | 1,000                        | -                              |
| Laundry & Janitorial                      | 12,534            | 12,018            | 12,000                        | 12,000                       | -                              |
| Repairs & Maintenance                     | 26,101            | 28,088            | 27,000                        | 27,000                       | -                              |
| Vehicle & Equipment Fuel                  | -                 | 599               | 500                           | 500                          | -                              |
| Vehicle & Equipment                       | 240               | 4                 | 500                           | 500                          | -                              |
| Uniforms & Apparel                        | 2,131             | 2,867             | 6,000                         | 6,000                        | -                              |
| Other Operating Supplies                  | 2,260             | 3,422             | 1,800                         | 1,800                        | -                              |
| Chemicals                                 | 3,404             | -                 | 4,000                         | 4,000                        | -                              |
| Computer Equipment                        | -                 | 338               | -                             | -                            | -                              |
| OTHER CHARGES                             | 519,453           | 554,018           | 564,800                       | 564,800                      | -                              |
| <b>Facilities Maintenance</b>             | <b>1,094,213</b>  | <b>1,120,069</b>  | <b>1,235,600</b>              | <b>1,182,100</b>             | <b>(53,500)</b>                |
| <b>TOTAL FACILITIES MAINT</b>             | <b>1,609,351</b>  | <b>1,589,274</b>  | <b>1,899,000</b>              | <b>1,839,700</b>             | <b>(59,300)</b>                |

## Health & Welfare – Real Estate Tax Relief

The City of Winchester has several programs for real estate tax relief and exemption. The Office of the Commissioner of the Revenue is responsible for administering these programs. Programs for tax relief include:

1. Local real estate tax exemption or deferral for the elderly and disabled
2. Local real estate tax exemption for qualifying disabled veterans
3. Exemptions for substantially rehabilitated residential, commercial and industrial property
4. Exemptions for abated derelict property conditions
5. Property exempt from taxation by designation and classification
6. Exemptions for solar energy equipment, facilities and devices
7. Special land use taxation for qualifying agricultural or horticultural property.

### ***Expenditure Detail:***

| <b>EXPENDITURES</b>     | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|-------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Real Estate Tax Relief  | 496,565                   | 358,334                   | 270,000                                | 250,000                               | (20,000)                                |
| OTHER CHARGES           | 496,565                   | 358,334                   | 270,000                                | 250,000                               | (20,000)                                |
| <b>TOTAL TAX RELIEF</b> | <b>496,565</b>            | <b>358,334</b>            | <b>270,000</b>                         | <b>250,000</b>                        | <b>(20,000)</b>                         |



## Parks, Recreation & Cultural – Parks & Recreation

The Winchester Parks and Recreation Department offers a diverse selection of recreation services for Winchester residents and the surrounding communities. Recreation services include: recreational, instructional, community rec classes and programs; leagues and special events in the areas of aquatics, athletics, youth, adult, senior and special needs. The Department also coordinates and hosts nearly 30 special events in the parks and Old Town throughout the year. The City's park system is comprised of 14 parcels of property totaling more than 270 acres of green space and recreational facilities including playgrounds, athletic fields, basketball courts, tennis courts, indoor pool, outdoor pool, fitness facility, racquetball court, pavilions, a BMX track, horseshoe courts, walking trails, dog park, disc golf, recreation center, community meeting space, various memorials, a fishing lake, wetlands, natural preserves, and historical and interpretive sites.

### ***Goals and Objectives:***

---

- Continue developing new comprehensive and affordable Community Recreation Programs. Design program offerings targeting teens and seniors.
- Provide resources and further advanced training opportunities for Park Maintenance to enable independent and quality athletic field maintenance.
- Improve existing facilities and athletic fields and park spaces.
- Provide opportunities for all Parks and Recreation personnel to improve skill set and afford advancement opportunities.
- Improve customer service through better communication between park divisions; sharing pertinent information; updating the Park website; and incorporating recreational software into the daily operations to provide web registration, e-mail notices to users, direct and cost-effective marketing, and services for on-site phone and on-line registrations.
- Effectively communicate with Park Partner Groups to solidify and enhance partnerships.
- Collaborate with other City departments, contracted service providers and community groups to enhance special events offerings throughout the City with a focus on Historic Old Town Winchester and Jim Barnett Park.
- Continue Partner and Co-Sponsor type opportunities whenever feasible.
- Provide and enhance a strong team environment within the Parks and Recreation Department.
- Work with Park Partners and other area organizations to enhance the beautification and infrastructure of Jim Barnett Park and other City park areas.

## Parks, Recreation & Cultural – Parks & Recreation

### Goals and Objectives (Continued):

- Create awareness and participation in environmental education and sound earth stewardship practices in the City of Winchester in collaboration with other entities.
- Start discussions from the Needs Assessment findings to begin development of a Park Master Plan.
- Provide financial aid opportunities in partnership with the Winchester Parks Foundation for City residents who may not be able to afford services
- Continue to develop Bridgeforth Stadium into a premiere Baseball Stadium in the region enabling the stadium and its facilities to host such events as Valley League play and a NCAA baseball tournament with Shenandoah University
- Re-evaluate the position to permit adult beverage service under restricted circumstances at the Active Living Center in Jim Barnett Park.

### Performance Measures:

| Indicators   | FY 2012<br>Actual | FY 2013<br>Actual | FY 2014<br>Actual | FY 2015<br>Estimated | FY 2016<br>Projected |
|--|-------------------|-------------------|-------------------|----------------------|----------------------|
| <b>Input Measures</b>  |                   |                   |                   |                      |                      |
| Number of seasonal Pavilion rentals  | 698               | 694               | 493               | 500                  | 500                  |
| Number of rental hours for athletic fields, courts, and tracks                                   | 10,687            | 12,085            | 11,279            | 11,000               | 11,000               |
| Number of staff hours spent on special events  | 2,085             | 1,188             | 1,500             | 1,500                | 1,500                |
| Number of Park Maintenance staff hours spent mowing all assigned Park/City locations             | 1,893             | 1,472             | 1,800             | 1,800                | 1,800                |
| Number of Community Recreation Program offerings   | n/a               | n/a               | 107               | 165                  | 200                  |
| Number of Memberships  | n/a               | n/a               | n/a               | 498                  | 550                  |
| Number of Park Participants  | n/a               | n/a               | n/a               | 39,000               | 41,000               |
| <b>Service Quality</b>   |                   |                   |                   |                      |                      |
| Winchester Parks & Recreation is open for 360 days per year, 14 hours per day average            | Yes               | Yes               | Yes               | Yes                  | Yes                  |
| Park Maintenance athletic field training & independent field maintenance                         | No                | No                | Yes               | Yes                  | Yes                  |
| Provide safe, comprehensive, quality recreation programs, facilities and services                | Yes               | Yes               | Yes               | Yes                  | Yes                  |
| Offering new affordable Community Recreation programs  | n/a               | n/a               | Yes               | Yes                  | Yes                  |
| Expansion of Community Rec programs focusing on Teens and Seniors based on 2015 Needs Assessment | n/a               | n/a               | n/a               | n/a                  | Yes                  |

## Parks, Recreation & Cultural – Parks & Recreation

### ***Staffing Summary:***

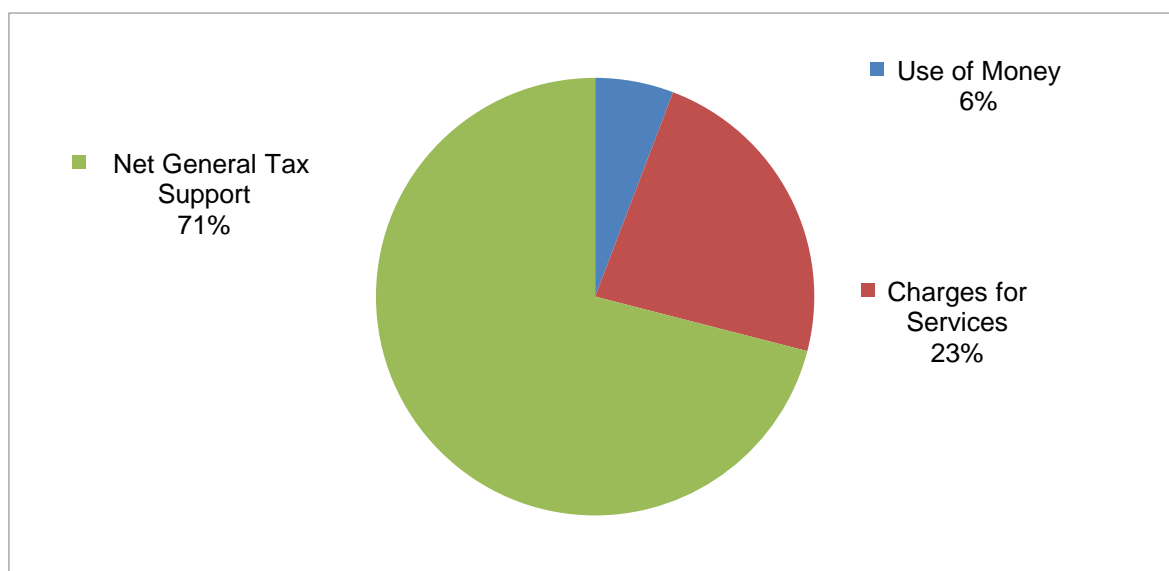
| <b>Full-Time Employees</b>     | <b>FY 2013</b> | <b>FY 2014</b> | <b>FY 2015</b> | <b>FY 2016</b> | <b>Inc/(Dec)</b> |
|--------------------------------|----------------|----------------|----------------|----------------|------------------|
| Supervision Division*          | 5              | 6.5            | 6.5            | 6              | (0.5)            |
| Maintenance Division*          | 11             | 11             | 11             | 11             | 0                |
| Recreation Activities Division | 1              | 1              | 0              | 0              | 0                |
| Indoor Pool Division           | 1              | 1              | 2              | 2              | 0                |
| War Memorial Division          | 2.5            | 2              | 1              | 1              | 0                |
| Child Care Division            | 4              | 3              | 3              | 3              | 0                |
| Athletics Division             | 2              | 2              | 2              | 2              | 0                |
| <b>Total</b>                   | <b>26.5</b>    | <b>26.5</b>    | <b>26.5</b>    | <b>26.0</b>    | <b>(0.5)</b>     |

\*1 Full-time position unfunded.

### ***Revenue Sources:***

| <b>Revenue Sources</b>         | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Use of Money                   | 143,401                   | 122,016                   | 150,000                                | 155,000                               | 5,000                                   |
| Charges for Services           | 511,194                   | 538,153                   | 631,000                                | 621,000                               | (10,000)                                |
| Miscellaneous Revenue          | 2,467                     | 45,945                    | -                                      | -                                     | -                                       |
| Recovered Costs                | 249                       | 906                       | -                                      | -                                     | -                                       |
| Subtotal Designated Revenue    | 657,311                   | 707,020                   | 781,000                                | 776,000                               | (5,000)                                 |
| <b>Net General Tax Support</b> | <b>2,165,781</b>          | <b>1,896,537</b>          | <b>1,880,270</b>                       | <b>1,898,800</b>                      | <b>18,530</b>                           |

### **FY 2016 Revenue Sources**

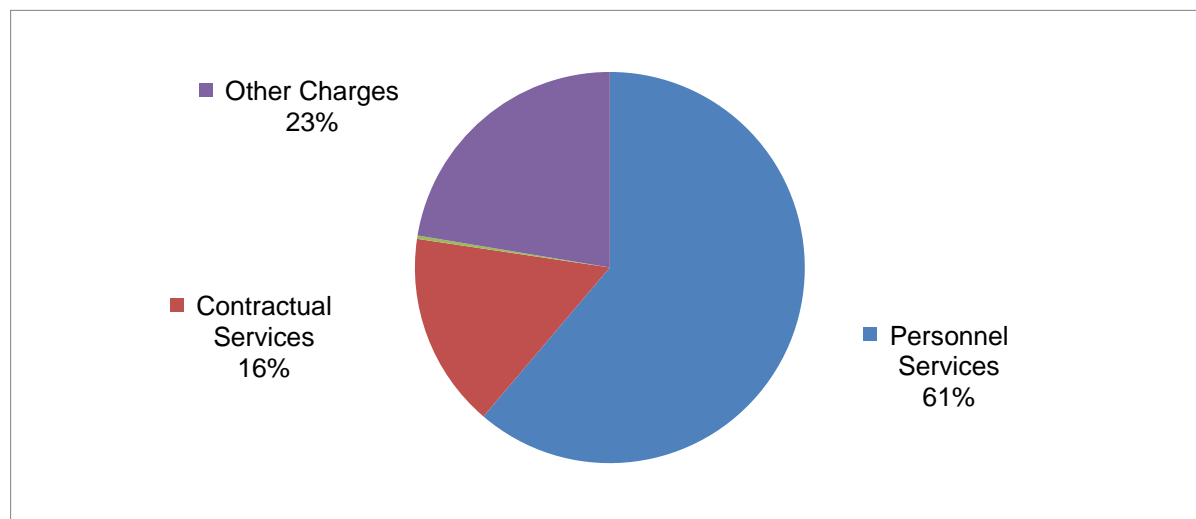


# Parks, Recreation & Cultural – Parks & Recreation

## Expenditure Summary:

|                                      | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Expenditure by Classification</b> |                   |                   |                               |                              |                                |
| Personnel Services                   | 1,564,064         | 1,504,267         | 1,612,232                     | 1,637,700                    | 25,468                         |
| Contractual Services                 | 768,351           | 299,450           | 429,800                       | 431,000                      | 1,200                          |
| Internal Services                    | 50                | 2,214             | 7,500                         | 7,500                        | -                              |
| Other Charges                        | 476,627           | 646,547           | 586,738                       | 598,600                      | 11,862                         |
| Capital                              | 14,000            | 151,079           | 25,000                        | -                            | (25,000)                       |
| <b>TOTAL EXPENDITURES</b>            | <b>2,823,092</b>  | <b>2,603,557</b>  | <b>2,661,270</b>              | <b>2,674,800</b>             | <b>13,530</b>                  |

## FY 2016 Expenditures by Classifications



|                                | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Expenditure by Division</b> |                   |                   |                               |                              |                                |
| Parks Supervision              | 454,602           | 583,549           | 603,400                       | 468,900                      | (134,500)                      |
| Special Events Trolley         | -                 | 4,247             | 14,400                        | 14,500                       | 100                            |
| Parks Maintenance              | 1,321,950         | 920,009           | 847,800                       | 926,350                      | 78,550                         |
| Community Recreation           | 75,651            | 80,908            | 16,800                        | 15,950                       | (850)                          |
| Outdoor Swimming Pool          | 106,738           | 104,260           | 118,700                       | 158,500                      | 39,800                         |
| Indoor Swimming Pool           | 161,304           | 203,068           | 259,600                       | 269,400                      | 9,800                          |
| War Memorial & Additions       | 357,235           | 359,448           | 395,170                       | 408,800                      | 13,630                         |
| School Age Child Care          | 170,973           | 179,999           | 193,500                       | 198,300                      | 4,800                          |
| Athletic Programs              | 174,639           | 168,069           | 211,900                       | 214,100                      | 2,200                          |
| <b>TOTAL EXPENDITURES</b>      | <b>2,823,092</b>  | <b>2,603,557</b>  | <b>2,661,270</b>              | <b>2,674,800</b>             | <b>13,530</b>                  |

# Parks, Recreation & Cultural – Parks & Recreation

## ***Expenditure Detail:***

| <b>EXPENDITURES</b>         | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|-----------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| <b><i>SUPERVISION</i></b>   |                           |                           |  |                                       |   |
| Regular                     | 318,573                   | 282,905                   | 321,901                                | 284,098                               | (37,803)                                |
| Overtime                    | 573                       | 1,947                     | 500                                    | 500                                   | -                                       |
| Part-time Non-Classified    | -                         | 123                       | -                                      | -                                     | -                                       |
| FICA                        | 22,795                    | 20,648                    | 23,587                                 | 21,022                                | (2,565)                                 |
| VRS-Employer                | 37,669                    | 34,403                    | 38,306                                 | 33,692                                | (4,614)                                 |
| Retirees                    | 8,492                     | 5,076                     | 5,300                                  | -                                     | (5,300)                                 |
| Insurance-Employer          | 3,609                     | 3,302                     | 4,249                                  | 3,381                                 | (868)                                   |
| VA Local Disability Plan    | -                         | -                         | -                                      | 242                                   | 242                                     |
| Worker's Compensation       | 2,668                     | 2,763                     | 3,926                                  | 1,722                                 | (2,204)                                 |
| Benefits Admin Fee          | 474                       | 176                       | 312                                    | 132                                   | (180)                                   |
| Employee Benefits           | 50,993                    | 50,542                    | 57,912                                 | 43,324                                | (14,588)                                |
| VRS Health Insurance Credit | 425                       | 389                       | 483                                    | 487                                   | 4                                       |
| PERSONNEL                   | 446,271                   | 402,274                   | 456,476                                | 388,600                               | (67,876)                                |
| Other Professional Services | -                         | 27,744                    | 42,200                                 | 13,000                                | (29,200)                                |
| Repairs & Maintenance       | -                         | 9,900                     | -                                      | -                                     | -                                       |
| Printing & Binding          | 595                       | 22,272                    | 14,500                                 | 21,050                                | 6,550                                   |
| Local Media                 | 537                       | 3,055                     | 17,900                                 | 3,900                                 | (14,000)                                |
| Food Services               | -                         | -                         | 7,000                                  | -                                     | (7,000)                                 |
| CONTRACTUAL SERV            | 1,132                     | 62,971                    | 81,600                                 | 37,950                                | (43,650)                                |
| Copier Charges              | 45                        | -                         | -                                      | -                                     | -                                       |
| INTERNAL SERVICES           | 45                        | -                         | -                                      | -                                     | -                                       |
| Postal Services             | -                         | 4,592                     | 6,250                                  | 6,250                                 | -                                       |
| Telecommunications          | 1,088                     | 1,252                     | 2,600                                  | 2,600                                 | -                                       |
| Office Equipment Rental     | -                         | 6,877                     | 6,500                                  | 6,500                                 | -                                       |
| Mileage                     | 72                        | 161                       | 200                                    | 200                                   | -                                       |
| Travel & Training           | 40                        | 595                       | 2,000                                  | 2,000                                 | -                                       |
| Dues & Memberships          | 748                       | 1,821                     | 924                                    | 1,600                                 | 676                                     |
| Misc Charges & Fees         | 331                       | 56,148                    | 19,000                                 | 10,800                                | (8,200)                                 |
| Office Supplies             | 226                       | 3,258                     | 5,800                                  | 5,800                                 | -                                       |
| Food & Food Service         | 123                       | 1,239                     | 1,200                                  | 400                                   | (800)                                   |
| Laundry & Janitorial        | -                         | -                         | 200                                    | -                                     | (200)                                   |
| Building Repair & Maint     | -                         | 33,422                    | 100                                    | -                                     | (100)                                   |
| Uniforms & Apparel          | -                         | 1,608                     | -                                      | -                                     | -                                       |

# Parks, Recreation & Cultural – Parks & Recreation

## ***Expenditure Detail - continued:***

| <b>EXPENDITURES</b>                   | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|---------------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| <b><i>SUPERVISION - continued</i></b> |                           |                           |  |                                       |   |
| Books & Subscriptions                 | 514                       | 150                       | 500                                    | 500                                   | -                                       |
| Other Operating Supplies              | 206                       | 2,209                     | 6,400                                  | 5,700                                 | (700)                                   |
| Merchandise for Resale                | -                         | 4,941                     | 12,650                                 | -                                     | (12,650)                                |
| Computer Supplies                     | 3,806                     | -                         | -                                      | -                                     | -                                       |
| Awards, Plaques, Other                | -                         | 31                        | 1,000                                  | -                                     | (1,000)                                 |
| OTHER CHARGES                         | 7,154                     | 118,304                   | 65,324                                 | 42,350                                | (22,974)                                |
| <b>TOTAL SUPERVISION</b>              | <b>454,602</b>            | <b>583,549</b>            | <b>603,400</b>                         | <b>468,900</b>                        | <b>(134,500)</b>                        |
| <b><i>SPECIAL EVENTS TROLLEY</i></b>  |                           |                           |  |                                       |   |
| Part-time                             | -                         | 384                       | 3,090                                  | 3,160                                 | 70                                      |
| Overtime                              | -                         | 638                       | -                                      | -                                     | -                                       |
| FICA                                  | -                         | 78                        | 236                                    | 239                                   | 3                                       |
| VRS-Employer                          | -                         | 11                        | -                                      | -                                     | -                                       |
| Worker's Compensation                 | -                         | 31                        | 74                                     | 101                                   | 27                                      |
| PERSONNEL                             | -                         | 1,142                     | 3,400                                  | 3,500                                 | 100                                     |
| Vehicle Repairs & Maint               | -                         | 354                       | 2,000                                  | 2,000                                 | -                                       |
| CONTRACTUAL SERV                      | -                         | 354                       | 2,000                                  | 2,000                                 | -                                       |
| Fuel                                  | -                         | 267                       | 3,000                                  | 3,000                                 | -                                       |
| Parts                                 | -                         | 482                       | 1,000                                  | 1,000                                 | -                                       |
| Labor                                 | -                         | 1,449                     | 3,500                                  | 3,500                                 | -                                       |
| INTERNAL SERVICES                     | -                         | 2,198                     | 7,500                                  | 7,500                                 | -                                       |
| Vehicle Repair & Maint                | -                         | 553                       | 1,500                                  | 1,500                                 | -                                       |
| OTHER CHARGES                         | -                         | 553                       | 1,500                                  | 1,500                                 | -                                       |
| <b>TOTAL TROLLEY</b>                  | <b>-</b>                  | <b>4,247</b>              | <b>14,400</b>                          | <b>14,500</b>                         | <b>100</b>                              |
| <b><i>MAINTENANCE</i></b>             |                           |                           |  |                                       |   |
| Regular                               | 294,359                   | 253,960                   | 284,357                                | 323,767                               | 39,410                                  |
| Overtime                              | 3,323                     | 14,150                    | 5,000                                  | 5,000                                 | -                                       |
| Part-time Non-Classified              | 49,924                    | 51,768                    | 51,000                                 | 65,000                                | 14,000                                  |
| FICA                                  | 26,203                    | 24,200                    | 26,760                                 | 31,546                                | 4,786                                   |
| VRS-Employer                          | 35,703                    | 29,515                    | 33,839                                 | 37,981                                | 4,142                                   |

# Parks, Recreation & Cultural – Parks & Recreation

## ***Expenditure Detail - continued:***

| EXPENDITURES                          | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b><i>MAINTENANCE - continued</i></b> |                   |                   |                               |                              |                                |
| Retirees                              | 5,467             | 5,076             | 5,300                         | 5,300                        | -                              |
| Insurance-Employer                    | 3,420             | 2,833             | 3,754                         | 3,853                        | 99                             |
| VA Local Disability Plan              | -                 | -                 | 169                           | 420                          | 251                            |
| Worker's Compensation                 | 12,748            | 7,920             | 8,153                         | 9,204                        | 1,051                          |
| Flex Benefits - Admin Fee             | 678               | 230               | 432                           | 240                          | (192)                          |
| Flex Benefits - Employee              | 50,620            | 43,740            | 53,059                        | 53,836                       | 777                            |
| VRS Health Insurance Credit           | 402               | 334               | 427                           | 453                          | 26                             |
| PERSONNEL                             | 482,847           | 433,726           | 472,250                       | 536,600                      | 64,350                         |
| Medical, Dental, & Hospital           | 281               | 75                | -                             | -                            | -                              |
| Engineering & Architect               | 2,435             | 973               | -                             | -                            | -                              |
| Other Professional Services           | 2,180             | 15,592            | 2,000                         | 1,800                        | (200)                          |
| Repairs & Maintenance                 | 605,907           | 35,963            | 96,950                        | 96,950                       | -                              |
| Landscaping                           | 2,020             | 393               | 3,000                         | 3,000                        | -                              |
| Vehicle Repair & Maint                | 8,803             | 26,684            | 18,250                        | 24,350                       | 6,100                          |
| Printing & Binding                    | 1,256             | 2,623             | 1,000                         | 1,000                        | -                              |
| Local Media                           | 426               | -                 | -                             | -                            | -                              |
| Sanitary Landfill Usage               | 3,192             | 1,072             | 4,500                         | 4,500                        | -                              |
| Refuse Service                        | 4,625             | 4,950             | 5,000                         | 5,000                        | -                              |
| CONTRACTUAL SERV                      | 631,125           | 88,325            | 130,700                       | 136,600                      | 5,900                          |
| Equipment Parts                       | 5                 | 16                | -                             | -                            | -                              |
| INTERNAL SERVICES                     | 5                 | 16                | -                             | -                            | -                              |
| Electrical Services                   | 43,847            | 51,799            | 50,000                        | 50,000                       | -                              |
| Heating Services                      | 2,104             | 3,042             | 2,200                         | 2,200                        | -                              |
| Water & Sewer                         | 23,660            | 29,745            | 22,300                        | 22,300                       | -                              |
| Telecommunications                    | 4,081             | 4,803             | 4,400                         | 6,200                        | 1,800                          |
| Property Insurance                    | 14,770            | 14,470            | 16,000                        | 16,000                       | -                              |
| Motor Vehicle Insurance               | 5,488             | 6,613             | 7,500                         | 7,500                        | -                              |
| Equipment Rental                      | 6,557             | 8,065             | 10,950                        | 10,950                       | -                              |
| Travel & Training                     | 970               | 1,881             | 4,350                         | 4,350                        | -                              |
| Dues & Memberships                    | 75                | -                 | 150                           | 150                          | -                              |
| Misc Charges & Fees                   | 59                | 15                | 100                           | 100                          | -                              |
| Background Checks                     | 268               | -                 | -                             | -                            | -                              |
| Office Supplies                       | 72                | -                 | -                             | -                            | -                              |

# Parks, Recreation & Cultural – Parks & Recreation

## Expenditure Detail - continued:

| EXPENDITURES                   | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>MAINTENANCE - continued</b> |                   |                   |                               |                              |                                |
| Food & Food Service            | -                 | 392               | 500                           | 500                          | -                              |
| Landscaping/Agricultural       | 10,226            | 31,026            | 8,500                         | 40,000                       | 31,500                         |
| Medical & Laboratory           | 20                | 137               | 250                           | 250                          | -                              |
| Laundry & Janitorial Services  | 7,743             | 6,769             | 7,000                         | 7,000                        | -                              |
| Building Repair & Maint        | 24,492            | 26,912            | 30,750                        | 30,750                       | -                              |
| Vehicle & Equipment Fuels      | 27,029            | 25,798            | 28,000                        | 28,000                       | -                              |
| Vehicle & Equipment            | 12,615            | 14,716            | 10,000                        | 10,000                       | -                              |
| Uniforms & Apparel             | 2,254             | 2,102             | 3,500                         | 3,500                        | -                              |
| Other Operating Supplies       | 7,643             | 18,578            | 12,200                        | 12,200                       | -                              |
| Chemicals                      | -                 | -                 | 1,200                         | 1,200                        | -                              |
| OTHER CHARGES                  | 193,973           | 246,863           | 219,850                       | 253,150                      | 33,300                         |
| Furniture & Fixtures           | -                 | 48,817            | -                             | -                            | -                              |
| Motor Vehicle & Equipment      | 14,000            | 67,295            | 25,000                        | -                            | (25,000)                       |
| Facilities Renovations         | -                 | 34,967            | -                             | -                            | -                              |
| CAPITAL                        | 14,000            | 151,079           | 25,000                        | -                            | (25,000)                       |
| <b>TOTAL MAINTENANCE</b>       | <b>1,321,950</b>  | <b>920,009</b>    | <b>847,800</b>                | <b>926,350</b>               | <b>78,550</b>                  |
| <b>COMMUNITY REC PROGRAMS</b>  |                   |                   |                               |                              |                                |
| Regular                        | 39,256            | 40,129            | -                             | -                            | -                              |
| Overtime                       | 145               | 660               | -                             | -                            | -                              |
| Part-time Non-classified       | 1,683             | 981               | 1,800                         | 1,800                        | -                              |
| FICA                           | 2,993             | 3,038             | 170                           | 170                          | -                              |
| VRS-Employer                   | 4,875             | 4,975             | -                             | -                            | -                              |
| Insurance-Employer             | 467               | 477               | -                             | -                            | -                              |
| Worker's Compensation          | 1,052             | 861               | 30                            | 30                           | -                              |
| Flex Benefits - Admin Fee      | 72                | 30                | -                             | -                            | -                              |
| Flex Benefits - Employee       | 7,461             | 8,460             | -                             | -                            | -                              |
| VRS Health Insurance Credit    | 55                | 56                | -                             | -                            | -                              |
| PERSONNEL                      | 58,059            | 59,667            | 2,000                         | 2,000                        | -                              |
| Other Professional Services    | 10,369            | 6,000             | 5,000                         | 5,000                        | -                              |
| Training/Education             | -                 | -                 | 50                            | -                            | (50)                           |
| Instructors                    | -                 | 8,073             | 4,000                         | 4,000                        | -                              |
| Printing & Binding             | -                 | -                 | 600                           | -                            | (600)                          |
| CONTRACTUAL SERV               | 10,369            | 14,073            | 9,650                         | 9,000                        | (650)                          |



# Parks, Recreation & Cultural – Parks & Recreation

## ***Expenditure Detail - continued:***

| EXPENDITURES                                   | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>COMMUNITY REC - continued</b>               |                   |                   |                               |                              |                                |
| Postage Services                               | -                 | 74                | -                             | -                            | -                              |
| Equipment Rental                               | 352               | -                 | 200                           | -                            | (200)                          |
| Travel & Training                              | 749               | 1,887             | 2,000                         | 2,000                        | -                              |
| Dues & Memberships                             | -                 | 125               | 200                           | 200                          | -                              |
| Misc Charges & Fees                            | 3,272             | 1,209             | -                             | -                            | -                              |
| Office Supplies                                | 60                | -                 | -                             | -                            | -                              |
| Food & Food Service                            | 1,276             | 1,020             | 100                           | 100                          | -                              |
| Uniforms & Apparel                             | 50                | 249               | 200                           | 200                          | -                              |
| Other Operating Supplies                       | 1,461             | 2,534             | 2,200                         | 2,200                        | -                              |
| Arts & Crafts Supplies                         | 3                 | 4                 | -                             | -                            | -                              |
| Awards, Plaques, Other                         | -                 | 66                | 250                           | 250                          | -                              |
| OTHER CHARGES                                  | 7,223             | 7,168             | 5,150                         | 4,950                        | (200)                          |
| <b>TOTAL COMMUNITY<br/>RECREATION PROGRAMS</b> | <b>75,651</b>     | <b>80,908</b>     | <b>16,800</b>                 | <b>15,950</b>                | <b>(850)</b>                   |
| <b>OUTDOOR SWIMMING POOL</b>                   |                   |                   |                               |                              |                                |
| Overtime                                       | 438               | 315               | -                             | -                            | -                              |
| Part-time Non-classified                       | 54,436            | 47,658            | 58,300                        | 59,467                       | 1,167                          |
| FICA   | 4,195             | 3,675             | 4,466                         | 4,545                        | 79                             |
| Worker's Compensation                          | 1,179             | 944               | 984                           | 1,088                        | 104                            |
| PERSONNEL                                      | 60,248            | 52,592            | 63,750                        | 65,100                       | 1,350                          |
| Medical, Dental & Hospital                     | 841               | -                 | -                             | -                            | -                              |
| Repairs & Maintenance                          | 16,963            | 12,551            | 15,000                        | 52,500                       | 37,500                         |
| Local Media                                    | 312               | -                 | -                             | -                            | -                              |
| CONTRACTUAL SERV                               | 18,116            | 12,551            | 15,000                        | 52,500                       | 37,500                         |
| Electrical Service                             | 10,509            | 11,427            | 10,500                        | 10,500                       | -                              |
| Background Checks                              | 737               | -                 | -                             | -                            | -                              |
| Medical & Laboratory                           | 77                | 22                | 100                           | 50                           | (50)                           |
| Laundry & Janitorial                           | 672               | 721               | 1,100                         | 1,100                        | -                              |
| Repair & Maintenance                           | 2,551             | 3,652             | 3,000                         | 3,000                        | -                              |
| Uniforms & Apparel                             | 236               | 2,254             | 1,500                         | 2,500                        | 1,000                          |
| Other Operating Supplies                       | 1,485             | 8,893             | 11,450                        | 11,450                       | -                              |
| Chemicals                                      | 12,107            | 12,148            | 12,300                        | 12,300                       | -                              |
| OTHER CHARGES                                  | 28,374            | 39,117            | 39,950                        | 40,900                       | 950                            |
| <b>TOTAL OUTDOOR POOL</b>                      | <b>106,738</b>    | <b>104,260</b>    | <b>118,700</b>                | <b>158,500</b>               | <b>39,800</b>                  |

# Parks, Recreation & Cultural – Parks & Recreation

## ***Expenditure Detail - continued:***

|                             | FY 2013        | FY 2014        | FY 2015         | FY 2016        | FY 2016          |
|-----------------------------|----------------|----------------|-----------------|----------------|------------------|
| EXPENDITURES                | ACTUAL         | ACTUAL         | ORIGINAL BUDGET | ADOPTED BUDGET | BUDGET Inc/(Dec) |
| <b>INDOOR SWIMMING POOL</b> |                |                |                 |                |                  |
| Regular                     | 45,763         | 70,646         | 72,176          | 73,611         | 1,435            |
| Overtime                    | -              | 120            | -               | -              | -                |
| Part-time Non-classified    | 59,814         | 60,398         | 70,550          | 71,968         | 1,418            |
| FICA                        | 8,043          | 9,906          | 12,169          | 10,593         | (1,576)          |
| VRS-Employer                | 5,439          | 7,925          | 8,589           | 8,760          | 171              |
| Insurance-Employer          | 521            | 761            | 953             | 876            | (77)             |
| Worker's Compensation       | 2,351          | 2,585          | 2,552           | 2,664          | 112              |
| Benefits Admin Fee          | 84             | 56             | 96              | 48             | (48)             |
| Employee Benefits           | 2,587          | 13,338         | 17,107          | 17,570         | 463              |
| VRS Health Insurance Credit | 61             | 90             | 108             | 110            | 2                |
| PERSONNEL                   | 124,663        | 165,825        | 184,300         | 186,200        | 1,900            |
| Medical, Dental, & Hospital | 638            | -              | -               | -              | -                |
| Training/Education          | 1,874          | 2,369          | 3,600           | 3,600          | -                |
| Instructors                 | 2,040          | 1,536          | -               | 7,700          | 7,700            |
| Repairs & Maintenance       | 17,604         | 18,710         | 48,500          | 48,500         | -                |
| Printing & Binding          | -              | -              | -               | -              | -                |
| Local Media                 | 90             | -              | -               | -              | -                |
| CONTRACTUAL SERV            | 22,246         | 22,615         | 52,100          | 59,800         | 7,700            |
| Telecommunications          | 393            | 642            | 450             | 650            | 200              |
| Equipment Rental            | 300            | -              | -               | -              | -                |
| Mileage & Transportation    | 119            | 5              | -               | -              | -                |
| Travel & Training           | 489            | 16             | 500             | 500            | -                |
| Dues & Memberships          | 135            | 229            | 400             | 400            | -                |
| Misc Charges & Fees         | 1,224          | 385            | -               | -              | -                |
| Food & Food Service         | 105            | 162            | 400             | 400            | -                |
| Medical & Laboratory        | 173            | 60             | 400             | 400            | -                |
| Laundry & Janitorial        | 126            | 60             | 400             | 400            | -                |
| Building Repair & Maint     | 1,330          | 949            | 3,000           | 3,000          | -                |
| Uniforms & Apparel          | 165            | 1,136          | 1,800           | 1,800          | -                |
| Other Operating Supplies    | 3,842          | 6,983          | 10,700          | 10,700         | -                |
| Chemicals                   | 5,651          | 4,001          | 5,150           | 5,150          | -                |
| Computer Equipment          | 353            | -              | -               | -              | -                |
| OTHER CHARGES               | 14,395         | 14,628         | 23,200          | 23,400         | 200              |
| <b>TOTAL INDOOR POOL</b>    | <b>161,304</b> | <b>203,068</b> | <b>259,600</b>  | <b>269,400</b> | <b>9,800</b>     |

# Parks, Recreation & Cultural – Parks & Recreation

## ***Expenditure Detail - continued:***

|                                     | FY 2013 | FY 2014 | FY 2015         | FY 2016        | FY 2016          |
|-------------------------------------|---------|---------|-----------------|----------------|------------------|
| EXPENDITURES                        | ACTUAL  | ACTUAL  | ORIGINAL BUDGET | ADOPTED BUDGET | BUDGET Inc/(Dec) |
| <b>WAR MEMORIAL &amp; ADDITIONS</b> |         |         |                 |                |                  |
| Overtime                            | 6       | 115     | -               | -              | -                |
| Part-time Classified                | 42,186  | 42,802  | 48,254          | 49,212         | 958              |
| Part-time Non-classified            | 60,911  | 47,364  | 60,000          | 76,500         | 16,500           |
| FICA                                | 7,851   | 6,613   | 7,997           | 8,910          | 913              |
| Worker's Compensation               | 2,303   | 1,772   | 1,852           | 2,329          | 477              |
| Benefits Admin Fee                  | 144     | 60      | 96              | 48             | (48)             |
| Employee Benefits                   | 2,787   | 4,367   | 4,001           | 4,001          | -                |
| PERSONNEL                           | 116,188 | 103,093 | 122,200         | 141,000        | 18,800           |
| Medical, Dental, & Hospital         | 407     | -       | -               | -              | -                |
| Other Professional Services         | 300     | 1,970   | 500             | -              | (500)            |
| Instructors                         | 3,585   | 9,550   | 15,000          | 10,300         | (4,700)          |
| Repairs & Maintenance               | 34,996  | 57,397  | 81,400          | 81,400         | -                |
| Printing & Binding                  | 8,613   | -       | -               | -              | -                |
| Local Media                         | 5,690   | -       | -               | -              | -                |
| Computer Services                   | -       | 1,464   | -               | -              | -                |
| CONTRACTUAL SERV                    | 53,591  | 70,381  | 96,900          | 91,700         | (5,200)          |
| Electrical Services                 | 74,783  | 74,552  | 75,345          | 75,375         | 30               |
| Heating Services                    | 26,888  | 40,346  | 30,000          | 30,000         | -                |
| Water & Sewer                       | 12,764  | 17,620  | 13,500          | 13,500         | -                |
| Postal Services                     | 849     | -       | -               | -              | -                |
| Telecommunications                  | 6,284   | 7,341   | 6,250           | 6,250          | -                |
| General Liability Insurance         | 4,070   | 4,163   | 5,500           | 5,500          | -                |
| Equipment Rental                    | 210     | 828     | 500             | 500            | -                |
| Office Equipment Rental             | 6,531   | -       | -               | -              | -                |
| Mileage & Transportation            | 51      | -       | -               | -              | -                |
| Travel & Training                   | 169     | 6       | -               | -              | -                |
| Dues & Memberships                  | 70      | 75      | 75              | 75             | -                |
| Misc Charges & Fees                 | 10,204  | -       | -               | -              | -                |
| Background Checks                   | 799     | -       | -               | -              | -                |
| Office Supplies                     | 2,570   | -       | -               | -              | -                |
| Food & Food Service                 | -       | -       | 200             | 200            | -                |
| Medical & Laboratory                | 61      | 82      | 200             | 200            | -                |
| Laundry & Janitorial Services       | 13,425  | 7,085   | 12,500          | 12,500         | -                |
| Building Repair & Maint             | 2,852   | 3,940   | 3,500           | 3,500          | -                |
| Uniforms & Apparel                  | 193     | -       | 500             | 500            | -                |

# Parks, Recreation & Cultural – Parks & Recreation

## ***Expenditure Detail - continued:***

| EXPENDITURES                           | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b><i>WAR MEMORIAL - continued</i></b> |                   |                   |                               |                              |                                |
| Books & Subscriptions                  | 440               | 65                | 200                           | 200                          | -                              |
| Other Operating Supplies               | 7,021             | 17,109            | 8,000                         | 8,000                        | -                              |
| Merchandise for Resale                 | 16,853            | 12,695            | 19,800                        | 19,800                       | -                              |
| Computer Supplies                      | 353               | -                 | -                             | -                            | -                              |
| Awards, Plaques, Other                 | 16                | 67                | -                             | -                            | -                              |
| OTHER CHARGES                          | 187,456           | 185,974           | 176,070                       | 176,100                      | 30                             |
| <b>TOTAL WAR MEMORIAL</b>              | <b>357,235</b>    | <b>359,448</b>    | <b>395,170</b>                | <b>408,800</b>               | <b>13,630</b>                  |
| <b><i>SCHOOL AGE CHILD CARE</i></b>    |                   |                   |                               |                              |                                |
| Regular                                | 99,871            | 102,751           | 105,248                       | 107,370                      | 2,122                          |
| Overtime                               | -                 | 87                | -                             | -                            | -                              |
| Part-time Non-classified               | 18,275            | 24,604            | 28,000                        | 32,500                       | 4,500                          |
| FICA                                   | 8,906             | 9,533             | 9,965                         | 10,433                       | 468                            |
| VRS-Employer                           | 12,440            | 12,683            | 12,525                        | 12,777                       | 252                            |
| Insurance-Employer                     | 1,192             | 1,217             | 1,389                         | 1,278                        | (111)                          |
| Worker's Compensation                  | 220               | 925               | 561                           | 2,571                        | 2,010                          |
| Benefits Admin Fee                     | 216               | 90                | 144                           | 72                           | (72)                           |
| Employee Benefits                      | 14,973            | 15,357            | 15,640                        | 11,838                       | (3,802)                        |
| VRS Health Insurance Credit            | 140               | 144               | 158                           | 161                          | 3                              |
| PERSONNEL                              | 156,233           | 167,391           | 173,630                       | 179,000                      | 5,370                          |
| Medical, Dental, & Hospital            | 544               | -                 | -                             | -                            | -                              |
| Other Professional Services            | 1,114             | 811               | 1,400                         | 1,000                        | (400)                          |
| Training/Education                     | 135               | -                 | -                             | -                            | -                              |
| Printing & Binding                     | 112               | -                 | -                             | -                            | -                              |
| Local Media                            | 108               | -                 | -                             | -                            | -                              |
| CONTRACTUAL SERV                       | 2,013             | 811               | 1,400                         | 1,000                        | (400)                          |
| Telecommunications                     | 242               | -                 | -                             | -                            | -                              |
| Mileage & Transportation               | -                 | -                 | 100                           | 100                          | -                              |
| Travel & Training                      | 25                | 75                | 3,800                         | 3,800                        | -                              |
| Dues & Memberships                     | 35                | 110               | 320                           | 300                          | (20)                           |
| Parks & Rec Activities                 | 2,130             | 2,380             | 2,000                         | 2,000                        | -                              |
| Misc Charges & Fees                    | 144               | 105               | -                             | 100                          | 100                            |
| Office Supplies                        | 145               | 13                | -                             | -                            | -                              |
| Food & Food Services                   | 3,920             | 3,993             | 4,000                         | 4,000                        | -                              |

# Parks, Recreation & Cultural – Parks & Recreation

## ***Expenditure Detail - continued:***

| EXPENDITURES                         | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b><i>CHILD CARE - continued</i></b> |                   |                   |                               |                              |                                |
| Medical & Laboratory                 | 238               | 276               | 300                           | 300                          | -                              |
| Laundry & Janitorial Services        | 77                | 118               | 250                           | 300                          | 50                             |
| Uniforms & Apparel                   | 1,089             | 1,283             | 1,000                         | 1,000                        | -                              |
| Other Operating Supplies             | 2,696             | 2,935             | 5,500                         | 5,500                        | -                              |
| Merchandise for Resale               | -                 | -                 | 350                           | -                            | (350)                          |
| Computer Equipment                   | 1,509             | -                 | -                             | -                            | -                              |
| Arts & Crafts Supplies               | 413               | 509               | 800                           | 800                          | -                              |
| Awards, Plaques, Other               | 64                | -                 | 50                            | 100                          | 50                             |
| OTHER CHARGES                        | 12,727            | 11,797            | 18,470                        | 18,300                       | (170)                          |
| <b>TOTAL CHILD CARE</b>              | <b>170,973</b>    | <b>179,999</b>    | <b>193,500</b>                | <b>198,300</b>               | <b>4,800</b>                   |
| <b><i>ATHLETIC PROGRAMS</i></b>      |                   |                   |                               |                              |                                |
| Regular                              | 76,836            | 78,734            | 80,683                        | 82,285                       | 1,602                          |
| Overtime                             | -                 | -                 | -                             | -                            | -                              |
| Part-time Non-classified             | 4,765             | 3,455             | 15,800                        | 16,100                       | 300                            |
| FICA                                 | 5,625             | 5,795             | 6,967                         | 7,000                        | 33                             |
| VRS-Employer                         | 9,543             | 9,724             | 9,601                         | 9,792                        | 191                            |
| Insurance-Employer                   | 914               | 933               | 1,065                         | 979                          | (86)                           |
| State Unemployment Tax               | 19                | -                 | -                             | -                            | -                              |
| Worker's Compensation                | 2,187             | 1,689             | 1,629                         | 1,803                        | 174                            |
| Benefits Admin Fee                   | 144               | 60                | 96                            | 48                           | (48)                           |
| Employee Benefits                    | 19,414            | 18,057            | 18,264                        | 17,570                       | (694)                          |
| VRS Health Insurance Credit          | 108               | 110               | 121                           | 123                          | 2                              |
| PERSONNEL                            | 119,555           | 118,557           | 134,226                       | 135,700                      | 1,474                          |
| Medical, Dental, & Hospital          | 87                | -                 | -                             | -                            | -                              |
| Instructors                          | 29,277            | 26,974            | 40,450                        | 40,450                       | -                              |
| Printing & Binding                   | 395               | 395               | -                             | -                            | -                              |
| CONTRACTUAL SERV                     | 29,759            | 27,369            | 40,450                        | 40,450                       | -                              |
| Mileage & Transportation             | -                 | 965               | 1,025                         | 1,050                        | 25                             |
| Travel & Training                    | 330               | 870               | 2,028                         | 2,600                        | 572                            |
| Dues & Memberships                   | 75                | 70                | 1,000                         | 100                          | (900)                          |
| Parks & Rec Activities               | 5,202             | 7,588             | 2,200                         | 2,200                        | -                              |
| Background Checks                    | 992               | -                 | -                             | -                            | -                              |
| Office Supplies                      | 90                | -                 | -                             | -                            | -                              |

## Parks, Recreation & Cultural – Parks & Recreation

### ***Expenditure Detail - continued:***

|   | FY 2013          | FY 2014          | FY 2015            | FY 2016           | FY 2016             |
|---|------------------|------------------|--------------------|-------------------|---------------------|
| EXPENDITURES                                | ACTUAL           | ACTUAL           | ORIGINAL<br>BUDGET | ADOPTED<br>BUDGET | BUDGET<br>Inc/(Dec) |
| <b><i>ATHLETIC PROGRAMS - continued</i></b> |                  |                  |                    |                   |                     |
| Food & Food Service                         | 89               | 126              | 500                | 500               | -                   |
| Medical & Laboratory                        | 10               | 22               | 200                | 200               | -                   |
| Uniforms & Apparel                          | 4,464            | 3,952            | 13,530             | 13,500            | (30)                |
| Other Operating Supplies                    | 12,560           | 6,878            | 11,360             | 15,800            | 4,440               |
| Awards, Plaques, Other                      | 1,513            | 1,672            | 5,381              | 2,000             | (3,381)             |
| OTHER CHARGES                               | 25,325           | 22,143           | 37,224             | 37,950            | 726                 |
| <b>TOTAL ATHLETIC PROGRAMS</b>              | <b>174,639</b>   | <b>168,069</b>   | <b>211,900</b>     | <b>214,100</b>    | <b>2,200</b>        |
| <b>TOTAL PARKS &amp; RECREATION</b>         | <b>2,823,092</b> | <b>2,603,557</b> | <b>2,661,270</b>   | <b>2,674,800</b>  | <b>13,530</b>       |

## Parks, Recreation & Cultural – Apple Blossom Festival

### ***Expenditure Summary:***

|                                      | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Expenditure by Classification</b> |                   |                   |                               |                              |                                |
| Personnel Services                   | 40,479            | 30,452            | 10,800                        | -                            | (10,800)                       |
| Contractual Services                 | 12,369            | 15,097            | 15,500                        | -                            | (15,500)                       |
| Other Charges                        | 3,148             | 3,468             | 3,000                         | -                            | (3,000)                        |
| <b>TOTAL<br/>EXPENDITURES</b>        | <b>55,996</b>     | <b>49,017</b>     | <b>29,300</b>                 | <b>-</b>                     | <b>(29,300)</b>                |

### ***Expenditure Detail:***

| EXPENDITURES               | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                    | 6,206             | 7,262             | -                             | -                            | -                              |
| Overtime                   | 28,540            | 18,700            | 10,000                        | -                            | (10,000)                       |
| FICA                       | 2,582             | 1,933             | 800                           | -                            | (800)                          |
| VRS-Employer               | 1,105             | 1,251             | -                             | -                            | -                              |
| Insurance Employer         | 81                | 103               | -                             | -                            | -                              |
| Worker's Compensation      | 1,930             | 1,178             | -                             | -                            | -                              |
| Benefits Admin Fee         | 26                | 13                | -                             | -                            | -                              |
| VRS Health Ins Credit      | 9                 | 12                | -                             | -                            | -                              |
| PERSONNEL                  | 40,479            | 30,452            | 10,800                        | -                            | (10,800)                       |
| National Guard Personnel   | 11,311            | 15,000            | 15,000                        | -                            | (15,000)                       |
| Printing & Binding         | 1,058             | 97                | 500                           | -                            | (500)                          |
| CONTRACTUAL SERV           | 12,369            | 15,097            | 15,500                        | -                            | (15,500)                       |
| Equipment Rental           | 845               | 968               | 2,000                         | -                            | (2,000)                        |
| Laundry & Janitorial       | 583               | -                 | -                             | -                            | -                              |
| Repairs & Maintenance      | 660               | 2,334             | 1,000                         | -                            | (1,000)                        |
| Other Operating Supplies   | 1,060             | 166               | -                             | -                            | -                              |
| OTHER CHARGES              | 3,148             | 3,468             | 3,000                         | -                            | (3,000)                        |
| <b>TOTAL APPLE BLOSSOM</b> | <b>55,996</b>     | <b>49,017</b>     | <b>29,300</b>                 | <b>-</b>                     | <b>(29,300)</b>                |

## Community Development - Planning

The Planning Department assists City Council, the Planning Commission, the Board of Architectural Review, other appointed boards and commissions, and the citizens of Winchester in anticipating the future needs and desires of the community and ensures that physical development within the community is consistent with that vision. This assistance includes long-range planning primarily in the form of the Comprehensive Plan that involves inventorying and analyzing existing demographic, economic, environmental, land use, transportation, and community facility patterns and projecting future trends. Staff also conduct current planning (development plan review), transportation planning, and provide information services such as maintaining updated zoning maps and the City's street addressing system.

### ***Goals and Objectives:***

- Incorporate the principles of New Urbanism from the adopted Comprehensive Plan into the policies of the City.
- Assist with planning and implementation of the Green Circle Trail and other efforts to improve walkability in the City.
- Facilitate streamlined land development approval from the City of Winchester, while assuring the quality of the built environment.
- Improve the transportation system to make it easy to get from one part of the City to another as well as within the larger Winchester-Frederick County area.
- Promote residential infill in the downtown and as a component of mixed land use in key redevelopment areas outside of the downtown.
- Implement additional Corridor Enhancement (CE) Districts as called out in the adopted Comprehensive Plan and Strategic Plan for gateway beautification.
- Promote historic preservation efforts including Pursue nomination for expansion for the Winchester National Historic District, preparation of a Preliminary Information Form for the Northeast Winchester Historic District, and interpretive signage for historic resources.

### ***Performance Measures:***

| Indicators                                   | FY 2012<br>Actual | FY 2013<br>Actual | FY 2014<br>Actual | FY 2015<br>Estimated | FY 2016<br>Projected |
|--|-------------------|-------------------|-------------------|----------------------|----------------------|
| <b>Measures</b>                              |                   |                   |                   |                      |                      |
| Planning Commission meetings & work sessions | 26                | 25                | 25                | 24                   | 24                   |
| Site Plan reviews                            | 33                | 29                | 37                | 42                   | 40                   |
| Re-zonings, CUP's and text amendments        | 25                | 26                | 30                | 34                   | 32                   |
| Corridor enhancement reviews                 | 34                | 30                | 31                | 32                   | 35                   |



## Community Development - Planning

### Expenditure Summary:

|                                      | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Expenditure by Classification</b> |                   |                   |                               |                              |                                |
| Personnel Services                   | 208,985           | 240,578           | 243,000                       | 224,500                      | (18,500)                       |
| Contractual Services                 | 12,742            | 25,948            | 25,500                        | 19,500                       | (6,000)                        |
| Internal Services                    | 287               | 1,021             | 300                           | 600                          | 300                            |
| Other Charges                        | 4,988             | 6,789             | 7,900                         | 9,100                        | 1,200                          |
| <b>TOTAL EXPENDITURES</b>            | <b>227,002</b>    | <b>274,336</b>    | <b>276,700</b>                | <b>253,700</b>               | <b>(23,000)</b>                |

### Staffing Summary:

| Full-Time Employees | FY 2013    | FY 2014    | FY 2015    | FY 2016    | Inc/(Dec) |
|---------------------|------------|------------|------------|------------|-----------|
| Planning            | 2.5        | 2.5        | 2.5        | 2.5        | 0         |
| <b>Total</b>        | <b>2.5</b> | <b>2.5</b> | <b>2.5</b> | <b>2.5</b> | <b>0</b>  |

### Expenditure Detail:

| EXPENDITURES                | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                     | 152,052           | 172,748           | 173,805                       | 162,718                      | (11,087)                       |
| Overtime                    | -                 | -                 | -                             | -                            | -                              |
| Part-time Non-Classified    | 1,937             | 8,789             | 10,300                        | 10,476                       | 176                            |
| FICA                        | 10,709            | 13,081            | 13,231                        | 12,556                       | (675)                          |
| VRS-Employer                | 18,592            | 21,402            | 20,683                        | 19,150                       | (1,533)                        |
| Insurance Employer          | 1,781             | 2,054             | 2,294                         | 1,936                        | (358)                          |
| VA Local Disability Plan    | -                 | -                 | -                             | 277                          | 277                            |
| Worker's Compensation       | 225               | 203               | 317                           | 326                          | 9                              |
| Benefits Admin Fee          | 156               | 79                | 120                           | 60                           | (60)                           |
| Employee Benefits           | 23,323            | 21,980            | 21,989                        | 16,757                       | (5,232)                        |
| VRS Health Ins Credit       | 210               | 242               | 261                           | 244                          | (17)                           |
| <b>PERSONNEL</b>            | <b>208,985</b>    | <b>240,578</b>    | <b>243,000</b>                | <b>224,500</b>               | <b>(18,500)</b>                |
| Medical, Dental, & Hospital | 62                | -                 | -                             | -                            | -                              |
| Engineering & Architect     | -                 | 20,101            | 12,000                        | 5,000                        | (7,000)                        |
| Other Professional Services | 4,095             | -                 | 9,000                         | 10,000                       | 1,000                          |
| Employment Agencies         | 3,624             | -                 | -                             | -                            | -                              |

## Community Development - Planning

### ***Expenditure Detail:***

| <b>EXPENDITURES</b>      | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Printing & Binding       | 146                       | 542                       | 800                                    | 800                                   | -                                       |
| Local Media              | 4,815                     | 5,305                     | 3,600                                  | 3,600                                 | -                                       |
| Food Services - Catering | -                         | -                         | 100                                    | 100                                   | -                                       |
| CONTRACTUAL SERV         | 12,742                    | 25,948                    | 25,500                                 | 19,500                                | (6,000)                                 |
| Copier Charges           | 287                       | 1,021                     | 300                                    | 600                                   | 300                                     |
| INTERNAL SERVICES        | 287                       | 1,021                     | 300                                    | 600                                   | 300                                     |
| Postal Services          | 264                       | 1,028                     | 900                                    | 1,000                                 | 100                                     |
| Telecommunications       | 578                       | 668                       | 800                                    | 1,000                                 | 200                                     |
| Mileage & Transportation | 648                       | 911                       | 1,000                                  | 1,100                                 | 100                                     |
| Travel & Training        | 2,022                     | 2,558                     | 2,200                                  | 3,000                                 | 800                                     |
| Dues & Memberships       | 565                       | 765                       | 900                                    | 900                                   | -                                       |
| Background Checks        | 197                       | -                         | -                                      | -                                     | -                                       |
| Office Supplies          | 551                       | 94                        | 1,000                                  | 1,000                                 | -                                       |
| Food & Food Supplies     | 132                       | 52                        | 200                                    | 200                                   | -                                       |
| Books & Subscriptions    | -                         | 22                        | 100                                    | 100                                   | -                                       |
| Other Operating Supplies | 6                         | 355                       | 700                                    | 700                                   | -                                       |
| Computer Equipment       | -                         | 336                       | -                                      | -                                     | -                                       |
| Awards, Plaques, Other   | 25                        | -                         | 100                                    | 100                                   | -                                       |
| OTHER CHARGES            | 4,988                     | 6,789                     | 7,900                                  | 9,100                                 | 1,200                                   |
| <b>TOTAL PLANNING</b>    | <b>227,002</b>            | <b>274,336</b>            | <b>276,700</b>                         | <b>253,700</b>                        | <b>(23,000)</b>                         |

## Community Development – Redevelopment and Housing

The Redevelopment and Housing Department staff manages the Community Development Block Grant program and is responsible for advertising, regulating and administering any CDBG funds that are awarded to the City by the federal government. Staff makes certain that all funding applications and or projects are in compliance with HUD guidelines and objectives and awards funding accordingly. Staff also monitors the progress of CDBG projects as they are completed.

### ***Goals and Objectives:***

- Aid in the prevention or elimination of slums or blight.
- Provide a suitable living environment.
- Expand economic opportunities.

### ***Expenditure Detail:***

| EXPENDITURES               | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                    | 5,976             | 13,510            | 15,585                        | 20,240                       | 4,655                          |
| FICA                       | 463               | 1,159             | 1,152                         | 1,509                        | 357                            |
| VRS-Employer               | 609               | 1,861             | 1,814                         | 2,409                        | 595                            |
| Insurance Employer         | 58                | 179               | 212                           | 241                          | 29                             |
| Worker's Compensation      | 10                | 17                | 13                            | 17                           | 4                              |
| Benefits Admin Fee         | 9                 | 11                | 19                            | 9                            | (10)                           |
| Employee Benefits          | 723               | 2,649             | 3,185                         | 3,045                        | (140)                          |
| VRS Health Ins Credit      | 7                 | 21                | 20                            | 30                           | 10                             |
| PERSONNEL                  | 7,855             | 19,407            | 22,000                        | 27,500                       | 5,500                          |
| Local Media                | -                 | 965               | 1,000                         | 1,000                        | -                              |
| Other Government Services  | 14,611            | -                 | -                             | -                            | -                              |
| Community Development      | 1,064,702         | -                 | -                             | -                            | -                              |
| CONTRACTUAL SERV           | 1,079,313         | 965               | 1,000                         | 1,000                        | -                              |
| <b>TOTAL REDEVELOPMENT</b> | <b>1,087,168</b>  | <b>20,372</b>     | <b>23,000</b>                 | <b>28,500</b>                | <b>5,500</b>                   |

## Community Development - Zoning Department

The Zoning Department is dedicated to administering the Zoning Ordinance and associated laws of the Commonwealth of Virginia and the City of Winchester, in a courteous, responsive, and professional manner, contributing to the overall sustainability, health, safety and well-being of the citizens.

***Council Goals: Grow the Economy, Create a More Livable City for All, Develop a High Performing Organization, and Continue Revitalization of Historic Old Town Winchester***

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### Departmental Objectives:

- Attract new homeowners (young professionals and seniors) through enforcement of Property Maintenance Code, nuisance, and residential overcrowding provisions.
- Attract and encourage citizens to establish home occupations, which focus on technology and professional services.
- Attract new businesses and encourage expansion of existing businesses within the City through Property Maintenance Code enforcement and illegal sign enforcement.
- Develop and implement an aggressive and effective campaign against blight, derelict buildings and vacant properties.
- Continue to find ways to improve departmental effectiveness by achieving desired objectives with minimal departmental resources.
- Implement a strategy to improve customer service levels resulting in faster permit approvals, answering of citizen inquires, and resolving zoning and property maintenance violations.

### Departmental Strategies:

- Increase proactive enforcement by conducting walking tours, door-to-door visits, neighborhood civic group meetings, and inspection checklists.
- Update website and improve public awareness regarding Property Maintenance Code and Zoning violations.
- Update forms and create development guides to make new development and redevelopment projects easier to understand and complete.
- Update the City's Zoning Ordinance to bring in line with recently revised and adopted Comprehensive Plan, City of Winchester Strategic Plan, as well as bring it up to date with the enabling legislation of the Code of Virginia.

## Community Development - Zoning Department

### Performance Measures:

| Indicators  | 2012 | 2013 | 2014 | 2015<br>Estimated | 2016<br>Projected |
|---|------|------|------|-------------------|-------------------|
| <b>Measures</b>                                     |      |      |      |                   |                   |
| Certificates of Occupancy (Business)                | 234  | 255  | 324  | 300               | 310               |
| Certificates of Occupancy (Home-Based)              | 110  | 142  | 133  | 130               | 135               |
| Zoning Ordinance Text Amendments                    | 3    | 6    | 11   | 8                 | 10                |
| Historic District - Certificates of Appropriateness | 48   | 64   | 65   | 60                | 70                |
| Board of Zoning Appeals (Variances, Appeals)        | 20   | 9    | 10   | 10                | 10                |

### Expenditure Summary:

|                                      | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Expenditure by Classification</b> |                   |                   |                               |                              |                                |
| Personnel Services                   | 105,542           | 166,891           | 176,280                       | 172,000                      | (4,280)                        |
| Contractual Services                 | 30,398            | 8,968             | 29,350                        | 29,300                       | (50)                           |
| Internal Services                    | 802               | 2,808             | 2,000                         | 2,000                        | -                              |
| Other Charges                        | 4,433             | 5,732             | 9,070                         | 12,400                       | 3,330                          |
| <b>TOTAL EXPENDITURES</b>            | <b>141,175</b>    | <b>184,399</b>    | <b>216,700</b>                | <b>215,700</b>               | <b>(1,000)</b>                 |

### Staffing Summary:

| Full-Time Employees | FY 2013    | FY 2014    | FY 2015    | FY 2016    | Inc/(Dec) |
|---------------------|------------|------------|------------|------------|-----------|
| Zoning              | 2.5        | 2.5        | 2.5        | 2.5        | 0         |
| <b>Total</b>        | <b>2.5</b> | <b>2.5</b> | <b>2.5</b> | <b>2.5</b> | <b>0</b>  |

### Expenditure Detail:

| EXPENDITURES             | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                  | 79,493            | 121,047           | 126,318                       | 121,701                      | (4,617)                        |
| Part-time Non-Classified | 1,981             | 8,484             | 10,300                        | 10,476                       | 176                            |
| FICA                     | 6,028             | 9,679             | 10,256                        | 9,916                        | (340)                          |
| VRS-Employer             | 9,416             | 14,642            | 15,032                        | 14,483                       | (549)                          |
| Insurance Employer       | 902               | 1,405             | 1,667                         | 1,448                        | (219)                          |
| VA Local Disability Plan | -                 | -                 | -                             | 281                          | 281                            |

## Community Development - Zoning Department

### ***Expenditure Detail:***

| <b>EXPENDITURES</b>         | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|-----------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Worker's Compensation       | 114                       | 142                       | 278                                    | 292                                   | 14                                      |
| Benefits Admin Fee          | 99                        | 69                        | 120                                    | 48                                    | (72)                                    |
| Employee Benefits           | 7,403                     | 11,257                    | 12,120                                 | 13,173                                | 1,053                                   |
| VRS Health Ins Credit       | 106                       | 166                       | 189                                    | 182                                   | (7)                                     |
| <b>PERSONNEL</b>            | <b>105,542</b>            | <b>166,891</b>            | <b>176,280</b>                         | <b>172,000</b>                        | <b>(4,280)</b>                          |
| Medical, Dental, & Hospital | 473                       | -                         | -                                      | -                                     | -                                       |
| Other Professional Services | 15,849                    | 5,361                     | 25,000                                 | 25,000                                | -                                       |
| Employment Agencies         | 9,830                     | -                         | -                                      | -                                     | -                                       |
| Vehicle Repairs & Maint     | -                         | -                         | 100                                    | 100                                   | -                                       |
| Printing & Binding          | 478                       | 518                       | 750                                    | 700                                   | (50)                                    |
| Local Media                 | 3,768                     | 3,089                     | 3,500                                  | 3,500                                 | -                                       |
| <b>CONTRACTUAL SERV</b>     | <b>30,398</b>             | <b>8,968</b>              | <b>29,350</b>                          | <b>29,300</b>                         | <b>(50)</b>                             |
| Fuel                        | 115                       | 558                       | 800                                    | 800                                   | -                                       |
| Parts                       | -                         | 536                       | 150                                    | 150                                   | -                                       |
| Labor                       | -                         | 645                       | 250                                    | 250                                   | -                                       |
| Copier Charges              | 687                       | 1,069                     | 800                                    | 800                                   | -                                       |
| <b>INTERNAL SERVICES</b>    | <b>802</b>                | <b>2,808</b>              | <b>2,000</b>                           | <b>2,000</b>                          | <b>-</b>                                |
| Postal Services             | 737                       | 1,729                     | 1,000                                  | 1,100                                 | 100                                     |
| Telecommunications          | 755                       | 668                       | 900                                    | 1,400                                 | 500                                     |
| Motor Vehicle Insurance     | 422                       | 408                       | 750                                    | 750                                   | -                                       |
| Mileage & Transportation    | 218                       | 189                       | 450                                    | 400                                   | (50)                                    |
| Travel & Training           | -                         | 2,104                     | 3,320                                  | 6,100                                 | 2,780                                   |
| Dues & Memberships          | -                         | 125                       | 600                                    | 600                                   | -                                       |
| Court Filing Fees           | 726                       | -                         | -                                      | -                                     | -                                       |
| Office Supplies             | 347                       | 103                       | 900                                    | 900                                   | -                                       |
| Food & Food Service         | -                         | -                         | 450                                    | 450                                   | -                                       |
| Vehicle & Equipment         | 68                        | -                         | 50                                     | 50                                    | -                                       |
| Books & Subscriptions       | -                         | -                         | 150                                    | 150                                   | -                                       |
| Other Operating Supplies    | 66                        | 346                       | 500                                    | 500                                   | -                                       |
| Computer Equipment          | 1,094                     | 60                        | -                                      | -                                     | -                                       |
| <b>OTHER CHARGES</b>        | <b>4,433</b>              | <b>5,732</b>              | <b>9,070</b>                           | <b>12,400</b>                         | <b>3,330</b>                            |
| <b>TOTAL ZONING</b>         | <b>141,175</b>            | <b>184,399</b>            | <b>216,700</b>                         | <b>215,700</b>                        | <b>(1,000)</b>                          |

## Community Development – Economic Redevelopment

Economic Redevelopment works to facilitate appropriate economic development activities in downtown Winchester and throughout the City to maximize the use of industrial and commercial property, and to work toward the development of the workforce to enable its fullest potential.

### ***Goals and Objectives:***

- Redevelop vacant and underutilized property.
- Appropriately develop underdeveloped property.

### ***Performance Measures:***

| Indicators   | FY 2013<br>Actual | FY 2014<br>Actual | FY 2015<br>Estimated | FY 2016<br>Projected |
|--|-------------------|-------------------|----------------------|----------------------|
| <b>Measures</b>  |                   |                   |                      |                      |
| Unemployment Rate  | 5.5%              | 4.9%              | 4.8%                 | 4.6%                 |
| Combined Commercial Vacancy Rate                                 | 9.5%              | 8.6%              | 9.6%                 | 8.5%                 |
| Number of Business Incentives Awarded                            | 5                 | 3                 | 7                    | 5                    |
| Dollar Amount of Business Incentives Awarded or Leveraged        | \$426,000         | \$150,00          | \$451,000            | \$300,000            |
| Dollar Amount Capital Investment Leveraged (tracking in FY 2016) | n/a               | n/a               | n/a                  | \$1,500,000          |

### ***Expenditure Summary:***

|                                      | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Expenditure by Classification</b> |                   |                   |                               |                              |                                |
| Personnel Services                   | 180,790           | 208,569           | 191,300                       | 174,400                      | (16,900)                       |
| Contractual Services                 | 742               | 48,426            | 42,000                        | 42,000                       | -                              |
| Internal Services                    | 203               | 393               | 300                           | 300                          | -                              |
| Other Charges                        | 1,203,218         | 99,774            | 483,800                       | 483,800                      | -                              |
| <b>TOTAL EXPENDITURES</b>            | <b>1,384,953</b>  | <b>357,162</b>    | <b>717,400</b>                | <b>700,500</b>               | <b>(16,900)</b>                |

### ***Staffing Summary:***

| Full-Time Employees | FY 2013    | FY 2014    | FY 2015    | FY 2016  | Inc/(Dec)    |
|---------------------|------------|------------|------------|----------|--------------|
| Econ Redevelopment  | 1.5        | 2.0        | 2.5        | 2        | ( 0.5)       |
| <b>Total</b>        | <b>1.5</b> | <b>2.0</b> | <b>2.5</b> | <b>2</b> | <b>(0.5)</b> |

## Community Development – Economic Redevelopment

### ***Expenditure Summary:***

| <b>EXPENDITURES</b>          | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Regular                      | 137,702                   | 159,803                   | 143,764                                | 135,756                               | (8,008)                                 |
| Overtime                     | -                         | 50                        | -                                      | -                                     | -                                       |
| FICA                         | 9,982                     | 11,535                    | 10,410                                 | 9,899                                 | (511)                                   |
| VRS-Employer                 | 16,861                    | 19,437                    | 17,149                                 | 16,272                                | (877)                                   |
| Insurance Employer           | 1,616                     | 1,866                     | 1,891                                  | 1,847                                 | (44)                                    |
| VA Local Disability Plan     | -                         | -                         | -                                      | 204                                   | 204                                     |
| Worker's Compensation        | 194                       | 174                       | 119                                    | 133                                   | 14                                      |
| Benefits Admin Fee           | 102                       | 57                        | 101                                    | 48                                    | (53)                                    |
| Employee Benefits            | 14,143                    | 15,427                    | 17,647                                 | 10,010                                | (7,637)                                 |
| VRS Health Ins Credit        | 190                       | 220                       | 219                                    | 231                                   | 12                                      |
| <b>PERSONNEL</b>             | <b>180,790</b>            | <b>208,569</b>            | <b>191,300</b>                         | <b>174,400</b>                        | <b>(16,900)</b>                         |
| Medical, Dental & Hospital   | -                         | 450                       | -                                      | -                                     | -                                       |
| Legal Services               | -                         | 38,137                    | -                                      | -                                     | -                                       |
| Other Professional Services  | -                         | 8,992                     | 42,000                                 | 42,000                                | -                                       |
| Repairs & Maintenance        | -                         | 245                       | -                                      | -                                     | -                                       |
| Mowing & Trimming            | -                         | 150                       | -                                      | -                                     | -                                       |
| Printing & Binding           | 67                        | 120                       | -                                      | -                                     | -                                       |
| Local Media                  | 675                       | 332                       | -                                      | -                                     | -                                       |
| <b>CONTRACTUAL SERV</b>      | <b>742</b>                | <b>48,426</b>             | <b>42,000</b>                          | <b>42,000</b>                         | <b>-</b>                                |
| Copier Charges               | 203                       | 393                       | 300                                    | 300                                   | -                                       |
| <b>INTERNAL SERVICES</b>     | <b>203</b>                | <b>393</b>                | <b>300</b>                             | <b>300</b>                            | <b>-</b>                                |
| Postal Services              | 141                       | 178                       | 500                                    | 500                                   | -                                       |
| Telecommunications           | 937                       | 1,718                     | 1,000                                  | 1,000                                 | -                                       |
| Mileage & Transportation     | 515                       | 554                       | 2,000                                  | 2,000                                 | -                                       |
| Travel & Training            | 655                       | 1,756                     | 3,000                                  | 3,000                                 | -                                       |
| Business Development Grant   | 550,233                   | 89,513                    | 175,000                                | 175,000                               | -                                       |
| Other Payments/Contributions | 650,000                   | -                         | 300,000                                | 300,000                               | -                                       |
| Dues & Memberships           | -                         | 411                       | 300                                    | 300                                   | -                                       |
| Office Supplies              | 70                        | 1,507                     | 500                                    | 500                                   | -                                       |
| Building Repair & Maint      | -                         | 2,545                     | 500                                    | 500                                   | -                                       |
| Books & Subscriptions        | 235                       | 87                        | 250                                    | 250                                   | -                                       |
| Other Operating Supplies     | 272                       | 902                       | 750                                    | 750                                   | -                                       |
| Computer Equipment           | 160                       | 603                       | -                                      | -                                     | -                                       |
| <b>OTHER CHARGES</b>         | <b>1,203,218</b>          | <b>99,774</b>             | <b>483,800</b>                         | <b>483,800</b>                        | <b>-</b>                                |
| <b>TOTAL ECONOMIC REDEV</b>  | <b>1,384,953</b>          | <b>357,162</b>            | <b>717,400</b>                         | <b>700,500</b>                        | <b>(16,900)</b>                         |



## Community Development – Old Town Winchester

Old Town Winchester (OTW) is the department which oversees the historic downtown business district of the City. The Department works with the Old Town Development Board (OTDB). The OTDB is an advisory board which advises the Common Council and OTW on the expenditure of funds set aside through a special assessment on properties within the commercial historic district. OTW assists with the management and permitting for the primary and secondary Old Town assessment districts. OTW with the assistance and advisement of the OTDB, is responsible to the Common Council for overseeing the improvement, maintenance, development, planning, and promotion of Old Town Winchester.

The Board, appointed by the Winchester Common Council, is made up of 11 members representing downtown property owners, business owners, residents, Shenandoah University, and the City of Winchester.

### ***Goals and Objectives:***

- Manage the maintenance and development and overall physical appearance of the downtown.
- Promote opportunities for hosting special events, activities and retail promotions in Old Town that are appealing to professionals, residents and visitors.
- Add new events in the downtown to increase activity within the downtown and direct successful event coordination.
- Participate with Virginia Main Street program and meet National Main Street program requirements.
- Promote the district's assets and events to identified target markets using a variety of communication and media mechanisms including the oldtownwinchesterva.com website, social media as well as traditional media outlets.
- Encourage appropriate mixed-use and in-fill development, higher density and walkability in order to maximize the use of properties in the district which will attract and retain a dynamic blend of businesses, create residential options, and draw consumers and visitors.

### ***Outcomes:***

| Indicators  | 2013          | 2014          |
|---|---------------|---------------|
| <b>Measures</b>                                       |               |               |
| Cumulative Private Investment in OTW (Since mid-80's) | \$117 Million | \$122 Million |
| New businesses opened in OTW                          | 20            | 24            |
| Façade Grant projects (9) led to private investment   | 0             | \$40,000      |
| New rehabilitation projects                           | 45            | 50            |
| New events  | 10            | 10            |
| People attending per event                            | 1,500 – 4,000 | 500 – 4,000   |

## Community Development – Old Town Winchester

### Revenue Sources:

| Revenue Sources          | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| General Property Taxes   | 164,298           | 163,045           | 160,500                       | 160,500            | -                              |
| Miscellaneous Revenue    | 7,550             | 123,490           | 133,500                       | 133,500            | -                              |
| Federal                  | 5,000             | -                 | 5,000                         | 5,000              | -                              |
| Total Designated Revenue | <b>176,848</b>    | <b>286,535</b>    | <b>299,000</b>                | <b>299,000</b>     | -                              |
| Net General Tax Support  | <b>116,022</b>    | <b>139,550</b>    | <b>108,100</b>                | <b>161,200</b>     | <b>53,100</b>                  |

### Expenditure Summary:

| Expenditure by Classification | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Personnel Services            | 83,812            | 106,363           | 118,100                       | 148,400            | 30,300                         |
| Contractual Services          | 114,862           | 225,091           | 218,855                       | 238,653            | 19,798                         |
| Internal Services             | 72                | 348               | 200                           | 350                | 150                            |
| Other Charges                 | 94,124            | 94,283            | 69,945                        | 72,797             | 2,852                          |
| <b>TOTAL EXPENDITURES</b>     | <b>292,870</b>    | <b>426,085</b>    | <b>407,100</b>                | <b>460,200</b>     | <b>53,100</b>                  |

### Staffing Summary:

| Full-Time Employees | FY 2013  | FY 2014    | FY 2015    | FY 2016    | Inc/(Dec)  |
|---------------------|----------|------------|------------|------------|------------|
| OTW                 | 1        | 1.5        | 1.5        | 2.0        | 0.5        |
| <b>Total</b>        | <b>1</b> | <b>1.5</b> | <b>1.5</b> | <b>2.0</b> | <b>0.5</b> |

## Community Development – Old Town Winchester

### ***Expenditure Detail:***

| EXPENDITURES                | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Regular                     | 65,447            | 79,312            | 87,963                        | 111,571            | 23,608                         |
| FICA                        | 4,574             | 5,275             | 5,952                         | 7,632              | 1,680                          |
| VRS-Employer                | 5,698             | 9,622             | 10,468                        | 13,277             | 2,809                          |
| Insurance-Employer          | 546               | 924               | 1,161                         | 1,328              | 167                            |
| Worker's Compensation       | 94                | 87                | 73                            | 92                 | 19                             |
| Benefits Admin Fee          | 51                | 37                | 72                            | 48                 | (24)                           |
| Employee Benefits           | 7,338             | 10,997            | 12,279                        | 14,285             | 2,006                          |
| VRS Health Insurance Credit | 64                | 109               | 132                           | 167                | 35                             |
| PERSONNEL                   | 83,812            | 106,363           | 118,100                       | 148,400            | 30,300                         |
| Promotions                  | 1,431             | -                 | -                             | 20,000             | 20,000                         |
| Special Events Promotions   | 34,949            | 186,499           | 196,700                       | 199,536            | 2,836                          |
| Other Professional Services | 62,812            | 22,268            | 10,100                        | 8,135              | (1,965)                        |
| Repairs & Maintenance       | 35                | 245               | 100                           | -                  | (100)                          |
| Landscaping                 | -                 | 250               | -                             | -                  | -                              |
| Printing & Binding          | 8,273             | 12,942            | 6,830                         | 8,175              | 1,345                          |
| Local Media                 | 6,810             | 2,812             | 4,325                         | 2,682              | (1,643)                        |
| Contracted Parking          | 42                | 15                | -                             | -                  | -                              |
| Validated parking           | 302               | 60                | 100                           | 125                | 25                             |
| Food Services               | 208               | -                 | 700                           | -                  | (700)                          |
| CONTRACTUAL SERV            | 114,862           | 225,091           | 218,855                       | 238,653            | 19,798                         |
| Copier Charges              | 72                | 348               | 200                           | 350                | 150                            |
| INTERNAL CHARGES            | 72                | 348               | 200                           | 350                | 150                            |
| Postal Services             | 31                | 765               | 500                           | 500                | -                              |
| Telecommunications          | 333               | 1,531             | 720                           | 600                | (120)                          |
| General Liability Insurance | 262               | 247               | 250                           | 813                | 563                            |
| Office Equipment Rental     | 969               | 120               | -                             | 120                | 120                            |
| Building Rental             | 350               | 450               | 400                           | 450                | 50                             |
| Mileage & Transportation    | 1,861             | 444               | 660                           | 450                | (210)                          |
| Travel & Training           | 2,990             | 1,406             | 500                           | 950                | 450                            |
| VA Commission of Arts       | 10,000            | 10,000            | 10,000                        | 10,000             | -                              |
| Downtown Improv Repayment   | 50,000            | 50,000            | 50,000                        | 50,000             | -                              |
| Dues & Memberships          | 375               | 370               | 495                           | 470                | (25)                           |
| Misc. Charges & Fees        | 6,470             | 2,870             | -                             | 2,800              | 2,800                          |
| Office Supplies             | 508               | 2,360             | 200                           | 405                | 205                            |

## Community Development – Old Town Winchester

### ***Expenditure Detail - continued:***

| EXPENDITURES             | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Food & Food Service      | 1,281             | 945               | 350                           | 450                | 100                            |
| Landscaping/Agricultural | 2,619             | 2,605             | 2,000                         | 2,000              | -                              |
| Repairs & Maintenance    | 101               | 1,623             | 200                           | 200                | -                              |
| Books & Subscriptions    | 105               | 105               | 220                           | 105                | (115)                          |
| Other Operating Supplies | 14,484            | 16,651            | 3,250                         | 2,214              | (1,036)                        |
| Computer Supplies        | 1,278             | 1,611             | -                             | 190                | 190                            |
| Awards, Plaques, Other   | 107               | 180               | 200                           | 80                 | (120)                          |
| OTHER CHARGES            | 94,124            | 94,283            | 69,945                        | 72,797             | 2,852                          |
| <b>TOTAL OTW</b>         | <b>292,870</b>    | <b>426,085</b>    | <b>407,100</b>                | <b>460,200</b>     | <b>53,100</b>                  |

## Community Development – GIS - Mapping

GIS is a part of the Engineering Division within the Public Services Department. GIS provides assistance to the public and support to all the other City departments in producing a wide range of maps for various uses. Many of these maps can be accessed online from the City's website and paper copies can also be produced. Some of the maps maintained by GIS are:

- Tax maps
- Zoning maps
- Infrastructure maps for Utilities and Public Works
- Floodplain maps
- School bus routes
- Transit routes
- Refuse and Recycling Collection routes
- Aerial photos of the City

GIS can also produce specially designed maps to show a wide range of possible data or information.

### ***Expenditure Summary:***

|                                      | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGE | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|-----------------------------|--------------------------------|
| <b>Expenditure by Classification</b> |                   |                   |                               |                             |                                |
| Personnel Services                   | 65,880            | 65,713            | 67,100                        | 68,100                      | 1,000                          |
| Contractual Services                 | 12,810            | 10,560            | 14,900                        | 14,900                      | -                              |
| Other Charges                        | 2,569             | 1,939             | 6,500                         | 6,500                       | -                              |
| <b>TOTAL EXPENDITURES</b>            | <b>81,259</b>     | <b>78,212</b>     | <b>88,500</b>                 | <b>89,500</b>               | <b>1,000</b>                   |

### ***Staffing Summary:***

| <b><i>Full-Time Employees</i></b> | <b><i>FY 2013</i></b> | <b><i>FY 2014</i></b> | <b><i>FY 2015</i></b> | <b><i>FY 2016</i></b> | <b><i>Inc/(Dec)</i></b> |
|-----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| GIS                               | 1                     | 1                     | 1                     | 1                     | 0                       |
| <b>Total</b>                      | <b>1</b>              | <b>1</b>              | <b>1</b>              | <b>1</b>              | <b>0</b>                |

## Community Development – GIS - Mapping

### ***Expenditure Detail:***

| EXPENDITURES               | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                    | 48,710            | 49,904            | 51,147                        | 52,166                       | 1,019                          |
| FICA                       | 3,557             | 3,821             | 3,889                         | 4,016                        | 127                            |
| VRS-Employer               | 6,050             | 6,163             | 6,086                         | 6,208                        | 122                            |
| Insurance Employer         | 580               | 592               | 675                           | 621                          | (54)                           |
| Worker's Compensation      | 71                | 55                | 42                            | 43                           | 1                              |
| Benefits Admin Fee         | 72                | 30                | 48                            | 24                           | (24)                           |
| Employee Benefits          | 6,772             | 5,078             | 5,136                         | 4,944                        | (192)                          |
| VRS Health Ins Credit      | 68                | 70                | 77                            | 78                           | 1                              |
| PERSONNEL                  | 65,880            | 65,713            | 67,100                        | 68,100                       | 1,000                          |
| Medical, Dental & Hospital | 35                | -                 | -                             | -                            | -                              |
| Repairs & Maintenance      | -                 | -                 | 500                           | 500                          | -                              |
| Computer Service Contracts | 12,775            | 10,560            | 14,400                        | 14,400                       | -                              |
| CONTRACTUAL SERV           | 12,810            | 10,560            | 14,900                        | 14,900                       | -                              |
| Mileage & Transportation   | -                 | -                 | 1,000                         | 1,000                        | -                              |
| Travel & Training          | -                 | -                 | 2,400                         | 2,400                        | -                              |
| Office Supplies            | 179               | 805               | 500                           | 500                          | -                              |
| Books & Subscriptions      | -                 | -                 | 100                           | 100                          | -                              |
| Other Operating Supplies   | 2,390             | -                 | 2,500                         | 2,500                        | -                              |
| Computer Equipment         | -                 | 1,134             | -                             | -                            | -                              |
| OTHER CHARGES              | 2,569             | 1,939             | 6,500                         | 6,500                        | -                              |
| <b>TOTAL GIS</b>           | <b>81,259</b>     | <b>78,212</b>     | <b>88,500</b>                 | <b>89,500</b>                | <b>1,000</b>                   |

## Other

### ***Expenditure Detail:***

| <b>EXPENDITURES</b>   | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|-----------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Retirees              | 316,243                   | 329,529                   | 317,946                                | -                                     | (317,946)                               |
| PERSONNEL             | 316,243                   | 329,529                   | 317,946                                | -                                     | (317,946)                               |
| Parking               | 140,694                   | 146,255                   | 158,999                                | 159,049                               | 50                                      |
| CONTRACTUAL SERVICES  | 140,694                   | 146,255                   | 158,999                                | 159,049                               | 50                                      |
| Fund Balance          | -                         | -                         | -                                      | 424,650                               | 424,650                                 |
| Grant Matching Funds  | -                         | -                         | -                                      | 20,000                                | 20,000                                  |
| Emergency Contingency | -                         | -                         | -                                      | 10,000                                | 10,000                                  |
| OTHER CHARGES         | -                         | -                         | -                                      | 454,650                               | 454,650                                 |
| <b>TOTAL OTHER</b>    | <b>456,937</b>            | <b>475,784</b>            | <b>476,945</b>                         | <b>613,699</b>                        | <b>136,754</b>                          |

## Outside Agencies

Outside Agencies are funded through appropriations from the City's General Fund. These organizations provide services for and on behalf of City residents and visitors. City funding of these organizations is mainly discretionary, meaning the City determines the level of funding for each agency. The City Manager recommends funding levels based on requests, need, services provided, and funding availability.

### ***Expenditure Detail:***

| <b>EXPENDITURES</b>           | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|-------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Our Health                    | 20,188                    | 20,188                    | 20,188                                 | 20,188                                | -                                       |
| Shen Area Agency on Aging     | 20,000                    | 20,000                    | 20,000                                 | 20,000                                | -                                       |
| Boys & Girls Club             | 10,000                    | 10,000                    | 10,000                                 | 10,000                                | -                                       |
| Healthy Families              | 10,000                    | 10,000                    | 10,000                                 | 10,000                                | -                                       |
| The Laurel Center             | 3,000                     | 3,000                     | 53,000                                 | 3,000                                 | (50,000)                                |
| Winchester Day Nursery        | 10,000                    | 10,000                    | 10,000                                 | 10,000                                | -                                       |
| Fremont Street Nursery        | 10,000                    | 10,000                    | 10,000                                 | 10,000                                | -                                       |
| Youth Development Center      | 10,000                    | 10,000                    | 10,000                                 | 10,000                                | -                                       |
| Discovery Museum              | 10,000                    | 10,000                    | 10,000                                 | 10,000                                | -                                       |
| Discovery Museum - Capital    | -                         | 100,000                   | 100,000                                | 100,000                               | -                                       |
| Historical Society            | 79,525                    | 79,525                    | 85,750                                 | 85,750                                | -                                       |
| <b>TOTAL OUTSIDE AGENCIES</b> | <b>182,713</b>            | <b>282,713</b>            | <b>338,938</b>                         | <b>288,938</b>                        | <b>(50,000)</b>                         |



## Regional Agencies

Regional Agencies are funded through appropriations from the City's General Fund. These agencies provide cost-effective services to the citizens of Winchester by cooperatively combining resources with other local governments or agencies. City funding is typically based on City overall population estimates or is allocated based on the number of City residents using the service or facility. Funding can also be Federal or State mandated for some of the agencies.

### ***Expenditure Detail:***

| <b>EXPENDITURES</b>                | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|------------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Juvenile Detention Center          | 267,090                   | 299,751                   | 361,682                                | 391,595                               | 29,913                                  |
| NWRDC Regional Jail                | 3,473,847                 | 3,549,207                 | 3,689,108                              | 4,154,548                             | 465,440                                 |
| Lord Fairfax EMS Council           | 8,306                     | 8,306                     | 8,306                                  | 9,137                                 | 831                                     |
| Addiction Action Committee         | -                         | -                         | -                                      | 60,000                                | 60,000                                  |
| SPCA                               | 115,000                   | 115,000                   | 115,000                                | 120,000                               | 5,000                                   |
| Win-Fred Metro Planning Org        | 13,379                    | 20,000                    | 20,000                                 | 27,500                                | 7,500                                   |
| State Health Department            | 258,766                   | 266,701                   | 294,570                                | 300,393                               | 5,823                                   |
| NW Community Services              | 183,307                   | 183,307                   | 183,307                                | 192,472                               | 9,165                                   |
| LFCC                               | 37,391                    | 37,391                    | 55,216                                 | 60,288                                | 5,072                                   |
| Handley Regional Library           | 390,334                   | 390,334                   | 390,334                                | 419,020                               | 28,686                                  |
| LF Soil & Water Conservancy        | -                         | -                         | 1,000                                  | 1,000                                 | -                                       |
| Winc/Fred Co EDC                   | 72,000                    | 72,000                    | -                                      | -                                     | -                                       |
| Winchester Regional Airport        | 10,413                    | 18,250                    | 17,649                                 | 20,887                                | 3,238                                   |
| Regional Airport Capital           | 17,836                    | 170,568                   | 26,645                                 | 9,836                                 | (16,809)                                |
| NSV Regional Commission            | 15,198                    | 15,177                    | 15,178                                 | 15,785                                | 607                                     |
| <b>TOTAL REGIONAL<br/>AGENCIES</b> | <b>4,862,867</b>          | <b>5,145,992</b>          | <b>5,177,995</b>                       | <b>5,782,461</b>                      | <b>604,466</b>                          |

## Transfers/Debt Service

### Transfers:

| EXPENDITURES                | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Transit Fund                | 200,000           | 176,000           | 283,000                       | 269,000                      | (14,000)                       |
| Social Services Fund        | 1,269,114         | 1,161,418         | 1,448,000                     | 1,478,000                    | 30,000                         |
| Community Service Pool Fund | 818,886           | 509,628           | 840,000                       | 807,000                      | (33,000)                       |
| Parking Authority           | -                 | 1,000,000         | -                             | -                            | -                              |
| Schools Operating Fund      | 26,651,702        | 25,659,975        | 27,699,102                    | 28,649,102                   | 950,000                        |
| Schools Operating Other     | 17,145            | 20,000,000        | 16,200                        | 16,200                       | -                              |
| Schools Capital Improvement | -                 | -                 | 50,000                        | -                            | (50,000)                       |
| City CIP Fund               | 911,075           | 1,405,000         | 2,335,000                     | 1,500,000                    | (835,000)                      |
| NSV Tourism                 | 100,500           | 100,500           | 100,500                       | 100,500                      | -                              |
| Highway Maintenance Fund    | 525,000           | 1,360,000         | 1,466,600                     | 590,000                      | (876,600)                      |
| <b>TOTAL TRANSFERS</b>      | <b>30,493,422</b> | <b>51,372,521</b> | <b>34,238,402</b>             | <b>33,409,802</b>            | <b>(828,600)</b>               |

### Debt Service:

| EXPENDITURES              | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| City Principal            | 1,194,676         | 889,040           | 1,231,100                     | 1,341,600                    | 110,500                        |
| HUD 108 Loan Principal    | 100,000           | 300,000           | 200,000                       | 200,000                      | -                              |
| City Interest             | 700,668           | 653,704           | 798,550                       | 743,100                      | (55,450)                       |
| Bond Issuance Costs       | 216,634           | 183,567           | -                             | -                            | -                              |
| Deposit with Escrow Agent | 26,730,493        | -                 | -                             | -                            | -                              |
| HUD 108 Loan Interest     | 2,201             | 3,039             | 2,000                         | 2,000                        | -                              |
| Paying Agent Fees         | 1,000             | 1,000             | 1,000                         | 1,000                        | -                              |
| Schools Principal         | 4,769,590         | 4,858,522         | 4,777,800                     | 4,586,400                    | (191,400)                      |
| Schools Interest          | 2,480,085         | 3,015,096         | 3,339,000                     | 3,050,700                    | (288,300)                      |
| <b>TOTAL DEBT SERVICE</b> | <b>36,195,347</b> | <b>9,903,968</b>  | <b>10,349,450</b>             | <b>9,924,800</b>             | <b>(424,650)</b>               |

## Social Services Fund

Social Services provides the following programs: Supplemental Nutritional Assistance Program (SNAP), Medicaid, Temporary Assistance to Needy Families (TANF), Virginia Initiative for Employment Not Welfare (VIEW employment services), Child Care Assistance, adoption services, foster care, Child Protective Services (CPS), independent living, family preservation and support services, adult protective services. Also provided are services under the Comprehensive Services Act for at-risk children and the Housing Choice Program

***Mission: People helping people triumph over poverty, abuse and neglect to shape strong futures for themselves, their families and communities.***

### ***Council Goal: Grow the Economy***

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Social Services Strategies:

- Promote workforce development activities for low income and disabled citizens
- Provide increased focus on self-sufficiency and family strengthening programming in the provision of core mandated services
- Continue agency transition from income support programs toward self-sufficiency and family strengthening programs
- Maintain current support programs to help stabilize families during periods of unemployment or re-training
- Help secure a more reliable workforce by providing day care assistance, transportation assistance, life skills training, resource development, and job coaching to at-risk workers entering the workforce
- Continue to support and promote educational programs, opportunities and initiatives to city residents
- Continue to develop and support public-private partnerships that support workforce opportunities

### ***Council Goal: Create a More Livable City for All***

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Social Services Strategies:

- Assure assisted units meet the City of Winchester's Rental Housing Inspection Ordinance requirements and VHDA's Housing Quality Standards
- Maintain Community Planning and Management Team (CPMT) commitment to provide child-centered, family-focused, strength based and community based services
- Engage faith based and community organizations to promote family strengthening and increased natural supports

### ***Council Goal: Develop a High Performing Organization***

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#### Social Services Strategies:

- Maintain a cadre of certified forensic interviewers among Child Protective Services (CPS) staff who will partner with Winchester Policy Department (WPD) investigative staff for timely and accurate investigations of child abuse or neglect
- Promote collaborative investigations and prosecutions through the Multidisciplinary Team and Child Advocacy Center to insure the protection and safety of children and that appropriate criminal convictions are upheld
- Provide truancy prevention programming in collaboration with schools, police, Commonwealth's Attorney and JDR court
- Continue partner with Winchester Public Schools to provide family services and Family Team Meeting facilitation to at-risk children and their families
- Promote good stewardship and accountability through increased focus on data collection and performance outcomes
- Implement succession planning for key positions
- Utilization of innovation and technology to create increased access to services and enhance customer service

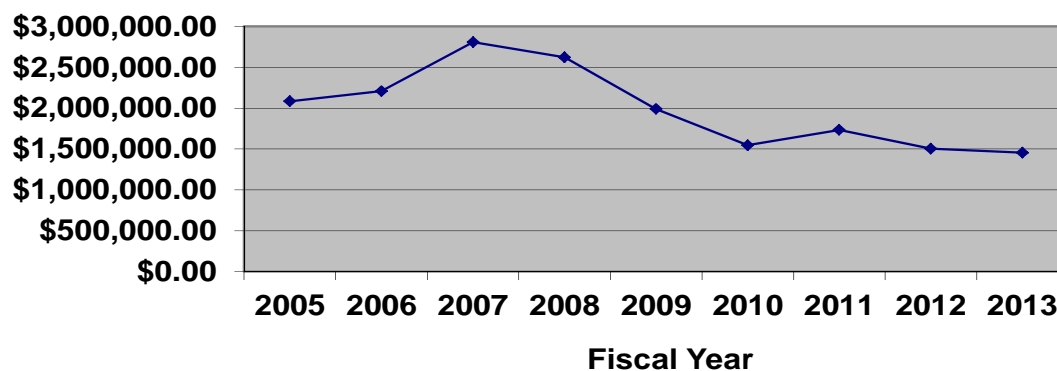
#### **Data**

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#### **Comprehensive Services Act Expenditures**

Implementation of a System of Care philosophy and increased permanency planning has resulted in decreasing CSA expenditures, congregate care placements, and total foster care placements. CSA spending in FY 2014 was at an all-time low, \$1,116,510.

#### **CSA Expenditures**



## Social Services Fund

### Data (continued)

#### Family Based and Congregate Care Placements

The total number of congregate care placements for children living in foster care has decreased significantly and currently at an all-time agency low. Currently 100% of children in foster care in the City of Winchester reside in a family-based placement and no children are residing in congregate care.

#### Adoptions

Winchester Social Services completed two (2) adoptions in FY 2014 to secure permanency for children in foster care.

#### SNAP Application Processing Benefit Programs - FY 2014

Timeliness of SNAP Regular and Exp. Application Processing—98.36% (Target 97%)

\*Court ordered processing standard for Virginia

#### Revenue and Expenditure Summary:

|                                      | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b>Revenue by Classification</b>     |                   |                   |                               |                    |                                |
| Recovered Costs                      | 2,075             | 61                | -                             | -                  | -                              |
| State Revenue                        | 2,287,124         | 2,120,031         | 2,976,084                     | 2,957,674          | (18,410)                       |
| Federal Revenue                      | 1,798,363         | 2,144,245         | 1,926,916                     | 2,049,476          | 122,560                        |
| Non-Revenue Receipts                 | 2,090,612         | 1,671,046         | 2,320,000                     | 2,321,850          | 1,850                          |
| <b>TOTAL REVENUE</b>                 | <b>6,178,174</b>  | <b>5,935,383</b>  | <b>7,223,000</b>              | <b>7,329,000</b>   | <b>106,000</b>                 |
| <b>Expenditure by Classification</b> |                   |                   |                               |                    |                                |
| Personnel Services                   | 2,584,565         | 2,592,204         | 2,798,595                     | 2,869,961          | 71,366                         |
| Contractual Services                 | 139,671           | 119,866           | 161,750                       | 179,150            | 17,400                         |
| Internal Services                    | 9,892             | 53,793            | 79,550                        | 79,450             | (100)                          |
| Other Charges                        | 3,407,089         | 3,212,754         | 4,171,105                     | 4,180,439          | 9,334                          |
| Capital                              | 17,786            | -                 | 12,000                        | 20,000             | 8,000                          |
| <b>TOTAL EXPENDITURES</b>            | <b>6,159,003</b>  | <b>5,978,617</b>  | <b>7,223,000</b>              | <b>7,329,000</b>   | <b>106,000</b>                 |

## Social Services Fund

### ***Staffing Summary:***

| <b>Full-Time Employees</b> | <b>FY 2013</b> | <b>FY 2014</b> | <b>FY 2015</b> | <b>FY 2016</b> | <b>Inc/(Dec)</b> |
|----------------------------|----------------|----------------|----------------|----------------|------------------|
| Welfare Admin              | 41             | 42             | 42             | 42             | 0                |
| Housing Choice Voucher     | 3              | 2              | 2              | 2              | 0                |
| <b>Total</b>               | <b>44</b>      | <b>44</b>      | <b>44</b>      | <b>44</b>      | <b>0</b>         |

### ***Revenue Detail:***

| <b>REVENUE</b>                    | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|-----------------------------------|---------------------------|---------------------------|--|----------------------------|---|
| Local                             | 2,075                     | 61                        | -                                      | -                          | -                                       |
| RECOVERED COSTS                   | 2,075                     | 61                        | -                                      | -                          | -                                       |
| Public Assistance & Admin         | 1,043,099                 | 1,109,090                 | 1,390,354                              | 1,367,944                  | (22,410)                                |
| Foster Care                       | 692,813                   | 598,243                   | 929,000                                | 929,000                    | -                                       |
| Administration Funds              | 8,639                     | 8,639                     | 9,000                                  | 9,000                      | -                                       |
| CSA Support Enforcement           | 9,457                     | 13,087                    | 22,000                                 | 22,000                     | -                                       |
| Section 8 VHDA Admin Fees         | 122,883                   | 94,581                    | 96,000                                 | 100,000                    | 4,000                                   |
| CSA EI840 Grant                   | 407,627                   | 294,377                   | 526,528                                | 526,528                    | -                                       |
| Child Care Quality Initiative     | 2,606                     | 2,014                     | 3,202                                  | 3,202                      | -                                       |
| STATE REVENUE                     | 2,287,124                 | 2,120,031                 | 2,976,084                              | 2,957,674                  | (18,410)                                |
| Public Assistance & Admin         | 1,622,274                 | 1,899,987                 | 1,810,803                              | 1,933,363                  | 122,560                                 |
| Child Care Quality Initiative     | 3,777                     | 2,919                     | 4,641                                  | 4,641                      | -                                       |
| Early Intervention                | 172,312                   | 241,339                   | 111,472                                | 111,472                    | -                                       |
| ARRA - Early Intervention         | -                         | -                         | -                                      | -                          | -                                       |
| FEDERAL REVENUE                   | 1,798,363                 | 2,144,245                 | 1,926,916                              | 2,049,476                  | 122,560                                 |
| Insurance Recoveries              | 2,612                     | -                         | -                                      | -                          | -                                       |
| General Fund                      | 2,088,000                 | 1,671,046                 | 2,280,000                              | 2,285,000                  | 5,000                                   |
| Assigned HCVP                     | -                         | -                         | 40,000                                 | 36,850                     | (3,150)                                 |
| NON-REVENUE<br>RECEIPTS           | 2,090,612                 | 1,671,046                 | 2,320,000                              | 2,321,850                  | 1,850                                   |
| <b>TOTAL SOCIAL SVCS<br/>FUND</b> | <b>6,178,174</b>          | <b>5,935,383</b>          | <b>7,223,000</b>                       | <b>7,329,000</b>           | <b>106,000</b>                          |

# Social Services Fund

## ***Expenditure Detail:***

|                               | FY 2013   | FY 2014   | FY 2015         | FY 2016   | FY 2016          |
|-------------------------------|-----------|-----------|-----------------|-----------|------------------|
| EXPENDITURES                  | ACTUAL    | ACTUAL    | ORIGINAL BUDGET | ADOPTED   | BUDGET Inc/(Dec) |
| <b>WELFARE ADMINISTRATION</b> |           |           |                 |           |                  |
| Regular                       | 1,662,536 | 1,684,172 | 1,852,198       | 1,901,186 | 48,988           |
| Overtime                      | 29,125    | 34,694    | 28,000          | 38,000    | 10,000           |
| Part-time Non-Classified      | 65,473    | 69,048    | 65,200          | 84,500    | 19,300           |
| FICA                          | 128,653   | 131,276   | 144,602         | 148,394   | 3,792            |
| VRS-Employer                  | 199,502   | 202,616   | 220,626         | 226,256   | 5,630            |
| Retirees                      | 59,462    | 62,234    | 58,900          | 58,100    | (800)            |
| Insurance-Employer            | 19,115    | 19,498    | 24,506          | 22,731    | (1,775)          |
| VA Local Disability Plan      | -         | 66        | 1,257           | 1,645     | 388              |
| SUTA                          | 5,124     | 12,756    | -               | -         | -                |
| Worker's Compensation         | 15,333    | 12,892    | 9,874           | 10,718    | 844              |
| Benefits Admin Fee            | 2,613     | 1,106     | 2,012           | 1,006     | (1,006)          |
| Employee Benefits             | 248,034   | 249,638   | 275,257         | 262,532   | (12,725)         |
| VRS Health Insurance Credit   | 2,249     | -         | 2,818           | -         | (2,818)          |
| PERSONNEL                     | 2,437,219 | 2,479,996 | 2,685,250       | 2,755,068 | 69,818           |
| Medical, Dental, & Hospital   | 462       | -         | -               | -         | -                |
| Legal Services                | 41,166    | 46,593    | 40,000          | 60,000    | 20,000           |
| Other Professional Services   | 22,640    | 14,142    | 35,000          | 35,000    | -                |
| Employment Agencies           | -         | -         | 1,000           | 1,000     | -                |
| Repairs & Maintenance         | 10,460    | 7,569     | 9,000           | 9,000     | -                |
| Vehicle Repair & Maint        | 5,408     | 2,914     | 3,000           | 3,000     | -                |
| Computer Services             | 2,479     | 650       | 3,000           | 3,000     | -                |
| Printing & Binding            | 2,362     | 1,731     | 3,000           | 3,000     | -                |
| Local Media                   | 3,285     | -         | -               | -         | -                |
| Contracted Parking            | 25,666    | 25,536    | 34,800          | 32,400    | (2,400)          |
| Refuse Service                | 195       | -         | 900             | 900       | -                |
| Food Services                 | -         | -         | 1,450           | 1,450     | -                |
| CONTRACTUAL SERV              | 114,123   | 99,135    | 131,150         | 148,750   | 17,600           |
| Data Processing               | 8,500     | -         | -               | -         | -                |
| Equipment Fuel                | 460       | 45        | 1,700           | 1,700     | -                |
| Equipment Parts               | 227       | 648       | 500             | 500       | -                |
| Equipment Labor               | 596       | 996       | 2,000           | 2,000     | -                |
| Charges                       | -         | 52,008    | 75,000          | 75,000    | -                |
| Copier Charges                | 23        | -         | 50              | 50        | -                |
| INTERNAL SERVICES             | 9,806     | 53,697    | 79,250          | 79,250    | -                |

# Social Services Fund

## ***Expenditure Detail - continued:***

| <b>EXPENDITURES</b>                              | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--|---------------------------|---------------------------|--|----------------------------|---|
| <b><i>WELFARE ADMINISTRATION - continued</i></b> |                           |                           |  |                            |   |
| Postal Services                                  | 17,626                    | 18,892                    | 18,000                                 | 20,000                     | 2,000                                   |
| Telecommunications                               | 16,425                    | 25,238                    | 30,000                                 | 30,000                     | -                                       |
| Property Insurance                               | -                         | -                         | 1,500                                  | 1,500                      | -                                       |
| Motor Vehicle Insurance                          | 3,858                     | 3,695                     | 5,000                                  | 5,000                      | -                                       |
| General Liability Insurance                      | 13,111                    | 12,490                    | 13,000                                 | 13,000                     | -                                       |
| Office Equipment Rental                          | 4,158                     | 4,930                     | 6,000                                  | 4,000                      | (2,000)                                 |
| Buildings  | 235,226                   | 243,836                   | 245,000                                | 247,432                    | 2,432                                   |
| Mileage  | 348                       | 2,436                     | 2,000                                  | 2,000                      | -                                       |
| Travel & Training                                | 12,246                    | 13,012                    | 17,000                                 | 17,000                     | -                                       |
| Dues & Memberships                               | 813                       | 990                       | 2,550                                  | 2,550                      | -                                       |
| Parks & Rec Activities                           | -                         | 1                         | -                                      | -                          | -                                       |
| Misc Charges & Fees                              | 117                       | 116                       | 500                                    | 500                        | -                                       |
| Background Checks                                | 709                       | 60                        | 500                                    | 500                        | -                                       |
| Office Supplies                                  | 12,738                    | 17,991                    | 20,000                                 | 20,000                     | -                                       |
| Food & Food Service                              | 1,429                     | 1,603                     | 2,000                                  | 2,000                      | -                                       |
| Laundry & Janitorial                             | 558                       | 462                       | 500                                    | 500                        | -                                       |
| Building Repair & Maint                          | 11                        | -                         | -                                      | -                          | -                                       |
| Vehicle & Equipment Fuels                        | 9,877                     | 8,373                     | 10,000                                 | 10,000                     | -                                       |
| Books & Subscriptions                            | 339                       | 389                       | 500                                    | 500                        | -                                       |
| Other Operating Supplies                         | 23,052                    | 16,889                    | 16,200                                 | 18,600                     | 2,400                                   |
| Computer Supplies                                | 8,338                     | 3,564                     | 2,300                                  | 7,300                      | 5,000                                   |
| Awards, Plaques, Other                           | -                         | 269                       | -                                      | -                          | -                                       |
| OTHER CHARGES                                    | 360,979                   | 375,236                   | 392,550                                | 402,382                    | 9,832                                   |
| Furniture & Fixtures                             | -                         | -                         | -                                      | 20,000                     | 20,000                                  |
| Motor Vehicle & Equipment                        | 17,786                    | -                         | 12,000                                 | -                          | (12,000)                                |
| CAPITAL  | 17,786                    | -                         | 12,000                                 | 20,000                     | 8,000                                   |
| <b>TOTAL WELFARE ADMIN</b>                       | <b>2,939,913</b>          | <b>3,008,064</b>          | <b>3,300,200</b>                       | <b>3,405,450</b>           | <b>105,250</b>                          |
| <b><i>PUBLIC ASSISTANCE</i></b>                  |                           |                           |  |                            |   |
| Shared Personnel Cost                            | 24,823                    | 19,033                    | 28,000                                 | 28,000                     | -                                       |
| CONTRACTUAL SERV                                 | 24,823                    | 19,033                    | 28,000                                 | 28,000                     | -                                       |
| VA Cooperative Extension                         | 7,554                     | 5,839                     | 9,281                                  | 9,281                      | -                                       |
| General Relief                                   | 6,215                     | 10,703                    | 13,719                                 | 13,719                     | -                                       |



## Social Services Fund

### ***Expenditure Detail - continued:***

|   | FY 2013          | FY 2014          | FY 2015            | FY 2016          | FY 2016             |
|---|------------------|------------------|--------------------|------------------|---------------------|
| EXPENDITURES                                | ACTUAL           | ACTUAL           | ORIGINAL<br>BUDGET | ADOPTED          | BUDGET<br>Inc/(Dec) |
| <b><i>PUBLIC ASSISTANCE - continued</i></b> |                  |                  |                    |                  |                     |
| AUX Grants - Aged                           | 55,328           | 50,367           | 70,719             | 70,719           | -                   |
| AUX Grants - Disabled                       | 101,349          | 125,403          | 146,000            | 146,000          | -                   |
| TANF Manual Checks                          | 193              | -                | 3,000              | 3,000            | -                   |
| AFDC - Foster Care                          | 213,406          | 305,558          | 200,000            | 310,000          | 110,000             |
| Emergency Assistance                        | -                | -                | 1,000              | 1,000            | -                   |
| Refugee Resettlement                        | -                | -                | 1,000              | 1,000            | -                   |
| Child Day Care/At Risk                      | -                | -                | -                  | -                | -                   |
| Child Day Care/100% Federal                 | (300)            | (491)            | -                  | -                | -                   |
| Strengthening Family                        | 2,595            | 17,405           | -                  | -                | -                   |
| Special Needs Adoption Maint                | 104,083          | 94,417           | 275,000            | 165,000          | (110,000)           |
| Adoption Subsidy F/S/L                      | 356,230          | 410,953          | 425,000            | 425,000          | -                   |
| Special Needs Adoption P.S.                 | -                | 4,000            | 50,000             | 50,000           | -                   |
| Family Preservation                         | 3,737            | 3,459            | 3,751              | 5,000            | 1,249               |
| Independent Living Skills                   | 9,059            | 8,595            | 15,000             | 13,751           | (1,249)             |
| Adult Protective Services                   | 5,613            | 3,981            | 6,000              | 6,000            | -                   |
| Safe & Stable Families                      | 22,890           | 15,857           | 22,330             | 22,230           | (100)               |
| VIEW - Purchased Service                    | -                | -                | 5,000              | 2,000            | (3,000)             |
| VIEW - Supportive Service                   | 62,168           | 63,680           | 65,000             | 65,000           | -                   |
| Head Start Trans                            | -                | -                | -                  | -                | -                   |
| VIEW Working Day Care                       | -                | -                | -                  | -                | -                   |
| Transitional DC                             | -                | -                | -                  | -                | -                   |
| Home-Based Companion                        | 3,491            | 843              | 8,500              | 8,500            | -                   |
| TANF Working Day Care                       | -                | -                | -                  | -                | -                   |
| VIEW Transitional Day Care                  | -                | -                | -                  | -                | -                   |
| VIEW Transportation                         | 23,979           | 30,854           | 28,000             | 31,000           | 3,000               |
| VIEW Transitional Transportation            | -                | -                | 2,000              | 2,000            | -                   |
| Respite Care                                | 2,989            | 4,175            | 3,500              | 3,500            | -                   |
| OTHER CHARGES                               | 980,579          | 1,155,598        | 1,353,800          | 1,353,700        | (100)               |
| <b>TOTAL PUBLIC ASSISTANCE</b>              | <b>1,005,402</b> | <b>1,174,631</b> | <b>1,381,800</b>   | <b>1,381,700</b> | <b>(100)</b>        |

# Social Services Fund

## ***Expenditure Detail - continued:***

| EXPENDITURES                           | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b><i>HOUSING ASSISTANCE ADMIN</i></b> |                   |                   |                               |                    |                                |
| Regular                                | 105,434           | 81,049            | 83,053                        | 84,729             | 1,676                          |
| FICA                                   | 8,060             | 6,181             | 6,312                         | 6,424              | 112                            |
| VRS-Employer                           | 12,845            | 10,010            | 9,883                         | 10,083             | 200                            |
| Retirees                               | 3,022             | 3,144             | 2,000                         | 2,100              | 100                            |
| Insurance-Employer                     | 1,231             | 961               | 1,096                         | 1,008              | (88)                           |
| Worker's Compensation                  | 202               | 126               | 94                            | 98                 | 4                              |
| Benefits Admin Fee                     | 203               | 62                | 100                           | 50                 | (50)                           |
| Employee Benefits                      | 16,204            | 10,563            | 10,683                        | 10,283             | (400)                          |
| VRS Health Insurance Credit            | 145               | 112               | 124                           | 118                | (6)                            |
| PERSONNEL                              | 147,346           | 112,208           | 113,345                       | 114,893            | 1,548                          |
| Medical, Dental & Hospital             | 140               | -                 | -                             | -                  | -                              |
| Other Professional Services            | -                 | 85                | -                             | -                  | -                              |
| Repairs & Maintenance                  | 378               | 396               | 500                           | 1,000              | 500                            |
| Vehicle Repairs & Maint                | -                 | 66                | 100                           | -                  | (100)                          |
| Printing & Binding                     | 207               | 143               | 200                           | 200                | -                              |
| Local Media                            | -                 | -                 | -                             | -                  | -                              |
| Contracted Parking                     | -                 | 1,008             | 1,800                         | 1,200              | (600)                          |
| CONTRACTUAL SERV                       | 725               | 1,698             | 2,600                         | 2,400              | (200)                          |
| Equipment Fuel                         | 64                | 80                | 200                           | 200                | -                              |
| Equipment Parts                        | 5                 | -                 | -                             | -                  | -                              |
| Equipment Labor                        | 17                | 16                | 100                           | -                  | (100)                          |
| INTERNAL SERVICES                      | 86                | 96                | 300                           | 200                | (100)                          |
| Postal Services                        | 2,020             | 1,990             | 3,000                         | 3,000              | -                              |
| Telecommunications                     | 1,841             | 1,124             | 2,000                         | 2,000              | -                              |
| Motor Vehicle Insurance                | 495               | 481               | 600                           | -                  | (600)                          |
| Office Equipment Rental                | 1,911             | 2,031             | 2,500                         | 2,500              | -                              |
| Buildings                              | 8,500             | 8,566             | 8,715                         | 8,802              | 87                             |
| Mileage                                | -                 | -                 | 240                           | -                  | (240)                          |
| Travel & Training                      | 44                | -                 | 500                           | 500                | -                              |
| Moving Expenses                        | -                 | -                 | -                             | -                  | -                              |
| Office Supplies                        | 824               | 1,134             | 1,000                         | 1,250              | 250                            |
| Food & Food Services                   | 210               | 222               | 200                           | 200                | -                              |
| Building Repair & Maint                | -                 | -                 | -                             | -                  | -                              |

## Social Services Fund

### ***Expenditure Detail - continued:***

| <b>EXPENDITURES</b>                                | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--|---------------------------|---------------------------|--|----------------------------|---|
| <b><i>HOUSING ASSISTANCE ADMIN - continued</i></b> |                           |                           |  |                            |   |
| Vehicle & Equipment Fuels                          | 20                        | -                         | -                                      | -                          | -                                       |
| Books & Subscriptions                              | -                         | 105                       | -                                      | 105                        | 105                                     |
| Other Operating Supplies                           | 820                       | 955                       | 1,000                                  | 1,000                      | -                                       |
| Computer Equipment                                 | 3,611                     | -                         | -                                      | -                          | -                                       |
| OTHER CHARGES                                      | 20,296                    | 16,608                    | 19,755                                 | 19,357                     | (398)                                   |
| <b><i>TOTAL HOUSING<br/>ASSISTANCE</i></b>         | <b><i>168,453</i></b>     | <b><i>130,610</i></b>     | <b><i>136,000</i></b>                  | <b><i>136,850</i></b>      | <b><i>850</i></b>                       |
| <b><i>SPECIAL ASSISTANCE</i></b>                   |                           |                           |  |                            |   |
| Regular Foster Care                                | 1,465,296                 | 1,129,596                 | 1,767,000                              | 1,767,000                  | -                                       |
| Other Purchased Services                           | 579,939                   | 535,716                   | 638,000                                | 638,000                    | -                                       |
| OTHER CHARGES                                      | 2,045,235                 | 1,665,312                 | 2,405,000                              | 2,405,000                  | -                                       |
| <b><i>TOTAL SPECIAL<br/>ASSISTANCE</i></b>         | <b><i>2,045,235</i></b>   | <b><i>1,665,312</i></b>   | <b><i>2,405,000</i></b>                | <b><i>2,405,000</i></b>    | <b><i>-</i></b>                         |
| <b>TOTAL SOCIAL SERVICES<br/>FUND</b>              | <b>6,159,003</b>          | <b>5,978,617</b>          | <b>7,223,000</b>                       | <b>7,329,000</b>           | <b>106,000</b>                          |

## Highway Maintenance Fund

The Highway Maintenance Division of the Public Services Department is responsible for maintaining the City's streets, alleys, streetlights, traffic signals, sidewalks, trees, and storm water drainage system. A summary of the primary functions completed by Highway Maintenance is:

- Maintenance of over 230 lane miles of streets and alleys
- Operation and maintenance of 54 traffic signals
- Maintenance of City sidewalks and trees within City right-of-way
- Coordination with Shenandoah Valley Electric on maintenance of streetlights
- Snow and ice removal on City streets
- Maintenance of storm water drainage system

The majority of the funding for the maintenance of the City's streets (\$2.9 million) is received from the state based on the total number of lane miles of streets maintained. Unfortunately, this level of funding from the state is not sufficient to maintain all the streets and sidewalks at a level desired by the residents. Therefore, \$960,000 in additional revenue for FY 2016 will come from the General Fund and will be used to specifically address the City Council goal listed below. The City also anticipates receiving \$500,000 of state Revenue Sharing funds that will be used for street paving in FY16.

### ***Council Goal: Create a More Livable City for All***

Highway Maintenance is proposing to complete the following investment in infrastructure in FY2016:

- Sidewalk Replacements - \$600,000
- Street Repaving - \$1,000,000

**Total Infrastructure Improvements: \$1,600,000**

### ***Outcome Measures***

|  | <b>FY 2012<br/>Actual</b> | <b>FY 2013<br/>Actual</b> | <b>FY 2014<br/>Actual</b> | <b>FY 2015<br/>Estimated</b> | <b>FY 2016<br/>Projected</b> |
|--|---------------------------|---------------------------|---------------------------|------------------------------|------------------------------|
| <b>Lane Miles of<br/>Streets Paved</b>       | 5.0                       | 1.5                       | 11.5                      | 19.9                         | 9.5                          |
| <b>Linear Feet of<br/>Sidewalks Replaced</b> | 30,000                    | 1,000                     | 7,200                     | 4,000                        | 6,000                        |

# Highway Maintenance Fund

## Revenue and Expenditure Summary:

|                                  | FY 2013          | FY 2014          | FY 2015          | FY 2016          | FY 2016            |
|----------------------------------|------------------|------------------|------------------|------------------|--------------------|
|                                  | ACTUAL           | ACTUAL           | ORIGINAL BUDGET  | ADOPTED          | BUDGET Inc/(Dec)   |
| <b>Revenue by Classification</b> |                  |                  |                  |                  |                    |
| Use of Money                     | 6,600            | 6,636            | 6,600            | 6,600            | -                  |
| Miscellaneous Revenue            | 28,550           | 2,996            | -                | -                | -                  |
| Recovered Costs                  | -                | 330              | -                | -                | -                  |
| State Revenue                    | 2,790,451        | 2,957,569        | 3,852,800        | 3,431,400        | (421,400)          |
| Federal Revenue                  | 258,710          | -                | -                | -                | -                  |
| Non-Revenue Receipts             | 525,283          | 1,391,179        | 1,466,600        | 590,000          | (876,600)          |
| <b>TOTAL REVENUE</b>             | <b>3,609,594</b> | <b>4,358,710</b> | <b>5,326,000</b> | <b>4,028,000</b> | <b>(1,298,000)</b> |

## Expenditure by Classification

|                           |                  |                  |                  |                  |                    |
|---------------------------|------------------|------------------|------------------|------------------|--------------------|
| Personnel Services        | 1,339,177        | 1,415,426        | 1,395,100        | 1,470,100        | 75,000             |
| Contractual Services      | 1,011,660        | 1,800,045        | 2,763,300        | 1,242,500        | (1,520,800)        |
| Internal Services         | 238,491          | 312,279          | 294,500          | 301,500          | 7,000              |
| Other Charges             | 797,235          | 941,565          | 873,100          | 923,900          | 50,800             |
| Capital                   | 129,500          | 153,103          | -                | 90,000           | 90,000             |
| <b>TOTAL EXPENDITURES</b> | <b>3,516,063</b> | <b>4,622,418</b> | <b>5,326,000</b> | <b>4,028,000</b> | <b>(1,298,000)</b> |

## Staffing Summary:

| <b>Full-Time Employees</b> | <b>FY 2013</b> | <b>FY 2014</b> | <b>FY 2015</b> | <b>FY 2016</b> | <b>Inc/(Dec)</b> |
|----------------------------|----------------|----------------|----------------|----------------|------------------|
| Administration Division    | 3              | 3              | 3              | 3              | 0                |
| Streets Division           | 13             | 13             | 13             | 13             | 0                |
| Snow & Ice Removal Div     | 1              | 1              | 1              | 1              | 0                |
| Traffic Division           | 5              | 5              | 5              | 5              | 0                |
| Trees Division             | 1              | 2              | 2              | 2              | 0                |
| <b>Total</b>               | <b>23</b>      | <b>24</b>      | <b>24</b>      | <b>24</b>      | <b>0</b>         |

# Highway Maintenance Fund

## Revenue Detail:

| REVENUE                                   | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Interest Earnings                         | -                 | 36                | -                             | -                  | -                              |
| General Property Rental                   | 6,600             | 6,600             | 6,600                         | 6,600              | -                              |
| USE OF MONEY                              | 6,600             | 6,636             | 6,600                         | 6,600              | -                              |
| Sale of Surplus Property                  | 3,550             | 2,996             | -                             | -                  | -                              |
| Adopt a Tree Program                      | -                 | -                 | -                             | -                  | -                              |
| Proffers                                  | 25,000            | -                 | -                             | -                  | -                              |
| MISCELLANEOUS                             | 28,550            | 2,996             | -                             | -                  | -                              |
| Public Works                              | -                 | 330               | -                             | -                  | -                              |
| RECOVERED COSTS                           | -                 | 330               | -                             | -                  | -                              |
| Street & Highway Maintenance              | 2,724,496         | 2,802,808         | 2,852,800                     | 2,931,400          | 78,600                         |
| Revenue Sharing Grant                     | -                 | 154,761           | 1,000,000                     | 500,000            | (500,000)                      |
| Public Assistance Grant                   | 65,955            | -                 | -                             | -                  | -                              |
| STATE REVENUE                             | 2,790,451         | 2,957,569         | 3,852,800                     | 3,431,400          | (421,400)                      |
| Department of Forestry                    | -                 | -                 | -                             | -                  | -                              |
| Public Assistance Grant                   | 258,710           | -                 | -                             | -                  | -                              |
| FEDERAL REVENUE                           | 258,710           | -                 | -                             | -                  | -                              |
| Insurance Recoveries                      | 283               | 31,179            | -                             | -                  | -                              |
| General Fund                              | 525,000           | 1,360,000         | 1,466,600                     | 590,000            | (876,600)                      |
| NON-REVENUE RECEIPTS                      | 525,283           | 1,391,179         | 1,466,600                     | 590,000            | (876,600)                      |
| <b>TOTAL HIGHWAY<br/>MAINTENANCE FUND</b> | <b>3,609,594</b>  | <b>4,358,710</b>  | <b>5,326,000</b>              | <b>4,028,000</b>   | <b>(1,298,000)</b>             |

# Highway Maintenance Fund

## Expenditure Detail:

| EXPENDITURES                | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b>ADMINISTRATION</b>       |                   |                   |                               |                    |                                |
| Regular                     | 175,261           | 163,733           | 168,347                       | 176,071            | 7,724                          |
| Overtime                    | 784               | 274               | -                             | -                  | -                              |
| Part-time                   | 3,137             | 4,908             | 4,434                         | -                  | (4,434)                        |
| FICA                        | 13,450            | 12,562            | 12,914                        | 12,399             | (515)                          |
| VRS-Employer                | 21,598            | 20,213            | 20,033                        | 20,481             | 448                            |
| Retirees                    | 23,524            | 24,474            | 24,300                        | 24,900             | 600                            |
| Insurance-Employer          | 2,071             | 1,940             | 2,222                         | 2,048              | (174)                          |
| Worker's Compensation       | 331               | 505               | 221                           | 712                | 491                            |
| Benefits Admin Fee          | 256               | 100               | 161                           | 80                 | (81)                           |
| Employee Benefits           | 22,905            | 21,870            | 22,122                        | 21,287             | (835)                          |
| VRS Health Insurance Credit | 244               | 229               | 252                           | 258                | 6                              |
| PERSONNEL                   | 263,561           | 250,808           | 255,006                       | 258,236            | 3,230                          |
| Medical, Dental, & Hospital | 60                | -                 | -                             | -                  | -                              |
| Repairs & Maintenance       | 240               | 3,976             | 2,500                         | 2,500              | -                              |
| Computer Services           | 1,368             | 1,395             | 1,600                         | 1,600              | -                              |
| Printing & Binding          | 186               | 89                | 300                           | 300                | -                              |
| CONTRACTUAL SERV            | 1,854             | 5,460             | 4,400                         | 4,400              | -                              |
| Data Processing             | 1,050             | -                 | -                             | -                  | -                              |
| Equipment Fuel              | 180               | 199               | 600                           | 600                | -                              |
| Equipment Parts             | 296               | 14                | 100                           | 100                | -                              |
| Equipment Labor             | 375               | 555               | 300                           | 300                | -                              |
| INTERNAL SERVICES           | 1,901             | 768               | 1,000                         | 1,000              | -                              |
| Postal Services             | 197               | 184               | 200                           | 200                | -                              |
| Telecommunications          | 2,480             | 2,655             | 3,000                         | 3,000              | -                              |
| Property Insurance          | 1,110             | 1,807             | 1,800                         | 1,800              | -                              |
| Motor Vehicle Insurance     | 1,679             | 1,624             | 2,000                         | 2,000              | -                              |
| Office Equipment Rental     | 944               | 1,033             | 1,000                         | 1,000              | -                              |
| Mileage                     | 90                | 235               | 600                           | 600                | -                              |
| Travel & Training           | 1,371             | 1,769             | 3,200                         | 3,200              | -                              |
| Dues & Memberships          | -                 | -                 | 100                           | 100                | -                              |
| Background Checks           | -                 | -                 | -                             | -                  | -                              |
| Office Supplies             | 1,086             | 1,920             | 1,500                         | 1,500              | -                              |
| Food & Food Service         | 373               | 1,632             | 500                           | 500                | -                              |

# Highway Maintenance Fund

## Expenditure Detail - continued:

| EXPENDITURES                      | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b>ADMINISTRATION - continued</b> |                   |                   |                               |                    |                                |
| Laundry & Janitorial              | 142               | 108               | 100                           | 100                | -                              |
| Uniforms & Apparel                | 350               | 997               | -                             | -                  | -                              |
| Books & Subscriptions             | 105               | 272               | -                             | -                  | -                              |
| Other Operating Supplies          | 704               | 408               | 400                           | 400                | -                              |
| Computer Supplies                 | 2,297             | -                 | 3,600                         | 3,600              | -                              |
| OTHER CHARGES                     | 12,928            | 14,644            | 18,000                        | 18,000             | -                              |
| <b>TOTAL ADMINISTRATION</b>       | <b>280,244</b>    | <b>271,680</b>    | <b>278,406</b>                | <b>281,636</b>     | <b>3,230</b>                   |
| <b>STREETS</b>                    |                   |                   |                               |                    |                                |
| Regular                           | 416,863           | 396,478           | 435,925                       | 478,052            | 42,127                         |
| Overtime                          | 54,635            | 27,190            | 40,000                        | 40,000             | -                              |
| FICA                              | 34,859            | 31,272            | 35,556                        | 37,947             | 2,391                          |
| VRS-Employer                      | 51,191            | 48,845            | 51,875                        | 56,756             | 4,881                          |
| Insurance-Employer                | 4,907             | 4,702             | 5,754                         | 5,689              | (65)                           |
| VA Local Disability Plan          | -                 | -                 | -                             | 197                | 197                            |
| Worker's Compensation             | 34,015            | 25,683            | 21,957                        | 28,713             | 6,756                          |
| Benefits Admin Fee                | 896               | 370               | 607                           | 332                | (275)                          |
| Employee Benefits                 | 94,505            | 102,730           | 97,238                        | 102,095            | 4,857                          |
| VRS Health Insurance Credit       | 582               | 560               | 654                           | 717                | 63                             |
| PERSONNEL                         | 692,453           | 637,830           | 689,566                       | 750,498            | 60,932                         |
| Medical, Dental, & Hospital       | 755               | 1,056             | -                             | -                  | -                              |
| Repairs & Maintenance             | 17,467            | 11,178            | 13,000                        | 13,000             | -                              |
| Landscaping                       | 3,220             | -                 | -                             | -                  | -                              |
| Vehicle Repair & Maint            | 179               | 1,837             | 500                           | 500                | -                              |
| R & M Sidewalk Repair             | 91,127            | 809,047           | 550,000                       | -                  | (550,000)                      |
| R & M Resurfacing/Planing         | 206,418           | 791,923           | 2,000,000                     | 1,000,000          | (1,000,000)                    |
| Printing & Binding                | 1,201             | 30                | 1,100                         | 1,100              | -                              |
| Laundry & Dry Cleaning            | 2,270             | 2,957             | 5,000                         | 5,000              | -                              |
| Refuse Service                    | 405               | 668               | -                             | -                  | -                              |
| CONTRACTUAL SERV                  | 323,042           | 1,618,696         | 2,569,600                     | 1,019,600          | (1,550,000)                    |
| Equipment Fuel                    | 71,974            | 78,214            | 70,000                        | 70,000             | -                              |
| Equipment Parts                   | 60,241            | 73,597            | 75,000                        | 75,000             | -                              |
| Equipment Labor                   | 67,204            | 92,003            | 93,000                        | 93,000             | -                              |
| INTERNAL SERVICES                 | 199,419           | 243,814           | 238,000                       | 238,000            | -                              |



# Highway Maintenance Fund

## Expenditure Detail - continued:

| EXPENDITURES                | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b>STREETS - continued</b>  |                   |                   |                               |                    |                                |
| Electrical Services         | 5,823             | 7,193             | 6,500                         | 6,500              | -                              |
| Heating Services            | 5,277             | 6,817             | 8,000                         | 8,000              | -                              |
| Telecommunications          | 5,749             | 5,182             | 4,900                         | 4,900              | -                              |
| Motor Vehicle Insurance     | 12,487            | 12,136            | 13,000                        | 13,000             | -                              |
| Equipment Rental            | 254               | 1,655             | 4,000                         | 4,000              | -                              |
| Office Equipment Rental     | 944               | 861               | 500                           | 1,000              | 500                            |
| Travel & Training           | 1,892             | 1,525             | 6,400                         | 4,500              | (1,900)                        |
| Office Supplies             | 443               | 480               | 300                           | 500                | 200                            |
| Food & Food Service         | 2,116             | 1,291             | 2,000                         | 2,000              | -                              |
| Landscaping/Agricultural    | 4,992             | 3,870             | 7,500                         | 10,000             | 2,500                          |
| Laundry & Janitorial        | 1,148             | 711               | 1,000                         | 1,500              | 500                            |
| Building Repair & Maint     | 8,125             | 4,348             | 10,000                        | 10,000             | -                              |
| Vehicle & Equipment Fuels   | 143               | 299               | 300                           | 300                | -                              |
| Vehicle & Equip Supplies    | 1,855             | 29,713            | 2,500                         | 2,500              | -                              |
| Uniforms & Apparel          | 4,408             | 10,551            | 5,000                         | 5,000              | -                              |
| Other Operating Supplies    | 573               | 6,353             | 17,600                        | 7,500              | (10,100)                       |
| Streets & Sidewalks         | 38,109            | 38,435            | 50,000                        | 40,000             | (10,000)                       |
| Chemicals                   | -                 | -                 | 1,000                         | 1,000              | -                              |
| Computer Supplies           | -                 | 1,671             | 1,700                         | 1,700              | -                              |
| OTHER CHARGES               | 94,338            | 133,091           | 142,200                       | 123,900            | (18,300)                       |
| Motor Vehicle & Equipment   | -                 | 99,460            | -                             | 90,000             | 90,000                         |
| CAPITAL                     | -                 | 99,460            | -                             | 90,000             | 90,000                         |
| <b>TOTAL STREETS</b>        | <b>1,309,252</b>  | <b>2,732,891</b>  | <b>3,639,366</b>              | <b>2,221,998</b>   | <b>(1,417,368)</b>             |
| <b>STORM DRAINAGE</b>       |                   |                   |                               |                    |                                |
| Regular                     | 4,510             | 6,928             | 10,068                        | 10,272             | 204                            |
| Overtime                    | 305               | 28                | -                             | -                  | -                              |
| FICA                        | 346               | 516               | 748                           | 752                | 4                              |
| VRS-Employer                | 619               | 905               | 1,198                         | 1,222              | 24                             |
| Insurance-Employer          | 59                | 89                | 133                           | 122                | (11)                           |
| Worker's Compensation       | 349               | 375               | 535                           | 573                | 38                             |
| Benefits Admin Fee          | 18                | 12                | 17                            | 8                  | (9)                            |
| Employee Benefits           | -                 | -                 | 2,994                         | 2,880              | (114)                          |
| VRS Health Insurance Credit | 6                 | 11                | 15                            | 15                 | -                              |
| PERSONNEL                   | 6,212             | 8,864             | 15,708                        | 15,844             | 136                            |

# Highway Maintenance Fund

## Expenditure Detail - continued:

| EXPENDITURES                      | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b>STORM DRAINAGE - continued</b> |                   |                   |                               |                    |                                |
| Repairs & Maintenance             | 85,317            | 17,588            | 20,000                        | 20,000             | -                              |
| CONTRACTUAL SERV                  | 85,317            | 17,588            | 20,000                        | 20,000             | -                              |
| Landscaping/Agricultural          | 562               | -                 | -                             | -                  | -                              |
| Building Repair & Maint           | -                 | 2,713             | 2,500                         | 2,500              | -                              |
| Other Operating Supplies          | -                 | 63                | -                             | -                  | -                              |
| Streets & Sidewalks               | -                 | -                 | 600                           | 600                | -                              |
| OTHER CHARGES                     | 562               | 2,776             | 3,100                         | 3,100              | -                              |
| <b>TOTAL STORM DRAINAGE</b>       | <b>92,091</b>     | <b>29,228</b>     | <b>38,808</b>                 | <b>38,944</b>      | <b>136</b>                     |
| <b>STREET LIGHTS</b>              |                   |                   |                               |                    |                                |
| Electrical Services               | 387,451           | 402,971           | 420,000                       | 460,000            | 40,000                         |
| OTHER CHARGES                     | 387,451           | 402,971           | 420,000                       | 460,000            | 40,000                         |
| <b>TOTAL STREET LIGHTS</b>        | <b>387,451</b>    | <b>402,971</b>    | <b>420,000</b>                | <b>460,000</b>     | <b>40,000</b>                  |
| <b>SNOW &amp; ICE REMOVAL</b>     |                   |                   |                               |                    |                                |
| Regular                           | 37,805            | 89,297            | 36,338                        | 37,066             | 728                            |
| Overtime                          | 4,550             | 41,061            | -                             | -                  | -                              |
| FICA                              | 3,129             | 9,645             | 2,746                         | 2,723              | (23)                           |
| VRS-Employer                      | 4,668             | 10,848            | 4,324                         | 4,411              | 87                             |
| Insurance-Employer                | 447               | 1,025             | 480                           | 441                | (39)                           |
| Worker's Compensation             | 2,706             | 6,748             | 1,929                         | 2,065              | 136                            |
| Benefits Admin Fee                | 72                | 50                | 48                            | 24                 | (24)                           |
| Employee Benefits                 | -                 | -                 | 5,136                         | 8,230              | 3,094                          |
| VRS Health Insurance Credit       | 47                | 114               | 54                            | 56                 | 2                              |
| PERSONNEL                         | 53,424            | 158,788           | 51,055                        | 55,016             | 3,961                          |
| Repairs & Maintenance             | 12,530            | 47,520            | 10,000                        | 10,000             | -                              |
| CONTRACTUAL SERV                  | 12,530            | 47,520            | 10,000                        | 10,000             | -                              |
| Equipment Fuel                    | -                 | 1,187             | -                             | -                  | -                              |
| Equipment Parts                   | 3,238             | 29,628            | 8,000                         | 15,000             | 7,000                          |
| Equipment Labor                   | 8,687             | 13,742            | 14,000                        | 14,000             | -                              |
| INTERNAL SERVICES                 | 11,925            | 44,557            | 22,000                        | 29,000             | 7,000                          |

# Highway Maintenance Fund

## Expenditure Detail - continued:

| EXPENDITURES                      | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b>SNOW &amp; ICE - continued</b> |                   |                   |                               |                    |                                |
| Electrical Services               | 644               | 793               | 800                           | 800                | -                              |
| Equipment Rental                  | 399               | -                 | 500                           | 500                | -                              |
| Travel & Training                 | 2,454             | 950               | -                             | -                  | -                              |
| Building Repair & Maint           | 50                | 1,523             | 1,500                         | 1,500              | -                              |
| Vehicle & Equip Supplies          | 279               | 2,640             | -                             | -                  | -                              |
| Other Operating Supplies          | -                 | 32,662            | 1,000                         | 1,000              | -                              |
| Streets & Sidewalks               | -                 | 406               | -                             | -                  | -                              |
| Chemicals                         | 106,423           | 150,594           | 73,000                        | 100,000            | 27,000                         |
| OTHER CHARGES                     | 110,249           | 189,568           | 76,800                        | 103,800            | 27,000                         |
| Motor Vehicle & Equipment         | -                 | -                 | -                             | -                  | -                              |
| CAPITAL                           | -                 | -                 | -                             | -                  | -                              |
| <b>TOTAL SNOW &amp; ICE</b>       | <b>188,128</b>    | <b>440,433</b>    | <b>159,855</b>                | <b>197,816</b>     | <b>37,961</b>                  |
| <b>TRAFFIC SIGNALS</b>            |                   |                   |                               |                    |                                |
| Regular                           | 160,606           | 161,965           | 180,066                       | 183,560            | 3,494                          |
| Overtime                          | 21,540            | 19,077            | 17,000                        | 17,000             | -                              |
| FICA                              | 13,342            | 13,423            | 14,336                        | 14,770             | 434                            |
| VRS-Employer                      | 20,093            | 19,706            | 21,428                        | 21,711             | 283                            |
| Insurance-Employer                | 1,924             | 1,894             | 2,377                         | 2,184              | (193)                          |
| VA Local Disability Plan          | -                 | 45                | 170                           | 172                | 2                              |
| State Unemployment Tax            | -                 | 2,560             | -                             | -                  | -                              |
| Worker's Compensation             | 13,799            | 11,086            | 9,561                         | 11,174             | 1,613                          |
| Benefits Admin Fee                | 351               | 137               | 240                           | 120                | (120)                          |
| Employee Benefits                 | 35,349            | 37,316            | 37,090                        | 35,688             | (1,402)                        |
| VRS Health Insurance Credit       | 227               | 225               | 270                           | 276                | 6                              |
| PERSONNEL                         | 267,231           | 267,434           | 282,538                       | 286,655            | 4,117                          |
| Medical, Dental, & Hospital       | 240               | -                 | -                             | -                  | -                              |
| Repairs & Maintenance             | 17,162            | 24,486            | 27,100                        | 27,100             | -                              |
| Vehicle Repairs & Maint           | 81                | 10,754            | -                             | -                  | -                              |
| R & M Street Striping             | -                 | -                 | 50,000                        | 60,000             | 10,000                         |
| Printing & Binding                | -                 | 30                | 100                           | 100                | -                              |
| Laundry & Dry Cleaning            | 55                | -                 | 500                           | 500                | -                              |
| Miss Utility Service              | 345               | 277               | 300                           | 500                | 200                            |
| CONTRACTUAL SERV                  | 17,883            | 35,547            | 78,000                        | 88,200             | 10,200                         |

# Highway Maintenance Fund

## Expenditure Detail - continued:

| EXPENDITURES                 | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b>TRAFFIC - continued</b>   |                   |                   |                               |                    |                                |
| Equipment Fuel               | 9,359             | 8,449             | 10,000                        | 10,000             | -                              |
| Equipment Parts              | 4,162             | 4,399             | 10,000                        | 10,000             | -                              |
| Equipment Labor              | 9,307             | 8,384             | 10,000                        | 10,000             | -                              |
| INTERNAL SERVICES            | 22,828            | 21,232            | 30,000                        | 30,000             | -                              |
| Electrical Services          | 44,330            | 46,309            | 50,000                        | 50,000             | -                              |
| Heating Services             | 1,551             | 1,797             | 1,500                         | 1,500              | -                              |
| Postal Services              | 280               | 353               | 500                           | 500                | -                              |
| Telecommunications           | 8,811             | 7,938             | 8,000                         | 8,000              | -                              |
| Motor Vehicle Insurance      | 3,843             | 3,731             | 3,900                         | 6,000              | 2,100                          |
| Equipment Rental             | 932               | 479               | 2,000                         | 2,000              | -                              |
| Mileage & Transportation     | -                 | -                 | 1,000                         | 1,000              | -                              |
| Travel & Training            | 1,251             | 160               | 4,000                         | 4,000              | -                              |
| Dues & Memberships           | 160               | 70                | -                             | -                  | -                              |
| Office Supplies              | 2,863             | 666               | 1,000                         | 1,000              | -                              |
| Food & Food Service          | -                 | 242               | -                             | -                  | -                              |
| Laundry & Janitorial         | 911               | 901               | 1,000                         | 1,000              | -                              |
| Building Repair & Maint      | 37,307            | 44,347            | 40,000                        | 45,000             | 5,000                          |
| Vehicle & Equipment Fuels    | 2,736             | 627               | 1,000                         | 1,000              | -                              |
| Vehicle & Equip Supplies     | 5,975             | 2,143             | 2,000                         | 2,000              | -                              |
| Uniforms & Apparel           | 2,377             | 2,301             | 3,200                         | 3,200              | -                              |
| Books & Subscriptions        | -                 | -                 | 300                           | 300                | -                              |
| Other Operating Supplies     | 732               | 305               | 500                           | 500                | -                              |
| Signs                        | 43,883            | 49,532            | 45,000                        | 50,000             | 5,000                          |
| Computer Supplies            | 2,609             | 9,500             | -                             | -                  | -                              |
| Pavement Marking Materials   | 24,996            | 17,370            | 30,000                        | 20,000             | (10,000)                       |
| OTHER CHARGES                | 185,547           | 188,771           | 194,900                       | 197,000            | 2,100                          |
| Motor Vehicle & Equipment    | 129,500           | 53,643            | -                             | -                  | -                              |
| CAPITAL                      | 129,500           | 53,643            | -                             | -                  | -                              |
| <b>TOTAL TRAFFIC SIGNALS</b> | <b>622,989</b>    | <b>566,627</b>    | <b>585,438</b>                | <b>601,855</b>     | <b>16,417</b>                  |

# Highway Maintenance Fund

## ***Expenditure Detail - continued:***

| EXPENDITURES                | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b>TREES DIVISION</b>       |                   |                   |                               |                    |                                |
| Regular                     | 39,606            | 62,841            | 70,491                        | 71,781             | 1,290                          |
| Overtime                    | -                 | 473               |                               |                    |                                |
| FICA                        | 2,790             | 4,731             | 5,294                         | 5,344              | 50                             |
| VRS-Employer                | 4,854             | 7,743             | 8,388                         | 8,542              | 154                            |
| Insurance-Employer          | 468               | 718               | 930                           | 854                | (76)                           |
| Worker's Compensation       | 1,009             | 2,693             | 2,232                         | 4,001              | 1,769                          |
| Benefits Admin Fee          | 71                | 51                | 96                            | 48                 | (48)                           |
| Employee Benefits           | 7,443             | 12,367            | 13,690                        | 13,173             | (517)                          |
| VRS Health Insurance Credit | 55                | 85                | 106                           | 108                | 2                              |
| PERSONNEL                   | 56,296            | 91,702            | 101,227                       | 103,851            | 2,624                          |
| Repairs & Maintenance       | 570,700           | 75,204            | 81,000                        | 100,000            | 19,000                         |
| Printing & Binding          | 64                | 30                | 100                           | 100                | -                              |
| Local Media                 | 270               | -                 | -                             | -                  | -                              |
| Sanitary Landfill Usage     | -                 | -                 | 200                           | 200                | -                              |
| CONTRACTUAL SERV            | 571,034           | 75,234            | 81,300                        | 100,300            | 19,000                         |
| Equipment Fuel              | 1,057             | 1,554             | 1,500                         | 1,500              | -                              |
| Equipment Parts             | 961               | 112               | 1,000                         | 1,000              | -                              |
| Equipment Labor             | 400               | 242               | 1,000                         | 1,000              | -                              |
| INTERNAL SERVICES           | 2,418             | 1,908             | 3,500                         | 3,500              | -                              |
| Postal Services             | -                 | 112               | -                             | -                  | -                              |
| Telecommunications          | 1,117             | 1,646             | 1,900                         | 1,900              | -                              |
| Motor Vehicle Insurance     | 529               | 502               | 1,000                         | 1,000              | -                              |
| Mileage & Transportation    | 114               | 340               | 500                           | 500                | -                              |
| Travel & Training           | 1,623             | 1,524             | 3,300                         | 3,300              | -                              |
| Dues & Memberships          | 370               | 250               | 500                           | 500                | -                              |
| Office Supplies             | 61                | 208               | 200                           | 200                | -                              |
| Food & Food Services        | -                 | 127               | 100                           | 100                | -                              |
| Landscaping/Agricultural    | 791               | 1,452             | 7,500                         | 7,500              | -                              |
| Building Repair & Maint     | 21                | -                 | -                             | -                  | -                              |
| Vehicle & Equipment Fuels   | 50                | -                 | 100                           | 100                | -                              |
| Vehicle & Equipment         | 375               | 560               | 1,500                         | 1,500              | -                              |
| Uniforms & Apparel          | 546               | 327               | 600                           | 600                | -                              |

## Highway Maintenance Fund

### ***Expenditure Detail - continued:***

| EXPENDITURES                              | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b><i>TREES - continued</i></b>           |                   |                   |                               |                    |                                |
| Books & Subscriptions                     | 258               | 197               | 300                           | 300                | -                              |
| Other Operating Supplies                  | 305               | 347               | 500                           | 500                | -                              |
| Chemicals                                 | -                 | -                 | 100                           | 100                | -                              |
| Computer Equipment                        | -                 | 2,152             | -                             | -                  | -                              |
| OTHER CHARGES                             | 6,160             | 9,744             | 18,100                        | 18,100             | -                              |
| <b>TOTAL TREES DIVISION</b>               | <b>635,908</b>    | <b>178,588</b>    | <b>204,127</b>                | <b>225,751</b>     | <b>21,624</b>                  |
| <b>TOTAL HIGHWAY<br/>MAINTENANCE FUND</b> | <b>3,516,063</b>  | <b>4,622,418</b>  | <b>5,326,000</b>              | <b>4,028,000</b>   | <b>(1,298,000)</b>             |

## Transit Fund

Winchester Transit directly operates public transportation services within the City of Winchester through six (6) fixed routes, one trolley route, and a complimentary Americans with Disabilities Act (ADA) para-transit service.

### ***Council Goal: Create a More Livable City for All***

Winchester Transit provides residents with cost-effective and reliable public transportation throughout the City.

### ***Trends/Outcomes:***

| Indicators            | FY 2012<br>Actual | FY 2013<br>Actual | FY 2014<br>Actual | FY 2015<br>Estimate | FY 2016<br>Projected |
|-----------------------|-------------------|-------------------|-------------------|---------------------|----------------------|
| Ridership             | 135,886           | 130,190           | 120,758           | 123,000             | 125,000              |
| Vehicle Revenue Miles | 214,529           | 198,778           | 190,964           | 190,000             | 190,000              |
| Vehicle Revenue Hours | 17,780            | 17,589            | 18,797            | 18,500              | 18,500               |
| Reportable Incidents  | 14                | 8                 | 6                 | 5                   | 0                    |
| Injuries              | 1                 | 0                 | 0                 | 0                   | 0                    |

### ***Revenues and Expenditure Summary:***

|                                  | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|----------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b>Revenue by Classification</b> |                   |                   |                               |                    |                                |
| Charges for Services             | 92,012            | 82,950            | 100,000                       | 87,300             | (12,700)                       |
| State Revenue                    | 164,130           | 206,748           | 175,000                       | 227,300            | 52,300                         |
| Federal Revenue                  | 567,538           | 496,633           | 717,000                       | 858,400            | 141,400                        |
| Non-Revenue Receipts             | 202,924           | 181,878           | 283,000                       | 269,000            | (14,000)                       |
| <b>TOTAL REVENUE</b>             | <b>1,026,604</b>  | <b>968,209</b>    | <b>1,275,000</b>              | <b>1,442,000</b>   | <b>167,000</b>                 |
| <b>Classification</b>            |                   |                   |                               |                    |                                |
| Personnel Services               | 624,777           | 646,036           | 648,645                       | 665,000            | 16,355                         |
| Contractual Services             | 39,394            | 57,104            | 42,900                        | 47,900             | 5,000                          |
| Internal Services                | 213,616           | 185,596           | 250,000                       | 215,000            | (35,000)                       |
| Other Charges                    | 82,331            | 59,198            | 83,455                        | 64,100             | (19,355)                       |
| Capital                          | 78,000            | 25,161            | 250,000                       | 450,000            | 200,000                        |
| <b>TOTAL EXPENDITURES</b>        | <b>1,038,118</b>  | <b>973,095</b>    | <b>1,275,000</b>              | <b>1,442,000</b>   | <b>167,000</b>                 |

## Transit Fund

### Staffing Summary:

| Full-Time Employees   | FY 2013   | FY 2014   | FY 2015   | FY 2016   | Inc/(Dec) |
|-----------------------|-----------|-----------|-----------|-----------|-----------|
| Fixed Route Division  | 9         | 9         | 9         | 9         | 0         |
| Para Transit Division | 3         | 3         | 3         | 3         | 0         |
| <b>Total</b>          | <b>12</b> | <b>12</b> | <b>12</b> | <b>12</b> | <b>0</b>  |

### Revenue Detail:

| REVENUE                      | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Fixed Route - Meter Fares    | 63,858            | 58,477            | 68,000                        | 63,000             | (5,000)                        |
| Fixed Route - Adult Fares    | 11,210            | 8,765             | 11,000                        | 9,000              | (2,000)                        |
| Fixed Route - Half Fares     | 3,535             | 2,640             | 3,500                         | 3,000              | (500)                          |
| Para-transit Meter Fares     | 3,215             | 2,801             | 3,500                         | 2,800              | (700)                          |
| Advertising                  | 3,060             | 4,500             | 5,500                         | 2,500              | (3,000)                        |
| Trolley Meter Fares          | 2,935             | 1,713             | 3,500                         | 3,000              | (500)                          |
| Para-transit Adult Ticket    | 47                | 24                | -                             | -                  | -                              |
| Para-transit Half Fare       | 4,010             | 4,030             | 5,000                         | 4,000              | (1,000)                        |
| Miscellaneous                | 142               | -                 | -                             | -                  | -                              |
| CHARGES FOR SERVICES         | 92,012            | 82,950            | 100,000                       | 87,300             | (12,700)                       |
| Formula Assistance           | 159,455           | 202,426           | 148,000                       | 182,000            | 34,000                         |
| Capital Projects             | 4,675             | 4,322             | 27,000                        | 45,300             | 18,300                         |
| STATE REVENUE                | 164,130           | 206,748           | 175,000                       | 227,300            | 52,300                         |
| ARRA Stimulus                | 78,220            | -                 | -                             | -                  | -                              |
| Federal Programs             | 471,788           | 449,088           | 501,000                       | 496,000            | (5,000)                        |
| Capital Projects             | 17,530            | 47,545            | 216,000                       | 362,400            | 146,400                        |
| FEDERAL REVENUE              | 567,538           | 496,633           | 717,000                       | 858,400            | 141,400                        |
| Insurance Recoveries         | 2,924             | 5,878             | -                             | -                  | -                              |
| General Fund                 | 200,000           | 176,000           | 283,000                       | 269,000            | (14,000)                       |
| NON-REVENUE RECEIPTS         | 202,924           | 181,878           | 283,000                       | 269,000            | (14,000)                       |
| <b>TOTAL TRANSIT REVENUE</b> | <b>1,026,604</b>  | <b>968,209</b>    | <b>1,275,000</b>              | <b>1,442,000</b>   | <b>167,000</b>                 |



# Transit Fund

## ***Expenditure Detail:***

|                                   | FY 2013 | FY 2014 | FY 2015         | FY 2016 | FY 2016          |
|-----------------------------------|---------|---------|-----------------|---------|------------------|
| EXPENDITURES                      | ACTUAL  | ACTUAL  | ORIGINAL BUDGET | ADOPTED | BUDGET Inc/(Dec) |
| <b><i>FIXED ROUTE SERVICE</i></b> |         |         |                 |         |                  |
| Regular                           | 271,789 | 282,204 | 286,850         | 297,519 | 10,669           |
| Overtime                          | 29,136  | 34,865  | 25,000          | 25,000  | -                |
| Part-time Classified              | 1,285   | -       | -               | -       | -                |
| Part-time Non-Classified          | 12,146  | 4,908   | 19,934          | 15,808  | (4,126)          |
| FICA                              | 23,035  | 24,274  | 24,842          | 25,237  | 395              |
| VRS-Employer                      | 32,810  | 34,196  | 34,374          | 35,267  | 893              |
| Retirees                          | 12,090  | 11,529  | 12,000          | 12,450  | 450              |
| Insurance-Employer                | 3,144   | 3,282   | 3,813           | 3,539   | (274)            |
| VA Local Disability Plan          | -       | -       | -               | 189     | 189              |
| State Unemployment Tax            | 41      | -       | -               | -       | -                |
| Worker's Compensation             | 7,579   | 6,273   | 4,559           | 6,817   | 2,258            |
| Benefits Admin Fee                | 640     | 260     | 432             | 220     | (212)            |
| Employee Benefits                 | 60,876  | 55,859  | 56,708          | 61,788  | 5,080            |
| VRS Health Insurance Credit       | 370     | 387     | 433             | 446     | 13               |
| PERSONNEL                         | 454,941 | 458,037 | 468,945         | 484,280 | 15,335           |
| Medical, Dental, & Hospital       | 1,513   | 767     | 1,500           | 1,500   | -                |
| Other Professional Services       | 672     | -       | 500             | 500     | -                |
| Repairs & Maintenance             | 14,616  | 26,327  | 23,500          | 6,000   | (17,500)         |
| Vehicle Repair & Maint Services   | 3,274   | 13,597  | 4,000           | 4,000   | -                |
| Computer/Hardware Service         | -       | 7,520   | -               | 23,000  | 23,000           |
| Printing & Binding                | 6,241   | 6,150   | 5,000           | 5,000   | -                |
| Local Media                       | 8,819   | 423     | 2,500           | 2,500   | -                |
| Laundry & Dry Cleaning            | 3,683   | 2,320   | 2,000           | 2,000   | -                |
| CONTRACTUAL SERV                  | 38,818  | 57,104  | 39,000          | 44,500  | 5,500            |
| Equipment Fuel                    | 75,712  | 68,352  | 85,000          | 70,000  | (15,000)         |
| Equipment Parts                   | 34,653  | 34,479  | 42,000          | 40,000  | (2,000)          |
| Equipment Labor                   | 51,442  | 44,678  | 70,000          | 60,000  | (10,000)         |
| INTERNAL SERVICES                 | 161,807 | 147,509 | 197,000         | 170,000 | (27,000)         |
| Electrical Services               | 6,494   | 4,722   | 5,500           | 5,000   | (500)            |
| Heating Services                  | 7,025   | 3,408   | 7,000           | 6,000   | (1,000)          |
| Water & Sewer                     | 4,251   | 1,486   | 1,500           | 1,500   | -                |
| Postal Services                   | 428     | 265     | 300             | 300     | -                |
| Telecommunications                | 3,049   | 3,728   | 4,500           | 4,500   | -                |
| Property Insurance                | 1,651   | 1,379   | 3,700           | 3,700   | -                |

# Transit Fund

## ***Expenditure Detail - continued:***

|  | FY 2013        | FY 2014        | FY 2015            | FY 2016          | FY 2016             |
|--|----------------|----------------|--------------------|------------------|---------------------|
| EXPENDITURES                           | ACTUAL         | ACTUAL         | ORIGINAL<br>BUDGET | ADOPTED          | BUDGET<br>Inc/(Dec) |
| <b><i>FIXED ROUTE- (continued)</i></b> |                |                |                    |                  |                     |
| Motor Vehicle Insurance                | 9,887          | 8,810          | 15,000             | 15,000           | -                   |
| General Liability Insurance            | 1,532          | 2,519          | 2,200              | 2,200            | -                   |
| Mileage                                | 209            | 337            | 500                | 2,000            | 1,500               |
| Travel & Training                      | 1,720          | 1,226          | 4,000              | 1,500            | (2,500)             |
| Dues & Memberships                     | -              | 803            | 620                | 1,000            | 380                 |
| Background Checks                      | 766            | 292            | 235                | 500              | 265                 |
| Office Supplies                        | 2,767          | 1,205          | 2,000              | 2,000            | -                   |
| Food & Food Service                    | 151            | -              | -                  | -                | -                   |
| Medical & Laboratory                   | 879            | 514            | 500                | 500              | -                   |
| Laundry & Janitorial Services          | 2,129          | 1,249          | 2,000              | 2,000            | -                   |
| Building Repair & Maintenance          | 2,117          | 749            | 200                | 200              | -                   |
| Vehicle & Equipment Fuels              | 63             | -              | -                  | -                | -                   |
| Vehicle & Equipment Supplies           | 160            | 883            | 1,000              | 1,000            | -                   |
| Uniforms & Apparel                     | 8,669          | 1,788          | 2,500              | 2,000            | (500)               |
| Other Operating Supplies               | 23,794         | 20,600         | 30,000             | 10,000           | (20,000)            |
| Computer/Hardware Supplies             | 4,303          | 3,077          | -                  | 3,000            | 3,000               |
| Awards, Plaques, Other                 | 50             | -              | 200                | 200              | -                   |
| OTHER CHARGES                          | 82,094         | 59,040         | 83,455             | 64,100           | (19,355)            |
| Machinery & Equipment                  | 78,000         | 25,161         | 250,000            | 450,000          | 200,000             |
| Computer Equip/Hardware                | -              | -              | -                  | -                | -                   |
| CAPITAL                                | 78,000         | 25,161         | 250,000            | 450,000          | 200,000             |
| <b>TOTAL FIXED ROUTE</b>               | <b>815,660</b> | <b>746,851</b> | <b>1,038,400</b>   | <b>1,212,880</b> | <b>174,480</b>      |
| <b><i>PARATRANSIT SERVICE</i></b>      |                |                |                    |                  |                     |
| Regular                                | 76,105         | 86,339         | 87,381             | 90,272           | 2,891               |
| Overtime                               | 3,926          | 5,080          | -                  | -                | -                   |
| FICA                                   | 5,533          | 6,548          | 6,285              | 6,464            | 179                 |
| VRS-Employer                           | 9,467          | 10,650         | 10,398             | 10,742           | 344                 |
| Insurance-Employer                     | 907            | 1,022          | 1,154              | 1,074            | (80)                |
| Worker's Compensation                  | 3,293          | 2,965          | 2,090              | 2,877            | 787                 |
| Benefits Admin Fee                     | 198            | 90             | 144                | 72               | (72)                |
| Employee Benefits                      | 24,617         | 26,348         | 26,817             | 22,514           | (4,303)             |
| VRS Health Insurance Credit            | 107            | 121            | 131                | 136              | 5                   |
| PERSONNEL                              | 124,153        | 139,163        | 134,400            | 134,151          | (249)               |

# Transit Fund

## Expenditure Detail - continued:

| EXPENDITURES                          | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---------------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b>PARATRANSIT - (continued)</b>      |                   |                   |                               |                    |                                |
| Medical, Dental, & Hospital           | 384               | -                 | 400                           | 400                | -                              |
| Vehicle Repairs & Maintenance         | -                 | -                 | 2,000                         | 1,500              | (500)                          |
| CONTRACTUAL SERV                      | 384               | -                 | 2,400                         | 1,900              | (500)                          |
| Equipment Fuel                        | 15,373            | 15,565            | 16,000                        | 12,000             | (4,000)                        |
| Equipment Parts                       | 4,969             | 4,211             | 3,000                         | 3,000              | -                              |
| Equipment Labor                       | 6,828             | 8,772             | 9,000                         | 9,000              | -                              |
| INTERNAL SERVICES                     | 27,170            | 28,548            | 28,000                        | 24,000             | (4,000)                        |
| <b>TOTAL PARATRANSIT</b>              | <b>151,707</b>    | <b>167,711</b>    | <b>164,800</b>                | <b>160,051</b>     | <b>(4,749)</b>                 |
| <b>TROLLEY ROUTES</b>                 |                   |                   |                               |                    |                                |
| Overtime                              | 2,818             | 5,827             | -                             | -                  | -                              |
| Part-time Non-classified              | 38,425            | 38,297            | 41,200                        | 42,016             | 816                            |
| FICA                                  | 3,155             | 3,376             | 3,115                         | 3,214              | 99                             |
| Worker's Compensation                 | 1,285             | 1,336             | 985                           | 1,339              | 354                            |
| PERSONNEL                             | 45,683            | 48,836            | 45,300                        | 46,569             | 1,269                          |
| Medical, Dental, & Hospital           | 192               | -                 | 300                           | 300                | -                              |
| Vehicle Repairs & Maintenance         | -                 | -                 | 1,200                         | 1,200              | -                              |
| Advertising                           | -                 | -                 | -                             | -                  | -                              |
| CONTRACTUAL SERV                      | 192               | -                 | 1,500                         | 1,500              | -                              |
| Equipment Fuel                        | 9,590             | 6,160             | 10,000                        | 10,000             | -                              |
| Equipment Parts                       | 4,060             | 1,181             | 6,000                         | 4,000              | (2,000)                        |
| Equipment Labor                       | 10,989            | 2,198             | 9,000                         | 7,000              | (2,000)                        |
| INTERNAL SERVIES                      | 24,639            | 9,539             | 25,000                        | 21,000             | (4,000)                        |
| Background Checks                     | 237               | 158               | -                             | -                  | -                              |
| OTHER CHARGES                         | 237               | 158               | -                             | -                  | -                              |
| <b>TOTAL TROLLEY ROUTES</b>           | <b>70,751</b>     | <b>58,533</b>     | <b>71,800</b>                 | <b>69,069</b>      | <b>(2,731)</b>                 |
| <b>TOTAL TRANSIT<br/>EXPENDITURES</b> | <b>1,038,118</b>  | <b>973,095</b>    | <b>1,275,000</b>              | <b>1,442,000</b>   | <b>167,000</b>                 |

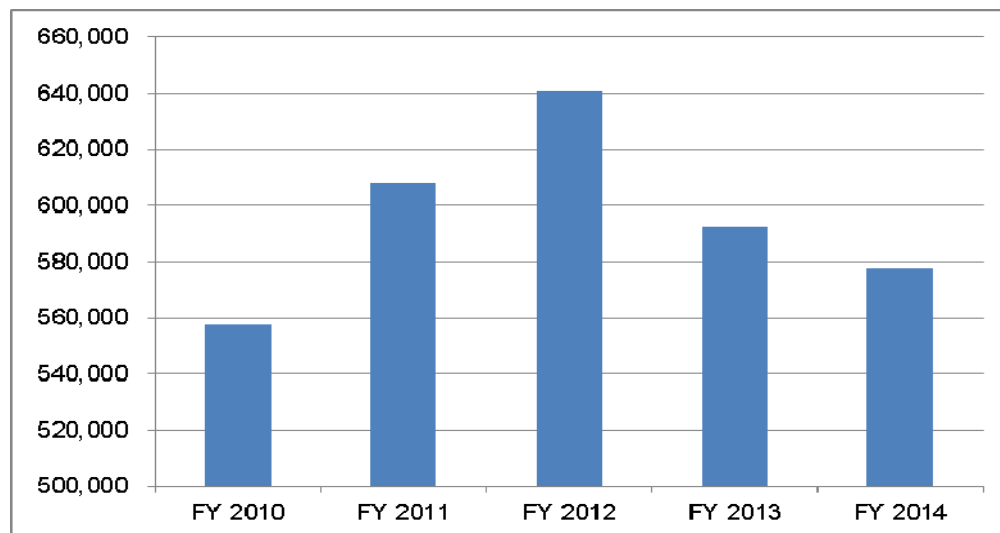
## Emergency Medical Services (EMS) Fund

The Fee for Service program provides an effective mechanism for the revenue recovery of services provided for emergency medical transport. The City of Winchester began its Fee for Service program on July 1, 2006.

### Goals and Objectives:

- Provide courteous and compassionate service for all patients and their families.
- Continue to increase the collection rate and to generate revenue, while providing quality, compassionate service.

### EMS Reserve Funds by Year:



### Revenue Detail:

| REVENUE               | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Interest Earnings     | 2,235             | 1,354             | 3,000                         | 2,000              | (1,000)                        |
| REVENUE USE OF MONEY  | 2,235             | 1,354             | 3,000                         | 2,000              | (1,000)                        |
| EMS Transport Fees    | 961,029           | 1,066,452         | 961,000                       | 1,065,000          | 104,000                        |
| CHARGES FOR SERVICES  | 961,029           | 1,066,452         | 961,000                       | 1,065,000          | 104,000                        |
| Fund Balance          | -                 | -                 | 54,000                        | 7,000              | (47,000)                       |
| NON-REVENUE RECEIPTS  | -                 | -                 | 54,000                        | 7,000              | (47,000)                       |
| <b>TOTAL EMS FUND</b> | <b>963,264</b>    | <b>1,067,806</b>  | <b>1,018,000</b>              | <b>1,074,000</b>   | <b>56,000</b>                  |

## Emergency Medical Services (EMS) Fund

### ***Staffing Summary:***

| <b>Full-Time Employees</b> | <b>FY 2013</b> | <b>FY 2014</b> | <b>FY 2015</b> | <b>FY 2016</b> | <b>Inc/(Dec)</b> |
|----------------------------|----------------|----------------|----------------|----------------|------------------|
| Administration             | 1              | 1              | 1              | 1              | 0                |
| Firefighters               | 8              | 8              | 8              | 9              | 1                |
| <b>Total</b>               | <b>9</b>       | <b>9</b>       | <b>9</b>       | <b>10</b>      | <b>1</b>         |

### ***Expenditure Summary:***

| <b>Expenditure by Classification</b> | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------------|---------------------------|---------------------------|--|----------------------------|---|
| Personnel Services                   | 637,580                   | 693,194                   | 683,337                                | 693,034                    | 9,697                                   |
| Contractual Services                 | 239,460                   | 248,082                   | 245,070                                | 271,713                    | 26,643                                  |
| Other Charges                        | 134,465                   | 141,240                   | 89,593                                 | 109,253                    | 19,660                                  |
| <b>TOTAL EXPENDITURES</b>            | <b>1,011,505</b>          | <b>1,082,516</b>          | <b>1,018,000</b>                       | <b>1,074,000</b>           | <b>56,000</b>                           |

### ***Expenditure Detail:***

| <b>EXPENDITURES</b>         | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|-----------------------------|---------------------------|---------------------------|--|----------------------------|---|
| Regular                     | 422,727                   | 453,592                   | 419,821                                | 458,791                    | 38,970                                  |
| Overtime                    | 35,949                    | 44,869                    | 79,000                                 | 40,000                     | (39,000)                                |
| FICA                        | 32,075                    | 32,931                    | 38,021                                 | 38,240                     | 219                                     |
| VRS-Employer                | 49,102                    | 55,804                    | 50,071                                 | 54,346                     | 4,275                                   |
| VRS-LODA                    | 3,793                     | -                         | -                                      | -                          | -                                       |
| Retirees                    | 9,067                     | 9,433                     | 9,000                                  | 9,325                      | 325                                     |
| Insurance-Employer          | 4,705                     | 4,662                     | 5,554                                  | 5,461                      | (93)                                    |
| VA Local Disability Plan    | -                         | -                         | -                                      | 242                        | 242                                     |
| Worker's Compensation       | 18,202                    | 16,870                    | 12,921                                 | 18,870                     | 5,949                                   |
| Benefits Admin Fee          | 630                       | 260                       | 432                                    | 264                        | (168)                                   |
| Employee Benefits           | 60,776                    | 74,223                    | 67,886                                 | 66,810                     | (1,076)                                 |
| VRS Health Insurance Credit | 554                       | 550                       | 631                                    | 685                        | 54                                      |
| <b>PERSONNEL</b>            | <b>637,580</b>            | <b>693,194</b>            | <b>683,337</b>                         | <b>693,034</b>             | <b>9,697</b>                            |
| Medical, Dental, & Hospital | 3,507                     | 3,265                     | 5,600                                  | 5,600                      | -                                       |
| Other Professional Services | 62,453                    | 69,297                    | 62,458                                 | 69,262                     | 6,804                                   |
| Computer Services           | 935                       | 2,088                     | 350                                    | 350                        | -                                       |

## Emergency Medical Services (EMS) Fund

### ***Expenditure Detail - continued:***

| EXPENDITURES                    | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Printing & Binding              | 453               | 1,317             | 1,100                         | 1,100              | -                              |
| Laundry & Dry Cleaning Services | 2,112             | 2,115             | 2,600                         | 3,600              | 1,000                          |
| Volunteer Fire Stations         | 170,000           | 170,000           | 172,962                       | 191,801            | 18,839                         |
| CONTRACTUAL SERVICES            | 239,460           | 248,082           | 245,070                       | 271,713            | 26,643                         |
| Postal Services                 | 87                | 87                | 50                            | 50                 | -                              |
| Telecommunications              | 550               | 597               | 700                           | 700                | -                              |
| Office Equipment Rental         | 287               | 354               | 400                           | 400                | -                              |
| Travel - Convention & Education | 2,017             | 99                | 500                           | 500                | -                              |
| Volunteer Fire Department       | 115,805           | 109,903           | 61,500                        | 68,192             | 6,692                          |
| Banking Fees                    | -                 | -                 | -                             | 1,000              | 1,000                          |
| Misc. Charges & Fees            | 5,473             | 5,875             | 4,100                         | 4,100              | -                              |
| Office Supplies                 | 298               | 397               | 300                           | 300                | -                              |
| Food & Food Service             | -                 | 35                | 950                           | 950                | -                              |
| Medical Laboratory              | 7,974             | 20,958            | 19,218                        | 21,311             | 2,093                          |
| Vehicle & Equipment Fuels       | -                 | -                 | 50                            | 50                 | -                              |
| Uniforms & Apparel              | 1,642             | 2,179             | 1,150                         | 11,000             | 9,850                          |
| Books & Subscriptions           | 198               | 683               | 475                           | 500                | 25                             |
| Other Operating Supplies        | 134               | 73                | 200                           | 200                | -                              |
| OTHER CHARGES                   | 134,465           | 141,240           | 89,593                        | 109,253            | 19,660                         |
| <b>TOTAL EMS FUND</b>           | <b>1,011,505</b>  | <b>1,082,516</b>  | <b>1,018,000</b>              | <b>1,074,000</b>   | <b>56,000</b>                  |

## Winchester-Frederick County Convention & Visitors Bureau Fund

The Winchester-Frederick County Convention & Visitors Bureau (CVB) is the official tourism promotional organization for the City of Winchester and Frederick County. The CVB promotes tourism-related service providers, organizations, attractions, museums and points of interest by marketing our community as a destination so the City of Winchester and Frederick County will benefit either directly or indirectly.

### ***Goals and Objectives:***

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- Market Winchester-Frederick County as a travel and tourism destination in the Shenandoah Valley.
- Build on the branding and tagline by including strategies that are in demand by visitors, and also descriptive of the community.
- Support the development of new tourism product.
- Advance the use of technology in marketing and tourism promotion by continuing the creation of a digital footprint.
- Create more tourism awareness and pride within the community.
- Draw attention to the area by travel writers and group-tour operators.
- Supplement revenue through duratran rentals, co-op advertising, and gift shop sales.
- Continue efforts to build stronger relationships with stakeholders.

### ***Performance Measures:***

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- Increase the number of visitors to [www.visitwinchesterva.com](http://www.visitwinchesterva.com) by 10%.
- Produce a 6-8 minute promotional video & “B” roll.
- Increase the number of Likes on the CVB’s Facebook page by 10%.
- Increase the number of visitors and group tour buses to the visitor’s center each year.
- Enhance the existing mobile website and increase the number of visitors to it by 20%.
- Raise \$38,000 in revenue.

# Winchester-Frederick County Convention & Visitors Bureau Fund

## Revenue and Expenditure Summary:

|                                  | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|----------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b>Revenue by Classification</b> |                   |                   |                               |                    |                                |
| Revenue Use of Money             | 276               | 104               | -                             | -                  | -                              |
| Miscellaneous Revenue            | 140,327           | 142,230           | 140,500                       | 140,500            | -                              |
| Non-Revenue Receipts             | 100,500           | 100,500           | 131,500                       | 139,500            | 8,000                          |
| <b>TOTAL REVENUE</b>             | <b>241,103</b>    | <b>242,834</b>    | <b>272,000</b>                | <b>280,000</b>     | <b>8,000</b>                   |

## Expenditure by Classification

|                           |                |                |                |                |              |
|---------------------------|----------------|----------------|----------------|----------------|--------------|
| Personnel Services        | 128,054        | 131,589        | 142,250        | 165,337        | 23,087       |
| Contractual Services      | 91,903         | 58,162         | 71,400         | 59,160         | (12,240)     |
| Other Charges             | 53,195         | 52,676         | 58,350         | 55,503         | (2,847)      |
| <b>TOTAL EXPENDITURES</b> | <b>273,152</b> | <b>242,427</b> | <b>272,000</b> | <b>280,000</b> | <b>8,000</b> |

## Staffing Summary:

| Full-Time Employees | FY 2013    | FY 2014    | FY 2015    | FY 2016    | Inc/(Dec)  |
|---------------------|------------|------------|------------|------------|------------|
| Administration      | 1.5        | 1.5        | 1.5        | 2.0        | 0.5        |
| <b>Total</b>        | <b>1.5</b> | <b>1.5</b> | <b>1.5</b> | <b>2.0</b> | <b>0.5</b> |

## Revenue Detail:

| REVENUE                  | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Interest Earnings        | 276               | 104               | -                             | -                  | -                              |
| REVENUE USE OF MONEY     | 276               | 104               | -                             | -                  | -                              |
| Special Events           | 15,332            | 17,234            | 15,000                        | 15,000             | -                              |
| Gift Shop Sales          | 24,495            | 24,496            | 25,000                        | 25,000             | -                              |
| Frederick County         | 100,500           | 100,500           | 100,500                       | 100,500            | -                              |
| MISCELLANEOUS            | 140,327           | 142,230           | 140,500                       | 140,500            | -                              |
| General Fund             | 100,500           | 100,500           | 100,500                       | 100,500            |                                |
| Fund Balance             | -                 | -                 | 31,000                        | 39,000             | 8,000                          |
| NON-REVENUE RECEIPTS     | 100,500           | 100,500           | 131,500                       | 139,500            | 8,000                          |
| <b>TOTAL WFCCVB FUND</b> | <b>241,103</b>    | <b>242,834</b>    | <b>272,000</b>                | <b>280,000</b>     | <b>8,000</b>                   |



# Winchester-Frederick County Convention & Visitors Bureau Fund

## ***Expenditure Detail:***

|                             | FY 2013 | FY 2014 | FY 2015         | FY 2016 | FY 2016          |
|-----------------------------|---------|---------|-----------------|---------|------------------|
| EXPENDITURES                | ACTUAL  | ACTUAL  | ORIGINAL BUDGET | ADOPTED | BUDGET Inc/(Dec) |
| Regular                     | 67,081  | 69,522  | 78,478          | 93,579  | 15,101           |
| Part-time Non-classified    | 33,349  | 33,493  | 34,000          | 34,000  | -                |
| FICA                        | 7,712   | 7,904   | 8,201           | 9,927   | 1,726            |
| VRS-Employer                | 8,343   | 8,586   | 9,339           | 11,136  | 1,797            |
| Retirees                    | 1,511   | 1,572   | 1,500           | 1,600   | 100              |
| Insurance-Employer          | 799     | 824     | 1,036           | 1,113   | 77               |
| Worker's Compensation       | 305     | 113     | 93              | 105     | 12               |
| Flex Benefits - Admin Fee   | 90      | 38      | 72              | 48      | (24)             |
| Flex Benefits - Employee    | 8,770   | 9,440   | 9,413           | 13,689  | 4,276            |
| VRS Health Insurance Credit | 94      | 97      | 118             | 140     | 22               |
| PERSONNEL                   | 128,054 | 131,589 | 142,250         | 165,337 | 23,087           |
| Medical, Dental, & Hospital | 87      | -       | -               | -       | -                |
| Other Professional Services | 4,937   | 11,387  | 26,900          | 14,460  | (12,440)         |
| Maintenance Contracts       | -       | 1,972   | 1,000           | 1,200   | 200              |
| Printing & Binding          | 3,014   | 4,278   | 3,500           | 3,500   | -                |
| Local Media                 | 83,865  | 40,525  | 40,000          | 40,000  | -                |
| CONTRACTUAL SERV            | 91,903  | 58,162  | 71,400          | 59,160  | (12,240)         |
| Postal Services             | 5,663   | 5,773   | 6,000           | 6,000   | -                |
| Telecommunications          | 2,744   | 2,864   | 3,500           | 3,500   | -                |
| Property Insurance          | 2,016   | 2,007   | 2,000           | 2,000   | -                |
| General Liability Insurance | 466     | 387     | 500             | 500     | -                |
| Office Equipment Rental     | 2,126   | 2,055   | 2,500           | 2,500   | -                |
| Building Rental             | 15,900  | 15,900  | 17,000          | 15,900  | (1,100)          |
| Mileage & Transportation    | 2,078   | 2,663   | 2,500           | 2,500   | -                |
| Travel & Training           | 2,880   | 2,072   | 2,650           | 2,650   | -                |
| Dues & Memberships          | 2,214   | 1,940   | 2,250           | 2,000   | (250)            |
| Misc. Charges & Fees        | 708     | 791     | 1,000           | 800     | (200)            |
| Background Checks           | 79      | -       | 180             | 100     | (80)             |
| Office Supplies             | 975     | 708     | 1,250           | 1,000   | (250)            |
| Food & Food Service         | 1,930   | 1,315   | 1,000           | 1,000   | -                |
| Books & Subscriptions       | 578     | 735     | 920             | 953     | 33               |
| Other Operating Supplies    | 357     | 1,424   | 850             | 850     | -                |
| Merchandise for Resale      | 12,052  | 11,958  | 12,000          | 12,000  | -                |

# Winchester-Frederick County Convention & Visitors Bureau Fund

## ***Expenditure Detail - continued:***

| <b>EXPENDITURES</b>      | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------|---------------------------|---------------------------|--|----------------------------|---|
| Computer Supplies        | 429                       | 8                         | 2,200                                  | 1,200                      | (1,000)                                 |
| Awards, Plaques, Other   | -                         | 76                        | 50                                     | 50                         | -                                       |
| OTHER CHARGES            | 53,195                    | 52,676                    | 58,350                                 | 55,503                     | (2,847)                                 |
| <b>TOTAL WFCCVB FUND</b> | <b>273,152</b>            | <b>242,427</b>            | <b>272,000</b>                         | <b>280,000</b>             | <b>8,000</b>                            |

## Law Library Fund

The Law Library is located on the third floor of the Frederick/Winchester Judicial Center and is maintained by the Circuit Court Judges' secretary. The Law library provides legal library service and reference assistance for the benefit of the judiciary, practicing attorneys, and the general public.

### Goals and Objectives:

- Provide legal reference assistance to library patrons.
- Maintain inventory and preserve the physical collection of legal materials.

### Revenue and Expenditure Summary:

|                                      | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2015<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b>Revenue by Classification</b>     |                   |                   |                               |                    |                                |
| Use of Money                         | 389               | 270               | -                             | -                  | -                              |
| Charges for Services                 | 50,384            | 48,534            | 50,000                        | 50,000             | -                              |
| <b>TOTAL REVENUE</b>                 | <b>50,773</b>     | <b>48,804</b>     | <b>50,000</b>                 | <b>50,000</b>      | <b>-</b>                       |
| <b>Expenditure by Classification</b> |                   |                   |                               |                    |                                |
| Personnel Services                   | 6,000             | 6,000             | 6,000                         | 6,000              | -                              |
| Contractual Services                 | 489               | 257               | 2,000                         | 2,000              | -                              |
| Other Charges                        | 27,814            | 30,906            | 42,000                        | 42,000             | -                              |
| <b>TOTAL EXPENDITURES</b>            | <b>34,303</b>     | <b>37,163</b>     | <b>50,000</b>                 | <b>50,000</b>      | <b>-</b>                       |

### Revenue Detail:

| REVENUE                  | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2015<br>BUDGET<br>Inc/(Dec) |
|--------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Interest Earnings        | 389               | 270               | -                             | -                  | -                              |
| USE OF MONEY             | 389               | 270               | -                             | -                  | -                              |
| City Fees                | 38,750            | 37,786            | 38,000                        | 38,000             | -                              |
| County Fees              | 11,634            | 10,748            | 12,000                        | 12,000             | -                              |
| CHARGES FOR SERV         | 50,384            | 48,534            | 50,000                        | 50,000             | -                              |
| <b>TOTAL LAW LIBRARY</b> | <b>50,773</b>     | <b>48,804</b>     | <b>50,000</b>                 | <b>50,000</b>      | <b>-</b>                       |

## Law Library Fund

### ***Expenditure Detail:***

| EXPENDITURES             | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2015<br>BUDGET<br>Inc/(Dec) |
|--------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Part-time Non-classified | 6,000             | 6,000             | 6,000                         | 6,000              | -                              |
| PERSONNEL                | 6,000             | 6,000             | 6,000                         | 6,000              | -                              |
| Repairs & Maintenance    | 489               | 257               | 2,000                         | 2,000              | -                              |
| CONTRACTUAL SERV         | 489               | 257               | 2,000                         | 2,000              | -                              |
| Telecommunications       | 1,444             | 1,476             | 2,000                         | 2,000              | -                              |
| Office Equipment         | -                 | 1,647             | 2,000                         | 2,000              | -                              |
| Banking Fees             | -                 | -                 | -                             | 500                | 500                            |
| Books & Subscriptions    | 26,030            | 27,783            | 30,000                        | 30,000             | -                              |
| Other Operating Supplies | -                 | -                 | 3,000                         | 2,500              | (500)                          |
| Computer Supplies        | 340               | -                 | 5,000                         | 5,000              | -                              |
| OTHER CHARGES            | 27,814            | 30,906            | 42,000                        | 42,000             | -                              |
| <b>TOTAL LAW LIBRARY</b> | <b>34,303</b>     | <b>37,163</b>     | <b>50,000</b>                 | <b>50,000</b>      | <b>-</b>                       |

## Winchester Parking Authority Fund

The Winchester Parking Authority (WPA) provides safe, clean and convenient parking for customers and employees of downtown businesses and people living or visiting downtown. The WPA also works with other departments to plan for future parking needs.

### ***Goals and Objectives:***

- To plan for future parking needs.
- Collaborate with other departments to make sure they have parking for future projects and businesses.
- Continue preventative maintenance on all garages and equipment to maintain good operations and cut costs.
- Address the capital needs of the garages including, renovation priorities and repair needs over the next 2-5 years.
- Continue to seek new technologies for our parking operation.

### ***Outcome Measures:***

| Indicators   | FY 2012 | FY 2013 | FY 2014 | FY 2015<br>Estimated | FY 2015<br>Projected |
|--|---------|---------|---------|----------------------|----------------------|
| Number of hourly customers utilizing the garages under normal operations | 92,158  | 124,342 | 124,808 | 126,000              | 128,000              |
| Number of total monthly parkers  | 947     | 985     | 929     | 980                  | 985                  |
| Number of parkers Friday of Apple Blossom Festival                       | 1,007   | 1,130   | 968     | 1,150                | 1,150                |
| Number of parkers Saturday of Apple Blossom Festival                     | 1,073   | 1,200   | 1,217   | 1,200                | 1,200                |
| Number or parker for the Christmas Parade                                | 355     | 262     | 339     | 300                  | 300                  |

### ***Revenue Summary:***

|                                  | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|----------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b>Revenue by Classification</b> |                   |                   |                               |                    |                                |
| Local Revenue                    | 92,258            | 87,226            | 101,000                       | 84,000             | (17,000)                       |
| Charges for Services             | 882,540           | 954,796           | 1,045,000                     | 1,143,000          | 98,000                         |
| Miscellaneous Revenue            | 7,237             | 490               | -                             | -                  | -                              |
| Non-Revenue Receipts             | -                 | 1,000,000         | 981,000                       | 29,000             | (952,000)                      |
| <b>TOTAL REVENUE</b>             | <b>982,035</b>    | <b>2,042,512</b>  | <b>2,127,000</b>              | <b>1,256,000</b>   | <b>(871,000)</b>               |

# Winchester Parking Authority Fund

## Expenditure Summary:

|                                      | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b>Expenditure by Classification</b> |                   |                   |                               |                    |                                |
| Personnel Services                   | 326,052           | 336,046           | 335,575                       | 335,025            | (550)                          |
| Contractual Services                 | 27,811            | 87,735            | 1,047,300                     | 135,900            | (911,400)                      |
| Internal Services                    | 5,217             | 4,075             | 5,300                         | 5,600              | 300                            |
| Other Charges                        | 142,054           | 152,125           | 160,200                       | 200,100            | 39,900                         |
| Capital                              | 258,277           | 258,127           | -                             | -                  | -                              |
| Debt                                 | 406,742           | 388,330           | 578,625                       | 579,375            | 750                            |
| <b>TOTAL EXPENDITURES</b>            | <b>1,166,153</b>  | <b>1,226,438</b>  | <b>2,127,000</b>              | <b>1,256,000</b>   | <b>(871,000)</b>               |

## Staffing Summary:

| Full-Time Employees | FY 2013  | FY 2014  | FY 2015  | FY 2016  | Inc/(Dec) |
|---------------------|----------|----------|----------|----------|-----------|
| Administration      | 5        | 5        | 5        | 5        | 0         |
| Parking Enforcement | 1        | 1        | 1        | 1        | 0         |
| <b>Total</b>        | <b>6</b> | <b>6</b> | <b>6</b> | <b>6</b> | <b>0</b>  |

## Revenue Detail:

| REVENUE                       | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Parking Fines                 | 91,189            | 86,694            | 100,000                       | 84,000             | (16,000)                       |
| Interest Earnings             | 1,069             | 532               | 1,000                         | -                  | (1,000)                        |
| <b>LOCAL REVENUE</b>          | <b>92,258</b>     | <b>87,226</b>     | <b>101,000</b>                | <b>84,000</b>      | <b>(17,000)</b>                |
| Parking Meters - On Street    | 114,175           | 138,609           | 160,000                       | 208,000            | 48,000                         |
| Parking Meters - Off Street   | 37,144            | 47,791            | 53,000                        | 60,000             | 7,000                          |
| Auto Park Fees - Court Square | 29,591            | 34,083            | 36,000                        | 40,000             | 4,000                          |
| Auto Park Fees - Loudoun      | 14,714            | 17,752            | 16,000                        | 18,000             | 2,000                          |
| Auto Park Fees - Braddock     | 65,146            | 89,076            | 81,000                        | 90,000             | 9,000                          |
| Auto Park Fees - GW           | 81,078            | 79,931            | 84,000                        | 84,000             | -                              |
| Parking - Off Street Rental   | 27,642            | 30,823            | 36,000                        | 36,000             | -                              |
| Auto Park Rent - Court Square | 142,921           | 147,804           | 168,000                       | 168,000            | -                              |
| Auto Park Rent - Loudoun      | 102,778           | 107,825           | 120,000                       | 126,000            | 6,000                          |
| Auto Park Rent - Braddock     | 67,624            | 67,610            | 71,000                        | 71,000             | -                              |

# Winchester Parking Authority Fund

## Revenue Detail - continued:

| REVENUE                    | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|----------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Auto Park Rent - GW        | 154,545           | 156,231           | 180,000                       | 202,000            | 22,000                         |
| Validated Parking - DDB    | 13,775            | 9,263             | 10,000                        | 10,000             | -                              |
| Advance Ticket Sales       | 31,407            | 27,998            | 30,000                        | 30,000             | -                              |
| CHARGES FOR SERVICES       | 882,540           | 954,796           | 1,045,000                     | 1,143,000          | 98,000                         |
| Other                      | 7,237             | 490               | -                             | -                  | -                              |
| MISCELLANEOUS REVENUE      | 7,237             | 490               | -                             | -                  | -                              |
| Transfer from General Fund | -                 | 1,000,000         | -                             | -                  | -                              |
| Fund Balance               | -                 | -                 | 981,000                       | 29,000             | (952,000)                      |
| NON-REVENUE RECEIPTS       | -                 | 1,000,000         | 981,000                       | 29,000             | (952,000)                      |
| <b>TOTAL WPA REVENUE</b>   | <b>982,035</b>    | <b>2,042,512</b>  | <b>2,127,000</b>              | <b>1,256,000</b>   | <b>(871,000)</b>               |

## Expenditure Detail:

| EXPENDITURES                | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b>WPA ADMINISTRATION</b>   |                   |                   |                               |                    |                                |
| Regular                     | 184,507           | 190,720           | 191,443                       | 198,294            | 6,851                          |
| Overtime                    | 7,534             | 9,130             | 8,000                         | 8,000              | -                              |
| Part-time                   | 2,091             | 3,272             | 2,956                         | -                  | (2,956)                        |
| FICA                        | 14,533            | 15,282            | 15,147                        | 15,239             | 92                             |
| VRS-Employer                | 22,651            | 23,101            | 22,782                        | 23,597             | 815                            |
| Retirees                    | 6,045             | 6,289             | 6,000                         | 6,225              | 225                            |
| Insurance-Employer          | 2,170             | 2,217             | 2,527                         | 2,359              | (168)                          |
| Worker's Compensation       | 4,196             | 2,838             | 2,908                         | 1,092              | (1,816)                        |
| Flex Benefits - Admin Fee   | 364               | 150               | 240                           | 123                | (117)                          |
| Flex Benefits - Employee    | 32,845            | 32,139            | 32,515                        | 28,623             | (3,892)                        |
| VRS Health Insurance Credit | 255               | 262               | 287                           | 297                | 10                             |
| PERSONNEL                   | 277,191           | 285,400           | 284,805                       | 283,849            | (956)                          |
| Engineering & Architect     | -                 | 44,083            | 28,000                        | 10,000             | (18,000)                       |
| Other Professional Services | 1,900             | -                 | -                             | -                  | -                              |

# Winchester Parking Authority Fund

## ***Expenditure Detail - continued:***

|  | FY 2013        | FY 2014        | FY 2015         | FY 2016        | FY 2016          |
|--|----------------|----------------|-----------------|----------------|------------------|
| EXPENDITURES                                 | ACTUAL         | ACTUAL         | ORIGINAL BUDGET | ADOPTED        | BUDGET Inc/(Dec) |
| <b><i>WPA ADMINISTRATION - continued</i></b> |                |                |                 |                |                  |
| Temporary Help/Other                         | 185            | 140            | 200             | 200            | -                |
| Repairs & Maintenance                        | -              | 2,591          | 4,000           | 3,000          | (1,000)          |
| Vehicle Repair & Maint                       | 1,294          | 1,092          | 1,000           | 1,000          | -                |
| Printing & Binding                           | 8,927          | 6,661          | 8,000           | 7,000          | (1,000)          |
| Laundry & Dry Cleaning                       | 781            | 936            | 1,000           | 800            | (200)            |
| CONTRACTUAL SERV                             | 13,087         | 55,503         | 42,200          | 22,000         | (20,200)         |
| Equipment Fuel                               | 2,984          | 3,690          | 3,000           | 3,500          | 500              |
| Equipment Parts                              | 836            | 96             | 1,000           | 1,000          | -                |
| Equipment Labor                              | 1,014          | 258            | 1,000           | 1,000          | -                |
| Copier Charges                               | 383            | 31             | 300             | 100            | (200)            |
| INTERNAL SERVICES                            | 5,217          | 4,075          | 5,300           | 5,600          | 300              |
| Postal Services                              | 127            | 215            | 200             | 200            | -                |
| Telecommunications                           | 1,256          | 1,368          | 2,800           | 2,000          | (800)            |
| Motor Vehicle Insurance                      | 1,036          | 1,005          | 1,500           | 1,000          | (500)            |
| General Liability Insurance                  | 1,793          | 3,295          | 3,500           | 4,200          | 700              |
| Equipment                                    | 92             | -              | 1,500           | -              | (1,500)          |
| Mileage                                      | -              | -              | 200             | 100            | (100)            |
| Travel & Training                            | -              | -              | 1,000           | 600            | (400)            |
| Dues & Memberships                           | 74             | -              | 100             | 100            | -                |
| Misc Charges & Fees                          | 10,349         | 13,421         | 10,000          | 13,000         | 3,000            |
| Office Supplies                              | 343            | 1,576          | 1,000           | 1,000          | -                |
| Food & Food Service                          | 43             | 50             | 100             | 100            | -                |
| Landscaping/Agricultural                     | -              | 28             | -               | -              | -                |
| Vehicle & Equip Supplies                     | 162            | 316            | 500             | 500            | -                |
| Uniforms & Apparel                           | 561            | 186            | 500             | 200            | (300)            |
| Other Operating Supplies                     | 1,616          | 1,730          | 2,500           | 2,000          | (500)            |
| Chemicals                                    | 639            | 613            | 700             | 700            | -                |
| Computer Equipment                           | 1,674          | 1,059          | 3,000           | -              | (3,000)          |
| OTHER CHARGES                                | 19,765         | 24,862         | 29,100          | 25,700         | (3,400)          |
| Depreciation Expense                         | 258,277        | 258,127        | -               | -              | -                |
| CAPITAL                                      | 258,277        | 258,127        | -               | -              | -                |
| <b>TOTAL WPA ADMIN</b>                       | <b>573,537</b> | <b>627,967</b> | <b>361,405</b>  | <b>337,149</b> | <b>(24,256)</b>  |



# Winchester Parking Authority Fund

## ***Expenditure Detail - continued:***

| EXPENDITURES                       | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|------------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b>OFF-STREET LOTS</b>             |                   |                   |                               |                    |                                |
| Repairs & Maintenance              | 180               | 2,854             | 500                           | 2,500              | 2,000                          |
| CONTRACTUAL SERV                   | 180               | 2,854             | 500                           | 2,500              | 2,000                          |
| Electrical Services                | 4,708             | 4,785             | 5,000                         | 5,000              | -                              |
| Rent - Parking Lots                | 6,459             | 6,459             | 6,500                         | 6,500              | -                              |
| Landscaping/Agricultural           | -                 | -                 | 200                           | 200                | -                              |
| Repairs & Maintenance              | 22                | 206               | 500                           | 200                | (300)                          |
| Other Operating Supplies           | 1,350             | 1,530             | 300                           | 1,500              | 1,200                          |
| OTHER CHARGES                      | 12,539            | 12,980            | 12,500                        | 13,400             | 900                            |
| <b>TOTAL OFF-STREET LOTS</b>       | <b>12,719</b>     | <b>15,834</b>     | <b>13,000</b>                 | <b>15,900</b>      | <b>2,900</b>                   |
| <b>BRADDOCK AUTOPARK</b>           |                   |                   |                               |                    |                                |
| Repairs & Maintenance              | 2,105             | 6,379             | 223,500                       | 25,500             | (198,000)                      |
| Landscaping                        | 415               | -                 | -                             | -                  | -                              |
| CONTRACTUAL SERV                   | 2,520             | 6,379             | 223,500                       | 25,500             | (198,000)                      |
| Electrical Services                | 12,837            | 12,647            | 13,500                        | 13,000             | (500)                          |
| Water & Sewer                      | 679               | 878               | 500                           | 900                | 400                            |
| Telecommunications                 | 2,625             | 1,970             | 3,000                         | 2,000              | (1,000)                        |
| Property Insurance                 | 3,293             | 3,274             | 3,300                         | 5,300              | 2,000                          |
| Laundry & Janitorial               | 390               | 364               | 500                           | 500                | -                              |
| Repair & Maintenance               | 379               | 1,406             | 2,100                         | 1,500              | (600)                          |
| Other Operating Supplies           | 301               | 366               | 600                           | 500                | (100)                          |
| OTHER CHARGES                      | 20,504            | 20,905            | 23,500                        | 23,700             | 200                            |
| <b>TOTAL BRADDOCK<br/>AUTOPARK</b> | <b>23,024</b>     | <b>27,284</b>     | <b>247,000</b>                | <b>49,200</b>      | <b>(197,800)</b>               |
| <b>COURT SQUARE AUTOPARK</b>       |                   |                   |                               |                    |                                |
| Repairs & Maintenance              | 3,399             | 3,222             | 404,000                       | 25,500             | (378,500)                      |
| Landscaping                        | 3,573             | 2,215             | -                             | -                  | -                              |
| CONTRACTUAL SERV                   | 6,972             | 5,437             | 404,000                       | 25,500             | (378,500)                      |
| Electrical Services                | 23,777            | 25,010            | 22,000                        | 25,000             | 3,000                          |
| Telecommunications                 | 2,424             | 1,915             | 2,500                         | 2,500              | -                              |
| Property Insurance                 | 4,371             | 4,364             | 4,500                         | 7,100              | 2,600                          |

# Winchester Parking Authority Fund

## ***Expenditure Detail - continued:***

|   | FY 2013       | FY 2014       | FY 2015         | FY 2016       | FY 2016          |
|---|---------------|---------------|-----------------|---------------|------------------|
| EXPENDITURES                              | ACTUAL        | ACTUAL        | ORIGINAL BUDGET | ADOPTED       | BUDGET Inc/(Dec) |
| <b><i>COURT SQUARE - continued</i></b>    |               |               |                 |               |                  |
| Laundry & Janitorial                      | 292           | 386           | 1,000           | 500           | (500)            |
| Repair & Maintenance                      | 821           | 868           | 1,000           | 1,000         | -                |
| Other Operating Supplies                  | 39            | 420           | 200             | 200           | -                |
| OTHER CHARGES                             | 31,724        | 32,963        | 31,200          | 36,300        | 5,100            |
| <b><i>TOTAL COURT SQUARE AUTOPARK</i></b> | <b>38,696</b> | <b>38,400</b> | <b>435,200</b>  | <b>61,800</b> | <b>(373,400)</b> |
| <b><i>LOUDOUN AUTOPARK</i></b>            |               |               |                 |               |                  |
| Repairs & Maintenance                     | 278           | 1,989         | 352,000         | 24,500        | (327,500)        |
| CONTRACTUAL SERV                          | 278           | 1,989         | 352,000         | 24,500        | (327,500)        |
| Electrical Services                       | 18,902        | 20,633        | 20,000          | 20,000        | -                |
| Water & Sewer                             | 998           | 1,237         | 1,000           | 1,000         | -                |
| Telecommunications                        | 2,611         | 1,927         | 2,500           | 2,000         | (500)            |
| Property Insurance                        | 4,102         | 4,096         | 4,100           | 7,000         | 2,900            |
| Equipment                                 | 275           | -             | -               | -             | -                |
| Laundry & Janitorial                      | 509           | 380           | 1,000           | 500           | (500)            |
| Repair & Maintenance                      | 790           | 852           | 3,000           | 1,000         | (2,000)          |
| Other Operating Supplies                  | 118           | 448           | 500             | 500           | -                |
| OTHER CHARGES                             | 28,305        | 29,573        | 32,100          | 32,000        | (100)            |
| <b><i>TOTAL LOUDOUN AUTOPARK</i></b>      | <b>28,583</b> | <b>31,562</b> | <b>384,100</b>  | <b>56,500</b> | <b>(327,600)</b> |
| <b><i>PARKING ENFORCEMENT</i></b>         |               |               |                 |               |                  |
| Regular                                   | 32,676        | 33,168        | 33,301          | 33,966        | 665              |
| Overtime                                  | 1,319         | 1,557         | 1,500           | 1,500         | -                |
| FICA                                      | 2,303         | 2,461         | 2,478           | 2,499         | 21               |
| VRS-Employer                              | 3,940         | 4,012         | 3,963           | 4,042         | 79               |
| Insurance-Employer                        | 378           | 385           | 440             | 404           | (36)             |
| Worker's Compensation                     | 639           | 527           | 437             | 460           | 23               |
| Flex Benefits - Admin Fee                 | 72            | 30            | 48              | 24            | (24)             |
| Flex Benefits - Employee                  | 7,490         | 8,460         | 8,553           | 8,230         | (323)            |
| VRS Health Insurance Credit               | 44            | 46            | 50              | 51            | 1                |
| PERSONNEL                                 | 48,861        | 50,646        | 50,770          | 51,176        | 406              |

# Winchester Parking Authority Fund

## ***Expenditure Detail - continued:***

|   | FY 2013          | FY 2014          | FY 2015          | FY 2016          | FY 2016          |
|---|------------------|------------------|------------------|------------------|------------------|
| EXPENDITURES                                  | ACTUAL           | ACTUAL           | ORIGINAL BUDGET  | ADOPTED          | BUDGET Inc/(Dec) |
| <b><i>PARKING ENFORCEMENT - continued</i></b> |                  |                  |                  |                  |                  |
| Repairs & Maintenance                         | -                | 2,200            | 4,400            | 2,200            | (2,200)          |
| Printing & Binding                            | 842              | -                | 1,200            | 900              | (300)            |
| Laundry & Dry Cleaning                        | 363              | 353              | 500              | 500              | -                |
| CONTRACTUAL SERV                              | 1,205            | 2,553            | 6,100            | 3,600            | (2,500)          |
| Telecommunications                            | 434              | 595              | 400              | 600              | 200              |
| Uniforms & Apparel                            | 150              | 118              | 300              | 200              | (100)            |
| Other Operating Supplies                      | 470              | -                | 100              | -                | (100)            |
| OTHER CHARGES                                 | 1,054            | 713              | 800              | 800              | -                |
| <b>TOTAL PARKING ENFORCEMENT</b>              | <b>51,120</b>    | <b>53,912</b>    | <b>57,670</b>    | <b>55,576</b>    | <b>(2,094)</b>   |
| <b><i>GEORGE WASHINGTON AUTOPARK</i></b>      |                  |                  |                  |                  |                  |
| Repairs & Maintenance                         | 3,569            | 13,020           | 19,000           | 32,300           | 13,300           |
| CONTRACTUAL SERVICES                          | 3,569            | 13,020           | 19,000           | 32,300           | 13,300           |
| Electrical Services                           | 17,758           | 19,032           | 18,000           | 19,000           | 1,000            |
| Water & Sewer                                 | 733              | 835              | 1,000            | 1,000            | -                |
| Telecommunications                            | 2,611            | 2,845            | 2,500            | 2,800            | 300              |
| Property Insurance                            | 4,549            | 4,542            | 4,500            | 7,000            | 2,500            |
| Laundry & Janitorial                          | 934              | 1,103            | 1,000            | 1,000            | -                |
| Repair & Maintenance                          | 1,539            | 1,732            | 2,000            | 2,000            | -                |
| Other Operating Supplies                      | 39               | 40               | 500              | 400              | (100)            |
| Computer Equipment                            | -                | -                | 1,500            | 35,000           | 33,500           |
| OTHER CHARGES                                 | 28,163           | 30,129           | 31,000           | 68,200           | 37,200           |
| <b>TOTAL GW AUTOPARK</b>                      | <b>31,732</b>    | <b>43,149</b>    | <b>50,000</b>    | <b>100,500</b>   | <b>50,500</b>    |
| <b><i>DEBT</i></b>                            |                  |                  |                  |                  |                  |
| Principal                                     | -                | -                | 180,000          | 190,000          | 10,000           |
| Interest                                      | 406,742          | 388,330          | 398,625          | 389,375          | (9,250)          |
| <b>TOTAL DEBT SERVICE</b>                     | <b>406,742</b>   | <b>388,330</b>   | <b>578,625</b>   | <b>579,375</b>   | <b>750</b>       |
| <b>TOTAL WPA EXPENDITURES</b>                 | <b>1,166,153</b> | <b>1,226,438</b> | <b>2,127,000</b> | <b>1,256,000</b> | <b>(871,000)</b> |

## City Capital Improvement Fund

The City Capital Improvement Fund is used to account for the financing and construction of capital projects of the general government. Financing is provided by general government revenue and bond issues.

### ***Revenue and Expenditure Summary:***

|                                      | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b>Revenue by Classification</b>     |                   |                   |                               |                    |                                |
| Miscellaneous Revenue                | -                 | 26,565            | 150,000                       | -                  | (150,000)                      |
| Recovered Costs                      | -                 | 4,440             | 2,350,000                     | 715,000            | (1,635,000)                    |
| State Revenue                        | 507,957           | 1,004,670         | 8,289,200                     | 4,785,000          | (3,504,200)                    |
| Federal Revenue                      | 587,733           | 100,859           | 920,000                       | 1,000,000          | 80,000                         |
| Non-Revenue Receipts                 | 1,181,075         | 7,412,681         | 7,345,800                     | 8,500,000          | 1,154,200                      |
| <b>TOTAL REVENUE</b>                 | <b>2,276,765</b>  | <b>8,549,215</b>  | <b>19,055,000</b>             | <b>15,000,000</b>  | <b>(4,055,000)</b>             |
| <b>Expenditure by Classification</b> |                   |                   |                               |                    |                                |
| Public Safety                        | 200,675           | 511,622           | 5,000,000                     | -                  | (5,000,000)                    |
| Public Works                         | 2,597,742         | 4,324,222         | 12,600,000                    | 13,115,000         | 515,000                        |
| Parks, Recreation, Cultural          | 212,176           | 223,500           | 1,455,000                     | 885,000            | (570,000)                      |
| Transfers                            | 67,332            | -                 | -                             | 1,000,000          | 1,000,000                      |
| <b>TOTAL EXPENDITURES</b>            | <b>3,077,925</b>  | <b>5,059,344</b>  | <b>19,055,000</b>             | <b>15,000,000</b>  | <b>(4,055,000)</b>             |

### ***Revenue Detail:***

| REVENUE                      | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Interest Earnings            | -                 | 5,868             | -                             | -                  | -                              |
| Frederick County             | -                 | 20,697            | 150,000                       | -                  | (150,000)                      |
| MISCELLANEOUS                | -                 | 26,565            | 150,000                       | -                  | (150,000)                      |
| Public Works                 | -                 | 4,440             | 2,350,000                     | 715,000            | (1,635,000)                    |
| RECOVERED COSTS              | -                 | 4,440             | 2,350,000                     | 715,000            | (1,635,000)                    |
| Street & Highway Maintenance | 158,464           | 854,670           | -                             | -                  | -                              |
| State Grants                 | 349,493           | 150,000           | 8,289,200                     | 4,785,000          | (3,504,200)                    |
| STATE REVENUE                | 507,957           | 1,004,670         | 8,289,200                     | 4,785,000          | (3,504,200)                    |

## City Capital Improvement Fund

### ***Revenue Detail - continued:***

|                               | FY 2013          | FY 2014          | FY 2015           | FY 2016           | FY 2016            |
|-------------------------------|------------------|------------------|-------------------|-------------------|--------------------|
| REVENUE                       | ACTUAL           | ACTUAL           | ORIGINAL BUDGET   | ADOPTED           | BUDGET Inc/(Dec)   |
| ISTEA Grant                   | 33,791           | 20,859           | 920,000           | 400,000           | (520,000)          |
| Transportation Improvement    | 553,942          | 80,000           | -                 | 600,000           | 600,000            |
| FEDERAL REVENUE               | 587,733          | 100,859          | 920,000           | 1,000,000         | 80,000             |
| Sale of Bonds                 | -                | 6,007,681        | -                 | 7,000,000         | 7,000,000          |
| Transfers                     | 1,181,075        | 1,405,000        | 2,335,000         | 1,500,000         | (835,000)          |
| Fund Balance                  | -                | -                | 5,010,800         |                   | (5,010,800)        |
| NON-REVENUE RECEIPTS          | 1,181,075        | 7,412,681        | 7,345,800         | 8,500,000         | 1,154,200          |
| <b>TOTAL REVENUE CIP FUND</b> | <b>2,276,765</b> | <b>8,549,215</b> | <b>19,055,000</b> | <b>15,000,000</b> | <b>(4,055,000)</b> |

### ***Expenditure Detail:***

|                             | FY 2013   | FY 2014   | FY 2015         | FY 2016    | FY 2016          |
|-----------------------------|-----------|-----------|-----------------|------------|------------------|
| EXPENDITURES                | ACTUAL    | ACTUAL    | ORIGINAL BUDGET | ADOPTED    | BUDGET Inc/(Dec) |
| Communication Equipment     | 200,675   | 511,622   | 5,000,000       | -          | (5,000,000)      |
| PUBLIC SAFETY               | 200,675   | 511,622   | 5,000,000       | -          | (5,000,000)      |
| Building Improvements       | -         | 59,933    | -               | -          | -                |
| Signage                     | -         | -         | 50,000          | 150,000    | 100,000          |
| Sidewalks                   | -         | -         | -               | 650,000    | 650,000          |
| Streets/Road Improvements   | -         | 1,623,138 | 1,400,000       | 30,000     | (1,370,000)      |
| Roadway Construction        | 10,297    | 39,093    | 4,000,000       | 3,000,000  | (1,000,000)      |
| Hope Drive Improvements     | -         | -         | 300,000         | 400,000    | 100,000          |
| Meadowbranch Avenue         | -         | -         | 3,650,000       | 900,000    | (2,750,000)      |
| Tevis Extension             | -         | -         | 1,400,000       | 1,400,000  | -                |
| Valley Avenue               | -         | -         | -               | 700,000    | 700,000          |
| Storm Drainage Improvements | 363,974   | 2,448,204 | 700,000         | 770,000    | 70,000           |
| Old Town Mall Improvements  | 970,000   | -         | -               | -          | -                |
| Traffic Signals             | 245,761   | -         | 500,000         | -          | (500,000)        |
| Street Lights               | -         | -         | -               | 100,000    | 100,000          |
| Machinery & Equipment       | 326,098   | -         | -               | -          | -                |
| JJC Improvements            | -         | 41,394    | 300,000         | 3,700,000  | 3,400,000        |
| Facilities Renovations      | 681,612   | 112,460   | 300,000         | 1,315,000  | 1,015,000        |
| PUBLIC WORKS                | 2,597,742 | 4,324,222 | 12,600,000      | 13,115,000 | 515,000          |

## City Capital Improvement Fund

### ***Expenditure Detail - continued:***

| <b>EXPENDITURES</b>                    | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--|---------------------------|---------------------------|--|----------------------------|---|
| Green Circle                           | 44,938                    | 26,711                    | 1,120,000                              | 500,000                    | (620,000)                               |
| Barnett Park Improvements              | 167,238                   | 196,789                   | 335,000                                | 385,000                    | 50,000                                  |
| PARKS, REC, CULTURAL                   | 212,176                   | 223,500                   | 1,455,000                              | 885,000                    | (570,000)                               |
| Transfers                              | 67,332                    | -                         | -                                      | 1,000,000                  | 1,000,000                               |
| TRANSFERS                              | 67,332                    | -                         | -                                      | 1,000,000                  | 1,000,000                               |
| <b>TOTAL EXPENDITURES CIP<br/>FUND</b> | <b>3,077,925</b>          | <b>5,059,344</b>          | <b>19,055,000</b>                      | <b>15,000,000</b>          | <b>(4,055,000)</b>                      |

## Utilities Fund

The Utilities Division of the Public Services Department provides water and sanitary sewer service to approximately 11,000 customers located within the City and in specific areas of Frederick County. In addition, the Engineering Division completes engineering functions and manages capital improvement projects for Utilities and other departments within the City. A summary of the primary functions completed by Utilities and Engineering is:

- Operation and maintenance of water treatment plant
- Operation and maintenance of water distribution system and wastewater collection system
- Operation and maintenance of wastewater treatment plant (under contract with Frederick Winchester Service Authority)
- Utility billing for water and sewer services
- Engineering design/review and construction management of capital improvement projects

### ***Staffing Summary:***

| <b>Full-Time Employees</b> | <b>FY 2013</b> | <b>FY 2014</b> | <b>FY 2015</b> | <b>FY 2016</b> | <b>Inc/(Dec)</b> |
|----------------------------|----------------|----------------|----------------|----------------|------------------|
| Administration             | 5              | 5              | 5              | 5              | 0                |
| Source of Supply           | 12             | 12             | 12             | 12             | 0                |
| Sewer Division             | 18             | 18             | 18             | 18             | 0                |
| Engineering                | 5              | 5              | 5              | 5              | 0                |
| <b>Total</b>               | <b>40</b>      | <b>40</b>      | <b>40</b>      | <b>40</b>      | <b>0</b>         |

### ***Revenue Summary:***

|                         | <b>FY 2013</b>    | <b>FY 2014</b>    | <b>FY 2015</b>         | <b>FY 2016</b>    | <b>FY 2016</b>          |
|-------------------------|-------------------|-------------------|------------------------|-------------------|-------------------------|
| <b>Revenue Sources</b>  | <b>ACTUAL</b>     | <b>ACTUAL</b>     | <b>ORIGINAL BUDGET</b> | <b>ADOPTED</b>    | <b>BUDGET Inc/(Dec)</b> |
| Use of Money            | 4,247             | 5,194             | -                      | -                 | -                       |
| Charges for Services    | 17,983,138        | 20,449,625        | 20,428,000             | 20,990,000        | 562,000                 |
| Miscellaneous Revenue   | 2,456             | 5,495             | 2,000                  | 2,000             | -                       |
| Recovered Costs         | 1,046,469         | 1,401,699         | -                      | -                 | -                       |
| State Categorical Aid   | 822               | -                 | -                      | -                 | -                       |
| Federal Categorical Aid | 292,004           | 268,119           | 290,000                | 289,000           | (1,000)                 |
| Non-Revenue Receipts    | 13,535,069        | 116,163           | -                      | 223,000           | 223,000                 |
| <b>TOTAL REVENUE</b>    | <b>32,864,205</b> | <b>22,246,295</b> | <b>20,720,000</b>      | <b>21,504,000</b> | <b>784,000</b>          |

# Utilities Fund

## Revenue Detail:

| REVENUE                    | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|----------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Interest Earnings          | 143               | 364               | -                             | -                  | -                              |
| Rental Rec Prop/Facility   | 4,104             | 4,830             | -                             | -                  | -                              |
| USE OF MONEY               | 4,247             | 5,194             | -                             | -                  | -                              |
| Sale of Water              | 9,865,741         | 11,117,419        | 11,184,000                    | 11,300,000         | 116,000                        |
| Sale of Sewer              | 7,904,067         | 9,106,303         | 9,024,000                     | 9,200,000          | 176,000                        |
| Connection Charges         | -                 | 220               | -                             | -                  | -                              |
| Reconnection Charges       | 27,020            | 27,346            | 25,000                        | 25,000             | -                              |
| Special Sewer              | 7,845             | 3,268             | 5,000                         | 5,000              | -                              |
| Lab Service Charges        | 6,110             | 6,490             | 5,000                         | 5,000              | -                              |
| Penalties                  | 167,945           | 185,931           | 180,000                       | 200,000            | 20,000                         |
| Water Availability Fees    | -                 | -                 | -                             | 125,000            | 125,000                        |
| Sewer Availability Fees    | -                 | -                 | -                             | 125,000            | 125,000                        |
| TV Inspections             | 4,410             | 2,648             | 5,000                         | 5,000              | -                              |
| CHARGES FOR SERVICES       | 17,983,138        | 20,449,625        | 20,428,000                    | 20,990,000         | 562,000                        |
| Bad Checks                 | 2,450             | 1,495             | 2,000                         | 2,000              | -                              |
| Sale of Surplus Property   | -                 | 4,000             | -                             | -                  | -                              |
| Sale of Copies & Documents | 6                 | -                 | -                             | -                  | -                              |
| MISCELLANEOUS              | 2,456             | 5,495             | 2,000                         | 2,000              | -                              |
| Miscellaneous              | 3,369             | 1,199             | -                             | -                  | -                              |
| Capital Contribution       | 1,043,100         | 1,400,500         | -                             | -                  | -                              |
| RECOVERED COSTS            | 1,046,469         | 1,401,699         | -                             | -                  | -                              |
| Public Assistance Grant    | 822               | -                 | -                             | -                  | -                              |
| STATE CATEGORICAL AID      | 822               | -                 | -                             | -                  | -                              |
| ARRA - Stimulus            | 288,922           | 268,119           | 290,000                       | 289,000            | (1,000)                        |
| Public Assistance Grant    | 3,082             | -                 | -                             | -                  | -                              |
| FEDERAL CATEGORICAL        | 292,004           | 268,119           | 290,000                       | 289,000            | (1,000)                        |
| Insurance Recoveries       | 1,610             | -                 | -                             | -                  | -                              |
| Utilities Fund             | 13,533,459        | 116,163           | -                             | -                  | -                              |
| Fund Balance               | -                 | -                 | -                             | 223,000            | 223,000                        |
| NON-REVENUE RECEIPTS       | 13,535,069        | 116,163           | -                             | 223,000            | 223,000                        |
| <b>TOTAL UTILITIES</b>     | <b>32,864,205</b> | <b>22,246,295</b> | <b>20,720,000</b>             | <b>21,504,000</b>  | <b>784,000</b>                 |



## Utilities Fund

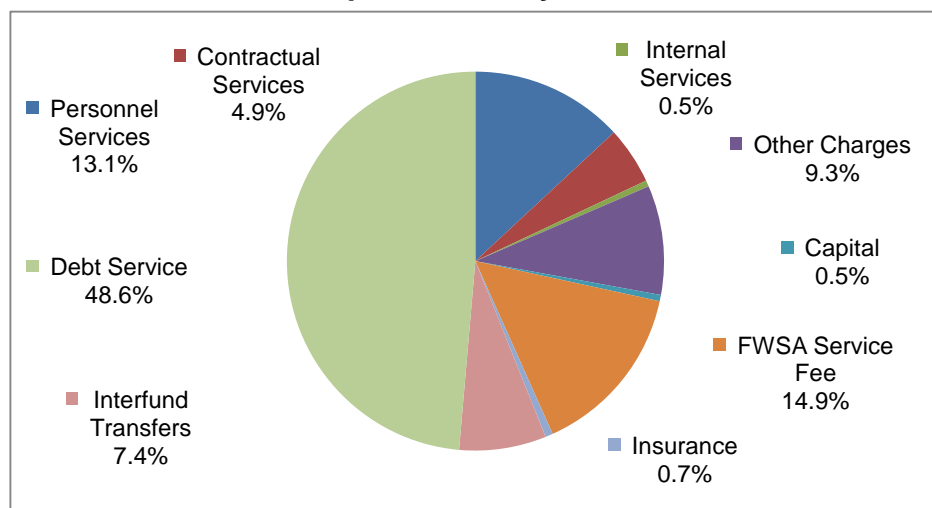
### Expenditure Summary:

|                                | FY 2013           | FY 2014           | FY 2015           | FY 2016           | FY 2016          |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|------------------|
|                                | ACTUAL            | ACTUAL            | ORIGINAL BUDGET   | ADOPTED           | BUDGET Inc/(Dec) |
| <b>Expenditure by Division</b> |                   |                   |                   |                   |                  |
| Administration                 | 685,849           | 743,491           | 681,613           | 692,100           | 10,487           |
| Source of Supply               | 2,413,327         | 2,434,143         | 2,444,525         | 2,783,000         | 338,475          |
| Transmission/Distribution      | 1,821,547         | 1,839,076         | 1,961,596         | 2,139,400         | 177,804          |
| FWSA Service Fee               | 3,025,531         | 2,686,595         | 3,000,000         | 3,200,000         | 200,000          |
| Engineering                    | 4,444,417         | 4,656,387         | 460,280           | 493,300           | 33,020           |
| Insurance                      | 127,790           | 132,982           | 140,000           | 141,000           | 1,000            |
| Interfund Transfers            | 1,917,668         | 1,600,000         | 1,715,000         | 1,600,000         | (115,000)        |
| Debt Service                   | 3,533,132         | 4,288,310         | 10,316,986        | 10,455,200        | 138,214          |
| <b>TOTAL EXPENDITURES</b>      | <b>17,969,261</b> | <b>18,380,984</b> | <b>20,720,000</b> | <b>21,504,000</b> | <b>784,000</b>   |

### Expenditure by Classification

|                           |                   |                   |                   |                   |                |
|---------------------------|-------------------|-------------------|-------------------|-------------------|----------------|
| Personnel Services        | 2,600,198         | 2,616,792         | 2,694,554         | 2,821,300         | 126,746        |
| Contractual Services      | 872,572           | 992,884           | 903,800           | 1,050,800         | 147,000        |
| Internal Services         | 117,397           | 113,450           | 113,500           | 115,000           | 1,500          |
| Other Charges             | 1,783,498         | 1,714,618         | 1,836,160         | 2,004,700         | 168,540        |
| Capital                   | 3,991,475         | 4,235,353         | -                 | 116,000           | 116,000        |
| FWSA Service Fee          | 3,025,531         | 2,686,595         | 3,000,000         | 3,200,000         | 200,000        |
| Insurance                 | 127,790           | 132,982           | 140,000           | 141,000           | 1,000          |
| Interfund Transfers       | 1,917,668         | 1,600,000         | 1,715,000         | 1,600,000         | (115,000)      |
| Debt Service              | 3,533,132         | 4,288,310         | 10,316,986        | 10,455,200        | 138,214        |
| <b>TOTAL EXPENDITURES</b> | <b>17,969,261</b> | <b>18,380,984</b> | <b>20,720,000</b> | <b>21,504,000</b> | <b>784,000</b> |

### FY 2016 Expenditures by Classification



# Utilities Fund

## ***Expenditure Detail:***

|                             | FY 2013 | FY 2014 | FY 2015         | FY 2016 | FY 2016          |
|-----------------------------|---------|---------|-----------------|---------|------------------|
| EXPENDITURES                | ACTUAL  | ACTUAL  | ORIGINAL BUDGET | ADOPTED | BUDGET Inc/(Dec) |
| <b>ADMINISTRATION</b>       |         |         |                 |         |                  |
| Regular                     | 277,175 | 298,048 | 304,296         | 313,140 | 8,844            |
| Overtime                    | 319     | 186     | 400             | 400     | -                |
| FICA                        | 20,509  | 22,072  | 21,247          | 21,547  | 300              |
| VRS-Employer                | 33,809  | 36,311  | 36,211          | 37,264  | 1,053            |
| Retirees                    | 40,147  | 41,768  | 39,800          | 42,000  | 2,200            |
| Insurance-Employer          | 3,239   | 3,485   | 4,017           | 3,726   | (291)            |
| Worker's Compensation       | 386     | 328     | 251             | 259     | 8                |
| Benefits Admin Fee          | 315     | 142     | 233             | 116     | (117)            |
| Employee Benefits           | 25,601  | 25,826  | 27,302          | 26,278  | (1,024)          |
| VRS Health Insurance Credit | 381     | 411     | 456             | 470     | 14               |
| PERSONNEL                   | 401,881 | 428,577 | 434,213         | 445,200 | 10,987           |
| Medical, Dental, & Hospital | 95      | -       | -               | -       | -                |
| Engineering & Architect     | 79,456  | 105,548 | 25,000          | 25,000  | -                |
| Other Professional Services | 3,250   | 37,388  | -               | -       | -                |
| Training/Education          | -       | -       | 7,000           | 7,000   | -                |
| Employment Agencies         | 5,400   | -       | -               | -       | -                |
| Repairs & Maintenance       | 200     | 2,550   | -               | -       | -                |
| Landscaping                 | -       | -       | -               | -       | -                |
| Vehicle Repair & Maint      | 413     | 13      | 1,000           | 1,000   | -                |
| Computer Services           | 8,820   | 9,006   | 15,000          | 15,000  | -                |
| Printing & Binding          | 834     | 1,804   | 2,500           | 2,500   | -                |
| Local Media                 | 523     | 508     | 500             | 500     | -                |
| Contracted Parking          | 12,544  | 8,178   | 12,000          | 12,000  | -                |
| Billing Services            | 44,248  | 41,422  | 47,000          | 47,000  | -                |
| Food Services               | 2,100   | 3,415   | 2,400           | 2,400   | -                |
| CONTRACTUAL SERV            | 157,883 | 209,832 | 112,400         | 112,400 | -                |
| Data Processing             | 3,600   | -       | -               | -       | -                |
| Copier Charges              | -       | -       | 1,000           | 1,000   | -                |
| INTERNAL SERVICES           | 3,600   | -       | 1,000           | 1,000   | -                |
| Postal Services             | 8,900   | 8,003   | 10,000          | 10,000  | -                |
| Telecommunications          | 2,459   | 2,806   | 3,000           | 3,000   | -                |
| Land                        | 4,000   | 4,000   | 5,000           | 5,000   | -                |
| Mileage & Transportation    | -       | -       | 1,500           | 1,500   | -                |

## Utilities Fund

### ***Expenditure Detail - continued:***

|  | FY 2013        | FY 2014        | FY 2015            | FY 2016        | FY 2016             |
|--|----------------|----------------|--------------------|----------------|---------------------|
| EXPENDITURES                             | ACTUAL         | ACTUAL         | ORIGINAL<br>BUDGET | ADOPTED        | BUDGET<br>Inc/(Dec) |
| <b><i>ADMINISTRATION - continued</i></b> |                |                |                    |                |                     |
| Travel & Training                        | 1,578          | 198            | 4,000              | 4,000          | -                   |
| State Health Dept Utility Fee            | 33,308         | 33,362         | 34,000             | 34,000         | -                   |
| Dues & Memberships                       | 762            | 4,053          | 7,000              | 7,000          | -                   |
| Misc Charges & Fees                      | 44,809         | 40,235         | 50,000             | 50,000         | -                   |
| Office Supplies                          | 3,403          | 4,598          | 5,000              | 5,000          | -                   |
| Food & Food Service                      | 179            | 246            | 500                | -              | (500)               |
| Vehicle & Equipment Fuels                | -              | -              | 250                | 250            | -                   |
| Vehicle & Equipment                      | -              | -              | 250                | 250            | -                   |
| Uniforms & Apparel                       | -              | -              | 500                | 500            | -                   |
| Books & Subscriptions                    | 345            | 400            | 500                | 500            | -                   |
| Other Operating Supplies                 | 14,714         | 4,899          | 6,000              | 6,000          | -                   |
| Computer Equipment                       | 5,944          | 1,557          | 5,000              | 5,000          | -                   |
| Awards, Plaques, Other                   | 2,084          | 725            | 1,500              | 1,500          | -                   |
| OTHER CHARGES                            | 122,485        | 105,082        | 134,000            | 133,500        | (500)               |
| <b>TOTAL ADMINISTRATION</b>              | <b>685,849</b> | <b>743,491</b> | <b>681,613</b>     | <b>692,100</b> | <b>10,487</b>       |
| <b><i>SOURCE OF SUPPLY</i></b>           |                |                |                    |                |                     |
| Regular                                  | 464,737        | 468,178        | 502,280            | 534,987        | 32,707              |
| Overtime                                 | 92,232         | 107,044        | 100,000            | 100,000        | -                   |
| Part-time Non-Classified                 | 30,764         | 28,544         | 28,000             | 30,000         | 2,000               |
| FICA                                     | 43,290         | 45,072         | 48,123             | 48,820         | 697                 |
| VRS-Employer                             | 57,736         | 56,611         | 59,411             | 63,461         | 4,050               |
| Retirees                                 | 10,934         | 10,152         | 10,400             | 10,500         | 100                 |
| Insurance-Employer                       | 5,532          | 5,434          | 6,590              | 6,366          | (224)               |
| VA Local Disability Plan                 | -              | 4              | 83                 | 435            | 352                 |
| State Unemployment Tax                   | 3,691          | -              | -                  | -              | -                   |
| Worker's Compensation                    | 15,783         | 13,822         | 10,237             | 13,083         | 2,846               |
| Benefits Admin Fee                       | 858            | 341            | 592                | 296            | (296)               |
| Employee Benefits                        | 70,566         | 69,581         | 80,700             | 79,949         | (751)               |
| VRS Health Insurance Credit              | 650            | 642            | 749                | 803            | 54                  |
| PERSONNEL                                | 796,773        | 805,425        | 847,165            | 888,700        | 41,535              |
| Medical, Dental, & Hospital              | 190            | 2,167          | -                  | -              | -                   |
| Other Professional Services              | -              | 646            | -                  | -              | -                   |
| Travel & Training                        | 615            | 1,661          | 1,000              | 1,000          | -                   |

# Utilities Fund

## ***Expenditure Detail - continued:***

| <b>EXPENDITURES</b>                        | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--|---------------------------|---------------------------|--|----------------------------|---|
| <b><i>SOURCE OF SUPPLY - continued</i></b> |                           |                           |  |                            |   |
| Employment Agencies                        | 34,614                    | 32,680                    | -                                      | -                          | -                                       |
| Repairs & Maintenance                      | 214,774                   | 182,268                   | 200,000                                | 290,000                    | 90,000                                  |
| Vehicle Repair & Maint                     | 769                       | 1,769                     | 2,000                                  | 2,000                      | -                                       |
| Mowing & Trimming                          | 3,832                     | 13,570                    | 10,000                                 | 10,000                     | -                                       |
| Computer Equipment                         | 17,200                    | 12,993                    | 10,000                                 | 10,000                     | -                                       |
| Printing & Binding                         | -                         | -                         | 500                                    | 500                        | -                                       |
| Local Media                                | 258                       | -                         | -                                      | -                          | -                                       |
| Laundry & Dry Cleaning                     | 5,184                     | 4,065                     | 6,000                                  | 6,000                      | -                                       |
| Other                                      | 1,000                     | -                         | 1,000                                  | 1,000                      | -                                       |
| Refuse Service                             | 3,527                     | 101,359                   | 6,000                                  | 70,000                     | 64,000                                  |
| Lab Services                               | 5,207                     | 2,544                     | 5,000                                  | 5,000                      | -                                       |
| CONTRACTUAL SERV                           | 287,170                   | 355,722                   | 241,500                                | 395,500                    | 154,000                                 |
| Equipment Fuel                             | 70,212                    | 70,174                    | 70,000                                 | 70,000                     | -                                       |
| Equipment Parts                            | 14,654                    | 13,380                    | 12,000                                 | 14,000                     | 2,000                                   |
| Equipment Labor                            | 28,177                    | 28,517                    | 28,000                                 | 28,000                     | -                                       |
| INTERNAL SERVICES                          | 113,043                   | 112,071                   | 110,000                                | 112,000                    | 2,000                                   |
| Electrical Services                        | 469,454                   | 472,991                   | 525,000                                | 550,000                    | 25,000                                  |
| Heating Services                           | -                         | 60                        | -                                      | -                          | -                                       |
| Postal Services                            | 1,649                     | 1,091                     | 1,500                                  | 1,500                      | -                                       |
| Telecommunications                         | 16,764                    | 15,973                    | 17,000                                 | 17,000                     | -                                       |
| Equipment Rental                           | 781                       | 1,921                     | 2,500                                  | 2,500                      | -                                       |
| Office Equipment                           | 2,760                     | 2,781                     | 2,800                                  | 2,800                      | -                                       |
| Mileage & Transportation                   | 276                       | -                         | 1,000                                  | 1,000                      | -                                       |
| Travel & Training                          | 4,080                     | 9,351                     | 5,160                                  | 6,100                      | 940                                     |
| Dues & Memberships                         | 1,654                     | 942                       | 1,500                                  | 1,500                      | -                                       |
| Local Real Estate Taxes                    | 33,574                    | 31,842                    | 17,000                                 | 32,000                     | 15,000                                  |
| Misc Charges & Fees                        | 104                       | 2,679                     | 2,200                                  | 2,200                      | -                                       |
| Background Checks                          | 278                       | -                         | -                                      | -                          | -                                       |
| Office Supplies                            | 1,232                     | 3,535                     | 2,500                                  | 2,500                      | -                                       |
| Food & Food Service                        | 130                       | -                         | 200                                    | 200                        | -                                       |
| Medical & Laboratory                       | 38,758                    | 27,829                    | 35,000                                 | 35,000                     | -                                       |
| Laundry & Janitorial                       | 3,755                     | 3,202                     | 5,000                                  | 5,000                      | -                                       |
| Repair & Maintenance                       | 108,088                   | 95,907                    | 85,000                                 | 160,000                    | 75,000                                  |

# Utilities Fund

## ***Expenditure Detail - continued:***

|  | FY 2013          | FY 2014          | FY 2015          | FY 2016          | FY 2016          |
|--|------------------|------------------|------------------|------------------|------------------|
| EXPENDITURES                               | ACTUAL           | ACTUAL           | ORIGINAL BUDGET  | ADOPTED          | BUDGET Inc/(Dec) |
| <b><i>SOURCE OF SUPPLY - continued</i></b> |                  |                  |                  |                  |                  |
| Vehicle & Equipment Fuels                  | 2,113            | 10,991           | 3,000            | 3,000            | -                |
| Vehicle & Equipment                        | 398              | 6,958            | 1,500            | 1,500            | -                |
| Uniforms & Apparel                         | 5,282            | 3,554            | 5,000            | 5,000            | -                |
| Books & Subscriptions                      | 112              | 915              | 500              | 500              | -                |
| Other Operating Supplies                   | 2,553            | 2,719            | 3,000            | 3,000            | -                |
| Chemicals                                  | 522,356          | 465,594          | 525,000          | 550,000          | 25,000           |
| Computer Equipment                         | -                | -                | 4,000            | 4,000            | -                |
| Awards, Plaques, Other                     | 190              | 90               | 500              | 500              | -                |
| OTHER CHARGES                              | 1,216,341        | 1,160,925        | 1,245,860        | 1,386,800        | 140,940          |
| <b>TOTAL SOURCE OF SUPPLY</b>              | <b>2,413,327</b> | <b>2,434,143</b> | <b>2,444,525</b> | <b>2,783,000</b> | <b>338,475</b>   |
| <b><i>TRANSMISSION/ DISTRIBUTION</i></b>   |                  |                  |                  |                  |                  |
| Regular                                    | 578,033          | 598,186          | 640,643          | 658,754          | 18,111           |
| Overtime                                   | 115,983          | 123,003          | 91,500           | 135,000          | 43,500           |
| Part-time Classified                       | 856              | -                | -                | -                | -                |
| Part-time Non-Classified                   | 1,235            | 3,272            | 2,956            | -                | (2,956)          |
| FICA                                       | 50,302           | 53,449           | 54,895           | 56,444           | 1,549            |
| VRS-Employer                               | 68,733           | 72,807           | 76,237           | 78,250           | 2,013            |
| Retirees                                   | 9,500            | 9,109            | 9,300            | 9,400            | 100              |
| Insurance-Employer                         | 6,586            | 6,989            | 8,456            | 7,839            | (617)            |
| VA Local Disability Plan                   | -                | 8                | 168              | 202              | 34               |
| Worker's Compensation                      | 33,495           | 24,792           | 19,928           | 16,138           | (3,790)          |
| Benefits Admin Fee                         | 1,132            | 495              | 848              | 427              | (421)            |
| Employee Benefits                          | 118,335          | 108,314          | 113,804          | 124,458          | 10,654           |
| VRS Health Insurance Credit                | 775              | 825              | 961              | 988              | 27               |
| PERSONNEL                                  | 984,965          | 1,001,249        | 1,019,696        | 1,087,900        | 68,204           |
| Medical, Dental, & Hospital                | 776              | 2,249            | -                | -                | -                |
| Other Professional Services                | 810              | -                | -                | -                | -                |
| Training/Education                         | -                | 3,400            | 1,000            | 1,000            | -                |
| Repair & Maintenance                       | 364,124          | 351,544          | 460,000          | 460,000          | -                |
| Vehicle Repairs & Maint                    | 9,491            | 10,422           | 16,000           | 16,000           | -                |
| Mowing & Trimming                          | 7,762            | 19,926           | 15,000           | 15,000           | -                |
| Computer Services                          | 8,226            | 7,507            | 12,000           | 12,000           | -                |
| Printing & Binding                         | 2,002            | 96               | 300              | 300              | -                |

## Utilities Fund

### ***Expenditure Detail - continued:***

|  | FY 2013 | FY 2014 | FY 2015            | FY 2016 | FY 2016             |
|--|---------|---------|--------------------|---------|---------------------|
| EXPENDITURES   | ACTUAL  | ACTUAL  | ORIGINAL<br>BUDGET | ADOPTED | BUDGET<br>Inc/(Dec) |
| <b><i>TRANSMISSION/ DISTRIBUTION - continued</i></b> |         |         |                    |         |                     |
| Local Media  | 1,008   | 324     | -                  | -       | -                   |
| Laundry & Dry Cleaning                               | 6,807   | 548     | 7,500              | 500     | (7,000)             |
| Sanitary Landfill Usage                              | -       | -       | 200                | 200     | -                   |
| Refuse Service                                       | 1,200   | 1,000   | 700                | 700     | -                   |
| Miss Utility Service                                 | 3,695   | 3,435   | 4,000              | 4,000   | -                   |
| CONTRACTUAL SERV                                     | 405,901 | 400,451 | 516,700            | 509,700 | (7,000)             |
| Equipment Fuel                                       | -       | -       | 500                | -       | (500)               |
| INTERNAL SERVICES                                    | -       | -       | 500                | -       | (500)               |
| Electrical Services                                  | 81,859  | 86,675  | 80,000             | 80,000  | -                   |
| Heating Services                                     | 1,584   | 2,069   | 2,500              | 2,500   | -                   |
| Water & Sewer  | 14,633  | 1,662   | 1,200              | 1,200   | -                   |
| Postal Services                                      | 245     | 359     | 1,000              | 1,000   | -                   |
| Telecommunications                                   | 18,395  | 18,828  | 15,000             | 19,000  | 4,000               |
| Property Insurance                                   | 26,214  | 25,476  | 27,000             | 27,000  | -                   |
| Equipment Rental                                     | 5,980   | 2,101   | 10,000             | 10,000  | -                   |
| Office Equipment                                     | 1,340   | 1,373   | 1,200              | 1,400   | 200                 |
| Lease/Rent of Buildings                              | 1,564   | 1,068   | 1,500              | 1,500   | -                   |
| Mileage & Transportation                             | 265     | 145     | 1,000              | 1,000   | -                   |
| Travel & Training                                    | 4,302   | 5,577   | 4,600              | 4,600   | -                   |
| Dues & Memberships                                   | 70      | 446     | 500                | 500     | -                   |
| Misc Charges & Fees                                  | 5,432   | 5,544   | 7,500              | 7,500   | -                   |
| Office Supplies                                      | 1,035   | 2,095   | 1,700              | 1,700   | -                   |
| Food & Food Service                                  | -       | -       | 200                | 200     | -                   |
| Landscaping/Agricultural                             | 44      | 52      | -                  | -       | -                   |
| Medical & Laboratory                                 | 599     | 195     | 500                | 500     | -                   |
| Laundry & Janitorial Services                        | 7,270   | 8,034   | 6,800              | 6,800   | -                   |
| Repair & Maintenance                                 | 195,591 | 220,875 | 200,000            | 220,000 | 20,000              |
| Vehicle & Equipment Fuels                            | 1,228   | 618     | 1,500              | 1,500   | -                   |
| Vehicle & Equipment                                  | 7,596   | 3,944   | 6,000              | 6,000   | -                   |
| Uniforms & Apparel                                   | 6,337   | 8,746   | 6,100              | 10,000  | 3,900               |
| Books & Subscriptions                                | 24      | -       | -                  | -       | -                   |
| Other Operating Supplies                             | 7,262   | 3,095   | 3,500              | 3,500   | -                   |
| Streets & Sidewalks                                  | 41,385  | 36,402  | 40,000             | 40,000  | -                   |

# Utilities Fund

## ***Expenditure Detail - continued:***

| <b>EXPENDITURES</b>                                  | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--|---------------------------|---------------------------|--|----------------------------|---|
| <b><i>TRANSMISSION/ DISTRIBUTION - continued</i></b> |                           |                           |  |                            |   |
| Chemicals  | -                         | 564                       | 1,000                                  | 1,000                      | -                                       |
| Computer Equipment                                   | 252                       | 1,128                     | 4,000                                  | 4,000                      | -                                       |
| Awards, Plaques, Other                               | 175                       | 305                       | 400                                    | 400                        | -                                       |
| OTHER CHARGES  | 430,681                   | 437,376                   | 424,700                                | 452,800                    | 28,100                                  |
| Motor Vehicle & Equipment                            | -                         | -                         | -                                      | 70,000                     | 70,000                                  |
| Machinery & Equipment                                | -                         | -                         | -                                      | 19,000                     | 19,000                                  |
| CAPITAL  | -                         | -                         | -                                      | 89,000                     | 89,000                                  |
| <b><i>TOTAL TRANSMISSION/<br/>DISTRIBUTION</i></b>   | <b><i>1,821,547</i></b>   | <b><i>1,839,076</i></b>   | <b><i>1,961,596</i></b>                | <b><i>2,139,400</i></b>    | <b><i>177,804</i></b>                   |
| <b><i>FWSA SERVICE FEE</i></b>                       |                           |                           |  |                            |   |
| FWSA Service Fee                                     | 3,025,531                 | 2,686,595                 | 3,000,000                              | 3,200,000                  | 200,000                                 |
| <b><i>TOTAL FWSA SERVICE<br/>FEE</i></b>             | <b><i>3,025,531</i></b>   | <b><i>2,686,595</i></b>   | <b><i>3,000,000</i></b>                | <b><i>3,200,000</i></b>    | <b><i>200,000</i></b>                   |
| <b><i>ENGINEERING</i></b>                            |                           |                           |  |                            |   |
| Regular  | 278,376                   | 282,960                   | 287,248                                | 293,010                    | 5,762                                   |
| Overtime   | 36,212                    | 2,882                     | 10,000                                 | 10,000                     | -                                       |
| FICA   | 22,962                    | 20,899                    | 21,804                                 | 22,018                     | 214                                     |
| VRS-Employer   | 33,933                    | 34,619                    | 34,182                                 | 34,868                     | 686                                     |
| Insurance-Employer                                   | 3,251                     | 3,323                     | 3,792                                  | 3,486                      | (306)                                   |
| State Unemployment Tax                               | 5,111                     | -                         | -                                      | -                          | -                                       |
| Worker's Compensation                                | 3,066                     | 2,770                     | 1,880                                  | 2,865                      | 985                                     |
| Benefits Admin Fee                                   | 360                       | 150                       | 240                                    | 120                        | (120)                                   |
| Employee Benefits                                    | 32,925                    | 33,546                    | 33,903                                 | 32,694                     | (1,209)                                 |
| VRS Health Insurance Credit                          | 383                       | 392                       | 431                                    | 439                        | 8                                       |
| PERSONNEL  | 416,579                   | 381,541                   | 393,480                                | 399,500                    | 6,020                                   |
| Engineering & Architect                              | 19,581                    | 18,827                    | 25,000                                 | 25,000                     | -                                       |
| Repairs & Maintenance                                | 75                        | -                         | -                                      | -                          | -                                       |
| Vehicle Repairs & Maint                              | 37                        | 279                       | 1,000                                  | 1,000                      | -                                       |
| Computer Services                                    | 1,925                     | 7,760                     | 7,000                                  | 7,000                      | -                                       |
| Printing & Binding                                   | -                         | 13                        | 200                                    | 200                        | -                                       |
| CONTRACTUAL SERV                                     | 21,618                    | 26,879                    | 33,200                                 | 33,200                     | -                                       |

## Utilities Fund

### ***Expenditure Detail - continued:***

| EXPENDITURES                          | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---------------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b><i>ENGINEERING - continued</i></b> |                   |                   |                               |                    |                                |
| Copier Charges                        | 754               | 1,379             | 2,000                         | 2,000              | -                              |
| INTERNAL SERVICES                     | 754               | 1,379             | 2,000                         | 2,000              | -                              |
| Postal Services                       | 25                | 52                | 200                           | 200                | -                              |
| Telecommunications                    | 5,771             | 5,626             | 9,000                         | 9,000              | -                              |
| Mileage & Transportation              | 145               | 413               | 1,900                         | 1,900              | -                              |
| Travel & Training                     | 2,365             | 3,402             | 9,800                         | 9,800              | -                              |
| Dues & Memberships                    | 140               | 380               | 1,000                         | 1,000              | -                              |
| Food & Food Service                   | 72                | 12                | 150                           | 150                | -                              |
| Vehicle & Equipment Fuels             | 75                | 17                | 100                           | 100                | -                              |
| Uniforms & Apparel                    | 428               | 320               | 1,000                         | 1,000              | -                              |
| Books & Subscriptions                 | -                 | 43                | 300                           | 300                | -                              |
| Other Operating Supplies              | 524               | 877               | 2,350                         | 2,350              | -                              |
| Computer Equipment                    | 4,326             | 13                | 5,600                         | 5,600              | -                              |
| Awards, Plaques, Other                | 120               | 80                | 200                           | 200                | -                              |
| OTHER CHARGES                         | 13,991            | 11,235            | 31,600                        | 31,600             | -                              |
| Motor Vehicle & Equipment             | -                 | -                 | -                             | 27,000             | 27,000                         |
| Depreciation Expense                  | 3,991,475         | 4,235,353         | -                             | -                  | -                              |
| CAPITAL                               | 3,991,475         | 4,235,353         | -                             | 27,000             | 27,000                         |
| <b>TOTAL ENGINEERING</b>              | <b>4,444,417</b>  | <b>4,656,387</b>  | <b>460,280</b>                | <b>493,300</b>     | <b>33,020</b>                  |
| <b><i>INSURANCE</i></b>               |                   |                   |                               |                    |                                |
| Property Insurance                    | 45,245            | 45,498            | 47,000                        | 50,000             | 3,000                          |
| Motor Vehicle Insurance               | 26,354            | 25,464            | 28,000                        | 26,000             | (2,000)                        |
| General Liability                     | 56,191            | 62,020            | 65,000                        | 65,000             | -                              |
| OTHER CHARGES                         | 127,790           | 132,982           | 140,000                       | 141,000            | 1,000                          |
| <b>TOTAL INSURANCE</b>                | <b>127,790</b>    | <b>132,982</b>    | <b>140,000</b>                | <b>141,000</b>     | <b>1,000</b>                   |
| <b><i>INTERFUND</i></b>               |                   |                   |                               |                    |                                |
| General Fund                          | 1,600,000         | 1,600,000         | 1,600,000                     | 1,600,000          | -                              |
| Capital Improvement Fund              | -                 | -                 | -                             | -                  | -                              |
| TRANSFERS                             | 1,600,000         | 1,600,000         | 1,600,000                     | 1,600,000          | -                              |



## Utilities Fund

### ***Expenditure Detail - continued:***

| EXPENDITURES                        | FY 2013<br>ACTUAL       | FY 2014<br>ACTUAL       | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED       | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-------------------------------------|-------------------------|-------------------------|-------------------------------|--------------------------|--------------------------------|
| <b><i>INTERFUND - continued</i></b> |                         |                         |                               |                          |                                |
| Capital Asset transfer              | 317,668                 | -                       | -                             | -                        | -                              |
| Fund Balance transfer               | -                       | -                       | 115,000                       | -                        | (115,000)                      |
| OTHER                               | 317,668                 | -                       | 115,000                       | -                        | (115,000)                      |
| <b><i>TOTAL INTERFUND</i></b>       | <b><i>1,917,668</i></b> | <b><i>1,600,000</i></b> | <b><i>1,715,000</i></b>       | <b><i>1,600,000</i></b>  | <b><i>(115,000)</i></b>        |
| <b><i>DEBT</i></b>                  |                         |                         |                               |                          |                                |
| Principal - Bonds                   | -                       | -                       | 4,319,000                     | 4,641,300                | 322,300                        |
| Interest - Bonds                    | 2,798,303               | 3,679,059               | 3,865,500                     | 3,658,700                | (206,800)                      |
| Paying Agent Fees                   | -                       | -                       | -                             | -                        | -                              |
| FWSA Debt                           | 734,829                 | 609,251                 | 2,132,486                     | 2,155,200                | 22,714                         |
| <b><i>DEBT SERVICE</i></b>          | <b><i>3,533,132</i></b> | <b><i>4,288,310</i></b> | <b><i>10,316,986</i></b>      | <b><i>10,455,200</i></b> | <b><i>138,214</i></b>          |
| <b>TOTAL UTILITIES FUND</b>         | <b>17,969,261</b>       | <b>18,380,984</b>       | <b>20,720,000</b>             | <b>21,504,000</b>        | <b>784,000</b>                 |

# Utilities Capital Improvement Fund

## Revenue and Expenditure Summary:

|                                  | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|----------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b>Revenue by Classification</b> |                   |                   |                               |                    |                                |
| Use of Money                     | 20,434            | 62                | -                             | -                  | -                              |
| Charges for Services             | 236,845           | 203,819           | 250,000                       | -                  | (250,000)                      |
| Recovered Costs                  | 329,223           | -                 | -                             | -                  | -                              |
| Shared Expenses                  | 112,296           | -                 | -                             | -                  | -                              |
| State Categorical                | 898,834           | -                 | -                             | -                  | -                              |
| Federal Categorical              | 422,448           | -                 | -                             | -                  | -                              |
| Non-Revenue Receipts             | -                 | -                 | 175,000                       | 5,500,000          | 5,325,000                      |
| <b>TOTAL REVENUE</b>             | <b>2,020,080</b>  | <b>203,881</b>    | <b>425,000</b>                | <b>5,500,000</b>   | <b>5,075,000</b>               |

## Expenditure by Classification

|                           |                   |                |                |                  |                  |
|---------------------------|-------------------|----------------|----------------|------------------|------------------|
| Capital                   | -                 | -              | 425,000        | 5,500,000        | 5,075,000        |
| Interfund Transfers       | 13,803,459        | 116,163        | -              | -                | -                |
| Debt Service              | 932,288           | -              | -              | -                | -                |
| <b>TOTAL EXPENDITURES</b> | <b>14,735,747</b> | <b>116,163</b> | <b>425,000</b> | <b>5,500,000</b> | <b>5,075,000</b> |

## Revenue Detail:

| REVENUE                  | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Interest Earnings        | 20,434            | 62                | -                             | -                  | -                              |
| USE OF MONEY/PROP        | 20,434            | 62                | -                             | -                  | -                              |
| Availability Fee -Water  | 130,245           | 91,819            | 125,000                       | -                  | (125,000)                      |
| Availability Fee - Sewer | 106,600           | 112,000           | 125,000                       | -                  | (125,000)                      |
| CHARGES FOR SERVICE      | 236,845           | 203,819           | 250,000                       | -                  | (250,000)                      |
| External Recoveries      | 329,223           | -                 | -                             | -                  | -                              |
| RECOVERED COSTS          | 329,223           | -                 | -                             | -                  | -                              |
| VHDA                     | 112,296           | -                 | -                             | -                  | -                              |
| SHARED EXPENSES          | 112,296           | -                 | -                             | -                  | -                              |
| Public Assistance Grant  | 898,834           | -                 | -                             | -                  | -                              |
| STATE CATEGORICAL        | 898,834           | -                 | -                             | -                  | -                              |

## Utilities Capital Improvement Fund

### Revenue Detail - continued:

| REVENUE                     | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| ARRA - Stimulus             | -                 | -                 | -                             | -                  | -                              |
| Federal Programs            | -                 | -                 | -                             | -                  | -                              |
| Drinking Water Grant        | 422,448           | -                 | -                             | -                  | -                              |
| FEDERAL CATEGORICAL         | 422,448           | -                 | -                             | -                  | -                              |
| Sale of Bonds               | -                 | -                 | -                             | 5,500,000          | 5,500,000                      |
| Fund Balance                | -                 | -                 | 175,000                       | -                  | (175,000)                      |
| NON-REVENUE RECEIPTS        | -                 | -                 | 175,000                       | 5,500,000          | 5,325,000                      |
| <b>TOTAL UT CIP REVENUE</b> | <b>2,020,080</b>  | <b>203,881</b>    | <b>425,000</b>                | <b>5,500,000</b>   | <b>5,075,000</b>               |

### Expenditure Detail:

| EXPENDITURES                    | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| CAPITAL PROJECTS                |                   |                   |                               |                    |                                |
| Machinery & Equipment           | -                 | -                 | 400,000                       | -                  | (400,000)                      |
| Facilities Construction         | -                 | -                 | 25,000                        | -                  | (25,000)                       |
| Infrastructure Improvement      | -                 | -                 | -                             | 3,000,000          | 3,000,000                      |
| Water Meter Replacement         | -                 | -                 | -                             | 1,750,000          | 1,750,000                      |
| Sanitary Sewer Improvements     | -                 | -                 | -                             | 750,000            | 750,000                        |
| CAPITAL                         | -                 | -                 | 425,000                       | 5,500,000          | 5,075,000                      |
| INTERFUND                       |                   |                   |                               |                    |                                |
| Utilities Operating             | 13,533,459        | 116,163           | -                             | -                  | -                              |
| Transfer to City CIP            | 270,000           | -                 | -                             | -                  | -                              |
| TRANSFERS                       | 13,803,459        | 116,163           | -                             | -                  | -                              |
| DEBT                            |                   |                   |                               |                    |                                |
| Interest - Bonds                | 932,288           | -                 | -                             | -                  | -                              |
| DEBT SERVICE                    | 932,288           | -                 | -                             | -                  | -                              |
| <b>TOTAL UTILITIES CIP FUND</b> | <b>14,735,747</b> | <b>116,163</b>    | <b>425,000</b>                | <b>5,500,000</b>   | <b>5,075,000</b>               |

## Employee Benefits Fund

The Employee Benefits Fund is used to account for the receipt and payment of funds for City employee fringe benefits, including health insurance and worker's compensation. Cost reimbursement revenues paid by departments and agencies of the City, as well as participating employees, are used to provide the employee fringe benefits.

### Revenue and Expenditure Summary:

|                                      | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b>Revenue by Classification</b>     |                   |                   |                               |                    |                                |
| Use of Money                         | 9,697             | 5,036             | 10,000                        | 5,000              | (5,000)                        |
| Recovered Costs                      | 4,642,665         | 681,786           | 450,000                       | 450,000            | -                              |
| Non-Revenue Receipts                 | -                 | -                 | 213,000                       | 683,000            | 470,000                        |
| <b>TOTAL REVENUE</b>                 | <b>4,652,362</b>  | <b>686,822</b>    | <b>673,000</b>                | <b>1,138,000</b>   | <b>465,000</b>                 |
| <b>Expenditure by Classification</b> |                   |                   |                               |                    |                                |
| Personnel Services                   | 64,939            | 24,004            | 78,000                        | 533,000            | 455,000                        |
| Contractual Services                 | 4,167,568         | 427,888           | 595,000                       | 600,000            | 5,000                          |
| Other Charges                        | -                 | 270               | -                             | 5,000              | 5,000                          |
| <b>TOTAL EXPENDITURES</b>            | <b>4,232,507</b>  | <b>452,162</b>    | <b>673,000</b>                | <b>1,138,000</b>   | <b>465,000</b>                 |

### Staffing Summary:

| Full-Time Employees    | FY 2013 | FY 2014 | FY 2015 | FY 2016 | Inc/(Dec) |
|------------------------|---------|---------|---------|---------|-----------|
| Employee Benefits Fund | 1       | 1       | 1       | 0       | (1.0)     |

### Revenue Detail:

| REVENUE               | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Interest Earnings     | 9,697             | 5,036             | 10,000                        | 5,000              | (5,000)                        |
| USE OF MONEY          | 9,697             | 5,036             | 10,000                        | 5,000              | (5,000)                        |
| Worker's Compensation | 593,417           | 588,015           | 450,000                       | 450,000            | -                              |
| Health Insurance      | 3,815,416         | 93,771            | -                             | -                  | -                              |
| Dental Insurance      | 233,832           | -                 | -                             | -                  | -                              |
| RECOVERED COSTS       | 4,642,665         | 681,786           | 450,000                       | 450,000            | -                              |

## Employee Benefits Fund

### Revenue Detail - continued:

| REVENUE                                 | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Fund Balance                            | -                 | -                 | 213,000                       | 683,000            | 470,000                        |
| NON-REVENUE RECEIPTS                    | -                 | -                 | 213,000                       | 683,000            | 470,000                        |
| <b>TOTAL EMPLOYEE<br/>BENEFITS FUND</b> | <b>4,652,362</b>  | <b>686,822</b>    | <b>673,000</b>                | <b>1,138,000</b>   | <b>465,000</b>                 |

### Expenditure Detail:

| EXPENDITURES                            | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Regular                                 | 48,144            | 17,252            | 60,000                        | 200,000            | 140,000                        |
| FICA                                    | 3,543             | 1,272             | 4,374                         | -                  | (4,374)                        |
| VRS-Employer                            | 5,763             | 2,203             | 7,140                         | -                  | (7,140)                        |
| Retirees                                | 1,007             | 1,048             | -                             | 333,000            | 333,000                        |
| Insurance-Employer                      | 552               | 211               | 792                           | -                  | (792)                          |
| VA Local Disability Plan                | -                 | -                 | 354                           | -                  | (354)                          |
| Worker's Compensation                   | 67                | 29                | 66                            | -                  | (66)                           |
| Benefits Admin Fee                      | 72                | 12                | 48                            | -                  | (48)                           |
| Employee Benefits                       | 5,726             | 1,952             | 5,136                         | -                  | (5,136)                        |
| VRS Health Insurance Credit             | 65                | 25                | 90                            | -                  | (90)                           |
| PERSONNEL                               | 64,939            | 24,004            | 78,000                        | 533,000            | 455,000                        |
| Dental Insurance Charges                | 200,714           | 7,549             | -                             | -                  | -                              |
| Health Insurance Charges                | 3,587,176         | 33,578            | -                             | 35,000             | 35,000                         |
| Wellness Programs                       | 4,600             | 3,850             | 5,000                         | 5,000              | -                              |
| Other Professional Services             | -                 | -                 | 107,000                       | 75,000             | (32,000)                       |
| Training/Education                      | -                 | -                 | 21,000                        | 25,000             | 4,000                          |
| Worker's Compensation                   | 375,078           | 382,911           | 450,000                       | 450,000            | -                              |
| Food Services                           | -                 | -                 | 12,000                        | 10,000             | (2,000)                        |
| CONTRACTUAL SERVICES                    | 4,167,568         | 427,888           | 595,000                       | 600,000            | 5,000                          |
| Banking Fees                            | -                 | -                 | -                             | 5,000              | 5,000                          |
| Misc Charges & Fees                     | -                 | 270               | -                             | -                  | -                              |
| OTHER CHARGES                           | -                 | 270               | -                             | 5,000              | 5,000                          |
| <b>TOTAL EMPLOYEE<br/>BENEFITS FUND</b> | <b>4,232,507</b>  | <b>452,162</b>    | <b>673,000</b>                | <b>1,138,000</b>   | <b>465,000</b>                 |

## Equipment Fund

The mission of the Equipment Maintenance Team is to replace, maintain, and manage City owned vehicles, equipment and attachments for safe and appropriate use.

### ***Goals and Objectives:***

- Improve and build on the technical skills of all shop staff by attending relevant continuing education opportunities.
- Respond to all emergency service calls within 20 minutes.
- Strive to have all vehicles functional at least 95% of the time.

### ***Revenue and Expenditure Summary:***

|                                      | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b>Revenue by Classification</b>     |                   |                   |                               |                    |                                |
| Recovered Costs                      | 1,292,558         | 1,495,924         | 1,460,000                     | 1,485,000          | 25,000                         |
| Non-Revenue Receipts                 | -                 | -                 | -                             | 30,000             | 30,000                         |
| <b>TOTAL REVENUE</b>                 | <b>1,292,558</b>  | <b>1,495,924</b>  | <b>1,460,000</b>              | <b>1,515,000</b>   | <b>55,000</b>                  |
| <b>Expenditure by Classification</b> |                   |                   |                               |                    |                                |
| Personnel Services                   | 267,386           | 294,146           | 302,300                       | 351,100            | 48,800                         |
| Contractual Services                 | 154,443           | 200,037           | 193,000                       | 193,000            | -                              |
| Internal Services                    | 30,600            | 15,414            | 40,000                        | 40,000             | -                              |
| Other Charges                        | 816,389           | 916,562           | 894,700                       | 900,900            | 6,200                          |
| Capital                              | -                 | -                 | 30,000                        | 30,000             | -                              |
| Depreciation                         | 1,525             | 3,910             | -                             | -                  | -                              |
| <b>TOTAL EXPENDITURES</b>            | <b>1,270,343</b>  | <b>1,430,069</b>  | <b>1,460,000</b>              | <b>1,515,000</b>   | <b>55,000</b>                  |

### ***Staffing Summary:***

| Full-Time Employees | FY 2013 | FY 2014 | FY 2015 | FY 2016 | Inc/(Dec) |
|---------------------|---------|---------|---------|---------|-----------|
| Equipment Fund      | 5       | 5       | 5       | 6       | 1.0       |

## Equipment Fund

### Revenue Detail:

| REVENUE                     | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| External Recoveries         | 30                | 144               | -                             | -                  | -                              |
| Fuel                        | 649,207           | 661,784           | 650,000                       | 650,000            | -                              |
| Labor                       | 413,593           | 544,658           | 560,000                       | 585,000            | 25,000                         |
| Parts                       | 229,728           | 289,338           | 250,000                       | 250,000            | -                              |
| RECOVERED COSTS             | 1,292,558         | 1,495,924         | 1,460,000                     | 1,485,000          | 25,000                         |
| Fund Balance                | -                 | -                 | -                             | 30,000             | 30,000                         |
| NON-REVENUE<br>RECEIPTS     | -                 | -                 | -                             | 30,000             | 30,000                         |
| <b>TOTAL EQUIPMENT FUND</b> | <b>1,292,558</b>  | <b>1,495,924</b>  | <b>1,460,000</b>              | <b>1,515,000</b>   | <b>55,000</b>                  |

### Expenditure Detail:

| EXPENDITURES                | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Regular                     | 185,784           | 193,594           | 202,592                       | 238,826            | 36,234                         |
| Overtime                    | 4,788             | 14,758            | 14,000                        | 14,000             | -                              |
| FICA                        | 14,354            | 15,518            | 15,681                        | 18,642             | 2,961                          |
| VRS-Employer                | 22,156            | 23,292            | 24,109                        | 28,420             | 4,311                          |
| Retirees                    | 5,037             | 5,241             | 5,000                         | 5,200              | 200                            |
| Insurance-Employer          | 2,128             | 2,243             | 2,674                         | 2,842              | 168                            |
| VA Local Disability Plan    | -                 | -                 | -                             | 220                | 220                            |
| State Employment Tax        | -                 | 1,632             | -                             | -                  | -                              |
| Worker's Compensation       | 4,288             | 4,163             | 4,028                         | 5,102              | 1,074                          |
| Benefits Admin Fee          | 329               | 147               | 240                           | 144                | (96)                           |
| Employee Benefits           | 28,271            | 33,292            | 33,672                        | 37,346             | 3,674                          |
| VRS Health Insurance Credit | 251               | 266               | 304                           | 358                | 54                             |
| PERSONNEL                   | 267,386           | 294,146           | 302,300                       | 351,100            | 48,800                         |
| Medical, Dental, & Hospital | 510               | -                 | -                             | -                  | -                              |
| Repairs & Maintenance       | 4,012             | 4,582             | 5,000                         | 5,000              | -                              |
| Vehicle Repair & Maint      | 138,196           | 183,782           | 175,000                       | 175,000            | -                              |

# Equipment Fund

## ***Expenditure Detail - continued:***

| <b>EXPENDITURES</b>           | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|-------------------------------|---------------------------|---------------------------|--|----------------------------|---|
| Computer Services             | 7,921                     | 7,955                     | 8,400                                  | 8,400                      | -                                       |
| Printing & Binding            | -                         | 119                       | 100                                    | 100                        | -                                       |
| Local Media                   | 177                       | -                         | -                                      | -                          | -                                       |
| Laundry & Dry Cleaning        | 3,627                     | 3,599                     | 4,500                                  | 4,500                      | -                                       |
| CONTRACTUAL SERV              | 154,443                   | 200,037                   | 193,000                                | 193,000                    | -                                       |
| Data Processing               | 1,000                     | -                         | -                                      | -                          | -                                       |
| Equipment Fuel                | 2,911                     | 4,555                     | 4,000                                  | 4,000                      | -                                       |
| Equipment Parts               | 4,527                     | 2,012                     | 3,000                                  | 3,000                      | -                                       |
| Equipment Labor               | 1,707                     | 6,239                     | 3,000                                  | 3,000                      | -                                       |
| Billing Clearing Account      | 20,455                    | 2,608                     | 30,000                                 | 30,000                     | -                                       |
| INTERNAL SERVICES             | 30,600                    | 15,414                    | 40,000                                 | 40,000                     | -                                       |
| Electrical Services           | 8,188                     | 12,069                    | 13,200                                 | 13,200                     | -                                       |
| Heating Services              | 3,720                     | 8,859                     | 11,500                                 | 11,500                     | -                                       |
| Water & Sewer                 | 3,083                     | 6,411                     | 9,000                                  | 9,000                      | -                                       |
| Postal Services               | 25                        | -                         | 200                                    | 200                        | -                                       |
| Telecommunications            | 2,802                     | 2,628                     | 5,000                                  | 5,000                      | -                                       |
| Property Insurance            | -                         | 847                       | 1,600                                  | 1,600                      | -                                       |
| Motor Vehicle Insurance       | -                         | -                         | 500                                    | 500                        | -                                       |
| General Liability Insurance   | 1,992                     | 2,227                     | 4,500                                  | 3,000                      | (1,500)                                 |
| Office Equipment Rental       | -                         | -                         | 1,000                                  | 1,000                      | -                                       |
| Mileage                       | -                         | -                         | 500                                    | 500                        | -                                       |
| Travel & Training             | 588                       | 997                       | 2,000                                  | 4,000                      | 2,000                                   |
| Misc. Charges & Fees          | 127                       | 5                         | -                                      | -                          | -                                       |
| Office Supplies               | 1,247                     | 954                       | 1,000                                  | 1,000                      | -                                       |
| Food & Food Service           | 261                       | 350                       | 300                                    | 300                        | -                                       |
| Medical & Laboratory          | 162                       | 472                       | -                                      | -                          | -                                       |
| Laundry & Janitorial Services | 1,003                     | 835                       | 4,600                                  | 2,000                      | (2,600)                                 |
| Building Repair & Maint       | 1,883                     | 4,986                     | 4,100                                  | 4,100                      | -                                       |
| Vehicle & Equipment Fuels     | 593,637                   | 630,848                   | 600,000                                | 600,000                    | -                                       |
| Vehicle & Equipment           | 184,506                   | 234,879                   | 220,000                                | 220,000                    | -                                       |
| Uniforms & Apparel            | 994                       | 623                       | 1,900                                  | 1,900                      | -                                       |
| Books & Subscriptions         | 12                        | -                         | 100                                    | 100                        | -                                       |
| Other Operating Supplies      | 8,625                     | 7,472                     | 10,000                                 | 10,000                     | -                                       |
| Computer Supplies             | 3,534                     | 1,100                     | 3,700                                  | 12,000                     | 8,300                                   |
| OTHER CHARGES                 | 816,389                   | 916,562                   | 894,700                                | 900,900                    | 6,200                                   |



## Equipment Fund

### ***Expenditure Detail - continued:***

| EXPENDITURES                | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Motor Vehicle & Equipment   | -                 | -                 | 30,000                        | 30,000             | -                              |
| Depreciation Expense        | 1,525             | 3,910             | -                             | -                  | -                              |
| <b>TOTAL EQUIPMENT FUND</b> | <b>1,270,343</b>  | <b>1,430,069</b>  | <b>1,460,000</b>              | <b>1,515,000</b>   | <b>55,000</b>                  |

## Other Post-Employment Benefits Fund

The Other Post-Employment Benefits Fund is used to account for the costs associated with providing healthcare benefits to current and future eligible retirees of the City of Winchester.

### Revenue Detail:

| REVENUE                        | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Other Post-Employment Benefits | 459,000           | 477,000           | 459,000                       | 480,000            | 21,000                         |
| CHARGES FOR SERVICES           | 459,000           | 477,000           | 459,000                       | 480,000            | 21,000                         |
| <b>TOTAL REVENUE</b>           | <b>459,000</b>    | <b>477,000</b>    | <b>459,000</b>                | <b>480,000</b>     | <b>21,000</b>                  |

### Expenditure Detail:

| EXPENDITURES              | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Retirees                  | 258,000           | 459,000           | 459,000                       | 480,000            | 21,000                         |
| PERSONNEL                 | 258,000           | 459,000           | 459,000                       | 480,000            | 21,000                         |
| <b>TOTAL EXPENDITURES</b> | <b>258,000</b>    | <b>459,000</b>    | <b>459,000</b>                | <b>480,000</b>     | <b>21,000</b>                  |

## Northwestern Regional Jail Authority Construction Fund

The Northwestern Regional Jail Authority Construction Fund is used to account for bond proceeds and debt payments related to the construction of the regional jail.

### ***Revenues and Expenditures:***

|                      | FY 2013           | FY 2014          | FY 2015          | FY 2016          | FY 2016          |
|----------------------|-------------------|------------------|------------------|------------------|------------------|
| REVENUE              | ACTUAL            | ACTUAL           | ORIGINAL BUDGET  | ADOPTED          | BUDGET Inc/(Dec) |
| Interest Earnings    | 2,227             | 2,784            | -                | -                | -                |
| USE OF MONEY         | 2,227             | 2,784            | -                | -                | -                |
| Debt Service         | 1,108,761         | 1,059,844        | 1,064,000        | 1,219,000        | 155,000          |
| CHARGES FOR SERVICES | 1,108,761         | 1,059,844        | 1,064,000        | 1,219,000        | 155,000          |
| Sale of Bonds        | 16,824,524        | -                | -                | -                | -                |
| NON-REVENUE RECEIPTS | 16,824,524        | -                | -                | -                | -                |
| <b>TOTAL REVENUE</b> | <b>17,935,512</b> | <b>1,062,628</b> | <b>1,064,000</b> | <b>1,219,000</b> | <b>155,000</b>   |

|                           | FY 2013           | FY 2014          | FY 2015          | FY 2016          | FY 2016          |
|---------------------------|-------------------|------------------|------------------|------------------|------------------|
| EXPENDITURES              | ACTUAL            | ACTUAL           | ORIGINAL BUDGET  | ADOPTED          | BUDGET Inc/(Dec) |
| Facilities Construction   | 428,633           | 609,690          | -                | -                | -                |
| Principal                 | 440,000           | 505,000          | 505,000          | 680,000          | 175,000          |
| Interest                  | 495,832           | 567,344          | 559,000          | 539,000          | (20,000)         |
| Bond Issuance Costs       | 95,985            | 19,460           | -                | -                | -                |
| Deposit with Escrow Agent | 14,890,111        | -                | -                | -                | -                |
| DEBT SERVICES             | 16,350,561        | 1,701,494        | 1,064,000        | 1,219,000        | 155,000          |
| <b>TOTAL EXPENDITURES</b> | <b>16,350,561</b> | <b>1,701,494</b> | <b>1,064,000</b> | <b>1,219,000</b> | <b>155,000</b>   |

## Frederick-Winchester Service Authority

The Frederick-Winchester Service Authority (FWSA) was created in 1974 by action taken by the City of Winchester and the County of Frederick, Virginia. The Authority is a public body existing under the provisions of the Virginia Water and Waste Authorities Act that is part of the Code of Virginia (1950) as amended. Although the City of Winchester and the County of Frederick established the Frederick-Winchester Service Authority, they do not exercise any oversight responsibilities of the Authority itself. All policy and financial responsibilities lay in the hands of the Board of the Frederick-Winchester Service Authority.

The Board of the Frederick-Winchester Service Authority is made up of nine members. The Common Council of the City of Winchester and the Board of Supervisors of the County of Frederick make appointments to the Board. Presently the City appoints five members and the County three members. The City and County appoint the ninth member jointly.

To accomplish its set forth purpose, FWSA analyzes capacity needs, undertakes design, and construction of facility improvements and/or expansion to meet needs and regulatory requirements. The FWSA also acquires the financing and sets fees and charges and agreement terms that will provide adequate funds to satisfy debt and operational costs.

### ***Revenue and Expenditure Summary:***

|                                      | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| <b>Revenue by Classification</b>     |                   |                   |                               |                    |                                |
| Charges for Services                 | 4,185,545         | 4,156,475         | 4,379,000                     | 4,444,000          | 65,000                         |
| <b>TOTAL REVENUE</b>                 | <b>4,185,545</b>  | <b>4,156,475</b>  | <b>4,379,000</b>              | <b>4,444,000</b>   | <b>65,000</b>                  |
| <b>Expenditure by Classification</b> |                   |                   |                               |                    |                                |
| Personnel Services                   | 1,330,508         | 1,447,650         | 1,472,300                     | 1,556,400          | 84,100                         |
| Contractual Services                 | 824,720           | 776,791           | 857,200                       | 822,500            | (34,700)                       |
| Internal Services                    | 31,000            | 45,322            | 31,000                        | 45,500             | 14,500                         |
| Other Charges                        | 1,990,446         | 1,886,711         | 2,018,500                     | 2,019,600          | 1,100                          |
| <b>TOTAL EXPENDITURES</b>            | <b>4,176,674</b>  | <b>4,156,474</b>  | <b>4,379,000</b>              | <b>4,444,000</b>   | <b>65,000</b>                  |

# Frederick-Winchester Service Authority

## Staffing Summary:

| Full-Time Employees | FY 2013   | FY 2014   | FY 2015   | FY 2016   | Inc/(Dec) |
|---------------------|-----------|-----------|-----------|-----------|-----------|
| FWSA Administration | 21        | 22        | 22        | 22        | 0         |
| Authority Staff     | 2         | 2         | 2         | 2         | 0         |
| <b>FWSA Fund</b>    | <b>23</b> | <b>24</b> | <b>24</b> | <b>24</b> | <b>0</b>  |

## Revenue Detail:

| REVENUE                | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Charges for Services   | 4,185,545         | 4,156,475         | 4,379,000                     | 4,444,000          | 65,000                         |
| <b>TOTAL FWSA FUND</b> | <b>4,185,545</b>  | <b>4,156,475</b>  | <b>4,379,000</b>              | <b>4,444,000</b>   | <b>65,000</b>                  |

## Expenditure Detail:

| EXPENDITURES                | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Regular                     | 732,662           | 810,649           | 877,124                       | 921,619            | 44,495                         |
| Overtime                    | 104,548           | 111,333           | 50,000                        | 90,000             | 40,000                         |
| Part-time                   | -                 | 8,179             | -                             | -                  | -                              |
| FICA                        | 61,102            | 68,049            | 69,686                        | 73,778             | 4,092                          |
| VRS-Employer                | 88,376            | 97,043            | 104,378                       | 109,495            | 5,117                          |
| Insurance-Employer          | 8,467             | 9,317             | 11,578                        | 10,964             | (614)                          |
| VA Local Disability Plan    | -                 | 18                | 170                           | 430                | 260                            |
| State Unemployment Tax      | 8,040             | 188               | -                             | -                  | -                              |
| Worker's Compensation       | 20,311            | 18,082            | 14,728                        | 18,574             | 3,846                          |
| Benefits Admin Fee          | 1,265             | 578               | 1,027                         | 514                | (513)                          |
| Employee Benefits           | 127,172           | 137,723           | 153,893                       | 136,143            | (17,750)                       |
| VRS Health Insurance Credit | 995               | 1,100             | 1,316                         | 1,383              | 67                             |
| <b>PERSONNEL</b>            | <b>1,152,938</b>  | <b>1,262,259</b>  | <b>1,283,900</b>              | <b>1,362,900</b>   | <b>79,000</b>                  |
| Medical, Dental, & Hospital | 4,057             | 2,428             | 5,000                         | 5,000              | -                              |
| Other Professional Services | 1,260             | 509               | -                             | -                  | -                              |
| Training/Education          | 6,380             | 9,475             | 5,000                         | 15,000             | 10,000                         |
| Employment Agencies         | 88,092            | 20,792            | -                             | -                  | -                              |
| Repairs & Maintenance       | 277,052           | 278,500           | 301,700                       | 200,000            | (101,700)                      |
| Landscaping                 | 2,338             | 5,632             | 7,500                         | 7,500              | -                              |

# Frederick-Winchester Service Authority

## ***Expenditure Detail - continued:***

|                               | FY 2013 | FY 2014 | FY 2015  | FY 2016 | FY 2016   |
|-------------------------------|---------|---------|----------|---------|-----------|
|                               | ACTUAL  | ACTUAL  | ORIGINAL | ADOPTED | BUDGET    |
| EXPENDITURES                  | ACTUAL  | ACTUAL  | BUDGET   | ADOPTED | Inc/(Dec) |
| Vehicle Repair & Maint        | 11,520  | 29,101  | 30,000   | 25,000  | (5,000)   |
| Mowing & Trimming             | 18,782  | 27,563  | 19,000   | 22,000  | 3,000     |
| Computer Services             | 18,781  | 16,131  | 15,000   | 20,000  | 5,000     |
| Printing & Binding            | 541     | 1,326   | 1,000    | 1,000   | -         |
| Local Media                   | 1,666   | -       | 2,000    | 1,000   | (1,000)   |
| Laundry & Dry Cleaning        | 9,258   | 1,194   | 4,000    | 3,000   | (1,000)   |
| Tuition - Other               | -       | -       | -        | 8,000   | 8,000     |
| Sanitary Landfill Usage       | 361,062 | 351,586 | 410,000  | 460,000 | 50,000    |
| Refuse Service                | 11,825  | 13,444  | 15,000   | 20,000  | 5,000     |
| Lab Services                  | 12,106  | 19,110  | 42,000   | 35,000  | (7,000)   |
| CONTRACTUAL SERV              | 824,720 | 776,791 | 857,200  | 822,500 | (34,700)  |
| Equipment Fuel                | 26,609  | 34,107  | 26,000   | 29,500  | 3,500     |
| Equipment Parts               | 1,903   | 2,566   | 2,000    | 6,000   | 4,000     |
| Equipment Labor               | 2,488   | 8,649   | 3,000    | 10,000  | 7,000     |
| INTERNAL SERVICES             | 31,000  | 45,322  | 31,000   | 45,500  | 14,500    |
| Electrical Services           | 532,495 | 561,087 | 610,000  | 575,000 | (35,000)  |
| Heating Services              | 86,381  | 47,438  | 50,000   | 35,000  | (15,000)  |
| Postal Services               | 996     | 1,284   | 2,000    | 2,000   | -         |
| Telecommunications            | 16,567  | 20,149  | 17,000   | 41,600  | 24,600    |
| Motor Vehicle Insurance       | 2,703   | 2,627   | 3,500    | 5,000   | 1,500     |
| General Liability Insurance   | 6,822   | 6,540   | 8,000    | 15,000  | 7,000     |
| Equipment Rental              | 964     | 1,346   | 1,500    | -       | (1,500)   |
| Office Equipment Rental       | 1,819   | 1,871   | 2,000    | 2,000   | -         |
| Mileage                       | 146     | 472     | 500      | 2,000   | 1,500     |
| Travel & Training             | 9,665   | 8,538   | 10,000   | 10,000  | -         |
| Dues & Memberships            | 7,383   | 8,658   | 7,000    | 7,500   | 500       |
| Misc. Charges & Fees          | 2,011   | 270     | -        | -       | -         |
| Background Checks             | 1,028   | -       | -        | 500     | 500       |
| Office Supplies               | 1,156   | 1,560   | 2,000    | 2,000   | -         |
| Food & Food Service           | 2,903   | 3,590   | 3,000    | 4,500   | 1,500     |
| Landscaping Supplies          | 138     | 381     | 500      | -       | (500)     |
| Medical & Laboratory Supplies | 40,689  | 29,435  | 40,000   | 45,000  | 5,000     |
| Laundry & Janitorial Services | 12,352  | 14,219  | 15,000   | 15,000  | -         |
| Building Repair & Maint       | 356,914 | 270,080 | 266,000  | 300,000 | 34,000    |
| Vehicle & Equipment Fuels     | 5,067   | 4,255   | 5,000    | 6,000   | 1,000     |
| Vehicle & Equipment           | 2,686   | 4,293   | 3,000    | 5,000   | 2,000     |

# Frederick-Winchester Service Authority

## ***Expenditure Detail - continued:***

|                                 | FY 2013   | FY 2014   | FY 2015   | FY 2016   | FY 2016   |
|---------------------------------|-----------|-----------|-----------|-----------|-----------|
|                                 | ACTUAL    | ACTUAL    | ORIGINAL  | ADOPTED   | BUDGET    |
| EXPENDITURES                    |           |           | BUDGET    |           | Inc/(Dec) |
| Uniforms & Apparel              | 8,402     | 7,015     | 7,000     | 7,000     | -         |
| Books & Subscriptions           | 394       | 1,391     | 1,000     | 1,000     | -         |
| Other Operating Supplies        | 5,484     | 3,882     | 4,000     | 3,000     | (1,000)   |
| Chemicals                       | 885,141   | 875,330   | 950,000   | 925,000   | (25,000)  |
| Computer Supplies               | -         | 10,890    | 10,000    | 10,000    | -         |
| Awards, Plaques & Other         | 140       | 110       | 500       | 500       | -         |
| OTHER CHARGES                   | 1,990,446 | 1,886,711 | 2,018,500 | 2,019,600 | 1,100     |
| TOTAL FWSA ADMIN                | 3,999,104 | 3,971,083 | 4,190,600 | 4,250,500 | 59,900    |
| Regular                         | 136,622   | 144,321   | 147,909   | 152,837   | 4,928     |
| FICA                            | 10,376    | 11,029    | 10,226    | 10,364    | 138       |
| VRS-Employer                    | 16,969    | 17,759    | 17,601    | 18,188    | 587       |
| Insurance-Employer              | 1,626     | 1,705     | 1,952     | 1,819     | (133)     |
| Worker's Compensation           | 189       | 159       | 122       | 127       | 5         |
| Benefits Admin Fee              | 144       | 60        | 96        | 48        | (48)      |
| Employee Benefits               | 11,453    | 10,157    | 10,272    | 9,888     | (384)     |
| VRS Health Insurance Credit     | 191       | 201       | 222       | 229       | 7         |
| PERSONNEL                       | 177,570   | 185,391   | 188,400   | 193,500   | 5,100     |
| TOTAL FWSA AUTHORITY            | 177,570   | 185,391   | 188,400   | 193,500   | 5,100     |
| TOTAL EXPENDITURES<br>FWSA FUND | 4,176,674 | 4,156,474 | 4,379,000 | 4,444,000 | 65,000    |

## Northwestern Regional Juvenile Detention Center

The Northwestern Regional Juvenile Detention Center (NRJDC) is a 32 bed secure detention center serving the City of Winchester and Clarke, Frederick, Page, Shenandoah, and Warren Counties. The NRJDC provides the temporary care and custody of children and adolescents who cannot be served in an open setting and are referred to the NRJDC by the appropriate authorities pending juvenile court disposition or placement. It is the mission of the Northwestern Regional Juvenile Detention Center to provide, a safe and secure setting that offers opportunities for success and personal growth.

### ***Goals and Objectives:***

- Enhance the quality services offered to the residents and families in order to provide support and to reduce delinquent behavior in their communities.
- Provide staff with the knowledge, skills and abilities to maintain safety while meeting the needs of the residents through relevant and informative training.

### ***Trends:***

| <b>Admissions</b>   | <b>FY 2012</b> | <b>FY 2013</b> | <b>FY 2014</b> | <b>FY 2015<br/>Estimated</b> | <b>FY 2016<br/>Projected</b> |
|---------------------|----------------|----------------|----------------|------------------------------|------------------------------|
| Clarke County       | 10             | 9              | 10             | 8                            | 10                           |
| Frederick County    | 85             | 85             | 99             | 54                           | 80                           |
| Page County         | 53             | 32             | 63             | 42                           | 60                           |
| Shenandoah County   | 98             | 101            | 88             | 86                           | 90                           |
| Warren County       | 63             | 60             | 63             | 42                           | 50                           |
| Winchester City     | 72             | 67             | 110            | 78                           | 100                          |
| Other Jurisdictions | 6              | 4              | 2              | 6                            | 6                            |
| <b>Total</b>        | <b>387</b>     | <b>381</b>     | <b>435</b>     | <b>316</b>                   | <b>396</b>                   |

| <b>Child Care Days<br/>(Utilization)</b> | <b>FY 2012</b> | <b>FY 2013</b> | <b>FY 2014</b> | <b>FY 2015<br/>Estimated</b> | <b>FY 2016<br/>Projected</b> |
|--|----------------|----------------|----------------|------------------------------|------------------------------|
| Clarke County                            | 226            | 125            | 64             | 75                           | 60                           |
| Frederick County                         | 1446           | 2242           | 1861           | 850                          | 1300                         |
| Page County                              | 1110           | 1183           | 1613           | 900                          | 1400                         |
| Shenandoah County                        | 1266           | 1917           | 2007           | 1946                         | 2000                         |
| Warren County                            | 1560           | 799            | 1328           | 1653                         | 1400                         |
| Winchester City                          | 1213           | 1306           | 2411           | 1806                         | 2200                         |
| Other Jurisdictions                      |                |                | 2              | 56                           | 50                           |
| <b>Total</b>                             | <b>6821</b>    | <b>7572</b>    | <b>9289</b>    | <b>7286</b>                  | <b>8410</b>                  |



# Northwestern Regional Juvenile Detention Center

## Staffing Summary:

| Full-Time Employees      | FY 2013 | FY 2014 | FY 2015 | FY 2016 | Inc/(Dec) |
|--------------------------|---------|---------|---------|---------|-----------|
| Juvenile Detention Staff | 35      | 35      | 35      | 35      | 0         |
| NRJDC Fund               | 35      | 35      | 35      | 35      | 0         |

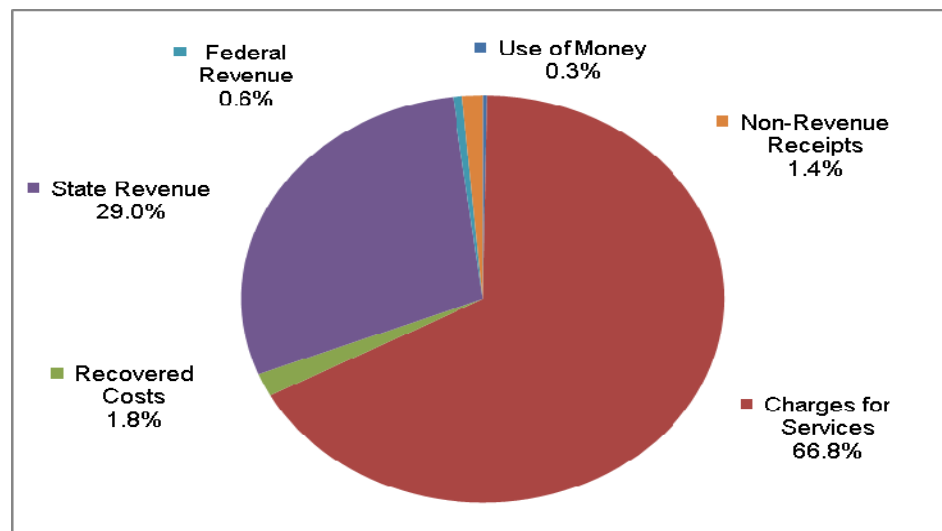
## Revenue and Expenditure Summary:

| Revenue by Classification | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|---------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Use of Money              | 3,954             | 2,124             | 8,000                         | 8,000              | -                              |
| Charges for Services      | 1,711,017         | 1,733,666         | 1,804,980                     | 1,862,428          | 57,448                         |
| Recovered Costs           | 26,372            | 55,000            | 51,000                        | 51,000             | -                              |
| State Revenue             | 764,418           | 758,046           | 765,182                       | 808,351            | 43,169                         |
| Federal Revenue           | 27,406            | 58,363            | 18,000                        | 18,000             | -                              |
| Non-Revenue Receipts      | 38,572            | -                 | 59,838                        | 38,221             | (21,617)                       |
| <b>TOTAL REVENUE</b>      | <b>2,571,739</b>  | <b>2,607,199</b>  | <b>2,707,000</b>              | <b>2,786,000</b>   | <b>79,000</b>                  |

## Expenditure by Classification

|                           |                  |                  |                  |                  |               |
|---------------------------|------------------|------------------|------------------|------------------|---------------|
| Personnel Services        | 2,161,312        | 2,230,460        | 2,272,770        | 2,342,929        | 70,159        |
| Contractual Services      | 246,430          | 222,958          | 283,220          | 272,561          | (10,659)      |
| Internal Services         | 1,196            | 797              | 2,000            | 2,000            | -             |
| Other Charges             | 116,842          | 128,370          | 149,010          | 168,510          | 19,500        |
| Capital                   | -                | 35,246           | -                | -                | -             |
| <b>TOTAL EXPENDITURES</b> | <b>2,525,780</b> | <b>2,617,831</b> | <b>2,707,000</b> | <b>2,786,000</b> | <b>79,000</b> |

## Funding Sources:



# Northwestern Regional Juvenile Detention Center

## Revenue Detail:

| REVENUE                      | FY 2013<br>ACTUAL | FY 2014<br>ACTUAL | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED | FY 2016<br>BUDGET<br>Inc/(Dec) |
|------------------------------|-------------------|-------------------|-------------------------------|--------------------|--------------------------------|
| Interest Earnings            | 3,954             | 2,124             | 8,000                         | 8,000              | -                              |
| USE OF MONEY                 | 3,954             | 2,124             | 8,000                         | 8,000              | -                              |
| Clarke County                | 50,817            | 57,904            | 38,854                        | 30,560             | (8,294)                        |
| Frederick County             | 395,758           | 395,276           | 469,675                       | 404,335            | (65,340)                       |
| Page County                  | 383,952           | 356,615           | 294,004                       | 285,810            | (8,194)                        |
| Shenandoah County            | 361,538           | 364,070           | 391,747                       | 429,208            | 37,461                         |
| Warren County                | 251,862           | 260,050           | 254,154                       | 320,920            | 66,766                         |
| Winchester                   | 267,090           | 299,751           | 356,546                       | 391,595            | 35,049                         |
| CHARGES FOR SERVICES         | 1,711,017         | 1,733,666         | 1,804,980                     | 1,862,428          | 57,448                         |
| Miscellaneous Revenue        | 26,372            | 55,000            | 51,000                        | 51,000             | -                              |
| RECOVERED COSTS              | 26,372            | 55,000            | 51,000                        | 51,000             | -                              |
| Block Grant                  | 762,968           | 757,046           | 765,182                       | 808,351            | 43,169                         |
| Juvenile Detention Ward Days | 1,450             | 1,000             | -                             | -                  | -                              |
| STATE REVENUE                | 764,418           | 758,046           | 765,182                       | 808,351            | 43,169                         |
| USDA Food Services           | 27,406            | 36,313            | 18,000                        | 18,000             | -                              |
| Juvenile Block Grant         | -                 | 22,050            | -                             | -                  | -                              |
| FEDERAL REVENUE              | 27,406            | 58,363            | 18,000                        | 18,000             | -                              |
| Insurance Recoveries         | 38,572            | -                 | -                             | -                  | -                              |
| Fund Balance                 | -                 | -                 | 59,838                        | 38,221             | (21,617)                       |
| NON-REVENUE RECEIPTS         | 38,572            | -                 | 59,838                        | 38,221             | (21,617)                       |
| <b>TOTAL NRJDC FUND</b>      | <b>2,571,739</b>  | <b>2,607,199</b>  | <b>2,707,000</b>              | <b>2,786,000</b>   | <b>79,000</b>                  |

# Northwestern Regional Juvenile Detention Center

## ***Expenditure Detail:***

|                             | FY 2013   | FY 2014   | FY 2015         | FY 2016   | FY 2016          |
|-----------------------------|-----------|-----------|-----------------|-----------|------------------|
| EXPENDITURES                | ACTUAL    | ACTUAL    | ORIGINAL BUDGET | ADOPTED   | BUDGET Inc/(Dec) |
| Regular                     | 1,429,808 | 1,440,005 | 1,566,653       | 1,623,044 | 56,391           |
| Overtime                    | 147,538   | 186,064   | 107,000         | 109,262   | 2,262            |
| Part-time Non-Classified    | 12,129    | 42,703    | 14,000          | 14,280    | 280              |
| FICA                        | 117,476   | 123,732   | 126,035         | 125,019   | (1,016)          |
| VRS-Employer                | 173,690   | 174,972   | 184,873         | 190,030   | 5,157            |
| Insurance-Employer          | 16,642    | 16,778    | 20,507          | 19,036    | (1,471)          |
| VA Local Disability Plan    | -         | 42        | 206             | 594       | 388              |
| State Unemployment Tax      | 1,890     | -         | -               | -         | -                |
| Worker's Compensation       | 47,601    | 35,095    | 20,410          | 21,022    | 612              |
| Benefits Admin Fee          | 2,328     | 974       | 1,680           | 865       | (815)            |
| Employee Benefits           | 210,251   | 208,115   | 229,075         | 237,377   | 8,302            |
| VRS Health Insurance Credit | 1,959     | 1,980     | 2,331           | 2,400     | 69               |
| PERSONNEL                   | 2,161,312 | 2,230,460 | 2,272,770       | 2,342,929 | 70,159           |
| Medical, Dental, & Hospital | 1,779     | 1,953     | 3,000           | 3,000     | -                |
| Accounting and Auditing     | 3,800     | 3,950     | 4,100           | 4,223     | 123              |
| Health Services - Residents | 33,600    | 36,837    | 40,850          | 44,568    | 3,718            |
| Legal Services              | 1,267     | 5,445     | 5,000           | 5,000     | -                |
| Other Professional Services | 5,450     | 3,319     | 10,000          | 10,000    | -                |
| Training/Education          | 1,693     | 4,052     | 4,000           | 500       | (3,500)          |
| Repairs & Maintenance       | 77,672    | 25,156    | 22,500          | 12,500    | (10,000)         |
| Vehicle Repair & Maint      | -         | -         | 1,500           | 1,500     | -                |
| Computer Services           | 1,600     | -         | 14,700          | 14,700    | -                |
| Printing & Binding          | 224       | 552       | 600             | 600       | -                |
| Local Media                 | 513       | 436       | 800             | 800       | -                |
| Overpopulation Charges      | -         | 3,846     | 26,770          | 26,770    | -                |
| Other Purchased Services    | 113,156   | 131,256   | 144,000         | 144,000   | -                |
| Refuse Service              | 5,676     | 6,156     | 5,400           | 4,400     | (1,000)          |
| CONTRACTUAL SERV            | 246,430   | 222,958   | 283,220         | 272,561   | (10,659)         |
| Equipment Fuel              | 73        | 442       | 1,000           | 1,000     | -                |
| Equipment Parts             | 186       | 210       | 500             | 500       | -                |
| Equipment Labor             | 937       | 145       | 500             | 500       | -                |
| INTERNAL SERVICES           | 1,196     | 797       | 2,000           | 2,000     | -                |
| Electrical Services         | 24,632    | 24,935    | 24,500          | 25,500    | 1,000            |
| Heating Services            | 5,498     | 7,491     | 6,300           | 6,300     | -                |

# Northwestern Regional Juvenile Detention Center

## ***Expenditure Detail - continued:***

| <b>EXPENDITURES</b>                      | <b>FY 2013<br/>ACTUAL</b> | <b>FY 2014<br/>ACTUAL</b> | <b>FY 2015<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2016<br/>ADOPTED</b> | <b>FY 2016<br/>BUDGET<br/>Inc/(Dec)</b> |
|--|---------------------------|---------------------------|--|----------------------------|---|
| Postal Services                          | 1,679                     | 1,546                     | 1,730                                  | 1,730                      | -                                       |
| Telecommunications                       | 13,267                    | 13,228                    | 11,000                                 | 11,000                     | -                                       |
| Boiler Insurance                         | -                         | -                         | 580                                    | 580                        | -                                       |
| Other Property Insurance                 | 5,636                     | 5,626                     | 5,100                                  | 5,100                      | -                                       |
| Motor Vehicle Insurance                  | 984                       | 953                       | 960                                    | 960                        | -                                       |
| Public Official Liability                | -                         | -                         | 2,890                                  | 1,990                      | (900)                                   |
| General Liability Insurance              | 4,271                     | 2,734                     | 1,150                                  | 2,050                      | 900                                     |
| Fidelity & Crime/Surety                  | -                         | -                         | 330                                    | 330                        | -                                       |
| VA Risk 2                                | -                         | 1,782                     | -                                      | -                          | -                                       |
| Office Equipment Rental                  | 5,326                     | 5,065                     | 6,000                                  | 6,000                      | -                                       |
| Mileage                                  | 725                       | 1,697                     | 1,400                                  | 1,400                      | -                                       |
| Travel & Training                        | 1,272                     | 3,691                     | 3,000                                  | 8,000                      | 5,000                                   |
| Dues & Memberships                       | 350                       | 250                       | 500                                    | 500                        | -                                       |
| Background Checks                        | 370                       | -                         | 400                                    | 400                        | -                                       |
| Office Supplies                          | 3,615                     | 5,232                     | 6,000                                  | 6,000                      | -                                       |
| Food & Food Service                      | 8,415                     | 9,135                     | 7,600                                  | 8,000                      | 400                                     |
| Landscaping Supplies                     | 139                       | -                         | 300                                    | 300                        | -                                       |
| Medical & Laboratory                     | 2,294                     | 4,802                     | 6,500                                  | 7,500                      | 1,000                                   |
| Laundry & Janitorial                     | 11,957                    | 12,437                    | 11,400                                 | 12,000                     | 600                                     |
| Linen Supplies                           | 452                       | 344                       | 600                                    | 600                        | -                                       |
| Building Repair & Maint                  | 6,142                     | 3,922                     | 6,500                                  | 6,500                      | -                                       |
| Vehicle & Equipment Fuels                | 1,488                     | -                         | 1,100                                  | 1,100                      | -                                       |
| Vehicle & Equipment                      | -                         | 85                        | 500                                    | 500                        | -                                       |
| Police Supplies                          | -                         | -                         | 500                                    | 500                        | -                                       |
| Uniforms & Apparel                       | 439                       | 1,360                     | 3,000                                  | 3,000                      | -                                       |
| Books & Subscriptions                    | 573                       | 649                       | 570                                    | 570                        | -                                       |
| Other Operating Supplies                 | 6,431                     | 10,105                    | 8,600                                  | 8,600                      | -                                       |
| Computer Supplies                        | 3,517                     | 3,861                     | 24,500                                 | 35,500                     | 11,000                                  |
| Wear & Apparel - Detainees               | 5,403                     | 5,440                     | 5,500                                  | 6,000                      | 500                                     |
| Awards, Plaques & Other                  | 1,967                     | 2,000                     | -                                      | -                          | -                                       |
| OTHER CHARGES                            | 116,842                   | 128,370                   | 149,010                                | 168,510                    | 19,500                                  |
| Machinery & Equipment                    | -                         | 35,246                    | -                                      | -                          | -                                       |
| CAPITAL                                  | -                         | 35,246                    | -                                      | -                          | -                                       |
| <b>TOTAL EXPENDITURES<br/>NRJDC FUND</b> | <b>2,525,780</b>          | <b>2,617,831</b>          | <b>2,707,000</b>                       | <b>2,786,000</b>           | <b>79,000</b>                           |

# Winchester Public Schools

Winchester Public School Board (Board): The Board was created as a separate legal entity by the City to oversee the operation and management of its publicly funded primary and secondary schools. All members of the Board are appointed by the City's Common Council which has the ability to impose its will upon the Board.

The City is financially accountable for Winchester Public Schools. Financial accountability is defined as an appointment of a voting majority of such an entity's Board, and either (a) the ability to impose its will, or (b) the possibility that the component unit will provide a financial benefit to, or impose a financial burden on, the City. For more detail information on the Winchester Public Schools budget visit the School's website at <http://www.wps.k12.va.us/sysinfo/budget15.pdf>.

| SCHOOLS OPERATING FUND              |                   |                   |                   |                   |                   |                  |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|
|                                     | FY 2012           | FY 2013           | FY 2014           | FY 2015           | FY 2016           | FY 2016          |
| DESCRIPTION                         | ACTUAL            | ACTUAL            | ORIGINAL BUDGET   | ORIGINAL BUDGET   | ADOPTED BUDGET    | LESS FY 2015     |
| <b>REVENUE</b>                      |                   |                   |                   |                   |                   |                  |
| Use of money and property           | 49,192            | 51,039            | 55,000            | 55,000            | 55,000            | 0                |
| Charges for services                | 200,462           | 133,126           | 130,734           | 125,000           | 125,000           | 0                |
| Miscellaneous                       | 200,639           | 209,619           | 135,400           | 202,500           | 342,500           | 140,000          |
| Recovered Costs                     | 127,522           | 110,273           | 80,000            | 91,134            | 91,134            | 0                |
| State                               | 16,669,814        | 19,403,366        | 19,337,727        | 21,452,730        | 21,607,399        | 154,669          |
| Federal Revenue                     | 883               | 400               | 0                 | 0                 | 0                 | 0                |
| City Appropriation                  | 25,351,902        | 26,651,702        | 26,301,702        | 27,699,102        | 29,059,397        | 1,360,295        |
| <b>TOTAL OPERATING REVENUE</b>      | <b>42,600,414</b> | <b>46,559,525</b> | <b>46,040,563</b> | <b>49,625,466</b> | <b>51,280,430</b> | <b>1,654,964</b> |
| <b>EXPENDITURES</b>                 |                   |                   |                   |                   |                   |                  |
| Instruction                         | 30,713,596        | 33,797,260        | 34,670,300        | 37,224,597        | 38,312,189        | 1,087,592        |
| Administration, Attendance & Hlth   | 1,697,176         | 1,893,920         | 2,053,341         | 2,388,866         | 2,485,362         | 96,496           |
| Pupil Transportation                | 1,679,894         | 2,024,566         | 1,919,152         | 2,084,473         | 2,223,833         | 139,360          |
| Operation & Maintenance             | 4,627,258         | 4,849,807         | 5,129,073         | 5,362,186         | 5,556,310         | 194,124          |
| Facilities                          | 0                 | 0                 | 4,000             | 4,000             | 4,000             | 0                |
| Debt & Fund Transfers               | 1,845,122         | 1,877,867         | 0                 | 0                 | 0                 | 0                |
| Technology                          | 2,037,468         | 2,151,635         | 2,264,697         | 2,561,344         | 2,698,736         | 137,392          |
| <b>TOTAL OPERATING EXPENDITURES</b> | <b>42,600,514</b> | <b>46,595,055</b> | <b>46,040,563</b> | <b>49,625,466</b> | <b>51,280,430</b> | <b>1,654,964</b> |

# Winchester Public Schools

## FEDERAL GRANTS FUND

|  | FY 2012          | FY 2013          | FY 2014          | FY 2015          | FY 2016          | FY 2016        |
|--|------------------|------------------|------------------|------------------|------------------|----------------|
| DESCRIPTION                              | ACTUAL           | ACTUAL           | ORIGINAL BUDGET  | ORIGINAL BUDGET  | ADOPTED BUDGET   | LESS FY 2015   |
| <b>REVENUE</b>                           |                  |                  |                  |                  |                  |                |
| Federal                                  | 2,811,382        | 2,391,272        | 2,675,444        | 2,188,991        | 3,183,167        | 994,176        |
| <b>TOTAL FEDERAL GRANTS REVENUE</b>      | <b>2,811,382</b> | <b>2,391,272</b> | <b>2,675,444</b> | <b>2,188,991</b> | <b>3,183,167</b> | <b>994,176</b> |
| <b>EXPENDITURES</b>                      |                  |                  |                  |                  |                  |                |
| Instruction                              | 2,710,900        | 2,290,229        | 2,586,263        | 2,113,074        | 3,107,250        | 994,176        |
| Pupil Transportation                     | 13,285           | 22,618           | 12,534           | 3,080            | 3,080            | 0              |
| Food Services                            | 966              |                  | 0                | 0                | 0                | 0              |
| Technology                               | 86,236           | 78,426           | 76,647           | 72,837           | 72,837           | 0              |
| <b>TOTAL FEDERAL GRANTS EXPENDITURES</b> | <b>2,811,387</b> | <b>2,391,273</b> | <b>2,675,444</b> | <b>2,188,991</b> | <b>3,183,167</b> | <b>994,176</b> |

## FOOD SERVICES FUND

|   | FY 2012          | FY 2013          | FY 2014          | FY 2015          | FY 2016          | FY 2016       |
|---|------------------|------------------|------------------|------------------|------------------|---------------|
| DESCRIPTION                             | ACTUAL           | ACTUAL           | ORIGINAL BUDGET  | ORIGINAL BUDGET  | ADOPTED BUDGET   | LESS FY 2015  |
| <b>REVENUE</b>                          |                  |                  |                  |                  |                  |               |
| Use of money and property               | 2,873            | 1,631            | 1,500            | 1,500            | 1,500            | 0             |
| Charges for services                    | 668,640          | 601,276          | 689,000          | 707,000          | 795,005          | 88,005        |
| Miscellaneous                           | 4,806            | 11,057           | 5,000            | 5,000            | 5,000            | 0             |
| State                                   | 34,097           | 36,154           | 36,950           | 36,950           | 38,424           | 1,474         |
| Federal                                 | 1,307,867        | 1,405,575        | 1,219,129        | 1,295,111        | 1,295,111        | 0             |
| Supplemental Appropriation              | 0                |                  | 0                | 0                | 0                | 0             |
| <b>TOTAL FOOD SERVICES REVENUE</b>      | <b>2,018,283</b> | <b>2,055,693</b> | <b>1,951,579</b> | <b>2,045,561</b> | <b>2,135,040</b> | <b>89,479</b> |
| <b>EXPENDITURES</b>                     |                  |                  |                  |                  |                  |               |
| Food Services                           | 1,846,683        | 1,927,935        | 1,950,579        | 2,044,561        | 2,134,040        | 89,479        |
| Operation & Maintenance                 | 1,240            | 1,373            | 1,000            | 1,000            | 1,000            | 0             |
| <b>TOTAL FOOD SERVICES EXPENDITURES</b> | <b>1,847,923</b> | <b>1,929,308</b> | <b>1,951,579</b> | <b>2,045,561</b> | <b>2,135,040</b> | <b>89,479</b> |

# Winchester Public Schools

## TEXTBOOK FUND

|                                    | FY 2012        | FY 2013        | FY 2014         | FY 2015         | FY 2016        | FY 2016      |
|------------------------------------|----------------|----------------|-----------------|-----------------|----------------|--------------|
| DESCRIPTION                        | ACTUAL         | ACTUAL         | ORIGINAL BUDGET | ORIGINAL BUDGET | ADOPTED BUDGET | LESS FY 2015 |
| <b>REVENUE</b>                     |                |                |                 |                 |                |              |
| Use of money and property          | 3,576          | 1,335          | 0               | 0               | 0              | 0            |
| Miscellaneous revenue              | 0              | 0              | 0               | 0               | 0              | 0            |
| Supplemental Appropriation         | 0              | 0              | 350,000         | 100,000         | 100,000        | 0            |
| Transfer in Operating Fund         | 300,000        | 300,000        | 0               | 0               | 0              | 0            |
| <b>TOTAL TEXTBOOK REVENUE</b>      | <b>303,576</b> | <b>301,335</b> | <b>350,000</b>  | <b>100,000</b>  | <b>100,000</b> | <b>0</b>     |
| <b>EXPENDITURES</b>                |                |                |                 |                 |                |              |
| Instruction                        | 445,719        | 303,946        | 350,000         | 100,000         | 100,000        | 0            |
| Technology                         | 0              | 0              | 0               | 0               | 0              | 0            |
| <b>TOTAL TEXTBOOK EXPENDITURES</b> | <b>445,719</b> | <b>303,946</b> | <b>350,000</b>  | <b>100,000</b>  | <b>100,000</b> | <b>0</b>     |

## FUND RAISING FUND

|  | FY 2012        | FY 2013        | FY 2014         | FY 2015         | FY 2016        | FY 2016       |
|--|----------------|----------------|-----------------|-----------------|----------------|---------------|
| DESCRIPTION                            | ACTUAL         | ACTUAL         | ORIGINAL BUDGET | ORIGINAL BUDGET | ADOPTED BUDGET | LESS FY 2015  |
| <b>REVENUE</b>                         |                |                |                 |                 |                |               |
| Use of money and property              | 6,101          | 2,813          | 0               | 0               | 0              | 0             |
| Miscellaneous revenue                  | 244,882        | 228,872        | 0               | 58,000          | 58,000         | 0             |
| Supplemental Appropriation             |                | 0              | 200,000         | 342,000         | 392,000        | 50,000        |
| <b>TOTAL FUND RAISING REVENUE</b>      | <b>250,983</b> | <b>231,685</b> | <b>200,000</b>  | <b>400,000</b>  | <b>450,000</b> | <b>50,000</b> |
| <b>EXPENDITURES</b>                    |                |                |                 |                 |                |               |
| Administration, Attendance & Hlth      | 2,026          | 2,026          | 0               | 0               | 0              | 0             |
| Facilities                             | 304,025        | 144,918        | 200,000         | 400,000         | 450,000        | 50,000        |
| Debt & Fund Transfers                  | 0              | 0              | 0               | 0               | 0              | 0             |
| <b>TOTAL FUND RAISING EXPENDITURES</b> | <b>306,051</b> | <b>146,944</b> | <b>200,000</b>  | <b>400,000</b>  | <b>450,000</b> | <b>50,000</b> |

# Winchester Public Schools

## CAPITAL IMPROVEMENTS FUND

|                                   | FY 2012          | FY 2013          | FY 2014         | FY 2015         | FY 2016        | FY 2016         |
|-----------------------------------|------------------|------------------|-----------------|-----------------|----------------|-----------------|
| DESCRIPTION                       | ACTUAL           | ACTUAL           | ORIGINAL BUDGET | ORIGINAL BUDGET | ADOPTED BUDGET | LESS FY 2015    |
| <b>REVENUE</b>                    |                  |                  |                 |                 |                |                 |
| Use of money and property         | 12,072           | 9,185            | 0               | 0               | 0              | 0               |
| Miscellaneous revenue             | 7,302            | 4,586            | 0               | 0               | 0              | 0               |
| Recovered costs                   | 87,795           | 99,226           | 0               | 0               | 0              | 0               |
| Supplemental Appropriation        | 1,545,122        | 0                | 0               | 0               | 0              | 0               |
| Transfer in School Operating      | 0                | 1,577,867        | 490,000         | 268,600         | 200,000        | (68,600)        |
| <b>TOTAL CAPITAL IMPROVEMENTS</b> | <b>1,652,291</b> | <b>1,690,864</b> | <b>490,000</b>  | <b>268,600</b>  | <b>200,000</b> | <b>(68,600)</b> |
| <b>EXPENDITURES</b>               |                  |                  |                 |                 |                |                 |
| Technology                        | 279,652          | 632,383          | 0               | 0               | 0              | 0               |
| Transportation                    | 203,490          | 478,115          | 0               | 0               | 0              | 0               |
| Operation & Maintenance           | 0                | 96,310           | 0               | 0               | 0              | 0               |
| Facilities                        | 965,104          | 1,057,182        | 490,000         | 268,600         | 200,000        | (68,600)        |
| Debt (Capital Leases)             | 0                | 0                | 0               | 0               | 0              | 0               |
| <b>TOTAL CAPITAL IMPROVEMENTS</b> | <b>1,448,246</b> | <b>2,263,990</b> | <b>490,000</b>  | <b>268,600</b>  | <b>200,000</b> | <b>(68,600)</b> |

## CONSTRUCTION FUND

|                           | FY 2012 | FY 2013 | FY 2014         | FY 2015         | FY 2016        | FY 2016      |
|---------------------------|---------|---------|-----------------|-----------------|----------------|--------------|
| DESCRIPTION               | ACTUAL  | ACTUAL  | ORIGINAL BUDGET | ORIGINAL BUDGET | ADOPTED BUDGET | LESS FY 2015 |
| <b>REVENUE</b>            |         |         |                 |                 |                |              |
| School Construction Bonds | 0       | 0       | 0               | 0               | 8,000,000      | 8,000,000    |
| <b>EXPENDITURES</b>       |         |         |                 |                 |                |              |
| School Construction       | 0       | 0       | 0               | 0               | 8,000,000      | 8,000,000    |



# Winchester Public Schools

## INSURANCE FUND

| DESCRIPTION                         | FY 2012<br>ACTUAL | FY 2013<br>ACTUAL | FY 2014<br>ORIGINAL<br>BUDGET | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>LESS<br>FY 2015 |
|-------------------------------------|-------------------|-------------------|-------------------------------|-------------------------------|------------------------------|----------------------------|
| <b>REVENUE</b>                      |                   |                   |                               |                               |                              |                            |
| Use of money and property           | 12,337            | 3,209             | 5,000                         | 2,200                         | 2,200                        | 0                          |
| Employer share health costs         |                   |                   |                               |                               |                              |                            |
| Transfer in                         | 2,525,203         | 2,651,200         | 2,606,000                     | 2,672,000                     | 3,326,008                    | 654,008                    |
| Charges for services                | 1,825,469         | 1,576,261         | 1,989,000                     | 1,620,000                     | 1,700,548                    | 80,548                     |
| Miscellaneous revenue               | 27                | 0                 | 0                             | 0                             | 0                            | 0                          |
| Federal revenue-ERRP funds          | 47,927            |                   |                               |                               | 0                            | 0                          |
| Supplement Appropriation            |                   | 0                 | 21,200                        | 450,000                       | 0                            | (450,000)                  |
| <b>TOTAL INSURANCE REVENUE</b>      | <b>4,410,963</b>  | <b>4,230,670</b>  | <b>4,621,200</b>              | <b>4,744,200</b>              | <b>5,028,756</b>             | <b>284,556</b>             |
| <b>EXPENDITURES</b>                 |                   |                   |                               |                               |                              |                            |
| Other noninstructional operations   | 1,914,182         | 1,655,867         | 2,015,200                     | 2,072,200                     | 1,702,748                    | (369,452)                  |
| Transfer in from other funds        | 2,525,203         | 2,651,200         | 2,606,000                     | 2,672,000                     | 3,326,008                    | 654,008                    |
| <b>TOTAL INSURANCE EXPENDITURES</b> | <b>4,439,385</b>  | <b>4,307,067</b>  | <b>4,621,200</b>              | <b>4,744,200</b>              | <b>5,028,756</b>             | <b>284,556</b>             |

## FACILITIES MAINTENANCE FUND

| DESCRIPTION                                | FY 2012<br>ACTUAL | FY 2013<br>ACTUAL | FY 2014<br>ORIGINAL<br>BUDGET | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>LESS<br>FY 2015 |
|--|-------------------|-------------------|-------------------------------|-------------------------------|------------------------------|----------------------------|
| <b>REVENUE</b>                             |                   |                   |                               |                               |                              |                            |
| Use of money and property                  | 144               | 0                 | 0                             | 0                             | 0                            | 0                          |
| Charges for Services                       | 1,147,775         | 0                 | 0                             | 0                             | 0                            | 0                          |
| <b>TOTAL FACILITIES MAINT REVENUE</b>      | <b>1,147,919</b>  | <b>0</b>          | <b>0</b>                      | <b>0</b>                      | <b>0</b>                     | <b>0</b>                   |
| <b>EXPENDITURES</b>                        |                   |                   |                               |                               |                              |                            |
| Facilities                                 | 1,149,375         | 0                 | 0                             | 0                             | 0                            | 0                          |
| <b>TOTAL FACILITIES MAINT EXPENDITURES</b> | <b>1,149,375</b>  | <b>0</b>          | <b>0</b>                      | <b>0</b>                      | <b>0</b>                     | <b>0</b>                   |

# Winchester Public Schools

## PRIVATE PURPOSE TRUST FUND

| DESCRIPTION                             | FY 2012<br>ACTUAL | FY 2013<br>ACTUAL | FY 2014<br>ORIGINAL<br>BUDGET | FY 2015<br>ORIGINAL<br>BUDGET | FY 2016<br>ADOPTED<br>BUDGET | FY 2016<br>LESS<br>FY 2015 |
|---|-------------------|-------------------|-------------------------------|-------------------------------|------------------------------|----------------------------|
| <b>REVENUE</b>                          |                   |                   |                               |                               |                              |                            |
| Use of money and property               | 14,053            | 21,750            | 24,600                        | 31,350                        | 31,350                       | 0                          |
| Miscellaneous                           | 49,590            | 62,412            | 59,800                        | 60,100                        | 60,250                       | 150                        |
| Transfers in                            | 27,122            | 24,484            | 7,000                         | 7,000                         | 7,000                        | 0                          |
| <b>TOTAL PRIVATE PURPOSE TRUST</b>      | <b>90,765</b>     | <b>108,646</b>    | <b>91,400</b>                 | <b>98,450</b>                 | <b>98,600</b>                | <b>150</b>                 |
| <b>EXPENDITURES</b>                     |                   |                   |                               |                               |                              |                            |
| Other noninstructional operations       | 96,276            | 88,737            | 91,400                        | 98,450                        | 98,600                       | 150                        |
| <b>TOTAL PRIVATE PURPOSE TRUST</b>      | <b>96,276</b>     | <b>88,737</b>     | <b>91,400</b>                 | <b>98,450</b>                 | <b>98,600</b>                | <b>150</b>                 |
| <b>TOTAL REVENUE SCHOOL BUDGETS</b>     | <b>55,286,576</b> | <b>57,569,690</b> | <b>56,420,186</b>             | <b>59,471,268</b>             | <b>70,475,993</b>            | <b>11,004,725</b>          |
| <b>TOTAL EXPENDITURE SCHOOL BUDGETS</b> | <b>55,144,876</b> | <b>58,026,320</b> | <b>56,420,186</b>             | <b>59,471,268</b>             | <b>70,475,993</b>            | <b>11,004,725</b>          |

# Five-Year Capital Improvement Plan

## Introduction

The Five-Year Capital Improvement Plan (CIP) is a plan for purchasing capital expenditures over a period of five years to meet capital needs arising from the long-term work program. It sets forth each project or other contemplated expenditure and specifies the full resources estimated to be available to finance the project. City Council appropriates the projects scheduled for the first year of the plan at the same time as the operating budget. The projects scheduled in the next four years of the CIP are included for planning purposes. The information in the prior and future years are intended only to show the complete cost of a project that may be partially undertaken in a year not included in the five-year plan.

## Defining Capital Expenditures

Only major capital items are included in the CIP. Major capital expenditures are defined as follows:

- The item is tangible,
- the value is \$50,000 or over,
- the life expectancy is at least seven years; and
- if an improvement, then the value of the asset is increased, or the useful life is extended beyond that originally anticipated.

Major capital assets may include such items or projects, a refuse truck, water line replacement, or construction of a building to name a few.

Minor capital expenditures will be budgeted at the department/division level and are not included in the Capital Improvement Program. Minor capital expenditures are defined as follows: 1) item is tangible; 2) value is at least \$10,000, but less than \$50,000; and 3) life expectancy is at least two (2) years.

## Five-Year Capital Improvement Plan

| Project Description                | Funding Source | Prior Years | FY 2016   | FY 2017   |
|------------------------------------|----------------|-------------|-----------|-----------|
| <b><u>General Government</u></b>   |                |             |           |           |
| Fire Burn Building                 | Gen Fund       |             |           | 600,000   |
|                                    | State          |             |           | 430,000   |
| JJC Improvements                   | Bonds          |             | 3,700,000 |           |
|                                    | Gen Fund       | 150,000     |           |           |
|                                    | Other          | 150,000     |           |           |
| JJC Security Upgrades              | Gen Fund       |             |           |           |
|                                    | Other          |             |           |           |
| Municipal Service Center           | Rev Bonds      |             |           |           |
| City Hall Improvements             | Bonds          |             | 1,315,000 |           |
| Entryway Welcome Signs             | Gen Fund       | 50,000      | 150,000   | 150,000   |
| National Gateway Improvements      | Gen Fund       | 700,000     | 30,000    |           |
|                                    | State          | 700,000     |           |           |
| Millwood Ave Gateway Improvements  | Bonds          |             |           | 800,000   |
| Green Circle                       | Federal        | 2,920,000   | 400,000   | 500,000   |
|                                    | Gen Fund       | 953,000     | 100,000   | 125,000   |
| Sidewalk Improvements              | Gen Fund       | 1,880,000   | 585,000   | 1,000,000 |
|                                    | State          | 1,000,000   |           |           |
| Wentworth Sidewalks                | Gen Fund       |             | 15,000    | 100,000   |
|                                    | Federal        |             | 50,000    | 400,000   |
| Middle Road Improvements           | Bonds          |             |           |           |
|                                    | State          |             |           |           |
| Weems Lane Improvements            | Bonds          |             |           |           |
|                                    | State          |             |           |           |
| Valley Ave Drainage & Sidewalks    | Bonds          |             |           | 2,500,000 |
|                                    | State          |             | 200,000   | 2,500,000 |
|                                    | Federal        |             | 500,000   |           |
| Valley Ave/Whitlock Storm Drainage | Bonds          |             | 385,000   |           |
|                                    | State          | 15,000      | 385,000   |           |
|                                    | Gen Fund       | 15,000      |           |           |

## Five-Year Capital Improvement Plan

| FY 2018   | FY 2019   | FY 2020   | Future     | Total Project |
|-----------|-----------|-----------|------------|---------------|
|           |           |           |            | 600,000       |
|           |           |           |            | 430,000       |
|           |           |           |            | 3,700,000     |
|           |           |           |            | 150,000       |
|           |           |           |            | 150,000       |
| 100,000   |           |           |            | 100,000       |
| 100,000   |           |           |            | 100,000       |
| 550,000   | 7,500,000 |           |            | 8,050,000     |
|           |           |           |            | 1,315,000     |
| 150,000   |           |           |            | 500,000       |
|           |           |           |            | 730,000       |
|           |           |           |            | 700,000       |
|           |           |           |            | 800,000       |
| 500,000   | 500,000   | 500,000   |            | 5,320,000     |
| 125,000   | 125,000   | 125,000   |            | 1,553,000     |
| 1,000,000 | 1,000,000 | 1,000,000 | 10,000,000 | 16,465,000    |
|           |           |           |            | 1,000,000     |
|           |           |           |            | 115,000       |
|           |           |           |            | 450,000       |
|           |           |           | 1,050,000  | 1,050,000     |
|           |           |           | 1,050,000  | 1,050,000     |
|           |           |           | 550,000    | 550,000       |
|           |           |           | 550,000    | 550,000       |
|           |           |           |            | 2,500,000     |
|           |           |           |            | 2,700,000     |
|           |           |           |            | 500,000       |
|           |           |           |            | 385,000       |
|           |           |           |            | 400,000       |
|           |           |           |            | 15,000        |

## Five-Year Capital Improvement Plan

| Project Description                           | Funding Source    | Prior Years | FY 2016            | FY 2017   |
|---|-------------------|-------------|--------------------|-----------|
| <b><u>General Government - continued</u></b>  |                   |             |                    |           |
| Storm Drainage Improvements                   | Bonds<br>State    |             |                    |           |
| Street Light Improvements                     | Gen Fund          |             | 100,000            | 100,000   |
| Traffic Signal Improvements                   | State             | 1,700,000   |                    | 125,000   |
|   | Federal           | 200,000     |                    |           |
|   | Gen Fund          | 4,650,000   |                    | 125,000   |
| Traffic Signal Synchronization                | Gen Fund          | 250,000     |                    | 120,000   |
|   | State             | 250,000     |                    | 120,000   |
| Intersection Improvements                     | Gen Fund<br>State |             |                    |           |
| Tevis Extension                               | Other<br>State    |             | 700,000<br>700,000 |           |
| Taft Avenue Extension                         | Other<br>State    |             |                    |           |
| Monticello and Armour Dale                    | State             |             | 3,000,000          |           |
| Hope Drive Extension                          | Bonds             |             |                    | 1,800,000 |
|   | Gen Fund          | 200,000     | 200,000            |           |
|   | State             | 200,000     | 200,000            | 1,800,000 |
| Meadow Branch Ave Ext                         | Bond              |             | 600,000            |           |
|   | State             | 1,700,000   | 300,000            |           |
|   | Other             | 1,350,000   |                    |           |
| Pleasant Valley Road<br>Realignment/Extension | Other<br>State    |             |                    |           |
| Featherbed Lane Improvements                  | Gen Fund<br>State |             |                    |           |
| Shawnee Drive Improvements                    | Bonds<br>State    |             |                    |           |
| Papermill Road Improvements                   | Bonds<br>State    |             |                    |           |
| Bridgeforth Field Turf                        | Gen Fund          | 15,000      | 135,000            |           |
|   | Other             |             | 65,000             |           |

## Five-Year Capital Improvement Plan

| FY 2018   | FY 2019   | FY 2020   | Future     | Total Project |
|-----------|-----------|-----------|------------|---------------|
| 1,000,000 | 1,000,000 | 1,000,000 | 10,000,000 | 13,000,000    |
| 1,000,000 | 1,000,000 | 1,000,000 | 10,000,000 | 13,000,000    |
| 100,000   | 100,000   | 100,000   | 500,000    | 1,000,000     |
| 150,000   | 125,000   | 125,000   |            | 2,225,000     |
|           |           |           |            | 200,000       |
| 150,000   | 125,000   | 125,000   |            | 5,175,000     |
| 150,000   | 120,000   |           |            | 640,000       |
| 150,000   | 120,000   |           |            | 640,000       |
| 150,000   | 150,000   |           |            | 300,000       |
| 150,000   | 150,000   |           |            | 300,000       |
|           |           |           |            | 700,000       |
|           |           |           |            | 700,000       |
|           |           |           | 4,000,000  | 4,000,000     |
|           |           |           | 4,000,000  | 4,000,000     |
|           |           |           |            | 3,000,000     |
| 1,800,000 |           |           |            | 3,600,000     |
|           |           |           |            | 400,000       |
| 1,800,000 |           |           |            | 4,000,000     |
|           |           |           |            | 600,000       |
|           |           |           |            | 2,000,000     |
|           |           |           |            | 1,350,000     |
|           |           |           | 3,000,000  | 3,000,000     |
|           |           |           | 3,000,000  | 3,000,000     |
|           |           |           | 400,000    | 400,000       |
|           |           |           | 400,000    | 400,000       |
|           |           |           | 1,000,000  | 1,000,000     |
|           |           |           | 1,000,000  | 1,000,000     |
|           |           |           | 2,000,000  | 2,000,000     |
|           |           |           | 2,000,000  | 2,000,000     |
|           |           |           |            | 150,000       |
|           |           |           |            | 65,000        |

## Five-Year Capital Improvement Plan

| Project Description                          | Funding Source             | Prior Years       | FY 2016           | FY 2017           |
|--|----------------------------|-------------------|-------------------|-------------------|
| <b><u>General Government - continued</u></b> |                            |                   |                   |                   |
| Abrams Creek Wetlands                        | Gen Fund                   |                   |                   | 22,000            |
| Indoor Pool Shell Resurface                  | Gen Fund                   |                   | 65,000            |                   |
| BMX Track Rebuild                            | Gen Fund                   |                   |                   | 174,000           |
| Parks ADA Phase II BMX Track                 | Gen Fund                   |                   |                   | 553,000           |
| Park Shop Demo & Addition                    | Gen Fund                   |                   |                   |                   |
| Basketball Courts Renov                      | Gen Fund                   |                   |                   | 60,000            |
| Park Roadway Resurfacing                     | Gen Fund                   |                   |                   | 150,000           |
| Park Façade Improvements                     | Gen Fund                   |                   |                   | 160,000           |
| Playground Improvements                      | Gen Fund                   |                   | 20,000            | 95,000            |
| Parks Waterline Replacement                  | Bonds                      |                   |                   | 874,000           |
| Frederick Douglass Park                      | Gen Fund                   |                   | 100,000           | 335,000           |
| Outdoor Pool Spray ground                    | Gen Fund                   |                   |                   | 275,000           |
| Amphitheater Renovations                     | Gen Fund<br>Other<br>Bonds |                   |                   | 15,000            |
| Lowry Tennis Court                           | Gen Fund<br>Other          |                   |                   | 120,000<br>30,000 |
| Temporary Ice Rink                           | Gen Fund                   |                   |                   |                   |
| Fitness Facility Renovation                  | Gen Fund                   |                   |                   | 265,500           |
| Parklets & Pocket Parks                      | Gen Fund                   |                   |                   |                   |
| North Park Development                       | Bonds<br>State             |                   |                   |                   |
| <b>Total General Government</b>              |                            | <b>19,048,000</b> | <b>14,000,000</b> | <b>16,423,500</b> |



## Five-Year Capital Improvement Plan

| FY 2018           | FY 2019           | FY 2020          | Future            | Total Project      |
|-------------------|-------------------|------------------|-------------------|--------------------|
|                   |                   |                  |                   | 22,000             |
|                   |                   |                  |                   | 65,000             |
|                   |                   |                  |                   | 174,000            |
|                   |                   |                  |                   | 553,000            |
| 350,000           |                   |                  |                   | 350,000            |
|                   |                   |                  |                   | 60,000             |
| 150,000           |                   |                  |                   | 300,000            |
| 140,000           |                   |                  |                   | 300,000            |
| 75,000            | 125,000           |                  |                   | 315,000            |
| 437,000           | 437,000           |                  |                   | 1,748,000          |
|                   |                   |                  |                   | 435,000            |
|                   |                   |                  |                   | 275,000            |
|                   |                   |                  |                   | 15,000             |
| 500,000           |                   |                  |                   | 500,000            |
| 1,150,000         |                   |                  |                   | 1,150,000          |
|                   |                   |                  |                   | 120,000            |
|                   |                   |                  |                   | 30,000             |
| 300,000           |                   |                  |                   | 300,000            |
|                   |                   |                  |                   | 265,500            |
| 120,000           |                   |                  |                   | 120,000            |
|                   | 5,000,000         |                  |                   | 5,000,000          |
|                   | 5,000,000         |                  |                   | 5,000,000          |
| <b>12,347,000</b> | <b>22,577,000</b> | <b>3,975,000</b> | <b>54,500,000</b> | <b>142,870,500</b> |

## Five-Year Capital Improvement Plan

| Project Description   | Funding Source | Prior Years       | FY 2016          | FY 2017          |
|---|----------------|-------------------|------------------|------------------|
| <b><u>Winchester Public Schools</u></b>                     |                |                   |                  |                  |
| New Elementary School                                       | Bond Proceeds  | 12,000,000        | 8,000,000        |                  |
| Furnishings & Equipment                                     | Bonds          |                   | 1,000,000        |                  |
| Disposition of Old JKES                                     | Bonds          | 150,000           |                  | 2,850,000        |
| DMMS Improvements   | Schools        |                   |                  | 810,000          |
| Bus Replacement   | Schools        |                   |                  | 300,000          |
| VACD Roof Replacement                                       | Schools        |                   |                  |                  |
| Security Vestibules   | Schools        |                   | 300,000          |                  |
| Handley Blvd Improvements                                   | Schools        |                   | 250,000          |                  |
| QES Roof Repairs  | Schools        |                   | 135,000          |                  |
| Patsy Cline Theatre - ADA                                   | Schools        |                   | 250,000          |                  |
| FDES Expansion & Renov                                      | Bonds          |                   |                  |                  |
| DCLC Renovations  | Bonds          |                   |                  |                  |
| <b>Total Winchester Public Schools</b>                      |                | <b>12,150,000</b> | <b>9,935,000</b> | <b>3,960,000</b> |
| <b><u>Utilities</u></b>                                     |                |                   |                  |                  |
| S. Kent Infrastructure Improvements                         | Rev Bonds      |                   | 3,000,000        |                  |
| Water Meter Replacements                                    | Rev Bonds      |                   | 1,750,000        | 1,750,000        |
| Dam & Intake Structure Rep                                  | Rev Bonds      |                   |                  |                  |
| Sanitary Sewer System Improvements                          | Rev Bonds      |                   | 750,000          | 750,000          |
| N. Loudoun/S. Loudoun<br>Water & Sewer Lines/Sidewalks      | Rev Bonds      |                   |                  | 3,500,000        |
| Water main - SU/Under I81                                   | Rev Bonds      |                   |                  |                  |
| Amherst/Stewart/Washington<br>Water & Sewer Lines/Sidewalks | Rev Bonds      |                   |                  |                  |
| Water Storage Tank Repl                                     | Rev Bonds      |                   |                  |                  |

## Five-Year Capital Improvement Plan

| FY 2018        | FY 2019          | FY 2020        | Future           | Total Project     |
|----------------|------------------|----------------|------------------|-------------------|
|                |                  |                |                  | 20,000,000        |
|                |                  |                |                  | 1,000,000         |
|                |                  |                |                  | 3,000,000         |
|                |                  |                |                  | 810,000           |
| 400,000        | 400,000          | 400,000        | 1,600,000        | 3,100,000         |
| 150,000        |                  |                |                  | 150,000           |
|                |                  |                |                  | 300,000           |
|                |                  |                |                  | 250,000           |
|                |                  |                |                  | 135,000           |
|                |                  |                |                  | 250,000           |
|                | 9,200,000        |                |                  | 9,200,000         |
|                |                  |                | 3,000,000        | 3,000,000         |
| <b>550,000</b> | <b>9,600,000</b> | <b>400,000</b> | <b>4,600,000</b> | <b>41,195,000</b> |

|           |         |           |            |            |
|-----------|---------|-----------|------------|------------|
|           |         |           |            | 3,000,000  |
|           |         |           |            | 3,500,000  |
|           | 100,000 | 650,000   |            | 750,000    |
| 750,000   | 750,000 | 750,000   | 10,000,000 | 13,750,000 |
|           |         |           |            | 3,500,000  |
| 2,000,000 |         |           |            | 2,000,000  |
| 3,000,000 |         |           |            | 3,000,000  |
|           | 250,000 | 4,000,000 |            | 4,250,000  |

## Five-Year Capital Improvement Plan

| Project Description | Funding Source | Prior Years | FY 2016 | FY 2017 |
|---------------------|----------------|-------------|---------|---------|
|---------------------|----------------|-------------|---------|---------|

### Utilities - continued

Water Main Replacements

Rev Bonds

**Total Utilities**

**5,500,000 6,000,000**

**Total CIP**

**31,198,000 29,435,000 26,383,500**

### Funding Summary

|              | Prior             | FY2016            | FY2017            |
|--------------|-------------------|-------------------|-------------------|
| Gen Fund     | 8,863,000         | 1,500,000         | 4,544,500         |
| GO Bonds     |                   | 7,000,000         | 8,824,000         |
| Rev Bonds    |                   | 5,500,000         | 6,000,000         |
| Bond Proceed | 12,000,000        | 8,000,000         | -                 |
| Schools      | 150,000           | 935,000           | 1,110,000         |
| State        | 5,565,000         | 4,785,000         | 4,975,000         |
| Federal      | 3,120,000         | 950,000           | 900,000           |
| Contr/Other  | 1,500,000         | 765,000           | 30,000            |
| <b>Total</b> | <b>31,198,000</b> | <b>29,435,000</b> | <b>26,383,500</b> |

## Five-Year Capital Improvement Plan

| FY 2018           | FY 2019           | FY 2020          | Future             | Total Project      |
|-------------------|-------------------|------------------|--------------------|--------------------|
|                   |                   |                  | 50,000,000         | 50,000,000         |
| <b>5,750,000</b>  | <b>1,100,000</b>  | <b>5,400,000</b> | <b>60,000,000</b>  | <b>83,750,000</b>  |
| <b>18,647,000</b> | <b>33,277,000</b> | <b>9,775,000</b> | <b>119,100,000</b> | <b>267,815,500</b> |

| FY2018            | FY2019            | FY2020           | Future             |                    |
|-------------------|-------------------|------------------|--------------------|--------------------|
| 3,060,000         | 1,745,000         | 1,350,000        | 10,900,000         | 31,962,500         |
| 4,387,000         | 15,637,000        | 1,000,000        | 17,600,000         | 54,448,000         |
| 6,300,000         | 8,600,000         | 5,400,000        | 60,000,000         | 91,800,000         |
|                   |                   |                  |                    | 20,000,000         |
| 550,000           | 400,000           | 400,000          | 1,600,000          | 5,145,000          |
| 3,250,000         | 6,395,000         | 1,125,000        | 22,000,000         | 48,095,000         |
| 500,000           | 500,000           | 500,000          |                    | 6,470,000          |
| 600,000           |                   | -                | 7,000,000          | 9,895,000          |
| <b>18,647,000</b> | <b>33,277,000</b> | <b>9,775,000</b> | <b>119,100,000</b> | <b>267,815,500</b> |

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Fire and Rescue

**Project Title:** Training Center Burn Building

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017      | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|--------------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |         | \$ 600,000   |         |         |         |              | \$ 600,000    |
| BONDS           |             |         |              |         |         |         |              | \$ -          |
| STATE           |             |         | \$ 430,000   |         |         |         |              | \$ 430,000    |
| FEDERAL         |             |         |              |         |         |         |              | \$ -          |
| RESERVES        |             |         |              |         |         |         |              | \$ -          |
| OTHER           |             |         |              |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ 1,030,000 | \$ -    | \$ -    | \$ -    | \$ -         | \$ 1,030,000  |

### Location Map:

Map of  
1716 Woodstock Ln  
Winchester, VA 22602-6049



### PROJECTED ANNUAL OPERATING COSTS (\$)

|              |           |
|--------------|-----------|
| FY 2016      | \$ -      |
| FY 2017      | \$ -      |
| FY 2018      | \$ -      |
| FY 2019      | \$ 1,000  |
| FY 2020      | \$ 10,000 |
| <b>TOTAL</b> | \$ 11,000 |

**Project Description:** To rebuild the training center live burn building that is used for training/certifying firefighters.

**Project Objectives/Justification:** The existing 80's training center burn building no longer meets the criteria for NFPA 1403 certified live training burn facility. This certification capability is important to the department for the maintenance and progression of fire personnel capabilities. \$600,000 is being requested from the general fund and up to an additional \$430,000 will be requested from a VDFP Burn building grant program.

This grant program offered by VDFP is a matching fund available to localities for the exclusive use to build live burn structures. Up to \$400,000 is reserved for the construction of new structures and an additional \$30,000 for architectural/engineering services. The criteria set forth by VDFP in the grant will ensure the structure meets all standards set forth by NFPA 1402 - Guide to building Fire Service Training Centers.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Public Services

**Project Title:** JJC Building Improvements

**Budget Code:** 312-4322-443-81-41

| SOURCE OF FUNDS | Prior Years | FY 2016      | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|--------------|---------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |              |         |         |         |         |              | \$ -          |
| BONDS           |             | \$ 3,700,000 |         |         |         |         |              | \$ 3,700,000  |
| STATE           |             |              |         |         |         |         |              | \$ -          |
| FEDERAL         |             |              |         |         |         |         |              | \$ -          |
| RESERVES        | \$ 150,000  |              |         |         |         |         |              | \$ 150,000    |
| OTHER           | \$ 150,000  |              |         |         |         |         |              | \$ 150,000    |
|                 |             |              |         |         |         |         |              |               |
| <b>TOTAL</b>    | \$ 300,000  | \$ 3,700,000 | \$ -    | \$ -    | \$ -    | \$ -    | \$ -         | \$ 4,000,000  |

### Location Map:

### PROJECTED ANNUAL OPERATING COSTS (\$)

FY 2016

FY 2017

FY 2018

FY 2019

FY 2020

**TOTAL** \$ -

**Project Description:** Numerous interior renovations within the JJC that would include adding a new courtroom and various office moves in the building.

**Project Objectives/Justification:** Changes would allow for better use of space in the building and to allow for expansion of some spaces necessary due to increase of use.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Public Services

**Project Title:** JJC Security Upgrades

**Budget Code:** 312-2173-443.81-01

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018    | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|---------|------------|---------|---------|--------------|---------------|
| OPERATING       |             |         |         | \$ 100,000 |         |         |              | \$ 100,000    |
| BONDS           |             |         |         |            |         |         |              | \$ -          |
| STATE           |             |         |         |            |         |         |              | \$ -          |
| FEDERAL         |             |         |         |            |         |         |              | \$ -          |
| RESERVES        |             |         |         |            |         |         |              | \$ -          |
| OTHER           |             |         |         | \$ 100,000 |         |         |              | \$ 100,000    |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ -    | \$ 200,000 | \$ -    | \$ -    | \$ -         | \$ 200,000    |

### **Location Map:**

### **PROJECTED ANNUAL OPERATING COSTS (\$)**

FY 2016

FY 2017

FY 2018

FY 2019

FY 2020

**TOTAL \$ -**

**Project Description:** There are currently 41 cameras installed in and around the Joint Judicial Center. Although this may seem like a good amount, it is not. We have identified 81 other locations that need stationary or PTZ camera systems installed. There are areas both inside and outside the JJC that do not have continuous coverage with some areas having no coverage at all. This presents huge security concerns for the safety of JJC staff and visitors. The 41 cameras that we currently have are good quality cameras, but the supporting DVR's and software are sub-par. The recordings are of such poor quality, we are unable to identify people that are not already know to us.

**Project Objectives/Justification:** Upgrading the existing camera systems with good supporting software and DVR's will allow us to identify subjects and suspects entering and exiting the JJC. Having additional camera locations added will allow the Sheriff's Office to monitor visitors to the courthouse, judicial proceeding, staff and prisoner movement and cells. We will be able to provide a safer environment for all those occupying the JJC, stop potential problems, and record and criminal behavior that happens in or around the JJC

**Project Status:** Pre-planning and evaluation.



# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Utilities - Public Services

**Project Title:** New Municipal Service Center for Public Services

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018    | FY 2019      | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|---------|------------|--------------|---------|--------------|---------------|
| OPERATING       |             |         |         |            |              |         |              | \$ -          |
| BONDS           |             |         |         | \$ 550,000 | \$ 7,500,000 |         |              | \$ 8,050,000  |
| STATE           |             |         |         |            |              |         |              | \$ -          |
| FEDERAL         |             |         |         |            |              |         |              | \$ -          |
| RESERVES        |             |         |         |            |              |         |              | \$ -          |
| OTHER           |             |         |         |            |              |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ -    | \$ 550,000 | \$ 7,500,000 | \$ -    | \$ -         | \$ 8,050,000  |

**Location Map:**

### PROJECTED ANNUAL OPERATING COSTS (\$)

FY 2016

FY 2017

FY 2018

FY 2019

FY 2020

**TOTAL** \$ -

**Project Description:** Project would consist of constructing a new maintenance facility that would be shared and paid for by both Utilities and Public Works (Highway Maintenance Fund and General Fund).

**Project Objectives/Justification:** The existing maintenance facilities/buildings on Woodstock Lane and at City Yards are old and in very poor condition. The buildings are in constant need of maintenance and need to be replaced. A new, shared facility would lower the maintenance costs of maintaining the existing old buildings and would improve the efficiency of the operation. In addition, equipment would last longer and stay in better condition because it could be stored inside, as opposed to outdoors in the current operation.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Facilities Maint

**Project Title:** City Hall Improvements

**Budget Code:** 312-4324-443-83-75

| SOURCE OF FUNDS | Prior Years | FY 2016      | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|--------------|---------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |              |         |         |         |         |              | \$ -          |
| BONDS           |             | \$ 1,315,000 |         |         |         |         |              | \$ 1,315,000  |
| STATE           |             |              |         |         |         |         |              | \$ -          |
| FEDERAL         |             |              |         |         |         |         |              | \$ -          |
| RESERVES        |             |              |         |         |         |         |              | \$ -          |
| OTHER           |             |              |         |         |         |         |              | \$ -          |
| TOTAL           | \$ -        | \$ 1,315,000 | \$ -    | \$ -    | \$ -    | \$ -    | \$ -         | \$ 1,315,000  |

### **Location Map:**

### PROJECTED ANNUAL OPERATING COSTS (\$)

FY 2016

FY 2017

FY 2018

FY 2019

FY 2020

TOTAL \$ -

### **Project Description:**

Repoint / sealing brick and mortar on facade of City Hall and replacing the HVAC air make-up units at City Hall. In addition, interior renovations to the 3rd and 4th floor and all bathrooms.

**Project Objectives/Justification:** Prohibit moisture and water from penetrating building. On days with heavy rain or prolonged periods of rain, moisture is entering into the building between the mortar joints that have cracked or deteriorated over the years. The moisture is absorbed into the plaster causing bubbles and cracking in the walls. The bricks on City Hall have not been re-pointed since the building was constructed in 1900. The current air make-up units are 19 years old and in constant need of repair.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department: General Fund - Public Services**

**Project Title: Entryway Welcome Signs**

**Budget Code: 312-4121-442-82-29**

| SOURCE OF FUNDS | Prior Years | FY 2016    | FY 2017    | FY 2018    | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|------------|------------|------------|---------|---------|--------------|---------------|
| OPERATING       |             |            |            |            |         |         |              | \$ -          |
| BONDS           |             |            |            |            |         |         |              | \$ -          |
| STATE           |             |            |            |            |         |         |              | \$ -          |
| FEDERAL         |             |            |            |            |         |         |              | \$ -          |
| RESERVES        | \$ 50,000   | \$ 150,000 | \$ 150,000 | \$ 150,000 |         |         |              | \$ 500,000    |
| OTHER           |             |            |            |            |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ 50,000   | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ -    | \$ -    | \$ -         | \$ 500,000    |

### **Location Map:**

Locations:

1. Millwood/Jubal Early
2. Valley Avenue
3. Cedar Creek Grade
4. Amherst Street
5. Fairmont (US 522 N)
6. N. Loudoun (US 11 N)
7. Berryville Avenue

### **PROJECTED ANNUAL OPERATING COSTS (\$)**

FY 2016

FY 2017

FY 2018

FY 2019

FY 2020

**TOTAL \$ -**

**Project Description:** Project will consist of installing new City of Winchester signs with landscaping and lighting at all major entrances into the City.

**Project Objectives/Justification:** This project will improve the appearance and the City's image for visitors entering the City. This project is a high priority for City Council in the Strategic Plan.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Public Services

**Project Title:** National Avenue Gateway Improvements

**Budget Code:** 312-4121-441-83-08

| SOURCE OF FUNDS | Prior Years         | FY 2016          | FY 2017     | FY 2018     | FY 2019     | FY 2020     | Future Years | Project Total       |
|-----------------|---------------------|------------------|-------------|-------------|-------------|-------------|--------------|---------------------|
| OPERATING       |                     |                  |             |             |             |             |              | \$ -                |
| BONDS           |                     |                  |             |             |             |             |              | \$ -                |
| STATE           | \$ 700,000          |                  |             |             |             |             |              | \$ 700,000          |
| FEDERAL         |                     |                  |             |             |             |             |              | \$ -                |
| RESERVES        | \$ 700,000          | \$ 30,000        |             |             |             |             |              | \$ 730,000          |
| OTHER           |                     |                  |             |             |             |             |              | \$ -                |
| <b>TOTAL</b>    | <b>\$ 1,400,000</b> | <b>\$ 30,000</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b>  | <b>\$ 1,430,000</b> |

### Location Map:



### PROJECTED ANNUAL OPERATING COSTS (\$)

|              |             |
|--------------|-------------|
| FY 2016      |             |
| FY 2017      |             |
| FY 2018      |             |
| FY 2019      |             |
| FY 2020      |             |
| <b>TOTAL</b> | <b>\$ -</b> |

**Project Description:** Project will consist of realigning sections of National/East Lane/Piccadilly entering downtown.

**Project Objectives/Justification:** This project will improve safety of this major entryway into downtown.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Utilities - Public Services

**Project Title:** Millwood Gateway Corridor Improvements

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017    | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|------------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |         |            |         |         |         |              | \$ -          |
| BONDS           |             |         | \$ 800,000 |         |         |         |              | \$ 800,000    |
| STATE           |             |         |            |         |         |         |              | \$ -          |
| FEDERAL         |             |         |            |         |         |         |              | \$ -          |
| RESERVES        |             |         |            |         |         |         |              | \$ -          |
| GEN. FUND       |             |         |            |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ 800,000 | \$ -    | \$ -    | \$ -    | \$ -         | \$ 800,000    |

**Location Map:**

**PROJECTED  
ANNUAL  
OPERATING  
COSTS (\$)**

FY 2016

FY 2017

FY 2018

FY 2019

FY 2020

**TOTAL \$ -**

### **Project Description:**

The project would consist of burying the above ground utilities on Millwood Avenue from Interstate-81 west just past Abrams Creek. The work would be completed in conjunction with Shenandoah University burying the above ground utilities adjacent to their property in this corridor.

**Project Objectives/Justification:** Improvements to the primary gateway corridors into the City are a high priority for City Council. This project would greatly improve the overall aesthetics coming into the City along this major route.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

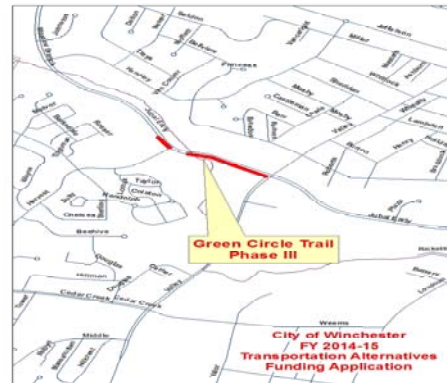
**Fund & Department:** General Fund - Public Services

**Project Title:** Green Circle

**Budget Code:** 312-7111-471.83-12

| SOURCE OF FUNDS | Prior Years         | FY 2016           | FY 2017           | FY 2018           | FY 2019           | FY 2020           | Future Years | Project Total       |
|-----------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------|---------------------|
| OPERATING       |                     |                   |                   |                   |                   |                   |              | \$ -                |
| BONDS           |                     |                   |                   |                   |                   |                   |              | \$ -                |
| STATE           |                     |                   |                   |                   |                   |                   |              | \$ -                |
| FEDERAL         | \$ 2,920,000        | \$ 400,000        | \$ 500,000        | \$ 500,000        | \$ 500,000        | \$ 500,000        |              | \$ 5,320,000        |
| RESERVES        | \$ 953,000          | \$ 100,000        | \$ 125,000        | \$ 125,000        | \$ 125,000        | \$ 125,000        |              | \$ 1,553,000        |
| OTHER           |                     |                   |                   |                   |                   |                   |              | \$ -                |
| <b>TOTAL</b>    | <b>\$ 3,873,000</b> | <b>\$ 500,000</b> | <b>\$ 625,000</b> | <b>\$ 625,000</b> | <b>\$ 625,000</b> | <b>\$ 625,000</b> | <b>\$ -</b>  | <b>\$ 6,873,000</b> |

### Location Map:



**Project Description:** Finish construction of Phase II of Green Circle multi-use recreational trail from near the intersection of Kent Street/Pall Mall Street north along Town Run to Cecil Street.

Will also complete the design of the project for Phase III of the project along Jubal Early from Valley Avenue to just west of Harvest Drive.

**Project Objectives/Justification:** This project has been an on-going effort to construct a recreational trail around and through the City of Winchester to provide opportunities to move within the City by walking, jogging, bicycle, etc. The project includes over \$2 million in federal grants.

**Project Status:** The construction of Phase I of the project was completed in December 2009.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department: General Fund - Public Services**

**Project Title: Sidewalk Improvements**

**Budget Code: 312-4121-441.83-19**

| SOURCE OF FUNDS | Prior Years  | FY 2016    | FY 2017      | FY 2018      | FY 2019      | FY 2020      | Future Years  | Project Total |
|-----------------|--------------|------------|--------------|--------------|--------------|--------------|---------------|---------------|
| OPERATING       |              |            |              |              |              |              |               | \$ -          |
| BONDS           |              |            |              |              |              |              |               | \$ -          |
| STATE           | \$ 1,000,000 |            |              |              |              |              |               | \$ 1,000,000  |
| FEDERAL         |              |            |              |              |              |              |               | \$ -          |
| RESERVES        | \$ 1,880,000 | \$ 585,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 10,000,000 | \$16,465,000  |
| OTHER           |              |            |              |              |              |              |               | \$ -          |
| TOTAL           | \$ 2,880,000 | \$ 585,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 10,000,000 | \$17,465,000  |

### **Location Map:**

### **PROJECTED ANNUAL OPERATING COSTS (\$)**

FY 2016  
FY 2017  
FY 2018  
FY 2019  
FY 2020

TOTAL \$ -

**Project Description:** Project will consist of replacing existing sidewalks in poor condition and installing new sidewalks in locations where none currently exist.

**Project Objectives/Justification:** Sidewalk improvements are a very high priority for residents and City Council. The improvements that will be completed for this project are consistent with the Sidewalk Master Plan adopted by City Council in 2013.

## Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

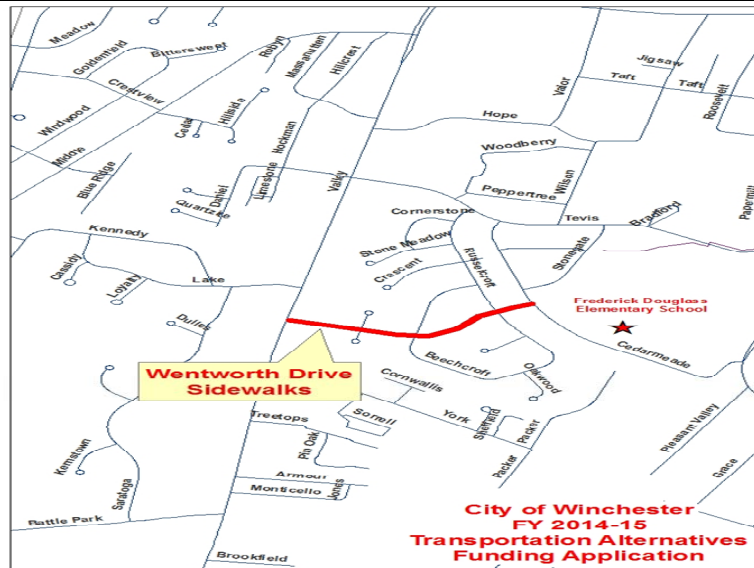
**Fund & Department: General Fund - Public Services**

**Project Title: Safe Routes to School -  
Wentworth Sidewalks**

**Budget Code: 312-4121-441.83-19**

| SOURCE OF FUNDS | Prior Years | FY 2016   | FY 2017    | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|-----------|------------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |           |            |         |         |         |              | \$ -          |
| BONDS           |             |           |            |         |         |         |              | \$ -          |
| STATE           |             |           |            |         |         |         |              | \$ -          |
| FEDERAL         |             | \$ 50,000 | \$ 400,000 |         |         |         |              | \$ 450,000    |
| RESERVES        |             | \$ 15,000 | \$ 100,000 |         |         |         |              | \$ 115,000    |
| OTHER           |             |           |            |         |         |         |              | \$ -          |
| TOTAL           | \$ -        | \$ 65,000 | \$ 500,000 | \$ -    | \$ -    | \$ -    | \$ -         | \$ 565,000    |

**Location Map:**



**Project Description:** Project will consist of constructing new sidewalks on Wentworth Drive between Cedarmeade and Valley Avenue. This is a "Safe Routes to School" project that has 80% of the total cost funded by federal transportation enhancement funds.

**Project Objectives/Justification:** This project will provide for sidewalks to allow students living in this area to walk safely to Frederick Douglass Elementary School.



# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

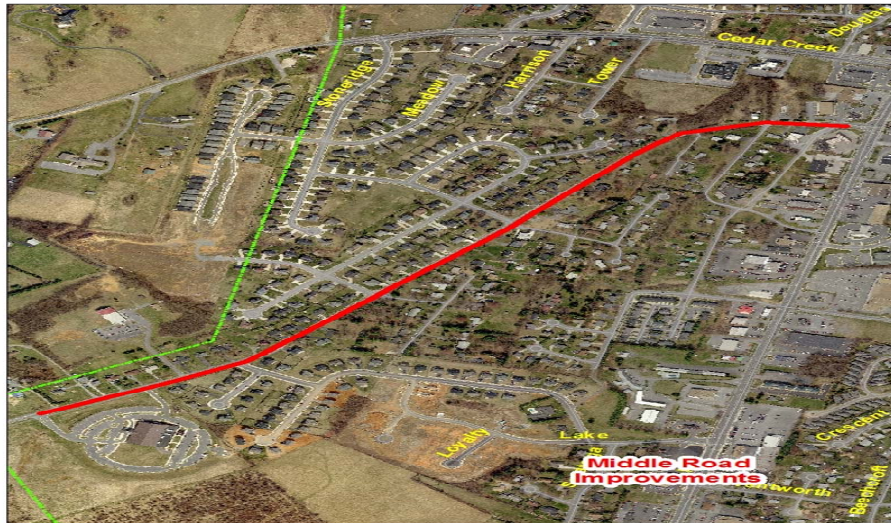
**Fund & Department:** General Fund - Public Services

**Project Title:** Middle Road Improvements

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|---------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |         |         |         |         |         |              | \$ -          |
| BONDS           |             |         |         |         |         |         | \$ 1,050,000 | \$ 1,050,000  |
| STATE           |             |         |         |         |         |         | \$ 1,050,000 | \$ 1,050,000  |
| FEDERAL         |             |         |         |         |         |         |              | \$ -          |
| RESERVES        |             |         |         |         |         |         |              | \$ -          |
| GEN. FUND       |             |         |         |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    | \$ 2,100,000 | \$ 2,100,000  |

### **Location Map:**



**Project Description:** The project would consist of installing curb & gutter and sidewalks along Middle Road where none currently exist.

**Project Objectives/Justification:** Continuing efforts construct new sidewalks as per the City's Sidewalk Master Plan.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Utilities - Public Services

**Project Title:** Weems Lane Improvements

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|---------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |         |         |         |         |         |              | \$ -          |
| BONDS           |             |         |         |         |         |         | \$ 550,000   | \$ 550,000    |
| STATE           |             |         |         |         |         |         | \$ 550,000   | \$ 550,000    |
| FEDERAL         |             |         |         |         |         |         |              | \$ -          |
| RESERVES        |             |         |         |         |         |         |              | \$ -          |
| GEN. FUND       |             |         |         |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    | \$ 1,100,000 | \$ 1,100,000  |

### **Location Map:**



**Project Description:** The project would consist of installing curb & gutter and sidewalks along Weems Lane where none currently exist.

**Project Objectives/Justification:** Continuing efforts construct new sidewalks as per the City's Sidewalk Master Plan.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Public Services

**Project Title:** Valley Avenue Drainage and Sidewalk Improvements

**Budget Code:** 312-4121-441.83-68

| SOURCE OF FUNDS | Prior Years | FY 2016    | FY 2017      | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|------------|--------------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |            |              |         |         |         |              | \$ -          |
| BONDS           |             |            | \$ 2,500,000 |         |         |         |              | \$ 2,500,000  |
| STATE           |             | \$ 200,000 | \$ 2,500,000 |         |         |         |              | \$ 2,700,000  |
| FEDERAL         |             | \$ 500,000 |              |         |         |         |              | \$ 500,000    |
| RESERVES        |             |            |              |         |         |         |              | \$ -          |
| OTHER           |             |            |              |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ 700,000 | \$ 5,000,000 | \$ -    | \$ -    | \$ -    | \$ -         | \$ 5,700,000  |

### Location Map:



**Project Description:** Project consists of installing curb & gutter and storm drainage infrastructure on Valley Avenue from Middle Road to Lake Drive and installing sidewalks on both sides of the street from Middle Road to the southern City limit. Proposed Revenue Sharing Project with VDOT.

**Project Objectives/Justification:** This project would correct the long-standing drainage problem on Valley near the vicinity of Tevis and would also improve pedestrian safety along this major corridor.



## Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department: General Fund - Public Services**

**Project Title:** Storm Drainage Improvements at Valley/Whitlock

**Budget Code: 312-4121-441.83-68**

| SOURCE OF FUNDS | Prior Years | FY 2016    | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|------------|---------|---------|---------|---------|--------------|---------------|
|                 |             |            |         |         |         |         |              |               |
| OPERATING       |             |            |         |         |         |         |              | \$ -          |
| BONDS           |             | \$ 385,000 |         |         |         |         |              | \$ 385,000    |
| STATE           | \$ 15,000   | \$ 385,000 |         |         |         |         |              | \$ 400,000    |
| FEDERAL         |             |            |         |         |         |         |              | \$ -          |
| RESERVES        | \$ 15,000   |            |         |         |         |         |              | \$ 15,000     |
| OTHER           |             |            |         |         |         |         |              | \$ -          |
|                 |             |            |         |         |         |         |              |               |
| TOTAL           | \$ 30,000   | \$ 770,000 | \$ -    | \$ -    | \$ -    | \$ -    | \$ -         | \$ 800,000    |

**Location Map:**



**Project Description:** The project is needed to alleviate a significant existing drainage problem near the intersection of Valley Avenue/Whitlock. This existing drainage problem caused significant property damage in 2009 and 2010 and presents a major safety hazard to motorists and pedestrians on Valley Avenue due to large volume of water that collects on Valley Avenue and the potential for vehicles to hydroplane and cause accidents.

**Project Objectives/Justification:** Improve drainage system at this location. This is a Revenue Sharing Project with VDOT.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Public Services

**Project Title:** Storm Drainage Improvements

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018      | FY 2019      | FY 2020      | Future Years  | Project Total |
|-----------------|-------------|---------|---------|--------------|--------------|--------------|---------------|---------------|
| OPERATING       |             |         |         |              |              |              |               | \$ -          |
| BONDS           |             |         |         | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 10,000,000 | \$13,000,000  |
| STATE           |             |         |         | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 10,000,000 | \$13,000,000  |
| FEDERAL         |             |         |         |              |              |              |               | \$ -          |
| RESERVES        |             |         |         |              |              |              |               | \$ -          |
| OTHER           |             |         |         |              |              |              |               | \$ -          |
| TOTAL           | \$ -        | \$ -    | \$ -    | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 20,000,000 | \$26,000,000  |

### **Location Map:**

**Project Description:** Storm drainage system improvements in various locations throughout the City.

**Project Objectives/Justification** There are many storm drainage issues facing the City including flooding at various locations where there is inadequate infrastructure and other issues related to existing old infrastructure that needs to be replaced. These projects would address these important issues.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Utilities - Public Services

**Project Title:** Street Light Improvements

**Budget Code:** 312-4142-441.81-01

| SOURCE OF FUNDS | Prior Years | FY 2016    | FY 2017    | FY 2018    | FY 2019    | FY 2020    | Future Years | Project Total |
|-----------------|-------------|------------|------------|------------|------------|------------|--------------|---------------|
| OPERATING       |             | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 500,000   | \$ 1,000,000  |
| BONDS           |             |            |            |            |            |            |              | \$ -          |
| STATE           |             |            |            |            |            |            |              | \$ -          |
| FEDERAL         |             |            |            |            |            |            |              | \$ -          |
| RESERVES        |             |            |            |            |            |            |              | \$ -          |
|                 |             |            |            |            |            |            |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 500,000   | \$ 1,000,000  |

### Location Map:

**Project Description:** The project would consist of converting existing streetlights to LED's and installing new streetlights in locations where they are needed.

**Project Objectives/Justification:** Over the long term, the City would save a significant amount of money for electrical costs since LED's are much more efficient than high pressure sodium or metal halide lights. It would also improve the level of service of the streetlights since LED bulbs last much longer and do not need to be replaced as often.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department: General Fund - Public Services**

**Project Title: Traffic Signal Improvements**

**Budget Code: 312-4142-441-83-76**

| SOURCE OF FUNDS | Prior Years  | FY 2016 | FY 2017    | FY 2018    | FY 2019    | FY 2020    | Future Years | Project Total |
|-----------------|--------------|---------|------------|------------|------------|------------|--------------|---------------|
| OPERATING       |              |         |            |            |            |            |              | \$ -          |
| BONDS           |              |         |            |            |            |            |              | \$ -          |
| STATE           | \$ 1,700,000 |         | \$ 125,000 | \$ 150,000 | \$ 125,000 | \$ 125,000 |              | \$ 2,225,000  |
| FEDERAL         | \$ 200,000   |         |            |            |            |            |              | \$ 200,000    |
| RESERVES        | \$ 4,650,000 |         | \$ 125,000 | \$ 150,000 | \$ 125,000 | \$ 125,000 |              | \$ 5,175,000  |
| OTHER           |              |         |            |            |            |            |              | \$ -          |
| <b>TOTAL</b>    | \$ 6,550,000 | \$ -    | \$ 250,000 | \$ 300,000 | \$ 250,000 | \$ 250,000 | \$ -         | \$ 7,600,000  |

### **Location Map:**

FY 2017: New Signal at Adams Drive/Legge Blvd.  
FY 2018: N. Loudoun/Brick Kiln Signal Replacement  
FY 2019: Papermill Shawnee Signal Replacement  
FY 2020: N. Loudoun/Commercial Signal Replacement

**Project Description:** The majority of the traffic signals within the City were upgraded by the summer of 2010. This project will upgrade all the remaining old traffic signals. The new signal at Adams Drive/Legge Blvd. is needed to improve safety due to the high number of accidents that have occurred at this intersection.

**Project Objectives/Justification:** These traffic signals are very old, have reached the end of their useful life, and need to be replaced.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Public Services

**Project Title:** Traffic Signal Synchronization with Traffic Adaptive System (In-Synch)

**Budget Code:** 312-4142-441.83-76

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017    | FY 2018    | FY 2019    | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|------------|------------|------------|---------|--------------|---------------|
| OPERATING       |             |         |            |            |            |         |              | \$ -          |
| BONDS           |             |         |            |            |            |         |              | \$ -          |
| STATE           | \$ 250,000  |         | \$ 120,000 | \$ 150,000 | \$ 120,000 |         |              | \$ 640,000    |
| FEDERAL         |             |         |            |            |            |         |              | \$ -          |
| RESERVES        | \$ 250,000  |         | \$ 120,000 | \$ 150,000 | \$ 120,000 |         |              | \$ 640,000    |
| OTHER           |             |         |            |            |            |         |              | \$ -          |
| <b>TOTAL</b>    | \$ 500,000  | \$ -    | \$ 240,000 | \$ 300,000 | \$ 240,000 | \$ -    | \$ -         | \$ 1,280,000  |

### **Location Map:**

FY18: Gerrard Corridor  
FY19: Valley Corridor (Cedar Creek Grade - Lake)  
FY20: Jubal Early/S. Loudoun and Jubal Early/Valley

**Project Description:** Installation of In-Synch traffic adaptive system on some of the traffic signal corridors in the City. This system has recently been installed on Berryville Avenue, Pleasant Valley/Millwood/Jubal Early, and Amherst Street and has significantly improved traffic flow.

**Project Objectives/Justification:** Improve traffic flow on the City's major corridors.



# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

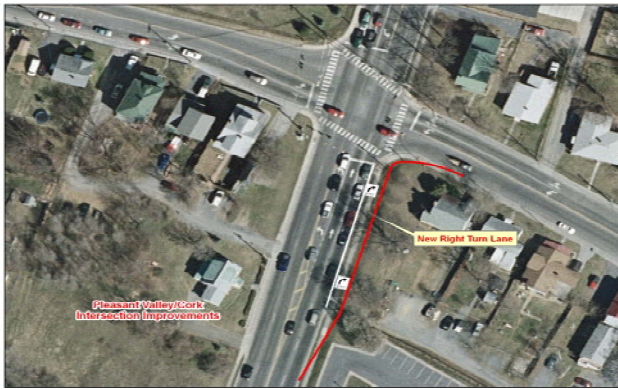
**Fund & Department:** General Fund - Public Services

**Project Title:** Intersection Improvements

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018    | FY 2019    | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|---------|------------|------------|---------|--------------|---------------|
| OPERATING       |             |         |         |            |            |         |              | \$ -          |
| BONDS           |             |         |         |            |            |         |              | \$ -          |
| STATE           |             |         |         | \$ 150,000 | \$ 150,000 |         |              | \$ 300,000    |
| FEDERAL         |             |         |         |            |            |         |              | \$ -          |
| RESERVES        |             |         |         | \$ 150,000 | \$ 150,000 |         |              | \$ 300,000    |
| OTHER           |             |         |         |            |            |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ -    | \$ 300,000 | \$ 300,000 | \$ -    | \$ -         | \$ 600,000    |

### Location Map:



**Project Description:** This project consists of modifications to three existing intersections to facilitate and improve traffic flow. The intersections include:

Pleasant Valley/Cork  
Pleasant Valley/Adams  
Pleasant Valley/Patsy Cline

**Project Objectives/Justification:** These projects would improve traffic flow at these key intersections.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Public Services

**Project Title:** Tevis Street Extension

**Budget Code:** 312-4121-441.83-16

| SOURCE OF FUNDS | Prior Years | FY 2016      | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|--------------|---------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |              |         |         |         |         |              | \$ -          |
| BONDS           |             |              |         |         |         |         |              | \$ -          |
| STATE           |             | \$ 700,000   |         |         |         |         |              | \$ 700,000    |
| FEDERAL         |             |              |         |         |         |         |              | \$ -          |
| RESERVES        |             |              |         |         |         |         |              | \$ -          |
| OTHER           |             | \$ 700,000   |         |         |         |         |              | \$ 700,000    |
| <b>TOTAL</b>    | \$ -        | \$ 1,400,000 | \$ -    | \$ -    | \$ -    | \$ -    | \$ -         | \$ 1,400,000  |

**Location Map:**



**Project Description:** Project would consist of constructing the extension of Tevis Street between Legge Blvd. and the new bridge that will be constructed over I-81.

**Project Objectives/Justification:** This Revenue Sharing project with VDOT would provide for a much needed arterial roadway connection between US 522 and Pleasant Valley Road. The matching funds would come from the private developer of the property.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

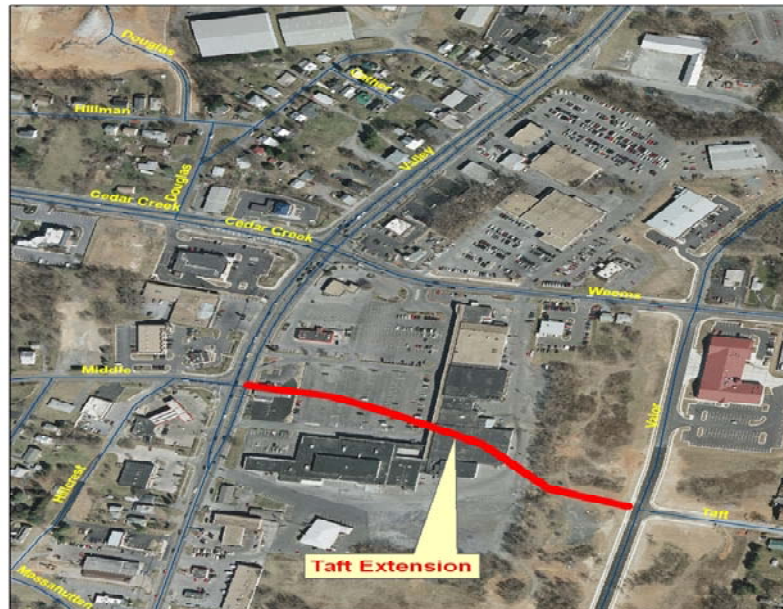
**Fund & Department:** General Fund - Public Services

**Project Title:** Taft Avenue Extension

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|---------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |         |         |         |         |         |              | \$ -          |
| BONDS           |             |         |         |         |         |         |              | \$ -          |
| STATE           |             |         |         |         |         |         | \$ 4,000,000 | \$ 4,000,000  |
| FEDERAL         |             |         |         |         |         |         |              | \$ -          |
| RESERVES        |             |         |         |         |         |         |              | \$ -          |
| OTHER           |             |         |         |         |         |         | \$ 4,000,000 | \$ 4,000,000  |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    | \$ 8,000,000 | \$ 8,000,000  |

**Location Map:**



**Project Description:** Project would consist of extending Taft Avenue from its current terminus to Valley Avenue.

**Project Objectives/Justification:** Project would provide a much needed east-west street connection in this area and would greatly facilitate the redevelopment of the Wards Plaza area.



# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Public Services

**Project Title:** Monticello and Armour Dale Improvements

**Budget Code:** 312-4121-441.83-09

| SOURCE OF FUNDS | Prior Years | FY 2016      | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|--------------|---------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |              |         |         |         |         |              | \$ -          |
| BONDS           |             |              |         |         |         |         |              | \$ -          |
| STATE           |             | \$ 3,000,000 |         |         |         |         |              | \$ 3,000,000  |
| FEDERAL         |             |              |         |         |         |         |              | \$ -          |
| RESERVES        |             |              |         |         |         |         |              | \$ -          |
| OTHER           |             |              |         |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ 3,000,000 | \$ -    | \$ -    | \$ -    | \$ -    | \$ -         | \$ 3,000,000  |

**Location Map:**



**Project Description:** Project consists of making improvements to Monticello and Armour Dale and converting each street to a one-way. A traffic signal would also be installed at the intersection of Valley and Armour Dale.

**Project Objectives/Justification:** This project will provide for an additional ingress/egress for Rubbermaid and was part of the reason they are currently expanding their facility here in Winchester. All the project funding is coming from the state's Transportation Partnership Opportunity Fund.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

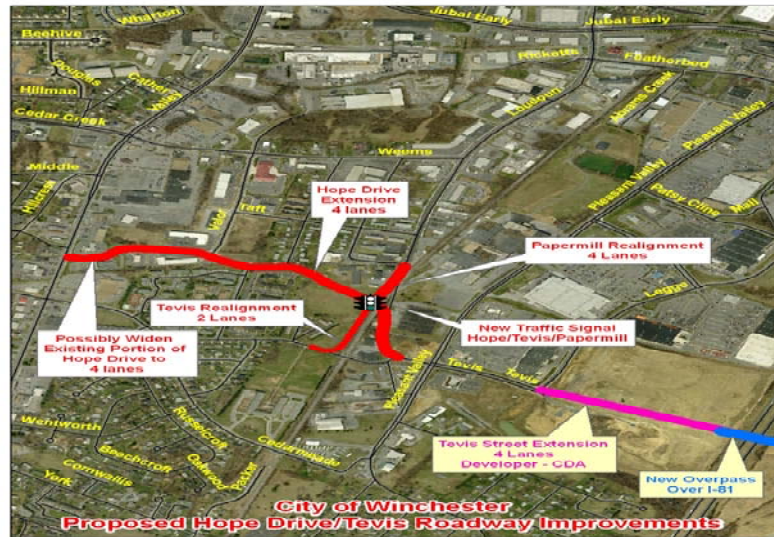
**Fund & Department:** General Fund - Public Services

**Project Title:** Hope Drive Extension

**Budget Code:** 312-4121-441-83-10

| SOURCE OF FUNDS | Prior Years | FY 2016    | FY 2017      | FY 2018      | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|------------|--------------|--------------|---------|---------|--------------|---------------|
| OPERATING       |             |            |              |              |         |         |              | \$ -          |
| BONDS           |             |            | \$ 1,800,000 | \$ 1,800,000 |         |         |              | \$ 3,600,000  |
| STATE           | \$ 200,000  | \$ 200,000 | \$ 1,800,000 | \$ 1,800,000 |         |         |              | \$ 4,000,000  |
| FEDERAL         |             |            |              |              |         |         |              | \$ -          |
| RESERVES        | \$ 200,000  | \$ 200,000 |              |              |         |         |              | \$ 400,000    |
| OTHER           |             |            |              |              |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ 400,000  | \$ 400,000 | \$ 3,600,000 | \$ 3,600,000 | \$ -    | \$ -    | \$ -         | \$ 8,000,000  |

**Location Map:**



**Project Description:** Project consists of extending Hope Drive from Wilson Blvd. to Papermill Road, realigning Papermill Road, realigning Tevis Street, and possibly widening the existing portion of Hope Drive. In addition to the roadway components of the project there will be right-of-way acquisition, utility relocations, and a new railroad crossing. This is a Revenue Sharing Project with VDOT.

**Project Objectives/Justification:** This project will provide for an east-west arterial in the southern part of the City. It will also connect to the Papermill widening project that VDOT completed in 2009.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Public Services

**Project Title:** Meadow Branch Extension

**Budget Code:** 312-4121-441-83-11

| SOURCE OF FUNDS | Prior Years         | FY 2016           | FY 2017     | FY 2018     | FY 2019     | FY 2020     | Future Years | Project Total       |
|-----------------|---------------------|-------------------|-------------|-------------|-------------|-------------|--------------|---------------------|
| OPERATING       |                     |                   |             |             |             |             |              | \$ -                |
| BONDS           |                     | \$ 600,000        |             |             |             |             |              | \$ 600,000          |
| STATE           | \$ 1,700,000        | \$ 300,000        |             |             |             |             |              | \$ 2,000,000        |
| FEDERAL         |                     |                   |             |             |             |             |              | \$ -                |
| RESERVES        |                     |                   |             |             |             |             |              | \$ -                |
| OTHER           | \$ 1,350,000        |                   |             |             |             |             |              | \$ 1,350,000        |
| <b>TOTAL</b>    | <b>\$ 3,050,000</b> | <b>\$ 900,000</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b>  | <b>\$ 3,950,000</b> |

### Location Map:



**Project Description:** Project would consist of constructing a four-lane divided roadway from the current terminus of Meadow Branch Avenue to Amherst Street.

**Project Objectives/Justification:** This project would provide for a much more straightforward route from the west side of the City to the middle of the City and would significantly reduce the amount of cut-through traffic on Merrimans Lane and Amherst Street. This project is necessary for the new John Kerr School and one of City Council's highest priorities in the Strategic Plan.



## Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department: General Fund - Public Services**

**Project Title:** Pleasant Valley Road Realignment/Extension

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|---------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |         |         |         |         |         |              | \$ -          |
| BONDS           |             |         |         |         |         |         |              | \$ -          |
| STATE           |             |         |         |         |         |         | \$ 3,000,000 | \$ 3,000,000  |
| FEDERAL         |             |         |         |         |         |         |              | \$ -          |
| RESERVES        |             |         |         |         |         |         |              | \$ -          |
| OTHER           |             |         |         |         |         |         | \$ 3,000,000 | \$ 3,000,000  |
|                 |             |         |         |         |         |         |              |               |
| TOTAL           | \$ -        | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    | \$ 6,000,000 | \$ 6,000,000  |

**Location Map:**



**Project Description:** Project would consist of realigning and extending S. Pleasant Valley Road between Cedarmeade and Battaile.

**Project Objectives/Justification:** Project would allow for the development of a large parcel of currently undeveloped property.

# Five-Year Capital Improvement Plan

## FISCAL YEARS 2016 - 2020

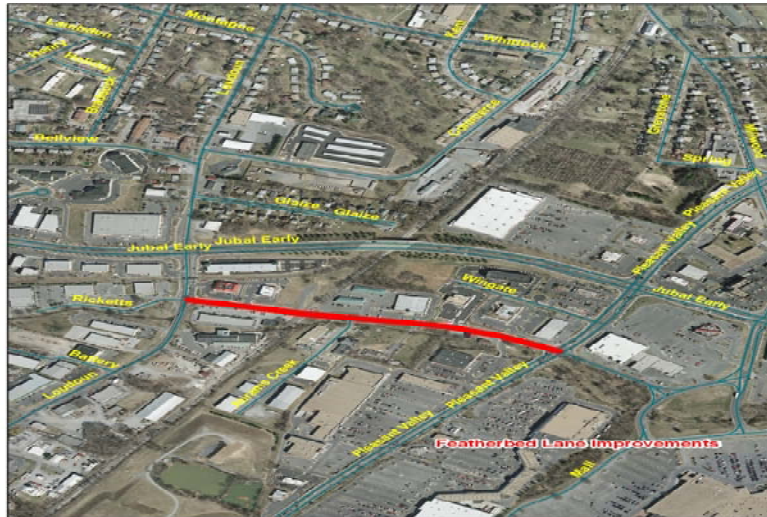
**Fund & Department:** General Fund - Public Services

**Project Title:** Featherbed Lane Improvements

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|---------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |         |         |         |         |         |              | \$ -          |
| BONDS           |             |         |         |         |         |         |              | \$ -          |
| STATE           |             |         |         |         |         |         | \$ 400,000   | \$ 400,000    |
| FEDERAL         |             |         |         |         |         |         |              | \$ -          |
| RESERVES        |             |         |         |         |         |         | \$ 400,000   | \$ 400,000    |
| OTHER           |             |         |         |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    | \$ 800,000   | \$ 800,000    |

### Location Map:



**Project Description:** Project would consist of constructing curb & gutter and sidewalks on Featherbed Lane.

**Project Objectives/Justification:** This project would significantly improve safety and drainage on this street.



# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Public Services

**Project Title:** Shawnee Drive Improvements

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|---------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |         |         |         |         |         |              | \$ -          |
| BONDS           |             |         |         |         |         |         | \$ 1,000,000 | \$ 1,000,000  |
| STATE           |             |         |         |         |         |         | \$ 1,000,000 | \$ 1,000,000  |
| FEDERAL         |             |         |         |         |         |         |              | \$ -          |
| RESERVES        |             |         |         |         |         |         |              | \$ -          |
| OTHER           |             |         |         |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    | \$ 2,000,000 | \$ 2,000,000  |

### Location Map:



**Project Description:** Project would consist of widening Shawnee between Papermill Road and the City limit from two lanes to three lanes (one lane each direction and a center turn lane), bike lanes, curb & gutter, and sidewalks.

**Project Objectives/Justification:** This project would significantly improve traffic flow and safety along this corridor.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Public Services

**Project Title:** Papermill Road Improvements

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|---------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |         |         |         |         |         |              | \$ -          |
| BONDS           |             |         |         |         |         |         | \$ 2,000,000 | \$ 2,000,000  |
| STATE           |             |         |         |         |         |         | \$ 2,000,000 | \$ 2,000,000  |
| FEDERAL         |             |         |         |         |         |         |              | \$ -          |
| RESERVES        |             |         |         |         |         |         |              | \$ -          |
| OTHER           |             |         |         |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    | \$ 4,000,000 | \$ 4,000,000  |

### **Location Map:**



**Project Description:** Project would consist of widening Papermill Road between Cedar Meade and the City limit from two lanes to three lanes (one lane each direction and a center turn lane), bike lane, curb & gutter, and sidewalks.

**Project Objectives/Justification:** This project would significantly improve traffic flow and safety along this corridor.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Parks & Recreation

**Project Title:** Bridgeforth Field Artificial Turf

**Budget Code:** 312-7111-471.83-77

| SOURCE OF FUNDS | Prior Years      | FY 2016           | FY 2017     | FY 2018     | FY 2019     | FY 2020     | Future Years | Project Total     |
|-----------------|------------------|-------------------|-------------|-------------|-------------|-------------|--------------|-------------------|
| OPERATING       |                  |                   |             |             |             |             |              | \$ -              |
| BONDS           |                  |                   |             |             |             |             |              | \$ -              |
| STATE           |                  |                   |             |             |             |             |              | \$ -              |
| FEDERAL         |                  |                   |             |             |             |             |              | \$ -              |
| RESERVES        | \$ 15,000        | \$ 135,000        |             |             |             |             |              | \$ 150,000        |
| OTHER           |                  | \$ 65,000         |             |             |             |             |              | \$ 65,000         |
| <b>TOTAL</b>    | <b>\$ 15,000</b> | <b>\$ 200,000</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b>  | <b>\$ 215,000</b> |

### **Location Map:**



### **PROJECTED ANNUAL OPERATING COSTS (\$)**

|                |                   |
|----------------|-------------------|
| <b>FY 2016</b> | <b>\$ 25,000</b>  |
| <b>FY 2017</b> | <b>\$ 25,000</b>  |
| <b>FY 2018</b> | <b>\$ 25,000</b>  |
| <b>FY 2019</b> | <b>\$ 25,000</b>  |
| <b>FY 2020</b> | <b>\$ 25,000</b>  |
| <b>TOTAL</b>   | <b>\$ 125,000</b> |

**Project Description:** Convert the infield playing surface of Bridgeforth Field to artificial turf .

**Project Objectives/Justification:** Reduce the amount of maintenance and wear on the playing surface. Artificial turf will provide groups with the ability to use the facility in the off-season and reduce wear early and late in the season. Shenandoah University has expressed a desire to contribute towards this project.

The City's contribution towards this project would include funding for John Handley High School's varsity and junior varsity baseball teams.

**Project Status:** Start date of the project is August 2015.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016- 2020

**Fund & Department:** General Fund - Parks and Recreation

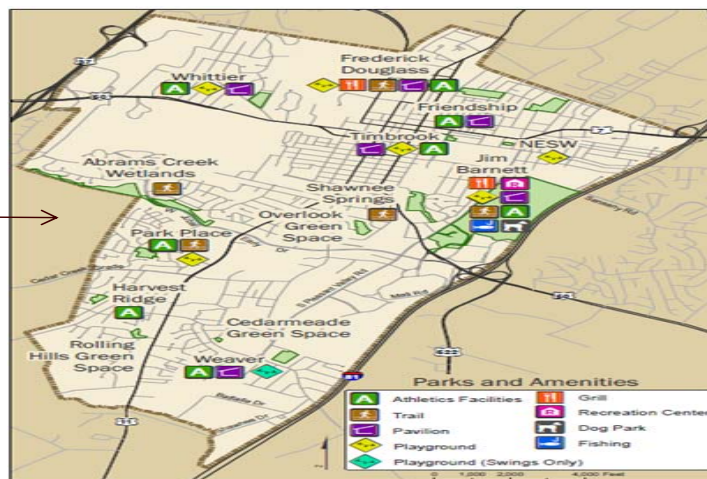
**Project Title:** Abrams Creek Wetlands Preserve Marsh Restoration

**Budget Code:** 312-7111-471-83-78

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017   | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|-----------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |         | \$ 22,000 |         |         |         |              | \$ 22,000     |
| BONDS           |             |         |           |         |         |         |              | \$ -          |
| STATE           |             |         |           |         |         |         |              |               |
| FEDERAL         |             |         |           |         |         |         |              | \$ -          |
| RESERVES        |             |         |           |         |         |         |              | \$ -          |
| OTHER           |             |         |           |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ 22,000 | \$ -    | \$ -    | \$ -    | \$ -         | \$ 22,000     |

### Location Map:

Abrams Creek Wetlands Preserve



**Project Description:** The swamps (woody plants and trees) are overtaking the marshes (grasses, sedges and herbaceous plants). The marshes' direct sunlight creates the natural habitat necessary for survival for several plants on Virginia Rare Plants List growing in ACWP. The project involves hiring a contractor to cut the trees within the marshes according to the Abrams Creek Wetlands Preserve Management Plan. Cutting the encroaching trees from the dwindling marshes will help restore the natural habitats that are necessary for the survival of the rare plants. The initial estimate of \$22,000 could be eligible for a matching grant from Virginia Land Conservation Foundation. The Lower Marsh portion of the Marsh Restoration Project was completed in-house this past fall and winter. The final portion of this project involves the Meadow Branch Marsh. This estimate does not include Rodeo herbicide spraying on newly cut stump to prevent new shoots.

**Project Objectives/Justification:** The project satisfies these goals: Strategic Planning Item: Bikable and walkable City, improve neighborhood parks and amenities. Needs Assessment Item: Abrams Creek Wetland Preserve #4 on most used/visited amenity or park. Citizen Satisfaction Survey Item: Walking and biking trails in the City, quality recreation programs for seniors, maintaining what we have. Department Initiative: Conservation, promoting healthy active living in Winchester. The project is 1/2 complete.



# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Parks and Recreation

**Project Title:** Indoor Pool Shell Resurface

**Budget Code:** 312-7132-471.83-29

| SOURCE OF FUNDS | Prior Years | FY 2016   | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|-----------|---------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |           |         |         |         |         |              | \$ -          |
| BONDS           |             |           |         |         |         |         |              | \$ -          |
| STATE           |             |           |         |         |         |         |              | \$ -          |
| FEDERAL         |             |           |         |         |         |         |              | \$ -          |
| RESERVES        |             | \$ 65,000 |         |         |         |         |              | \$ 65,000     |
| OTHER           |             |           |         |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ 65,000 | \$ -    | \$ -    | \$ -    | \$ -    | \$ -         | \$ 65,000     |

### **Location Map:**

Indoor Pool in War Memorial Building



**Project Description:** To provide an adequate and safe public pool, shell out and resurface pool, take out and replace transition lines. Resurfacing and maintaining the indoor pool every 6 calendar years is the industry recommendation. This effort will will save money in the long term. This was last done in 2006 - 9 years ago.

### **Project Objectives/Justification:**

Our plaster pool is over 40 years old. In the past numerous white coats have been added that has made the depth more shallow. Also, as each new coat of plaster is placed on the pool over the years of repairs and maintenance and lips to form around the returns and tile which leads to decreased water circulation. The shell needs to be sanded down to base, eliminating paint layering. As plaster wears, roughness increases and becomes very sensitive to incorrect water chemistry. Plaster surface easily compromised if the shell is not resurfaced regularly.

### **Project Status:**

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016- 2020

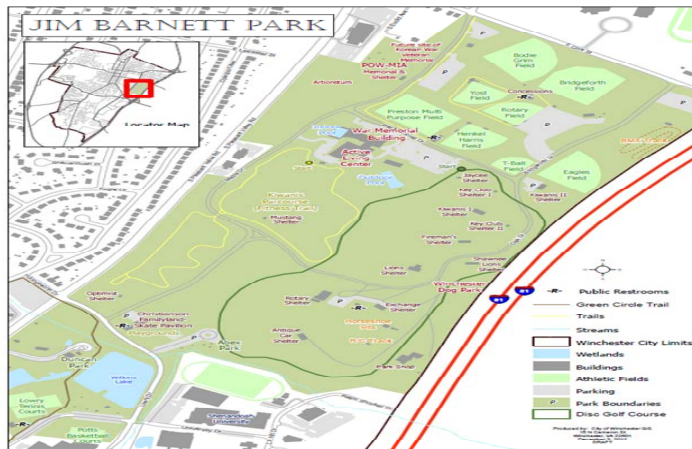
**Fund & Department:** General Fund - Parks and Recreation

**Project Title:** BMX Track Rebuild

**Budget Code:** 312-7111-471.83-41

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017    | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|------------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |         |            |         |         |         |              | \$ -          |
| BONDS           |             |         |            |         |         |         |              | \$ -          |
| STATE           |             |         |            |         |         |         |              | \$ -          |
| FEDERAL         |             |         |            |         |         |         |              | \$ -          |
| RESERVES        |             |         | \$ 174,000 |         |         |         |              | \$ 174,000    |
| OTHER           |             |         |            |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        |         | \$ 174,000 | \$ -    | \$ -    | \$ -    | \$ -         | \$ 174,000    |

### Location Map:



**Project Description:** Site work to include stripping existing build/sifting old and new mix/drainage work and equipment rental. EB track Design, concrete pour on turns, new 2000+ linear feet of dirt mix with saltak covering. Complete BMX track rebuild - \$174,000 = \$62,650 + 93,734 for dirt mix + \$20, 341 for 8 foot fence

**Project Objectives/Justification:** The Winchester Parks and Recreation Department in conjunction with Winchester BMX plans to bid on hosting the 2016 BMX Regional Competition. The track has not been upgraded since it was built. The user group believes they can help raise funds for the site work, design, equipment rental and concrete pours. The economic stimulus will be similar to that of the Cyclocross event at \$80,000. This effort will be a great compliment to the ADA BMX project planned for this year.

**Project Status:** Planning phase with written estimates.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Parks and Recreation

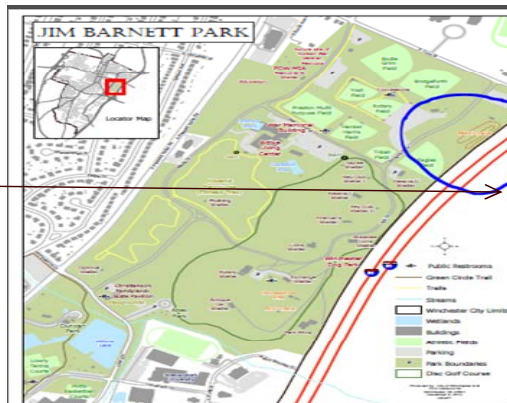
**Project Title:** ADA Phase II - BMX Track

**Budget Code:** 312-7111-471.83-41

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017    | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|------------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |         |            |         |         |         |              | \$ -          |
| BONDS           |             |         |            |         |         |         |              | \$ -          |
| STATE           |             |         |            |         |         |         |              | \$ -          |
| FEDERAL         |             |         |            |         |         |         |              | \$ -          |
| RESERVES        |             |         | \$ 553,000 |         |         |         |              | \$ 553,000    |
| OTHER           |             |         |            |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ 553,000 | \$ -    | \$ -    | \$ -    | \$ -         | \$ 553,000    |

### Location Map:

BMX - Track and Relocation of Skate Pavilion (Extreme Sports area)



### PROJECTED ANNUAL OPERATING COSTS (\$)

|              |                  |
|--------------|------------------|
| FY 2016      | \$ -             |
| FY 2017      | \$ -             |
| FY 2018      | \$ 20,000        |
| FY 2019      | \$ 20,000        |
| FY 2020      | \$ 20,000        |
| <b>TOTAL</b> | <b>\$ 60,000</b> |

**Project Description:** Phase #2 of the park's ADA accessibility project will focus in on the construction of a new paved parking lot with sidewalks around the BMX Track and to Bridgeforth Field from satellite parking lots in Jim Barnett Park. In addition, phase #2 will include the installation of a restroom facility at the BMX track and renovations to the existing Bridgeforth Field restrooms and additional sidewalk for ADA access around the stadium and into the dugouts. FY2014 funding focused on the Bridgeforth restrooms and sidewalks (\$150,000) and the FY2015 funding request focused on the BMX restrooms (\$525,000), trails and parking lot. Not only will this project support the ADA plan but will also serve as a gateway beautification project as you enter the City along Cork Street.

**Project Objectives/Justification:** The primary objective is to make our park system more accessible to everyone. Access to the BMX Track and to Bridgeforth Field from the existing gravel parking lot along Cork Street and Bridgeforth Drive does not meet ADA standards for accessibility. Furthermore, there are no public restrooms in this area of the park and it is currently difficult for anyone with a disability to cross the uneven terrain to use portable toilets. Currently there is no ADA viewing area at the existing BMX bleachers or at Bridgeforth Field which is required at public facilities. In addition, the restrooms at Bridgeforth Field are ADA compliant. This phase will address the barriers and bring this portion of Jim Barnett Park up to required standards. This phase will also serve as a beautification project for the northeastern portion of Jim Barnett Park.

**Project Status:** Design phase complete. Price estimates secured for the scope of work and is reflected in this proposal. Fund & Department: Winchester Parks & Recreation Department

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General - Parks and Recreation

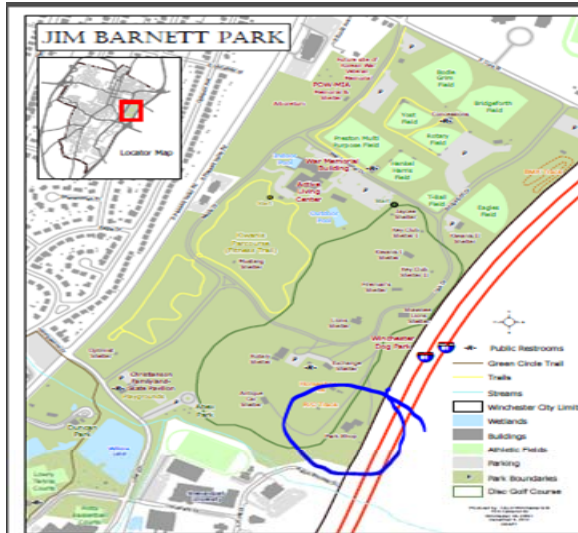
**Project Title:** Park Shop Demolition and Addition

**Budget Code:** 312-7111-471.83-41

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018    | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|---------|------------|---------|---------|--------------|---------------|
| OPERATING       |             |         |         |            |         |         |              | \$ -          |
| BONDS           |             |         |         |            |         |         |              | \$ -          |
| STATE           |             |         |         |            |         |         |              | \$ -          |
| FEDERAL         |             |         |         |            |         |         |              | \$ -          |
| RESERVES        |             |         |         | \$ 350,000 |         |         |              | \$ 350,000    |
| OTHER           |             |         |         |            |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ -    | \$ 350,000 | \$ -    | \$ -    | \$ -         | \$ 350,000    |

**Location Map:**

Park Maintenance Compound in Jim Barnett Park



**Project Description:** Park Maintenance Shop Addition

**Project Objectives/Justification:** Demolition of the old section of the park maintenance facility and add onto the new section of the building with a pre-engineered structure. Design services and costs will be limited with a pre-engineered building. Estimated costs are approximately \$350,000. The older sections of the maintenance compound are quickly deteriorating and can not be used during snow events as the roof bows in and leaks. The facility would be used to store maintenance equipment and supplies and sectioned off to provide spaces for operational functions (woodworking, drive thru bays, etc.) The new facility should also be properly insulated. Currently there is not enough space to store all the equipment in the maintenance shop.

**Project Status:**



# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General - Parks and Recreation

**Project Title:** Russ Potts Basketball Courts in Jim Barnett Park

**Budget Code:** 312-7111-471.83-41

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017   | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|-----------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |         |           |         |         |         |              | \$ -          |
| BONDS           |             |         |           |         |         |         |              | \$ -          |
| STATE           |             |         |           |         |         |         |              | \$ -          |
| FEDERAL         |             |         |           |         |         |         |              | \$ -          |
| RESERVES        |             |         | \$ 60,000 |         |         |         |              | \$ 60,000     |
| OTHER           |             |         |           |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ 60,000 | \$ -    | \$ -    | \$ -    | \$ -         | \$ 60,000     |

### Location Map:

South End of Jim Barnett Park  
Potts Basketball Courts



### PROJECTED ANNUAL OPERATING COSTS (\$)

|              |          |
|--------------|----------|
| FY 2016      | \$ -     |
| FY 2017      | \$ 2,000 |
| FY 2018      | \$ 2,000 |
| FY 2019      | \$ 2,000 |
| FY 2020      | \$ 2,000 |
| <b>TOTAL</b> | \$ 8,000 |

**Project Description:** Renovation to the existing basketball courts include the laying of new asphalt and paint for the surfacing and lines.

**Project Objectives/Justification:** Currently the courts are in poor shape. Cracks are throughout the three courts and areas have settled causing water to puddle. The courts are a free amenity in the park system and are used daily throughout the year.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Parks and Recreation

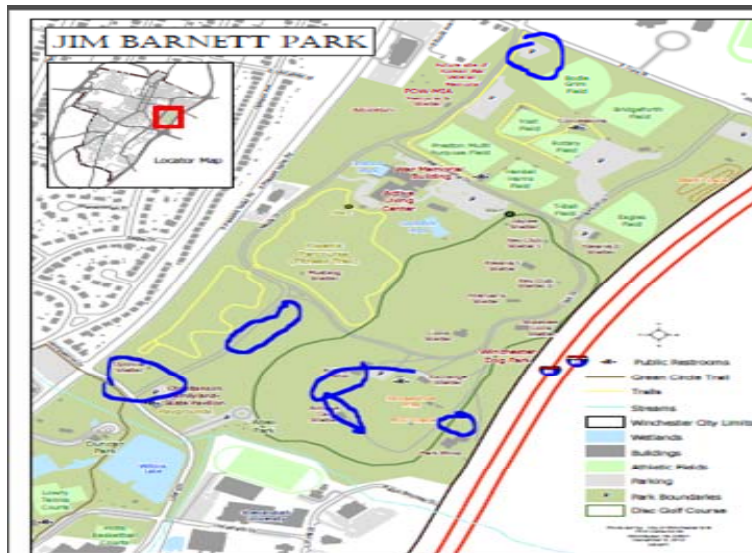
**Project Title:** Jim Barnett Park Roadway Resurfacing

**Budget Code:** 312-7111-471-83-77

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017    | FY 2018    | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|------------|------------|---------|---------|--------------|---------------|
| OPERATING       |             |         |            |            |         |         |              | \$ -          |
| BONDS           |             |         |            |            |         |         |              | \$ -          |
| STATE           |             |         |            |            |         |         |              | \$ -          |
| FEDERAL         |             |         |            |            |         |         |              | \$ -          |
| RESERVES        |             |         | \$ 150,000 | \$ 150,000 |         |         |              | \$ 300,000    |
| OTHER           |             |         |            |            |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        |         | \$ 150,000 | \$ 150,000 | \$ -    | \$ -    | \$ -         | \$ 300,000    |

**Location Map:**

Various parking lots in JBP



**Project Description:** Asphalt overlay on all park roadways and new asphalt for existing gravel roadways and parking lots.

**Project Objectives/Justification:** Park roadways are in poor condition and need to be repaved. As part of the repaving project, consideration should be given to the following: install paving for ADA parking at Bodie Grim Field; paving around various high-use shelter areas; roadway extension from the Antique Car Shelter to the Rotary Shelter for better traffic flow; extend walking trail from the Par Course to the parking lot at the Optimist Shelter; pave gravel lot at maintenance shop; and pave the pull off area atop the hill along Maple Drive. The ideal time to pave would be after the park receives funding to install new water and sewer lines.

**Project Status:** Pricing secured. Requesting funds in FY 2017 and FY2018 Fund & Department: Winchester Parks & Recreation Department

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016- 2020

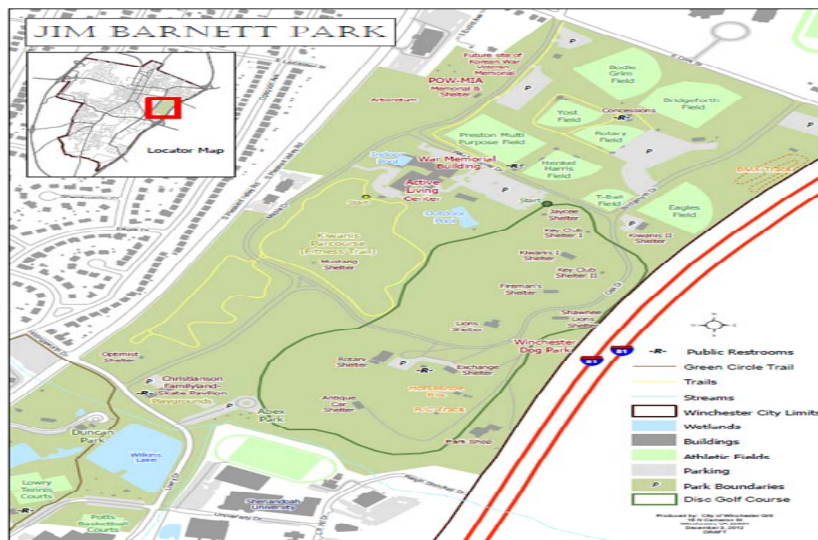
**Fund & Department:** General/Parks and Recreation

**Project Title:** Jim Barnett Park Facade Improvements

**Budget Code:** 312-7111-471-83-59

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017    | FY 2018    | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|------------|------------|---------|---------|--------------|---------------|
| OPERATING       |             |         | \$ 160,000 | \$ 140,000 |         |         |              | \$ 300,000    |
| BONDS           |             |         |            |            |         |         |              | \$ -          |
| STATE           |             |         |            |            |         |         |              | \$ -          |
| FEDERAL         |             |         |            |            |         |         |              | \$ -          |
| RESERVES        |             |         |            |            |         |         |              | \$ -          |
| OTHER           |             |         |            |            |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ 160,000 | \$ 140,000 | \$ -    | \$ -    | \$ -         | \$ 300,000    |

### Location Map:



**Project Description:** The projects seeks to improve visual appeal of Jim Barnett Park. Phase I addresses uniform signage. Phase II addresses uniform building materials and brick color. The final phase addresses converting chain link fencing to black powder coat fencing. Phase I - Signage to utilize department brand and colors. Pleasant Valley entrance sign double sided- \$14,000 + South End Sign \$6000 + 40 small amenity, field. and shelters signs @ \$40,000 = \$80,000. Replacing all old and routed signs will make the park look less hodge-podge and more professional. Phase II - brick painting or dying at War Memorial Building and Familyland estimated at \$80,000. Phase III involves removing all old chain-link and replacing with a uniform non-rusting, powder coated, chain-link fencing at the ball fields and the South End.

**Project Objectives/Justification:** Strategic Planning Item: Improve parks and amenities, maintain a high level of customer satisfaction.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Parks and Recreation

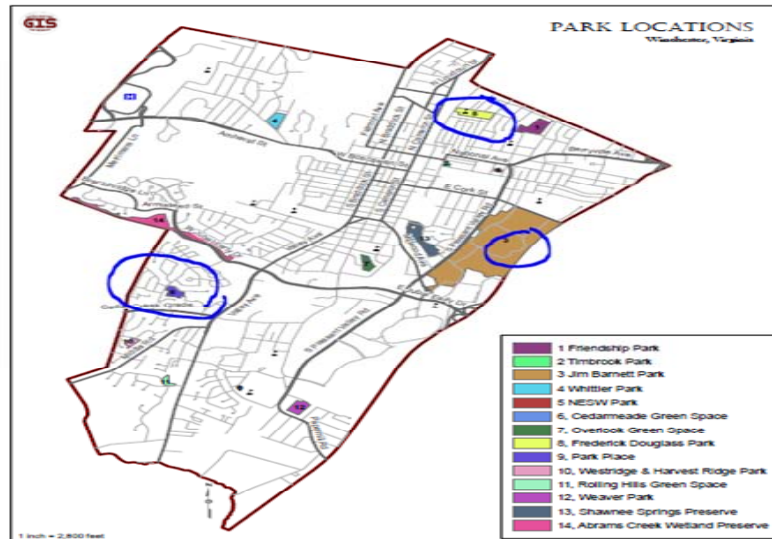
**Project Title:** Playground Replacement

**Budget Code:** 312-7111-471.83-24

| SOURCE OF FUNDS | Prior Years | FY 2016   | FY 2017   | FY 2018   | FY 2019    | FY 2020 | Future Years | Project Total |
|-----------------|-------------|-----------|-----------|-----------|------------|---------|--------------|---------------|
| OPERATING       |             | \$ 20,000 | \$ 95,000 | \$ 75,000 | \$ 125,000 |         |              | \$ 315,000    |
| BONDS           |             |           |           |           |            |         |              | \$ -          |
| STATE           |             |           |           |           |            |         |              | \$ -          |
| FEDERAL         |             |           |           |           |            |         |              | \$ -          |
| RESERVES        |             |           |           |           |            |         |              | \$ -          |
| OTHER           |             |           |           |           |            |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ 20,000 | \$ 95,000 | \$ 75,000 | \$ 125,000 | \$ -    | \$ -         | \$ 315,000    |

### Location Map:

Various play spaces around the City.



**Project Description:** Douglass Park composite playground has been removed due to non-compliance with playground safety standards. Other parks needing new equipment include: Park Place, Timbrook Park, Harvest Ridge, Whittier Park, and Children's Dream. New playground equipment and swings in Shelterville in Jim Barnett Park.

**Project Objectives/Justification:** Replace equipment that was removed and are going to be removed due to wear and non-compliance with Consumer Product Safety Commission Minimum Standards. Replace the Geo Climber at Park Place which is also showing major signs of wear.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

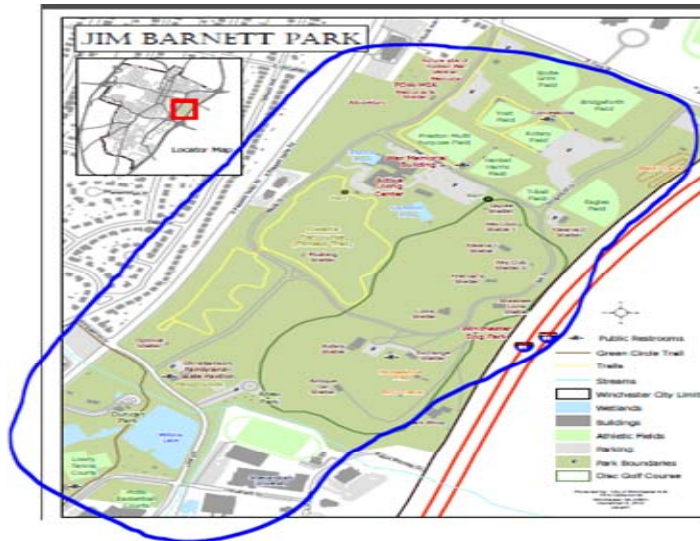
**Fund & Department:** General Fund - Parks and Recreation

**Project Title:** Jim Barnett Park Waterline Replacement

**Budget Code:** 312-7111-471.83-59

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017    | FY 2018    | FY 2019    | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|------------|------------|------------|---------|--------------|---------------|
| OPERATING       |             |         |            |            |            |         |              | \$ -          |
| BONDS           |             |         | \$ 874,000 | \$ 437,000 | \$ 437,000 |         |              | \$ 1,748,000  |
| STATE           |             |         |            |            |            |         |              | \$ -          |
| FEDERAL         |             |         |            |            |            |         |              | \$ -          |
| RESERVES        |             |         |            |            |            |         |              | \$ -          |
| OTHER           |             |         |            |            |            |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ 874,000 | \$ 437,000 | \$ 437,000 | \$ -    | \$ -         | \$ 1,748,000  |

### Location Map:



**Project Description:** The existing waterlines to certain park facilities are very old and leak on a regular basis. With the construction of the Active Living Center, a new water main was installed in the park and the plan is to tap into the new water main and run new lines to existing facilities within the park including: shelters, maintenance facility, Familyland, water fountains, athletic fields and restrooms.

**Project Objectives/Justification:** Annually, the park experiences a moderate to major water leak in our water lines. Oftentimes, the leak is not detected until we receive a water bill. Existing water lines are not deep enough into the ground and require that staff blow out lines each fall so that pipes are not damaged by freezing temperatures. Current water lines have been pieced together with different materials and are oftentimes difficult to trace to make repairs.



# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Parks and Recreation

**Project Title:** Frederick Douglass Park Development

**Budget Code:** 312-7111-471.83-24

| SOURCE OF FUNDS | Prior Years | FY 2016    | FY 2017    | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|------------|------------|---------|---------|---------|--------------|---------------|
| OPERATING       |             | \$ 100,000 | \$ 335,000 |         |         |         |              | \$ 435,000    |
| BONDS           |             |            |            |         |         |         |              | \$ -          |
| STATE           |             |            |            |         |         |         |              | \$ -          |
| FEDERAL         |             |            |            |         |         |         |              | \$ -          |
| RESERVES        |             |            |            |         |         |         |              | \$ -          |
| OTHER           |             |            |            |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ 100,000 | \$ 335,000 | \$ -    | \$ -    | \$ -    | \$ -         | \$ 435,000    |

**Location Map:**



### PROJECTED ANNUAL OPERATING COSTS (\$)

|               |           |
|---------------|-----------|
| <b>FY2016</b> | \$ -      |
| <b>FY2017</b> | \$ 15,000 |
| <b>FY2018</b> | \$ 15,000 |
| <b>FY2019</b> | \$ 15,000 |
| <b>FY2020</b> | \$ 15,000 |
| <b>TOTAL</b>  | \$ 60,000 |

**Project Description:** Multi-purpose irrigated field to house new outdoor soccer league, rugby, lacrosse and softball - 186,000; Community Garden and Orchard- \$2000; Pickleball Courts- 32,905; Outdoor Fitness Center - \$24,633; Field and Park Lighting - \$40,000; Outside Restrooms (plumbing, electric, water, bathroom structure) - \$141,000; Picnic Tables - \$4000; Reservable Communal Firepit with heavyduty semicircle groups swings - \$5000

**Project Objectives/Justification:** In order to house all new adult soccer league games, pick up soccer, football, lacrosse, ect. games, new VHSL lacrosse games and rugby games and practices, we need to develop neighborhood parks. There is evidence that small additional investments in parks and recreational fitness activities helps to reduce obesity, provides more health benefits, and increases physical activity in children. Proximity to park is the number one determinant as to whether a park is used or not. The FDP Development would be the pilot project for three more neighborhood park developments - Whittier, Weaver and Friendship. The neighborhood park development projects seek to promote physical activity, create community space, encourage neighborhood pride and unity and establish connections between people and a branch of local goverment - Winchester Parks and Recreation department. The plans also include community gardens and Little Free Libraires.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General - Parks and Recreation

**Project Title:** Spray Grounds in Jim Barnett Park

**Budget Code:** 312-7111-471.83-59

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017    | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|------------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |         | \$ 275,000 |         |         |         |              | \$ 275,000    |
| BONDS           |             |         |            |         |         |         |              | \$ -          |
| STATE           |             |         |            |         |         |         |              | \$ -          |
| FEDERAL         |             |         |            |         |         |         |              | \$ -          |
| RESERVES        |             |         |            |         |         |         |              | \$ -          |
| OTHER           |             |         |            |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ 275,000 | \$ -    | \$ -    | \$ -    | \$ -         | \$ 275,000    |

### Location Map:

Spraygrounds at Outdoor Pool



### PROJECTED ANNUAL OPERATING COSTS (\$)

|               |           |
|---------------|-----------|
| <b>FY2016</b> |           |
| <b>FY2017</b> |           |
| <b>FY2018</b> | \$ 10,000 |
| <b>FY2019</b> | \$ 10,000 |
| <b>FY2020</b> | \$ 10,000 |
| <b>TOTAL</b>  | \$ 30,000 |

**Project Description:** Construction of a 5,000 sq. ft. spraygrounds with a variety of water spray features, such as, spray rings, water columns, stream jets, geysers, and bubblers. Construction includes a extensions of water lines and electrical controls from the current pumphouse at the Outdoor pool. System uses chlorinated recycled water. The chain link fence around the outdoor pool will also be replaced. Spraygrounds have become popular features of outdoor pool facilities and in neighborhood parks. The addition of a spraygrounds will increase the daily visitor count at Outdoor Pool with modest operational costs. Spraygrounds do not require additional lifeguard staffing however they offer a facility that non-swimmers can enjoy. Grandparents can bring grandchildren to the Outdoor Pool and supervise play in spraypark from a park bench without donning a swimsuit.

**Project Objectives/Justification:** Spraygrounds target a different market in our community. Users do not have to know how to swim to participate. The spraygrounds are designed to accomodate different age groups and the water used can be reclaimed if the recycling feature is purchased. General inquiries to sprayground manufacturers shows that an investment for as little as \$100,000 can get you a small to medium size sprayground that will attract new and local visitors to Jim Barnett Park in Winchester and serve as an economic stimulator where larger spraygrounds serve as a destination and have more of a regional draw.

## Five-Year Capital Improvement Plan

# FIVE-YEAR CAPITAL IMPROVEMENT PLAN

## FISCAL YEARS 2016 - 2020

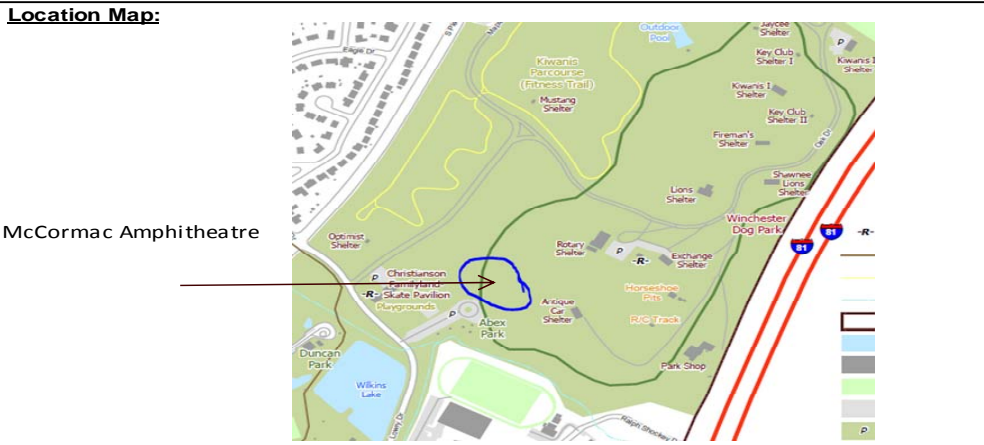
**Fund & Department: Parks and Recreation**

**Project Title:** McCormac Amphitheatre

**Budget Code: 312-7111-471.83-59**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017   | FY 2018      | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|-----------|--------------|---------|---------|--------------|---------------|
| OPERATING       |             |         | \$ 15,000 |              |         |         |              | \$ 15,000     |
| BONDS           |             |         |           | \$ 1,150,000 |         |         |              | \$ 1,150,000  |
| STATE           |             |         |           |              |         |         |              | \$ -          |
| FEDERAL         |             |         |           |              |         |         |              | \$ -          |
| RESERVES        |             |         |           |              |         |         |              | \$ -          |
| OTHER           |             |         |           | \$ 500,000   |         |         |              | \$ 500,000    |
|                 |             |         |           |              |         |         |              |               |
| TOTAL           | \$ -        | \$ -    | \$ 15,000 | \$ 1,660,000 | \$ -    | \$ -    | \$ -         | \$ 1,665,000  |

**Location Map:**



| PROJECTED ANNUAL OPERATING COSTS (\$) |     |   |
|---------------------------------------|-----|---|
|                                       |     |   |
| FY2016                                |     |   |
| FY2017                                |     |   |
| FY2018                                | TBD |   |
| FY2019                                | TBD |   |
| FY2020                                | TBD |   |
|                                       |     |   |
| TOTAL                                 | \$  | - |

**Project Description:** Renovation of the existing amphitheater in Jim Barnett Park including upgrading of electrical system, seating, stage construction, lighting and trail renovation. Funding for this project should include contributions from the City's General Fund, non-profit organizations, Shenandoah University and others. Funding requested in FY 2017 for preliminary design services. Funding requested in FY 2018 for full design services. Funding requested in FY 2018 for construction. Shenandoah University has committed \$400,000 to this project. A Feasibility Study was conducted and construction was estimated at 5,000,000. Please see attached letter referencing the estimation. Feasibility Study is also attached.

**Project Objectives/Justification:** Renovation and revitalization of an existing park facility . Several groups have expressed a desire in renovating the facility including Shenandoah University and other organizations. The facility has the ability to generate revenue for the City through ticket sales and sales tax from hotels and restaurants from those who travel to our community to participate and watch shows and productions. Such events could include theatrical, educational presentations, concerts and private events. The goal in developing this facility will be to ensure it is self-sustaining. Private promoters may also have an interest in seeing this facility developed.

**Project Status:** Planning, pre-design negotiations to include renderings and preliminary budget estimates.



## Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department: General Fund - Parks and Recreation**

**Project Title:** Lowery Tennis Courts

**Budget Code: 312-7111-471.83-40**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017    | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|------------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |         | \$ 120,000 |         |         |         |              | \$ 120,000    |
| BONDS           |             |         |            |         |         |         |              | \$ -          |
| STATE           |             |         |            |         |         |         |              | \$ -          |
| FEDERAL         |             |         |            |         |         |         |              | \$ -          |
| RESERVES        |             |         |            |         |         |         |              | \$ -          |
| OTHER           |             |         | \$ 30,000  |         |         |         |              | \$ 30,000     |
|                 |             |         |            |         |         |         |              |               |
| TOTAL           | \$ -        | \$ -    | \$ 150,000 | \$ -    | \$ -    | \$ -    | \$ -         | \$ 150,000    |

**Location Map:**



South End of JBP  
Lowery Tennis  
Courts

| PROJECTED ANNUAL OPERATING COSTS (\$) |    |        |
|---------------------------------------|----|--------|
| FY2016                                | \$ | 5,000  |
| FY2017                                | \$ | 5,000  |
| FY2018                                | \$ | 5,000  |
| FY2019                                | \$ | 6,500  |
| FY2020                                | \$ | 6,500  |
|                                       |    |        |
| TOTAL                                 | \$ | 28,000 |

**Project Description:** Renovation to the existing restrooms and storage building/pavilion at the Lowry Tennis Complex. Restroom renovations include the installation of new fixtures and doors. The storage building/pavilion would be enclosed for team rooms for JHHS and SU and an observation/training platform would be constructed at the site.

**Project Objectives/Justification:** Upgrade tennis court amenities including a new ADA accessible restroom, team rooms for JHHS and SU, create more storage, an observation deck for coaches and scorekeepers to monitor and observe play. Advance the sport of tennis for both recreational and competitive tennis players. The new estimate negates the old estimate that included constructing 4 new tennis courts.

**Project Status:** Planning Phase

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016- 2020

**Fund & Department:** Parks and Recreation

**Project Title:** McCormac Amphitheatre Temporary Ice Rink

**Budget Code:** 312-7111-471.83-42

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018    | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|---------|------------|---------|---------|--------------|---------------|
| OPERATING       |             |         |         | \$ 300,000 |         |         |              | \$ 300,000    |
| BONDS           |             |         |         |            |         |         |              | \$ -          |
| STATE           |             |         |         |            |         |         |              | \$ -          |
| FEDERAL         |             |         |         |            |         |         |              | \$ -          |
| RESERVES        |             |         |         |            |         |         |              | \$ -          |
| OTHER           |             |         |         |            |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ -    | \$ 300,000 | \$ -    | \$ -    | \$ -         | \$ 300,000    |

### Location Map:

The Temporary Ice Rink at McCormac Amphitheatre



### PROJECTED ANNUAL OPERATING COSTS (\$)

|              |                  |
|--------------|------------------|
| FY2016       | \$ -             |
| FY2017       | \$ -             |
| FY2018       | \$ 10,000        |
| FY2019       | \$ 10,000        |
| FY2020       | \$ 10,000        |
| <b>TOTAL</b> | <b>\$ 30,000</b> |

**Project Description:** Purchase a temporary Ice Rink to be erected in McCormac Amphitheatre area. A complete turnkey 50'X100' Rink, 60'X120' Portable shelter, a 50 ton chiller with Glycol. Chiller comes delivered and hard mounted on its own independent trailer, with levelers. The trailer is designed for portability for moving from one location to another and for storing the chiller off-season. This package includes boards, with 8 foot netting, 50 foot of 3/4 inch rubber matting, 50 feet of four tier bleachers and 2 enclosed trailers. The refrigerated rink has an enclosed trailer that can double as a skate rental shop when the rink is in use. This includes skates for skate rental. The package is \$300,000 delivered and installed. Ice-mat blanket, headers, and all valves and gauges included. Operating costs include electrical power and staff.

**Project Objectives/Justification:** To provide active physical activity over the winter months.

**Project Status:** Estimates Obtained and funding requested for 2016 budget year.

Projected Revenue - 100 skater capacity X \$3.00 admission X \$2 skate rental X 100 days = \$60,000/year

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016- 2020

**Fund & Department:** General - Parks and Recreation

**Project Title:** Fitness Facility Renovation

**Budget Code:** 312-7111-471.83-30

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017    | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|------------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |         | \$ 265,500 |         |         |         |              | \$ 265,500    |
| BONDS           |             |         |            |         |         |         |              | \$ -          |
| STATE           |             |         |            |         |         |         |              | \$ -          |
| FEDERAL         |             |         |            |         |         |         |              | \$ -          |
| RESERVES        |             |         |            |         |         |         |              | \$ -          |
| OTHER           |             |         |            |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ 265,500 | \$ -    | \$ -    | \$ -    | \$ -         | \$ 265,500    |

### Location Map:

War Memorial Building-Old section to include Lord Fairfax, Arts and Crafts Room, Locker Rooms, Fitness Room and Old Pool Lobby.



### PROJECTED ANNUAL OPERATING COSTS (\$)

#### FY2016

FY2017 \$ 5,000

FY2018 \$ 5,000

FY2019 \$ 5,000

FY2020 \$ 5,000

**TOTAL \$ 20,000**

**Project Description:** Convert Arts and Crafts Room in the old section of the War Memorial Building into cardio-equipment ADA compliant room - \$88, 076 moving cardio from existing fitness to make existing fitness - weights and strength only. This includes rubberized mat flooring, drop ceiling, electrical feed to 6 receptacles, double door full glass, and 3 new treadmills, 3 new ellipticals/flex striders, 2 new recumbent bikes. Converting existing pool lobby into a meeting room and HIVE CLUB - \$59,000. Locker Room Renovation for ADA accessibility - 88,000. Renovate existing Lord Fairfax Room includes divider, wooden dance and aerobics floor, mirrors and railing. - \$30,000.

**Project Objectives/Justification:** These renovations would make the fitness and locker room area ADA compliant, expand exercise / fitness equipment and program offerings, add a meeting space, enhance visual appeal to aging infrastructure, and create a multi-functional room, all of which can generate more revenue on rentals, fitness classes and wellness classes. The improvements will increase current customer satisfaction with the facility and potentially increase memberships with additional and updated facilities and equipment. More dance, fitness, yoga and cardio classes like cardio kick boxing and Zumba for varying ages and fitness levels. Projected increase in revenue including room rentals, memberships and admissions as well as athletics is conservatively estimated at \$70,500 per year.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016- 2020

**Fund & Department:** General Fund - Parks and Recreation

**Project Title:** Parklets and Pocket Parks

**Budget Code:** 312-7111-471.83-44

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018    | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|---------|------------|---------|---------|--------------|---------------|
| OPERATING       |             |         |         | \$ 120,000 |         |         |              | \$ 120,000    |
| BONDS           |             |         |         |            |         |         |              | \$ -          |
| STATE           |             |         |         |            |         |         |              | \$ -          |
| FEDERAL         |             |         |         |            |         |         |              | \$ -          |
| RESERVES        |             |         |         |            |         |         |              | \$ -          |
| OTHER           |             |         |         |            |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ -    | \$ 120,000 | \$ -    | \$ -    | \$ -         | \$ 120,000    |

### Location Map:

Braddock Lot  
Plaza Lot  
Hable Lot  
Cork Lot



**Project Description:** A parklet is a type of pocket park. Parklets repurpose 3-4 parking spaces into a public park space for people to relax, drink a cup of coffee, pause and reflect and connect with nature or other people. Parklets usually are a decking platform built into the parking lanes. Parklets usually incorporate grass, benches/swings, planters, exercise equipment, landscaping, bike racks, cafe seats, etc. They are placed in low speed, low volume areas. Parklets symbolize the desire to create a more communal, enjoyable and healthy and vibrant public space. Pocket parks are usually larger than parklets and are normally a green space. 4 parklets @ \$30,000 each at each of the selected parking lots.

### Project Objectives/Justification:

Strategic Planning Item: Revitalize downtown neighborhoods, create a safe community, revitalize center city neighborhoods.

Needs Assessment Item: Outdoor Recreation, fitness and wellness programs.

Citizen Satisfaction Survey Item: Walking and biking trails in the City

Department Initiative: Creating community spaces.

**Project Status:** Idea generation, estimates obtained. No department collaboration or approval sought yet.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016- 2020

**Fund & Department:** General Fund - Parks and Recreation

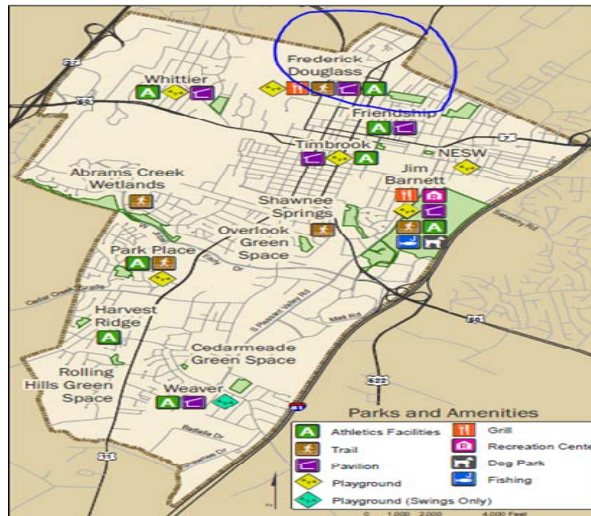
**Project Title:** North End Land Acquisition and Park Development Project

**Budget Code:** 312-7111-471.83-73

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018 | FY 2019      | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|---------|---------|--------------|---------|--------------|---------------|
| OPERATING       |             |         |         |         |              |         |              |               |
| BONDS           |             |         |         |         | \$5,000,000  |         |              | \$ 5,000,000  |
| STATE           |             |         |         |         | \$5,000,000  |         |              | \$ 5,000,000  |
| FEDERAL         |             |         |         |         |              |         |              | \$ -          |
| RESERVES        |             |         |         |         |              |         |              | \$ -          |
| OTHER           |             |         |         |         |              |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ -    | \$ -    | \$10,000,000 | \$ -    | \$ -         | \$10,000,000  |

### Location Map:

North End Land Acquisition



**Project Description:** According to the Comprehensive Plan, the City needs a park in the North End of Winchester. The national benchmark for municipalities our size (based on population) indicated that Winchester is 70 acres short of the national average. This land acquisition project would be funded 50% by General Obligation Bonds and 50% match by the Virginia Land Conservation Foundation for projects that support local/regional comprehensive plans, open space, and outdoor recreation facilities.

**Project Objectives/Justification:** This CIP project addresses these criteria:

**Project Status:** Idea Development



# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** New John Kerr Elementary School

**Budget Code:**

| SOURCE OF FUNDS | Prior Years  | FY 2016      | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|--------------|--------------|---------|---------|---------|---------|--------------|---------------|
| OPERATING       |              |              |         |         |         |         |              | \$ -          |
| BONDS           | \$12,000,000 | \$ 8,000,000 |         |         |         |         |              | \$20,000,000  |
| STATE           |              |              |         |         |         |         |              | \$ -          |
| FEDERAL         |              |              |         |         |         |         |              | \$ -          |
| RESERVES        |              |              |         |         |         |         |              | \$ -          |
| OTHER           |              |              |         |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$12,000,000 | \$ 8,000,000 | \$ -    | \$ -    | \$ -    | \$ -    | \$ -         | \$20,000,000  |

**Location:**



**Project Description:** Replace existing school on current site or at an alternative location with a 650 student elementary school (90,000 GSF)

**Project Objectives/Justification:** Existing school is 40+ years old, and is functionally obsolete. Enrollment projections affirm an approximate 300-seat shortfall at elementary level over the coming decade.

**Project Status:** In PPEA project development

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** John Kerr Elementary School Furnishings and Equipment

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016      | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|--------------|---------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |              |         |         |         |         |              | \$ -          |
| BONDS           |             | \$ 1,000,000 |         |         |         |         |              | \$ 1,000,000  |
| STATE           |             |              |         |         |         |         |              | \$ -          |
| FEDERAL         |             |              |         |         |         |         |              | \$ -          |
| RESERVES        |             |              |         |         |         |         |              | \$ -          |
| OTHER           |             |              |         |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ 1,000,000 | \$ -    | \$ -    | \$ -    | \$ -    | \$ -         | \$ 1,000,000  |

**Location:**



**Project Description:** New classroom furnishings and equipment, including technology (network equipment and smartboards)

**Project Objectives/Justification:** Furnishings and equipment budget for new school construction, budget set at 5% of project cost (\$20M); equipment lists and pricing to be developed in 2015.

**Project Status:** In PPEA project development

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** John Kerr Elementary School:  
Disposition of Old School

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017      | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|--------------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |         |              |         |         |         |              |               |
| BONDS           | \$ 150,000  |         | \$ 2,850,000 |         |         |         |              | \$ 3,000,000  |
| STATE           |             |         |              |         |         |         |              | \$ -          |
| FEDERAL         |             |         |              |         |         |         |              | \$ -          |
| RESERVES        |             |         |              |         |         |         |              | \$ -          |
| OTHER           |             |         |              |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ 150,000  | \$ -    | \$ 2,850,000 | \$ -    | \$ -    | \$ -    | \$ -         | \$ 3,000,000  |

**Location:**



**Project Description:** Demolish and replace with soccer field, or provide necessary roofing / HVAC improvements for building reuse.

**Project Objectives/Justification:** Demolish and replace budget estimate=\$1,250,000  
or: HVAC / roofing improvment = \$3,000,000

**Project Status:** Pending School Board decision on disposition. HVAC work. Emergency roof replacement (18,000 SF) accomplished summer 2014; remainder of roof (approximately 28,000 roof) needs replacement in immediate future.



# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** Daniel Morgan Middle School Improvements

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017    | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|------------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |         | \$ 810,000 |         |         |         |              | \$ 810,000    |
| BONDS           |             |         |            |         |         |         |              | \$            |
| STATE           |             |         |            |         |         |         |              | \$ -          |
| FEDERAL         |             |         |            |         |         |         |              | \$ -          |
| RESERVES        |             |         |            |         |         |         |              | \$ -          |
| OTHER           |             |         |            |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ 810,000 | \$ -    | \$ -    | \$ -    | \$           | \$ 810,000    |

**Location:**



**Project Description:** Replace approximately 28,000 SF of existing room over cafeteria addition/ Also, to accommodate projected enrollment growth at DMMS, provide facility enhancements to improve vehicle accessibility (school buses and private vehicles), and create additional classroom space (modular classrooms).

**Project Objectives/Justification:** The roof section constructed in the 1990's (DMMS Cafetorium) was not replaced in the 2005 renovation, and is now at end of useful life. The ten-year enrollment projections prepared by Weldon Cooper Center predict 1,448 students attending DMMS in 2017-18; 160 students over building capacity of 1230.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** School Bus Replacements

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017    | FY 2018    | FY 2019    | FY 2020    | Future Years | Project Total |
|-----------------|-------------|---------|------------|------------|------------|------------|--------------|---------------|
| OPERATING       |             |         | \$ 300,000 | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ 1,600,000 | \$ 3,100,000  |
| BONDS           |             |         |            |            |            |            |              | \$ -          |
| STATE           |             |         |            |            |            |            |              | \$ -          |
| FEDERAL         |             |         |            |            |            |            |              | \$ -          |
| RESERVES        |             |         |            |            |            |            |              | \$ -          |
| OTHER           |             |         |            |            |            |            |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ 300,000 | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ 1,600,000 | \$ 3,100,000  |

**Location:**

**PROJECTED  
ANNUAL  
OPERATING  
COSTS (\$)**

FY2016

FY2017

FY2018

FY2019

FY2020

**TOTAL \$ -**

**Project Description:** Bus replacement program.

**Project Objectives/Justification:** Replace buses as they age.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** Virginia Avenue Charlotte DeHart Elementary  
School roof replacement

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018    | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|---------|------------|---------|---------|--------------|---------------|
| OPERATING       |             |         |         | \$ 150,000 |         |         |              | \$ 150,000    |
| BONDS           |             |         |         |            |         |         |              | \$            |
| STATE           |             |         |         |            |         |         |              | \$ -          |
| FEDERAL         |             |         |         |            |         |         |              | \$ -          |
| RESERVES        |             |         |         |            |         |         |              | \$ -          |
| OTHER           |             |         |         |            |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ -    | \$ 150,000 | \$ -    | \$ -    | \$           | \$150,000     |

### **Location:**



**Project Description:** Replace shingle roof of Virginia Ave. Charlotte DeHart Elementary

**Project Objectives/Justification:** VACDES, constructed in mid 1990's has sections of shingled, pitched roofs which will reach their useful life in this time period.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** Security Vestibules at School Entrances

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016    | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|------------|---------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |            |         |         |         |         |              | \$ -          |
| BONDS           |             |            |         |         |         |         |              | \$ -          |
| STATE           |             |            |         |         |         |         |              | \$ -          |
| FEDERAL         |             |            |         |         |         |         |              | \$ -          |
| RESERVES        |             |            |         |         |         |         |              | \$ -          |
| OTHER           |             | \$ 300,000 |         |         |         |         |              | \$ 300,000    |
| <b>TOTAL</b>    | \$ -        | \$ 300,000 | \$ -    | \$ -    | \$ -    | \$ -    | \$ -         | \$ 300,000    |

**Location:**

**PROJECTED  
ANNUAL  
OPERATING  
COSTS (\$)**

FY2016

FY2017

FY2018

FY2019

FY2020

**TOTAL \$ -**

**Project Description:** Modern school design prescribes building entrances which limit access to school building by directing visitors to receptionist who verifies identity and purpose.

**Project Objectives/Justification:** The lack of security vestibules was the major finding of School Safety Audit committee during the 2014 site reviews.

**Project Status:**

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** Handley Blvd Improvements

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016    | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|------------|---------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |            |         |         |         |         |              | \$ -          |
| BONDS           |             |            |         |         |         |         |              | \$ -          |
| STATE           |             |            |         |         |         |         |              | \$ -          |
| FEDERAL         |             |            |         |         |         |         |              | \$ -          |
| RESERVES        |             |            |         |         |         |         |              | \$ -          |
| OTHER           |             | \$ 250,000 |         |         |         |         |              | \$ 250,000    |
| <b>TOTAL</b>    | \$ -        | \$ 250,000 | \$ -    | \$ -    | \$ -    | \$ -    | \$ -         | \$250,000     |

**Location:**

**PROJECTED  
ANNUAL  
OPERATING  
COSTS (\$)**

**FY2016**

**FY2017**

**FY2018**

**FY2019**

**FY2020**

**TOTAL**

**\$**

**-**

**Project Description:** Reconstruct Handley Blvd from Handley Circle to intersection with Stuart Street curb and gutter, paving, street lighting, and sidewalks.

**Project Objectives/Justification:** Plan is in accordance with Handley campus master plan.

**Project Status:** Under design by City P. W. & Rieley Associates.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** Quarles Elementary School,  
Roof Repairs

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016    | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|------------|---------|---------|---------|---------|--------------|---------------|
| OPERATING       |             | \$ 135,000 |         |         |         |         |              | \$ 135,000    |
| BONDS           |             |            |         |         |         |         |              | \$ -          |
| STATE           |             |            |         |         |         |         |              | \$ -          |
| FEDERAL         |             |            |         |         |         |         |              | \$ -          |
| RESERVES        |             |            |         |         |         |         |              | \$ -          |
| OTHER           |             |            |         |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ 135,000 | \$ -    | \$ -    | \$ -    | \$ -    | \$ -         | \$ 135,000    |

**Location:**



**Project Description:** Repair slate roof; install interior drains in flat roof section; replace approximately 6,000 SF of original built-up roof.

**Project Objectives/Justification:** Slate roof deteriorating at locations of ice-guards; excessive pending water on flat roof sections warrants install of roof drains; section of original built-up roof is deteriorated and in need of replacement.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** Handley High School - Patsy Cline Theater.

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016    | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|------------|---------|---------|---------|---------|--------------|---------------|
| OPERATING       |             | \$ 250,000 |         |         |         |         |              | \$ 250,000    |
| BONDS           |             |            |         |         |         |         |              | \$ -          |
| STATE           |             |            |         |         |         |         |              | \$ -          |
| FEDERAL         |             |            |         |         |         |         |              | \$ -          |
| RESERVES        |             |            |         |         |         |         |              | \$ -          |
| OTHER           |             |            |         |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ 250,000 | \$ -    | \$ -    | \$ -    | \$ -    | \$ -         | \$250,000     |

### **Location:**



**Project Description:** Add A.D.A. seating areas in Patsy Cline Theatre per V.D.O.E. audit requirements

**Project Objectives/Justification:** 2007-2009 building renovation did not disrupt auditorium therefore additional A.D.A. seating was not required. Recent VDOE audit will require this modification.

**Project Status:** Design options currently under development by project architect.



# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** Expand / Renovate Frederick Douglass Elementary School

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018 | FY 2019      | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|---------|---------|--------------|---------|--------------|---------------|
| OPERATING       |             |         |         |         |              |         |              | \$ -          |
| BONDS           |             |         |         |         | \$ 9,200,000 |         |              | \$ 9,200,000  |
| STATE           |             |         |         |         |              |         |              | \$ -          |
| FEDERAL         |             |         |         |         |              |         |              | \$ -          |
| RESERVES        |             |         |         |         |              |         |              | \$ -          |
| OTHER           |             |         |         |         |              |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ -    | \$ -    | \$ 9,200,000 | \$ -    | \$ -         | \$ 9,200,000  |

**Location:**



**Project:** Description: Convert existing gymnasium into 2-story classroom space; construct new gymnasium and music suite, and enlarge cafeteria.

**Project Objectives/Justification:** Recent Weldon-Cooper enrollment study reveals sustained overcrowding at elementary and secondary level over the ten year period. Expansion allows relocation of 5th grade to elementary schools to alleviate overcrowding at DMMS.

**Project Status:** Project concepts developed



# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** Douglas Community Learning Center  
Building Systems Replacement

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|---------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |         |         |         |         |         |              | \$ -          |
| BONDS           |             |         |         |         |         |         | \$ 3,000,000 | \$ 3,000,000  |
| STATE           |             |         |         |         |         |         |              | \$ -          |
| FEDERAL         |             |         |         |         |         |         |              | \$ -          |
| RESERVES        |             |         |         |         |         |         |              | \$ -          |
| OTHER           |             |         |         |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    | \$ 3,000,000 | \$ 3,000,000  |

**Location:**



**Project Description:** Replace roof, exterior windows, and HVAC Systems

**Project Objectives/Justification:** Building is functionally obsolete and building-systems are beyond useful life. Investment required to maintain building in safe and habital condition.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Utilities - Public Services

**Project Title:** South Kent - Woodstock Lane Infrastructure Improvements

**Budget Code:** 535-4803-448.86-24

| SOURCE OF FUNDS | Prior Years | FY 2016      | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|--------------|---------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |              |         |         |         |         |              | \$ -          |
| BONDS           |             | \$ 3,000,000 |         |         |         |         |              | \$ 3,000,000  |
| STATE           |             |              |         |         |         |         |              | \$ -          |
| FEDERAL         |             |              |         |         |         |         |              | \$ -          |
| RESERVES        |             |              |         |         |         |         |              | \$ -          |
| GEN. FUND       |             |              |         |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ 3,000,000 | \$ -    | \$ -    | \$ -    | \$ -    | \$ -         | \$ 3,000,000  |

### Location Map:



### Project Description:

The project would consist of the replacement all existing underground utilities, sidewalk replacements, and the street would be repaved on S. Kent between Cork and Millwood. Project would also include replacing the watermain on Woodstock Lane between Pleasant Valley and Pine.

**Project Objectives/Justification:** Continuing efforts to replace old infrastructure.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Utilities

**Project Title:** Water Main Replacements

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|---------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |         |         |         |         |         |              | \$ -          |
| BONDS           |             |         |         |         |         |         | \$50,000,000 | \$ 50,000,000 |
| STATE           |             |         |         |         |         |         |              | \$ -          |
| FEDERAL         |             |         |         |         |         |         |              | \$ -          |
| RESERVES        |             |         |         |         |         |         |              | \$ -          |
| OTHER           |             |         |         |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    | \$50,000,000 | \$ 50,000,000 |

**Location Map:**

### PROJECTED ANNUAL OPERATING COSTS (\$)

FY2016

FY2017

FY2018

FY2019

FY2020

**TOTAL** \$ -

**Project Description:** Projects will consist of replacement of existing water mains that are old and in poor condition.

**Project Objectives/Justification:** The City operates a very old water distribution system. Some of the existing pipes are nearly 200 years old which gives Winchester the distinction of operating the third oldest distribution system in the U.S.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Utilities

**Project Title:** Structural Repairs to Dam at Water Treatment Plant Intake Structure

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018 | FY 2019    | FY 2020    | Future Years | Project Total |
|-----------------|-------------|---------|---------|---------|------------|------------|--------------|---------------|
| OPERATING       |             |         |         |         |            |            |              | \$ -          |
| BONDS           |             |         |         |         | \$ 100,000 | \$ 650,000 |              | \$ 750,000    |
| STATE           |             |         |         |         |            |            |              | \$ -          |
| FEDERAL         |             |         |         |         |            |            |              | \$ -          |
| RESERVES        |             |         |         |         |            |            |              | \$ -          |
| OTHER           |             |         |         |         |            |            |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ -    | \$ -    | \$ 100,000 | \$ 650,000 | \$ -         | \$ 750,000    |

**Location Map:**

**PROJECTED  
ANNUAL  
OPERATING  
COSTS (\$)**

FY2016

FY2017

FY2018

FY2019

FY2020

**TOTAL \$ -**

**Project Description:** Project would consist of repairing the dam structures at the intake for the water treatment plant located on the North Fork of the Shenandoah River.

**Project Objectives/Justification:** The original dam structure was constructed in the 1950's and major structural repairs will be needed so that the dam is reliable and in service in the future. The water supply for Winchester's residents and businesses is dependent on the proper operation of the intake/dam at the river.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Utilities

**Project Title:** Sanitary Sewer System Improvements

**Budget Code:** 535-4805-448.86-20

| SOURCE OF FUNDS | Prior Years | FY 2016    | FY 2017    | FY 2018    | FY 2019    | FY 2020    | Future Years | Project Total |
|-----------------|-------------|------------|------------|------------|------------|------------|--------------|---------------|
| OPERATING       |             |            |            |            |            |            |              | \$ -          |
| BONDS           |             | \$ 750,000 | \$ 750,000 | \$ 750,000 | \$ 750,000 | \$ 750,000 | \$10,000,000 | \$ 13,750,000 |
| STATE           |             |            |            |            |            |            |              | \$ -          |
| FEDERAL         |             |            |            |            |            |            |              | \$ -          |
| RESERVES        |             |            |            |            |            |            |              | \$ -          |
| OTHER           |             |            |            |            |            |            |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ 750,000 | \$ 750,000 | \$ 750,000 | \$ 750,000 | \$ 750,000 | \$10,000,000 | \$ 13,750,000 |

### Location Map:

### PROJECTED ANNUAL OPERATING COSTS (\$)

FY2016

FY2017

FY2018

FY2019

FY2020

**TOTAL** \$ -

**Project Description:** Projects will consist of replacement of existing sewage pump stations, manholes, and lining/replacing existing sanitary sewer mains.

**Project Objectives/Justification:** The City operates several sewage pump stations that are getting old and need to be replaced. In addition, numerous existing sewer mains and manholes are very old and need to be replaced or lined. This will help with the significant infiltration problem that occurs during wet weather.

## Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016-2020

**Fund & Department: Utilities - Public Services**

**Project Title:** N. Loudoun/S. Loudoun Infrastructure Improvements

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017      | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|--------------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |         |              |         |         |         |              | \$ -          |
| BONDS           |             |         | \$ 3,500,000 |         |         |         |              | \$ 3,500,000  |
| STATE           |             |         |              |         |         |         |              | \$ -          |
| FEDERAL         |             |         |              |         |         |         |              | \$ -          |
| RESERVES        |             |         |              |         |         |         |              | \$ -          |
| GEN. FUND       |             |         |              |         |         |         |              | \$ -          |
|                 |             |         |              |         |         |         |              |               |
| TOTAL           | \$ -        | \$ -    | \$ 3,500,000 | \$ -    | \$ -    | \$ -    | \$ -         | \$ 3,500,000  |

**Location Map:**



**Project Description:** The project would consist of the replacement all existing underground utilities, sidewalk replacements, and the street would be repaved.

**Project Objectives/Justification:** Continuing efforts to replace old infrastructure.



# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Utilities

**Project Title:** Watermain Replacement SU/Under I-81

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018      | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|---------|--------------|---------|---------|--------------|---------------|
| OPERATING       |             |         |         |              |         |         |              | \$ -          |
| BONDS           |             |         |         | \$ 2,000,000 |         |         |              | \$ 2,000,000  |
| STATE           |             |         |         |              |         |         |              | \$ -          |
| FEDERAL         |             |         |         |              |         |         |              | \$ -          |
| RESERVES        |             |         |         |              |         |         |              | \$ -          |
| OTHER           |             |         |         |              |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ -    | \$ 2,000,000 | \$ -    | \$ -    | \$ -         | \$ 2,000,000  |

**Location Map:**

**PROJECTED  
ANNUAL  
OPERATING  
COSTS (\$)**

FY2016

FY2017

FY2018

FY2019

FY2020

**TOTAL \$ -**

**Project Description:** Project will consist of replacing the existing watermain from Shenandoah University to the east side of Interstate 81.

**Project Objectives/Justification:** The existing watermain is old and in very poor condition and has experienced multiple breaks over the past several years. This main is vital for supplying water service to the City's customers on the east side of Interstate 81.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

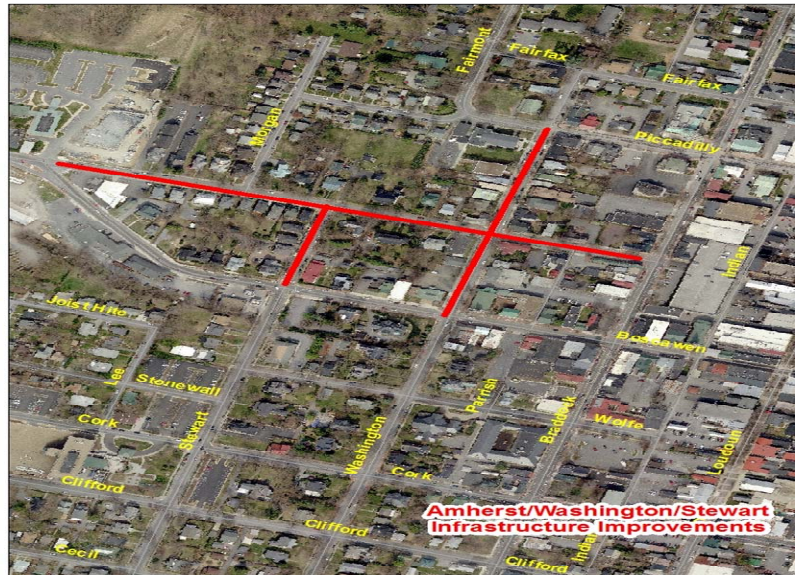
**Fund & Department:** Utilities - Public Services

**Project Title:** Amherst/Stewart/Washington Infrastructure Improvements

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018      | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|---------|--------------|---------|---------|--------------|---------------|
| OPERATING       |             |         |         |              |         |         |              | \$ -          |
| BONDS           |             |         |         | \$ 3,000,000 |         |         |              | \$ 3,000,000  |
| STATE           |             |         |         |              |         |         |              | \$ -          |
| FEDERAL         |             |         |         |              |         |         |              | \$ -          |
| RESERVES        |             |         |         |              |         |         |              | \$ -          |
| GEN FUND        |             |         |         |              |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ -    | \$ 3,000,000 | \$ -    | \$ -    | \$ -         | \$ 3,000,000  |

### Location Map:



**Project Description:** The project would consist of the replacement all existing underground utilities, sidewalk replacements, and the street would be repaved.

**Project Objectives/Justification:** Continuing efforts to replace old infrastructure.



# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Utilities

**Project Title:** Water Storage Tank Replacement

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018 | FY 2019    | FY 2020      | Future Years | Project Total |
|-----------------|-------------|---------|---------|---------|------------|--------------|--------------|---------------|
| OPERATING       |             |         |         |         |            |              |              | \$ -          |
| BONDS           |             |         |         |         | \$ 250,000 | \$ 4,000,000 |              | \$ 4,250,000  |
| STATE           |             |         |         |         |            |              |              | \$ -          |
| FEDERAL         |             |         |         |         |            |              |              | \$ -          |
| RESERVES        |             |         |         |         |            |              |              | \$ -          |
| OTHER           |             |         |         |         |            |              |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ -    | \$ -    | \$ 250,000 | \$ 4,000,000 | \$ -         | \$ 4,250,000  |

**Location Map:**

**PROJECTED  
ANNUAL  
OPERATING  
COSTS (\$)**

FY2016

FY2017

FY2018

FY2019

FY2020

**TOTAL \$ -**

**Project Description:** Project would consist of constructing a new water storage tank, most likely on the north end of the City.

**Project Objectives/Justification:** Two of the City's existing water storage tanks present significant operational problems. The first, the Tennyson Tank, is 80+ years old and is starting to develop numerous leaks. The second, Strothers Lane, is not at an ideal elevation and the water often becomes stagnant and loses its chlorine residual during the summer. This project would consist of replacing one or both tanks, with one or two new storage tanks.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Utilities

**Project Title:** Water Main Replacements

**Budget Code:**

| SOURCE OF FUNDS | Prior Years | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Future Years | Project Total |
|-----------------|-------------|---------|---------|---------|---------|---------|--------------|---------------|
| OPERATING       |             |         |         |         |         |         |              | \$ -          |
| BONDS           |             |         |         |         |         |         | \$50,000,000 | \$ 50,000,000 |
| STATE           |             |         |         |         |         |         |              | \$ -          |
| FEDERAL         |             |         |         |         |         |         |              | \$ -          |
| RESERVES        |             |         |         |         |         |         |              | \$ -          |
| OTHER           |             |         |         |         |         |         |              | \$ -          |
| <b>TOTAL</b>    | \$ -        | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    | \$50,000,000 | \$ 50,000,000 |

**Location Map:**

### PROJECTED ANNUAL OPERATING COSTS (\$)

FY2016

FY2017

FY2018

FY2019

FY2020

**TOTAL** \$ -

**Project Description:** Projects will consist of replacement of existing water mains that are old and in poor condition.

**Project Objectives/Justification:** The City operates a very old water distribution system. Some of the existing pipes are nearly 200 years old which gives Winchester the distinction of operating the third oldest distribution system in the U.S.

# Winchester Virginia

## EQUIPMENT REPLACEMENT PLAN 2016-2020



## **Introduction and Background**

The Equipment Replacement Plan is a five-year forecast of equipment replacement needs in the City of Winchester. It is intended to alert the Council and citizens of equipment replacement needs that are required to maintain efficient city services and the safety of the staff. The first year of the plan becomes the adopted budget, however the equipment is again re-evaluated before the final approval is given for purchase. The remaining four years represents estimated replacement needs and related funding. The Equipment Replacement Plan does not include proposed capital projects. A document relating specifically to capital projects needs has been developed into a separate document.

The Equipment Replacement Plan's basic premise is scheduled replacement of present equipment. The FY 2016 plan calls for the replacement of ten public safety vehicles representing 19% of the total plan cost. This includes nine police vehicles and one sheriff vehicle that are either above 120,000 miles currently or will reach this threshold by the end of fiscal year 2015. Fire and Rescue will also leverage State and Federal Funds to purchase safety equipment totaling 41% of the total plan cost. Public Works equipment combines for 8% of the total cost. Transit will be leveraging State and Federal funds to replace 2 buses for 31% of the total plan cost. The equipment replacement charges for FY 2016 represent approximately 1% of the total general fund expenditures. Flexibility of the plan is established through annual review and revision, if necessary.

This five-year planning document along with the policy replacement criteria was developed by the Finance Department and represents the combined efforts of all city departments.

## **Equipment Replacement Plan 2016-2020**

The Equipment Replacement Plan is five-year plan outlining the vehicle and machinery replacement requirements for the City of Winchester. It is intended to inform the Council and citizens of the major needs on the horizon. The objective is to standardize the capital replacement process in order to create a managed system of purchasing and funding capital equipment, thereby allowing the City to accurately plan and budget for future departmental capital equipment requirements.

The Equipment Plan provides for the replacement intervals on an annual basis to reduce capital, operating and maintenance costs in order to maximize the safety and efficiency of the fleet. The attached listing is broken down by fiscal year, department, and the cost associated with each piece of equipment in need of replacement.

The targeted replacement cycles, in terms of years and miles for the current equipment, are as follows:

Description with Age/Miles:

- General Automobiles – Sedan 10 years/120,000 miles
- Public Safety Vehicles – 10 years/120,000 miles
- Light Duty Trucks – Sports Utility, Pickup and 4x4 – 10 years/100,000 miles
- Medium Heavy Duty trucks – 10 years/100,000 miles
- Buses – Medium Duty and Purpose-Built 7 years/200,000 miles, Light-Duty Small Bus, Cutaways, and Modified Vans 4 years/100,000 miles.
- Replacement of Fixed, add-on Equipment – 10 years, miscellaneous equipment – By condition.

### **General Procedures**

- A. Department heads will conduct an annual utilization study of the existing capital equipment. The study will identify vehicles and equipment that meet the minimum replacement criteria.
- B. Based on the study, the department heads will initiate the equipment request cycle each fiscal year within the regular budgeting process. Department heads will recommend specific vehicles and equipment for replacement based on the factors identifies below.
- C. Department Heads will review recommended capital replacements with the Finance Department and will submit a final recommendation to the City Manager for further analysis.

## Five-Year Equipment Replacement Plan

### Vehicle and Equipment Replacement Criteria

- A. Type of Equipment: New technology and manpower savings are all considerations for this criterion. Safer equipment may also fall into this category.
- B. Mission/Service: New or additional equipment may be needed for new county services/tasks.
- C. Maintenance Costs: Excessive breakdowns, repairs or proprietary parts may make it no longer feasible (financially or operationally) to retain a certain piece, type, or brand of equipment.
- D. Useful life: Safety is a primary concern. Older vehicles present significant challenges to keep operational and acquire parts and may present unique safety issues once past their useful life.
- E. Use of equipment: Underutilized equipment will be recommended for reassignment, sale or declared surplus/salvage. Heavily used equipment will also be given a higher priority for replacement; i.e., daily use is often more important than monthly, seasonal or sporadic use.
- F. Odometer miles or hours of use: High miles/hours create excessive wear and tear on major systems components. Wear and tear of City equipment is a key measure.
- G. Availability of Funds; Monies available each year may make modification of the proposed equipment list necessary, even if many of the other criteria are met.

# Five-Year Equipment Replacement Plan

## City of Winchester Equipment Replacement Plan 2016 - 2020

### DEPARTMENT SUMMARY

| Department              | 2016             | 2017             | 2018             | 2019             | 2020           | Total            |
|-------------------------|------------------|------------------|------------------|------------------|----------------|------------------|
| Sheriff                 | 31,600           | -                | 35,000           | 55,000           | 55,000         | 176,600          |
| Police                  | 244,100          | 360,000          | 240,000          | 240,000          | 240,000        | 1,324,100        |
| Fire                    | 604,900          | 408,000          | 76,000           | 150,000          | 76,000         | 1,314,900        |
| Zoning & Inspections    | -                | 50,000           | 50,000           | 40,000           | -              | 140,000          |
| Facilities Maintenance  | -                | 18,000           | 25,000           | -                | -              | 43,000           |
| Refuse                  | -                | 200,000          | 170,000          | 30,000           | -              | 400,000          |
| Streets                 | 90,000           | 209,300          | 442,000          | 482,000          | 283,400        | 1,506,700        |
| Parks & Recreation      | 6,100            | 152,500          | 207,000          | 158,000          | 94,500         | 618,100          |
| Human Services          | -                | 30,000           | 20,000           | 25,000           | 25,000         | 100,000          |
| Transit                 | 450,000          | 375,000          | 150,000          | -                | -              | 975,000          |
| Equipment Fund          | 30,000           | -                | -                | -                | -              | 30,000           |
| Winchester Parking Auth | -                | 90,300           | 15,000           | 30,000           | 2,385          | 137,685          |
| Public Services         | -                | -                | 62,000           | 150,000          | 150,000        | 362,000          |
| <b>Grand Total</b>      | <b>1,456,700</b> | <b>1,893,100</b> | <b>1,492,000</b> | <b>1,360,000</b> | <b>926,285</b> | <b>7,128,085</b> |

# Five-Year Equipment Replacement Plan

## Equipment by Year 2016 - 2020

|                         |                                 |                               | Cost/Funding Source |         |           |
|-------------------------|---------------------------------|-------------------------------|---------------------|---------|-----------|
| Department              | Current Equipment               | New Equipment                 | General Fund        | Other   | Total     |
| <u>2016</u>             |                                 |                               |                     |         |           |
| Sheriff                 | Sheriff Vehicle                 | Sheriff Vehicle               | 31,600              |         | 31,600    |
| Police                  | Police Vehicles (9)             | Police Vehicles (9)           | 244,100             |         | 244,100   |
| Fire & Rescue           | Physio Control LifePak 12       | Physio Control LifePak 15 (3) | 62,100              | 62,100  | 124,200   |
| Fire & Rescue           | Self-contained Breathing (SCBA) | SCBA Replacement              | 48,100              | 432,600 | 480,700   |
| Parks & Recreation      |                                 | Snow Plow                     | 6,100               |         | 6,100     |
| Highway Maint - Streets | 1993 GMC Van                    | Pickup Truck                  | 30,000              |         | 30,000    |
| Highway Maint - Streets | 1992 Dump Truck                 | One Ton Dump Truck            | 60,000              |         | 60,000    |
| Transit                 | 2008 Buses (2)                  | Buses (2)                     | 45,000              | 405,000 | 450,000   |
| Equipment Fund          | Lift                            | Lift                          |                     | 30,000  | 30,000    |
| Total for 2016          |                                 |                               | 527,000             | 929,700 | 1,456,700 |
| <u>2017</u>             |                                 |                               |                     |         |           |
| Police                  | Police Vehicles (5)             | Police Vehicles (5)           | 240,000             |         | 240,000   |
| Police                  | Crisis Negotiations Vehicle     | Crisis Negotiations Vehicle   | 120,000             |         | 120,000   |
| Fire & Rescue           | 2005 GMC 2500 HD 4x4 Pickup     | 4x4 SUV                       | 50,000              |         | 50,000    |
| Fire & Rescue           | 2006 GMC 2500 HD 4x4 Pickup     | 4x4 SUV                       | 38,000              |         | 38,000    |
| Fire & Rescue           |                                 | Arial Quint Apparatus         | 320,000             |         | 320,000   |
| Inspections             | 2001 Sedan                      | 4x4 SUV                       | 30,000              |         | 30,000    |
| Inspections             | 2002 Chevy Lumina               | Sedan                         | 20,000              |         | 20,000    |
| Refuse                  | 2002 Dodge Pickup               | Pickup Truck                  | 30,000              |         | 30,000    |
| Refuse                  | 2004 Refuse/Recycling Truck     | Refuse/Recycling Truck        | 170,000             |         | 170,000   |
| Highway Maint - Streets | 1994 Dump Truck                 | Dump Truck                    | 120,000             |         | 120,000   |
| Highway Maint - Admin   | 2001 Chevy Lumina               | SUV                           | 25,300              |         | 25,300    |
| Highway Maint - Streets | Leaf Vacs (2)                   | Leaf Vacs (2)                 | 44,000              |         | 44,000    |
| Highway Maint - Trees   | Carlton Stump Grinder           | Stump Grinder                 | 20,000              |         | 20,000    |
| Facilities Maintenance  | 2001 Jeep                       | SUV                           | 18,000              |         | 18,000    |
| Parks & Recreation      | 20014x2 GMC                     | 4x2 Pickup                    | 18,000              |         | 18,000    |
| Parks & Recreation      | Toro Workman with Groomer       | Toro Workman with Groomer     | 14,000              |         | 14,000    |
| Parks & Recreation      | 1998 F-150                      | 4x4 Pickup Truck              | 31,000              |         | 31,000    |
| Parks & Recreation      | 15-Passenger Van                | 15-Passenger Bus              | 60,000              |         | 60,000    |
| Parks & Recreation      | New                             | Toro Workman                  | 14,000              |         | 14,000    |
| Parks & Recreation      | New                             | Plasma Cutter                 | 2,500               |         | 2,500     |
| Parks & Recreation      |                                 | Bobcat Backhoe                | 6,000               |         | 6,000     |
| Parks & Recreation      |                                 | Bobcat Snowblower             | 7,000               |         | 7,000     |
| Social Services         | 2005 Astro Van                  | Van                           | 30,000              |         | 30,000    |
| Transit                 | 2008 Transit Bus                | Transit Bus                   | 22,500              | 202,500 | 225,000   |
| Parking Authority       | Mechanical parking meters       | Parking equipment             | 75,000              |         | 75,000    |
| Parking Authority       | Receipt printer                 | Receipt printer (spare)       | 2,300               |         | 2,300     |



# Five-Year Equipment Replacement Plan

## Equipment by Year 2016 - 2020

|                         |                                |                                    | Cost/Funding Source |                |                  |
|-------------------------|--------------------------------|------------------------------------|---------------------|----------------|------------------|
| Department              | Current Equipment              | New Equipment                      | General Fund        | Other          | Total            |
| <u>2017 - continued</u> |                                |                                    |                     |                |                  |
| Parking Authority       | Powerwasher/2 backpack blowers | Powerwasher/backpack blower        | 2,000               |                | 2,000            |
| Parking Authority       | Bank Note Dispenser            | Bank Note Dispenser                |                     | 11,000         | 11,000           |
| <b>Total for 2017</b>   |                                |                                    | <b>1,544,600</b>    | <b>348,500</b> | <b>1,893,100</b> |
| <u>2018</u>             |                                |                                    |                     |                |                  |
| Sheriff                 | 2007 Chevy Impala              | Sheriff Vehicle                    | 35,000              |                | 35,000           |
| Police                  | Police Vehicles (5)            | Police Vehicles (5)                | 240,000             |                | 240,000          |
| Fire & Rescue           | 2007 Ford Explorer 4x4 SUV     | 4x4 SUV                            | 38,000              |                | 38,000           |
| Fire & Rescue           | 2008 Ford Explorer 4x4 SUV     | 4x4 SUV                            | 38,000              |                | 38,000           |
| Inspections             | 2005 Ford Taurus               | Sedan                              | 20,000              |                | 20,000           |
| Inspections             | 2006 Chevy                     | 4x4 SUV                            | 30,000              |                | 30,000           |
| Refuse                  | 2006 Refuse/Recyling Truck     | Refuse/Recyling Truck              | 170,000             |                | 170,000          |
| Facilities Maintenance  | GMC 2500                       | Truck                              | 25,000              |                | 25,000           |
| Highway Maint - Streets | 1995 IHC Dump Truck            | Dump Truck                         | 120,000             |                | 120,000          |
| Highway Maint - Streets | 1995 IHC Dump Truck            | Dump Truck                         | 120,000             |                | 120,000          |
| Highway Maint - Streets | 1996 Pickup                    | Pickup                             | 30,000              |                | 30,000           |
| Highway Maint - Trees   | 1999 GMC Bucket Truck          | Bucket Truck                       | 125,000             |                | 125,000          |
| Highway Maint - Streets | Zero Turn Mowers (2)           | Zero Turn Mowers (2)               | 20,000              |                | 20,000           |
| Highway Maint - Trees   | 2006 Chevy Pickup              | 4x4 Pickup                         | 27,000              |                | 27,000           |
| Parks & Recreation      | New                            | 4x4 Diesel Truck w/Trash Compactor | 84,000              |                | 84,000           |
| Parks & Recreation      |                                | Zero Turn Mower                    | 15,000              |                | 15,000           |
| Parks & Recreation      | Toro 5910 Mower                | Toro 5910 Mower                    | 100,000             |                | 100,000          |
| Parks & Recreation      |                                | Vehicle Lift                       | 8,000               |                | 8,000            |
| Social Services         | 2006 Stratus                   | Sedan                              | 20,000              |                | 20,000           |
| Transit                 |                                | Paratransit Van                    | 15,000              | 135,000        | 150,000          |
| Parking Authority       | Tennant Sweeper                | Sweeper                            |                     | 15,000         | 15,000           |
| Public Services         | 2001 GMC 4x4                   | 3/4 Ton 4x4 Diesel w/snow plow     |                     | 35,000         | 35,000           |
| Public Services         | Jeep 4WD SUV                   | 4WD SUV                            |                     | 27,000         | 27,000           |
| <b>Total for 2018</b>   |                                |                                    | <b>1,280,000</b>    | <b>212,000</b> | <b>1,492,000</b> |
| <u>2019</u>             |                                |                                    |                     |                |                  |
| Sheriff                 | Sheriff Vehicles (2)           | Sheriff Vehicles (2)               | 55,000              |                | 55,000           |
| Police                  | Police Vehicles (5)            | Police Vehicles (5)                | 240,000             |                | 240,000          |
| Fire & Rescue           | 1990 International 4900        | International 4900 HazMat Vehicle  | 150,000             |                | 150,000          |

# Five-Year Equipment Replacement Plan

## Equipment by Year 2016 - 2020

|                         |                                     |                                     | Cost/Funding Source |           |           |
|-------------------------|-------------------------------------|-------------------------------------|---------------------|-----------|-----------|
| Department              | Current Equipment                   | New Equipment                       | General Fund        | Other     | Total     |
| <u>2019 - continued</u> |                                     |                                     |                     |           |           |
| Inspections             | 2005 Ford Taurus                    | Sedan                               | 20,000              |           | 20,000    |
| Refuse                  | 2002 Toyota Pickup                  | Pickup Truck                        | 30,000              |           | 30,000    |
| Zoning                  | 2006 Chevy Malibu                   | Sedan                               | 20,000              |           | 20,000    |
| Highway Maint - Streets | 1994 Dump Truck                     | Dump Truck                          | 120,000             |           | 120,000   |
| Highway Maint - Streets | 1999 Dump Truck                     | Dump Truck                          | 120,000             |           | 120,000   |
| Highway Maint - Streets | 2002 GMC Pickup                     | Pickup w/Lift Gate                  | 30,000              |           | 30,000    |
| Highway Maint - Streets | 2002 GMC Dump Truck                 | Dump Truck                          | 120,000             |           | 120,000   |
| Highway Maint - Streets | 2003 Ford Van                       | Van                                 | 25,000              |           | 25,000    |
| Highway Maint - Streets | 2003 GMC 4x4 Pickup                 | One Ton Pickup                      | 40,000              |           | 40,000    |
| Highway Maint - Trees   | Toyota 4x4 Pickup                   | 1/2 Ton Pickup                      | 27,000              |           | 27,000    |
| Parks & Recreation      | 1998 GMC 6500                       | Dump Truck                          | 70,000              |           | 70,000    |
| Parks & Recreation      | 2007 GMC 4x4                        | 4x4 Pickup                          | 31,000              |           | 31,000    |
| Parks & Recreation      | New                                 | Kubota Tractor                      | 42,000              |           | 42,000    |
| Parks & Recreation      | Zero Turn Mower                     | Zero Turn Mower                     | 15,000              |           | 15,000    |
| Social Services         | 2007 Ford Explorer                  | SUV                                 | 25,000              |           | 25,000    |
| Parking Authority       | 1995 Dodge Truck                    | Truck                               |                     | 30,000    | 30,000    |
| Public Services         |                                     |                                     |                     | 150,000   | 150,000   |
| Total for 2019          |                                     |                                     | 1,180,000           | 180,000   | 1,360,000 |
| <u>2020</u>             |                                     |                                     |                     |           |           |
| Sheriff                 | Sheriff Vehicles (2)                | Sheriff Vehicles (2)                | 55,000              |           | 55,000    |
| Police                  | Police Vehicles (5)                 | Police Vehicles (5)                 | 240,000             |           | 240,000   |
| Fire & Rescue           | 2010 Ford SUV                       | 4x4 SUV                             | 38,000              |           | 38,000    |
| Fire & Rescue           | 2010 Ford SUV                       | 4x4 SUV                             | 38,000              |           | 38,000    |
| Highway Maint - Streets | 1998 GMC Utility Truck              | Utility Truck                       | 60,000              |           | 60,000    |
| Highway Maint - Streets | 2008 Ford F550                      | Pickup                              | 43,400              |           | 43,400    |
| Highway Maint - Streets | 2008 Chevy Sweeper                  | Sweeper                             | 180,000             |           | 180,000   |
| Parks & Recreation      | 2011 F-350                          | F-350                               | 38,000              |           | 38,000    |
| Parks & Recreation      | Bobcat                              | Bobcat                              | 40,000              |           | 40,000    |
| Parks & Recreation      | Kubota Cart                         | Kubota Cart                         | 15,000              |           | 15,000    |
| Parks & Recreation      | Snowblower                          | Snowblower                          | 1,500               |           | 1,500     |
| Social Services         | 2008 Ford Fusion                    | Sedan                               | 25,000              |           | 25,000    |
| Parking Authority       | Receipt printer for 7800 paystation | Receipt printer for 7800 paystation |                     | 2,385     | 2,385     |
| Public Services         |                                     |                                     |                     | 150,000   | 150,000   |
| Total for 2020          |                                     |                                     | 773,900             | 152,385   | 926,285   |
| Grand Total             |                                     |                                     | 5,305,500           | 1,822,585 | 7,128,085 |

# Five-Year Equipment Replacement Plan

## Equipment by Department 2016 - 2020

| Department                                     | 2016           | 2017           | 2018           | 2019           | 2020           | Total            |
|--|----------------|----------------|----------------|----------------|----------------|------------------|
| <b><u>Sheriff</u></b>                          |                |                |                |                |                |                  |
| Marked Vehicles                                | 31,600         | -              | 35,000         | 55,000         | 55,000         | 176,600          |
| <b>Total Sheriff</b>                           | <b>31,600</b>  | <b>-</b>       | <b>35,000</b>  | <b>55,000</b>  | <b>55,000</b>  | <b>176,600</b>   |
| <b><u>Police</u></b>                           |                |                |                |                |                |                  |
| Marked Patrol Vehicles                         | 244,100        | 240,000        | 240,000        | 240,000        | 240,000        | 1,204,100        |
| Crisis Negotiations Vehicle                    | -              | 120,000        | -              | -              | -              | 120,000          |
| <b>Total Police</b>                            | <b>244,100</b> | <b>360,000</b> | <b>240,000</b> | <b>240,000</b> | <b>240,000</b> | <b>1,324,100</b> |
| <b><u>Fire</u></b>                             |                |                |                |                |                |                  |
| Marked Vehicles                                | -              | 88,000         | 76,000         | -              | 76,000         | 240,000          |
| Arial Quint Apparatus                          | -              | 320,000        | -              | -              | -              | 320,000          |
| HazMat Vehicle                                 | -              | -              | -              | 150,000        | -              | 150,000          |
| Physio Control LifePak 15 (3)                  | 124,200        | -              | -              | -              | -              | 124,200          |
| SCBA Replacement.                              | 480,700        | -              | -              | -              | -              | 480,700          |
| <b>Total Fire</b>                              | <b>604,900</b> | <b>408,000</b> | <b>76,000</b>  | <b>150,000</b> | <b>76,000</b>  | <b>1,314,900</b> |
| <b><u>Zoning &amp; Inspections</u></b>         |                |                |                |                |                |                  |
| Sedan  | -              | 50,000         | 50,000         | 40,000         | -              | 140,000          |
| <b>Total Zoning &amp; Inspections</b>          | <b>-</b>       | <b>50,000</b>  | <b>50,000</b>  | <b>40,000</b>  | <b>-</b>       | <b>140,000</b>   |
| <b><u>Facilities Maintenance</u></b>           |                |                |                |                |                |                  |
| SUV  | -              | 18,000         | -              | -              | -              | 18,000           |
| Pickup Truck                                   | -              | -              | 25,000         | -              | -              | 25,000           |
| <b>Total Facilities Maintenance</b>            | <b>-</b>       | <b>18,000</b>  | <b>25,000</b>  | <b>-</b>       | <b>-</b>       | <b>43,000</b>    |
| <b><u>Public Works/Refuse</u></b>              |                |                |                |                |                |                  |
| Pickup Truck                                   | -              | 30,000         | -              | 30,000         | -              | 60,000           |
| Refuse/Recycling Truck                         | -              | 170,000        | 170,000        | -              | -              | 340,000          |
| <b>Total Refuse</b>                            | <b>-</b>       | <b>200,000</b> | <b>170,000</b> | <b>30,000</b>  | <b>-</b>       | <b>400,000</b>   |
| <b><u>Public Works/Highway Maintenance</u></b> |                |                |                |                |                |                  |
| Dump Trucks                                    | 60,000         | 120,000        | 240,000        | 360,000        | -              | 780,000          |
| Pickup Trucks                                  | 30,000         | -              | 57,000         | 97,000         | 103,400        | 287,400          |
| SUV  | -              | 25,300         | -              | -              | -              | 25,300           |
| Sweeper  | -              | -              | -              | -              | 180,000        | 180,000          |
| Bucket Truck                                   | -              | -              | 125,000        | -              | -              | 125,000          |
| Van  | -              | -              | -              | 25,000         | -              | 25,000           |
| Stump Grinder                                  | -              | 20,000         | -              | -              | -              | 20,000           |
| Leaf Vacs/Mowers                               | -              | 44,000         | 20,000         | -              | -              | 64,000           |
| <b>Total Highway Maintenance</b>               | <b>90,000</b>  | <b>209,300</b> | <b>442,000</b> | <b>482,000</b> | <b>283,400</b> | <b>1,506,700</b> |

# Five-Year Equipment Replacement Plan

## Equipment by Department 2016 - 2020

| Department                                 | 2016             | 2017             | 2018             | 2019             | 2020           | Total            |
|--|------------------|------------------|------------------|------------------|----------------|------------------|
| <b><u>Parks &amp; Recreation</u></b>       |                  |                  |                  |                  |                |                  |
| Pickup Trucks                              | -                | 49,000           | -                | 31,000           | 38,000         | 118,000          |
| Tractor                                    | -                | -                | -                | 42,000           | -              | 42,000           |
| Trash Truck                                | -                | -                | 84,000           | -                | -              | 84,000           |
| Other Equipment                            | 6,100            | 8,500            | 8,000            | -                | 56,500         | 79,100           |
| Dump Truck                                 | -                | -                | -                | 70,000           | -              | 70,000           |
| 15-Passenger Van                           | -                | 60,000           | -                | -                | -              | 60,000           |
| Mower                                      | -                | -                | 115,000          | 15,000           | -              | 130,000          |
| Toro Workman                               | -                | 28,000           | -                | -                | -              | 28,000           |
| Bobcat snowblower                          | -                | 7,000            | -                | -                | -              | 7,000            |
| <b>Total Parks &amp; Recreation</b>        | <b>6,100</b>     | <b>152,500</b>   | <b>207,000</b>   | <b>158,000</b>   | <b>94,500</b>  | <b>618,100</b>   |
| <b><u>Social Services</u></b>              |                  |                  |                  |                  |                |                  |
| Sedan                                      | -                | -                | 20,000           | -                | 25,000         | 45,000           |
| SUV  | -                | -                | -                | 25,000           | -              | 25,000           |
| Van  | -                | 30,000           | -                | -                | -              | 30,000           |
| <b>Total Human Services</b>                | <b>-</b>         | <b>30,000</b>    | <b>20,000</b>    | <b>25,000</b>    | <b>25,000</b>  | <b>100,000</b>   |
| <b><u>Transit</u></b>                      |                  |                  |                  |                  |                |                  |
| Paratransit Vans                           | -                | 150,000          | 150,000          | -                | -              | 300,000          |
| Transit Bus                                | 450,000          | 225,000          | -                | -                | -              | 675,000          |
| <b>Total Transit</b>                       | <b>450,000</b>   | <b>375,000</b>   | <b>150,000</b>   | <b>-</b>         | <b>-</b>       | <b>975,000</b>   |
| <b><u>Equipment Fund</u></b>               |                  |                  |                  |                  |                |                  |
| Lift                                       | 30,000           | -                | -                | -                | -              | 30,000           |
| <b>Total Equipment Fund</b>                | <b>30,000</b>    | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>       | <b>30,000</b>    |
| <b><u>Winchester Parking Authority</u></b> |                  |                  |                  |                  |                |                  |
| Truck                                      | -                | -                | -                | 30,000           | -              | 30,000           |
| Parking Meters                             | -                | 75,000           | -                | -                | -              | 75,000           |
| Other Equipment                            | -                | 15,300           | -                | -                | 2,385          | 17,685           |
| Sweeper                                    | -                | -                | 15,000           | -                | -              | 15,000           |
| <b>Total Equipment Fund</b>                | <b>-</b>         | <b>90,300</b>    | <b>15,000</b>    | <b>30,000</b>    | <b>2,385</b>   | <b>137,685</b>   |
| <b><u>Public Services</u></b>              |                  |                  |                  |                  |                |                  |
| Truck                                      | -                | -                | 35,000           | -                | -              | 35,000           |
| SUV  | -                | -                | 27,000           | -                | -              | 27,000           |
| Heavy Equipment                            | -                | -                | -                | 150,000          | 150,000        | 300,000          |
| <b>Total Public Services</b>               | <b>-</b>         | <b>-</b>         | <b>62,000</b>    | <b>150,000</b>   | <b>150,000</b> | <b>362,000</b>   |
| <b>Grand Total</b>                         | <b>1,456,700</b> | <b>1,893,100</b> | <b>1,492,000</b> | <b>1,360,000</b> | <b>926,285</b> | <b>7,128,085</b> |

## **Introduction and Background**

The Information Technology Plan is a five-year forecast of information technology needs in the City of Winchester. It is intended to alert the Council and citizens of technology needs that are required to maintain the efficiency of city services and the safety of the staff. The first year of the plan becomes the adopted budget, however the technology is again re-evaluated before the final approval is given for purchase. The remaining four years represent estimated needs and related funding.

The Information Technology Plan's basic premise is scheduled procurement of technology to meet the City's needs. In the second year of the plan, FY2015, over three-quarters of the cost is designated for Information Technology Strategic Plan items. Money has also been designated to upgrade the current Enterprise Resource Planning hardware platform, web enabling Parks and Recreation software, upgrading the Emergency Medical Dispatch application, and adding a Workflow Automation tool.

This five-year planning document along with the policy replacement criteria was developed by the Information Technology Department and represents the combined efforts of all city departments.

## Five-Year Information Technology Plan

| Project Description                | Funding Source | Prior   | 2016    | 2017    | 2018    | 2019    | 2020    | Future | Total     |
|------------------------------------|----------------|---------|---------|---------|---------|---------|---------|--------|-----------|
| <b><u>General Government</u></b>   |                |         |         |         |         |         |         |        |           |
| Agenda and Boards & commissions    | General        |         | 21,600  | 21,600  | 21,600  | 21,600  | 21,600  |        | 108,000   |
| ArcGIS - Landrecords               | General        |         | 5,000   |         |         |         |         |        | 5,000     |
| CAMA Replacement                   | General        |         | 120,000 |         |         |         |         |        | 120,000   |
| COOP and Disaster Recovery         | General        |         | 55,000  |         |         |         |         |        | 55,000    |
| Desktop Productivity Software      | General        |         | 900     |         |         |         |         |        | 900       |
| Dog Tag SAAS service               | General        |         | 600     |         |         |         |         |        | 600       |
| Enterprise Hardware Replacement    | General        | 419,999 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |        | 1,169,999 |
| EOC Polycom                        | General        |         | 6,000   |         |         |         |         |        | 6,000     |
| GOVQa (Mobile App, Knowledge base) | General        |         | 6,900   | 6,900   | 6,900   | 6,900   | 6,900   |        | 34,500    |
| ID Badge Software                  | General        |         | 2,500   |         |         |         |         |        | 2,500     |
| OpenGov (Budget transparency)      | General        |         | 11,000  |         |         |         |         |        | 11,000    |
| PCI Compliance requirements        | General        |         | 25,000  |         |         |         |         |        | 25,000    |
| Printer replacement                | General        |         | 660     | 887     | 574     | 574     | 887     |        | 3,582     |
| Replace card readers, projector    | General        |         | 4,550   | 350     | 350     | 350     | 350     |        | 5,950     |
| Send electronic files to VRS       | General        |         | 2,000   |         |         |         |         |        | 2,000     |
| Social Media Archiving             | General        |         | 1,800   | 1,800   | 1,800   | 1,800   | 1,800   |        | 9,000     |
| Touch Screen for City Hall         | General        |         | 4,980   | 480     | 480     | 480     | 480     |        | 6,900     |
| <b><u>Non-General Fund</u></b>     |                |         |         |         |         |         |         |        |           |
| Build 19 license upgrade           | Parking        |         | 35,000  |         |         |         |         |        | 35,000    |
| Grand Total                        |                | 419,999 | 453,490 | 182,017 | 181,704 | 181,704 | 182,017 |        | 1,600,931 |

# Health & Dental Insurance Rates and Coverage

## City of Winchester FY 2016 Local Choice Medical Insurance Rates Including Delta Dental & Blue View Vision Coverage

| LC Key Advantage 500     |                          |  |  |                       |
|--------------------------|--------------------------|--|--|-----------------------|
| Calendar Year Deductible |                          | \$500 per member<br>\$1,000 per family   |  |                       |
| Out-of-pocket maximum    |                          | \$4,000 per member<br>\$8,000 per family |  |                       |
|                          | Monthly Expected Rates   | Employer Contribution                    |  | Employee Contribution |
| Employee Only            | 431.00                   | 412.00                                   |  | 19.00                 |
| Employee Plus 1          | 797.00                   | 685.80                                   |  | 111.20                |
| Employee/Family          | 1,164.00                 | 778.40                                   |  | 385.60                |
|                          | Bi-Weekly Expected Rates | Employer Contribution                    |  | Employee Contribution |
| Employee Only            | 198.92                   | 190.15                                   |  | 8.77                  |
| Employee Plus 1          | 367.85                   | 316.52                                   |  | 51.32                 |
| Employee/Family          | 537.23                   | 359.26                                   |  | 177.97                |

| LC Key Advantage 1000    |                          |   |      |                       |     |
|--------------------------|--------------------------|---|------|-----------------------|-----|
| Calendar Year Deductible |                          | \$1,000 per member<br>\$2,000 per family  |      |                       |     |
| Out-of-pocket maximum    |                          | \$5,000 per member<br>\$10,000 per family |      |                       |     |
|                          | Monthly Expected Rates   | Employer Contribution                     | %    | Employee Contribution | %   |
| Employee Only            | 412.00                   | 412.00                                    | 100% | -                     | 0%  |
| Employee Plus 1          | 762.00                   | 685.80                                    | 90%  | 76.20                 | 10% |
| Employee/Family          | 1,112.00                 | 778.40                                    | 70%  | 333.60                | 30% |
|                          | Bi-Weekly Expected Rates | Employer Contribution                     | %    | Employee Contribution | %   |
| Employee Only            | 190.15                   | 190.15                                    | 100% | -                     | 0%  |
| Employee Plus 1          | 351.69                   | 316.52                                    | 90%  | 35.17                 | 10% |
| Employee/Family          | 513.23                   | 359.26                                    | 70%  | 153.97                | 30% |

## Health & Dental Insurance Rates and Coverage

### City of Winchester FY 2016 Local Choice Medical Insurance Rates Including Delta Dental & Blue View Vision Coverage

| LC H S A                        |                                 |   |          |                              |          |
|---------------------------------|---------------------------------|---|----------|------------------------------|----------|
| <b>Calendar Year Deductible</b> |                                 | \$2,800 per member<br>\$5,600 per family  |          |                              |          |
| <b>Out-of-pocket maximum</b>    |                                 | \$5,000 per member<br>\$10,000 per family |          |                              |          |
|                                 | <b>Monthly Expected Rates</b>   | <b>Employer Contribution</b>              | <b>%</b> | <b>Employee Contribution</b> | <b>%</b> |
| Employee Only                   | 331.00                          | 331.00                                    | 100%     | -                            | 0%       |
| Employee Plus 1                 | 612.00                          | 489.60                                    | 80%      | 122.40                       | 20%      |
| Employee/Family                 | 894.00                          | 447.00                                    | 50%      | 447.00                       | 50%      |
|                                 | <b>Bi-Weekly Expected Rates</b> | <b>Employer Contribution</b>              | <b>%</b> | <b>Employee Contribution</b> | <b>%</b> |
| Employee Only                   | 152.77                          | 152.77                                    | 100%     | -                            | 0%       |
| Employee Plus 1                 | 282.46                          | 225.97                                    | 80%      | 56.49                        | 20%      |
| Employee/Family                 | 412.62                          | 206.31                                    | 50%      | 206.31                       | 50%      |

### City of Winchester FY 2016 Dental Insurance Rates Guardian Supplemental Dental

| <b>Annual Deductible</b>      |                                 | \$25/\$75                    |                              |
|-------------------------------|---------------------------------|------------------------------|------------------------------|
| <b>Annual Benefit maximum</b> |                                 | \$1,200 per member           |                              |
|                               | <b>Monthly Expected Rates</b>   | <b>Employer Contribution</b> | <b>Employee Contribution</b> |
| Employee Only                 | 34.29                           | -                            | 34.29                        |
| Employee/Spouse               | 69.71                           | -                            | 69.71                        |
| Employee/Children             | 90.23                           | -                            | 90.23                        |
| Employee/Family               | 125.67                          | -                            | 125.67                       |
|                               | <b>Bi-Weekly Expected Rates</b> | <b>Employer Contribution</b> | <b>Employee Contribution</b> |
| Employee Only                 | 15.83                           | -                            | 15.83                        |
| Employee/Spouse               | 32.17                           | -                            | 32.17                        |
| Employee/Children             | 41.64                           | -                            | 41.64                        |
| Employee/Family               | 58.00                           | -                            | 58.00                        |

Note: This supplemental dental coverage is only available to employees that waive medical coverage or need dental coverage for dependents because they've chosen employee only medical.



# Debt Summary

## Summary of Outstanding Debt

As of June 30, 2015

| ISSUE   | PURPOSE   | AMOUNT<br>ISSUED | ISSUE<br>DATE | MATURITY<br>DATE | BALANCE<br>CITY/SCH | BALANCE<br>UTILITIES |
|---|---|------------------|---------------|------------------|---------------------|----------------------|
| Public Improvement Bond Series 1999A              | Finance public safety facility, library renovations, and water projects         | 10,000,000       | 6/16/1999     | 6/3/2019         | 1,407,703           | 1,407,703            |
| Public Improvement Bond Series 2005               | Finance schools, Public Utility, roads, emergency communication, and buildings. | 45,000,000       | 11/1/2005     | 11/1/2025        | 1,915,000           | 305,000              |
| Public Improvement Bond Series 2006               | Finance Schools and Public Utility Projects                                     | 23,660,000       | 12/21/2006    | 12/1/2026        | 1,805,000           | 410,000              |
| Public Improvement Bond Series 2007               | Finance Schools Projects and Active Living center project                       | 7,200,000        | 9/12/2007     | 9/1/2027         | 985,000             |                      |
| Public Improvement and Refunding Bond Series 2011 | Finance General fund projects, Utilities and Schools Capital projects           | 31,705,000       | 9/1/2012      | 9/1/2023         | 26,870,040          | 4,449,960            |
| Public Improvement and Refunding Bond Series 2012 | Finance General fund projects, Utilities and Schools Capital projects           | 28,635,000       | 9/1/2012      | 9/1/2026         | 21,932,585          | 6,232,415            |
| Public Improvement Bond Series 2013               | Finance General fund projects and schools capital projects                      | 24,265,000       | 10/30/2013    | 9/1/2033         | 23,805,000          |                      |
| Public Improvement Bond Series 2014               | Finance General fund projects and schools capital projects                      | 24,265,000       | 10/30/2013    | 9/1/2033         | 11,255,180          | 3,429,820            |
| HUD 108 Loan                                      | Community Development projects  | 1,000,000        | 8/1/2013      | 8/1/2022         | 400,000             |                      |
| Revenue bonds-VRA Series 2008                     | Utilities Capital Projects  | 12,100,000       | 11/21/2008    | 10/1/2028        |                     | 9,830,000            |
| Revenue bonds- VRA Series 2009A                   | Utilities Capital Projects  | 11,820,000       | 6/1/2009      | 10/1/2029        |                     | 9,865,000            |
| Revenue bonds- VRA Series 2009B                   | Utilities Capital Projects  | 12,295,000       | 11/1/2009     | 10/2/2029        |                     | 10,430,000           |
| Revenue bonds- VRA Series 2010C                   | Utilities Capital Projects  | 12,165,000       | 11/1/2010     | 10/1/2031        |                     | 10,850,000           |
| Revenue bonds- VRA Series 2011A                   | Utilities Capital Projects  | 1,500,000        | 10/25/2011    | 9/1/2042         |                     | 1,434,927            |

## Debt Summary

### Summary of Outstanding Debt - Continued

As of June 30, 2015

| ISSUE                                      | PURPOSE                    | AMOUNT<br>ISSUED   | ISSUE<br>DATE | MATURITY<br>DATE | BALANCE<br>CITY/SCH | BALANCE<br>UTILITIES |
|--|----------------------------|--------------------|---------------|------------------|---------------------|----------------------|
| Revenue bonds- VRA<br>Series 2011B         | Utilities Capital Projects | 19,470,000         | 10/16/2011    | 10/1/2032        |                     | 18,235,000           |
| FWSA Opequon Water<br>Facility Obligations | Obligations Payable- FWSA  | 26,452,442         | 4/1/2004      | 10/1/2038        |                     | 14,584,240           |
| <b>Total - All Outstanding Bonds</b>       |                            | <b>291,532,442</b> |               |                  | <b>90,375,508</b>   | <b>91,464,065</b>    |

### Legal Debt Margin Information Last Five Fiscal Years

|  | <u>2010</u> | <u>2011</u> | <u>2012</u> | <u>2013</u> | <u>2014</u> |
|--|-------------|-------------|-------------|-------------|-------------|
| Debt Limit   | 314,296,963 | 278,558,244 | 281,568,882 | 282,603,133 | 283,454,957 |
| Total Net Debt Applicable to<br>Limit                      | 121,315,345 | 113,889,041 | 106,907,645 | 97,304,935  | 114,224,636 |
| Legal Debt Margin  | 192,981,618 | 164,669,203 | 174,661,237 | 185,298,198 | 169,230,321 |
| Total Net Debt Applicable to<br>Limit as a % of Debt Limit | 38.60%      | 40.89%      | 37.97%      | 34.43%      | 40.30%      |

# Debt Summary

## Governmental Activities Principal and Interest Schedule

| Year<br>Ending<br>June<br>30 | General Fund      |                  |                                       | Winchester Public Schools |                   |                           | Total<br>Governmental<br>Activities<br>Debt Service |
|------------------------------|-------------------|------------------|---------------------------------------|---------------------------|-------------------|---------------------------|---|
|                              | Principal         | Interest         | Total General<br>Fund Debt<br>Service | Principal                 | Interest          | Total WPS<br>Debt Service |   |
| 2016                         | 1,174,944         | 722,277          | 1,897,221                             | 4,892,493                 | 3,069,959         | 7,962,452                 | 9,859,673   |
| 2017                         | 1,456,953         | 671,864          | 2,128,817                             | 4,994,274                 | 2,887,321         | 7,881,595                 | 10,010,412  |
| 2018                         | 1,462,329         | 612,282          | 2,074,611                             | 5,253,239                 | 2,674,269         | 7,927,508                 | 10,002,119  |
| 2019                         | 1,498,641         | 548,435          | 2,047,076                             | 5,380,260                 | 2,429,931         | 7,810,191                 | 9,857,267   |
| 2020                         | 1,153,742         | 476,583          | 1,630,325                             | 5,937,860                 | 2,151,650         | 8,089,510                 | 9,719,836   |
| 2021                         | 1,151,113         | 427,499          | 1,578,612                             | 5,987,558                 | 1,901,385         | 7,888,943                 | 9,467,555   |
| 2022                         | 1,196,450         | 380,511          | 1,576,962                             | 6,215,192                 | 1,662,674         | 7,877,866                 | 9,454,828   |
| 2023                         | 1,205,755         | 330,975          | 1,536,730                             | 6,142,380                 | 1,412,134         | 7,554,514                 | 9,091,244   |
| 2024                         | 1,229,799         | 279,304          | 1,509,103                             | 5,968,401                 | 1,155,919         | 7,124,320                 | 8,633,422   |
| 2025                         | 1,199,779         | 223,826          | 1,423,606                             | 5,719,201                 | 883,256           | 6,602,456                 | 8,026,062   |
| 2026                         | 1,052,852         | 172,504          | 1,225,356                             | 4,896,619                 | 635,367           | 5,531,986                 | 6,757,342   |
| 2027                         | 631,404           | 134,542          | 765,946                               | 2,584,271                 | 462,600           | 3,046,871                 | 3,812,817   |
| 2028                         | 440,250           | 111,512          | 551,762                               | 1,514,751                 | 372,888           | 1,887,639                 | 2,439,401   |
| 2029                         | 343,846           | 94,419           | 438,265                               | 1,146,154                 | 314,731           | 1,460,885                 | 1,899,150   |
| 2030                         | 360,000           | 78,583           | 438,583                               | 1,200,000                 | 261,942           | 1,461,942                 | 1,900,525   |
| 2031                         | 377,308           | 61,993           | 439,301                               | 1,257,692                 | 206,644           | 1,464,336                 | 1,903,637   |
| 2032                         | 394,615           | 44,625           | 439,240                               | 1,315,385                 | 148,750           | 1,464,135                 | 1,903,375   |
| 2033                         | 410,769           | 27,531           | 438,300                               | 1,369,231                 | 91,769            | 1,461,000                 | 1,899,300   |
| 2034                         | 429,231           | 9,658            | 438,889                               | 1,430,769                 | 32,192            | 1,462,961                 | 1,901,850   |
|                              | <u>17,169,780</u> | <u>5,408,923</u> | <u>22,578,703</u>                     | <u>73,205,728</u>         | <u>22,755,382</u> | <u>95,961,110</u>         | <u>118,539,814</u>                                  |

# Debt Summary

## Business-Type Activities Principal and Interest Schedule

| Year<br>Ending<br>June<br>30 | Utilities Fund    |                   |                                 | Winchester Parking Authority |                  |                           | Total<br>Business-<br>Type<br>Activities |
|------------------------------|-------------------|-------------------|---------------------------------|------------------------------|------------------|---------------------------|--|
|                              | Principal         | Interest          | Total Utilities<br>Debt Service | Principal                    | Interest         | Total WPA<br>Debt Service |  |
| 2016                         | 5,868,413         | 4,220,284         | 10,088,697                      | 190,000                      | 389,250          | 579,250                   | 10,667,947                               |
| 2017                         | 5,450,792         | 3,975,187         | 9,425,979                       | 200,000                      | 379,500          | 579,500                   | 10,005,479                               |
| 2018                         | 5,696,408         | 3,733,397         | 9,429,805                       | 210,000                      | 369,250          | 579,250                   | 10,009,055                               |
| 2019                         | 5,960,319         | 3,481,969         | 9,442,288                       | 220,000                      | 358,500          | 578,500                   | 10,020,788                               |
| 2020                         | 5,835,847         | 3,209,688         | 9,045,535                       | 230,000                      | 347,250          | 577,250                   | 9,622,785                                |
| 2021                         | 5,245,419         | 2,957,323         | 8,202,742                       | 245,000                      | 335,375          | 580,375                   | 8,783,117                                |
| 2022                         | 5,472,700         | 2,710,564         | 8,183,265                       | 255,000                      | 322,875          | 577,875                   | 8,761,140                                |
| 2023                         | 5,155,507         | 2,461,439         | 7,616,946                       | 270,000                      | 309,750          | 579,750                   | 8,196,696                                |
| 2024                         | 5,283,385         | 2,213,955         | 7,497,341                       | 280,000                      | 296,000          | 576,000                   | 8,073,341                                |
| 2025                         | 5,417,820         | 1,952,023         | 7,369,843                       | 295,000                      | 281,625          | 576,625                   | 7,946,468                                |
| 2026                         | 5,553,026         | 1,676,496         | 7,229,522                       | 310,000                      | 266,500          | 576,500                   | 7,806,022                                |
| 2027                         | 5,333,016         | 1,396,289         | 6,729,305                       | 325,000                      | 250,625          | 575,625                   | 7,304,930                                |
| 2028                         | 5,262,202         | 1,121,070         | 6,383,272                       | 340,000                      | 234,000          | 574,000                   | 6,957,272                                |
| 2029                         | 5,504,441         | 843,327           | 6,347,768                       | 360,000                      | 216,500          | 576,500                   | 6,924,268                                |
| 2030                         | 4,750,839         | 581,992           | 5,332,831                       | 375,000                      | 198,125          | 573,125                   | 5,905,956                                |
| 2031                         | 3,080,999         | 386,165           | 3,467,164                       | 395,000                      | 178,875          | 573,875                   | 4,041,039                                |
| 2032                         | 1,783,724         | 263,710           | 2,047,434                       | 415,000                      | 158,625          | 573,625                   | 2,621,059                                |
| 2033                         | 1,871,633         | 176,439           | 2,048,072                       | 435,000                      | 137,375          | 572,375                   | 2,620,447                                |
| 2034                         | 397,788           | 122,608           | 520,396                         | 460,000                      | 115,000          | 575,000                   | 1,095,396                                |
| 2035                         | 417,605           | 103,866           | 521,471                         | 480,000                      | 91,500           | 571,500                   | 1,092,971                                |
| 2036                         | 435,670           | 84,228            | 519,898                         | 505,000                      | 66,875           | 571,875                   | 1,091,773                                |
| 2037                         | 455,595           | 63,696            | 519,291                         | 530,000                      | 41,000           | 571,000                   | 1,090,291                                |
| 2038                         | 477,381           | 42,189            | 519,571                         | 555,000                      | 13,875           | 568,875                   | 1,088,446                                |
| 2039                         | 499,226           | 19,660            | 518,886                         |                              |                  |                           | 518,886                                  |
| 2040                         | 69,882            | 7,099             | 76,980                          |                              |                  |                           | 76,980                                   |
| 2041                         | 71,994            | 4,987             | 76,980                          |                              |                  |                           | 76,980                                   |
| 2042                         | 74,170            | 2,811             | 76,980                          |                              |                  |                           | 76,980                                   |
| 2043                         | 37,920            | 569               | 38,489                          |                              |                  |                           | 38,489                                   |
|                              | <u>91,463,722</u> | <u>37,813,029</u> | <u>129,276,751</u>              | <u>7,880,000</u>             | <u>5,358,250</u> | <u>13,238,250</u>         | <u>142,515,001</u>                       |

# CITY OF WINCHESTER DEBT OBLIGATION POLICY *Adopted December 9, 2003*

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## **I. BACKGROUND AND PURPOSE**

This debt policy is designed to provide guidance to the City of Winchester and its operating units in the issuance of debt and similar obligations. For the purposes of this Policy, any Capital Lease obligation whereas not legally considered debt of the City, shall be treated as such. This Policy shall apply to all operating units of the City receiving General Fund support for repayment of debt used to finance Capital Projects. This Policy is designed to be used with other Financial Policies of the City as they exist from time to time.

This Policy will address various types of debt that may be issued by or on behalf of the City, the level of these obligations, the corresponding annual debt service costs of these obligations and the approval requirements for the issuance of such obligations.

The purpose of this Policy is to ensure the issuance and repayment of all debt obligations are properly planned, approved and executed to ensure the efficient and effective financial operations of the City.

## **II. PLANNING, PERFORMANCE, AND MONITORING**

- A. The planning, issuance, and review of outstanding and proposed debt obligations will ensure that compliance with this Policy is maintained.
- B. The City may issue debt obligations for the purpose of acquiring, improving, renovating, or constructing Capital Projects including buildings, machinery, equipment, furniture, and fixtures or other similar longer life assets (i.e., water or sewer capacity, etc.).
- C. Whenever feasible, similar debt obligations will be issued at one time to minimize issuance costs.
- D. The City will annually prepare and adopt a multi-year Capital Improvements Program to identify and establish an orderly plan to meet the City's infrastructure needs with all debt-related projects and the corresponding debt service impact upon the General Funds of the City identified. The City shall discourage any additions to the Program during the course of the year.

- E. As a part of the annual budgeting process, the City shall prepare a report summarizing compliance with this policy and present this report to the City Council for approval.

### III. ISSUANCE GUIDELINES

- A. The City will not use short-term borrowing to finance operating needs, except in instances as described under Revenue Anticipation Notes.
- B. The City shall prepare an analysis of anticipated revenues, the potential tax impact and future operating costs associated with any project proposal for external financing.
- C. The final maturity of any obligation will not exceed the expected useful life of the assets or project for which the obligation is issued.
- D. Prior to the issuance of any form of debt, the City will ensure that the issuance of such debt will not result in the non-compliance with this Policy.
- E. At a minimum, all such obligations require approval by the City Council. This approval shall indicate the City Council approval of the identified funding for this Project and compliance with this Debt Policy.
- F. Unless approved by the City Council, no obligations shall be issued for an amount less than \$500,000 or for Capital Projects with a useful life of less than three (3) years.
- G. Based on the recommendations of its Financial Advisor and approval by the City Council, all debt obligations shall include funds sufficient to provide, if needed, capitalized interest, a Debt Service Reserve Fund, Rate Stabilization or other similar Funds as well as funds necessary to cover the cost of issuance of the Obligations.

### IV. DEBT PARAMETERS

The City shall maintain compliance with the following Debt parameters on a historical basis as well as on a Pro Forma basis after giving effect to the obligation being issued. Given the magnitude of the City's long-term Capital Improvement Program at the time this Policy is being adopted, the City has established a target policy and a maximum policy. While the City will attempt to adhere to the targeted levels, the City realizes that according to current projections it will be out of compliance with the targeted levels during several of the years once all the debt is issued.

- A. Net Debt as a percentage of Assessed Value shall be targeted at less than 3.5%, with a maximum level of 4.0%. (Net Debt is General Obligation debt and Capital Lease Obligation exclusive of debt or leases payable from the Enterprise Fund.)
- B. General Obligation Debt Service and Capital Lease payments as a percentage of Total Governmental Fund Expenditures shall be targeted at less than 12.5%, with a maximum level of 15%. For purposes of this requirement, General Governmental Expenditures shall be that amount reported in the most recent Comprehensive Annual Financial Report.

To the extent that the City proposes issuing debt that will exceed the targeted levels, City staff shall provide City Council for its review prior to authorizing the debt with a calculation of when it expects the City to be back in compliance with the targeted levels.

### **V. PERMITTED OBLIGATIONS**

Based on the implementation of this Policy, the City shall consider the following Obligation as Permitted Obligations for the purposes as stated. Unless stated otherwise in the section below, all such obligations shall be considered Debt for purposes of the Policy.

#### **A. *Revenue Anticipation Notes***

- 1. The City's Fund Balance Policy is designed to provide adequate cash flow to avoid the need for Revenue Anticipation Notes (RANs). As such, the use of RANs is discouraged.
- 2. The City may issue RANs in situations beyond the City's control or ability to forecast when the revenues will be received after the related funds are scheduled to be distributed.
- 3. The City will issue RANs for a period not to exceed the one year period permitted under the Constitution of Virginia, Article VII Section 10.
- 4. Prior to the issuance of RANs, the City will advise the City Council of the circumstances creating the need for the RANs and whether this need will continue in the future. In all cases, the City shall attempt to minimize the amount of RANs issued.
- 5. The issuance of RANs will not be counted as debt for purposes of this Policy.

### ***B. Bond Anticipation Notes***

1. The City may issue Bond Anticipation Notes (BANs) in expectation of the issuance of General Obligation Bonds or Revenue Bonds when funds are required for the financed capital project to be initiated or continued but the City does not need to issue all of the permanent funding at that time.
2. The City may issue BANs when the long-term financial markets do not appear appropriate on a given date, but have a clear potential for improvement within the next twelve months.
3. The City may issue BANs with a maturity of up to two years in length with no more than one additional two year period.
4. Prior to issuing BANs, the City will clearly demonstrate its ability to comply with this Debt Policy upon issuance of the permanent financing.

### ***C. General Obligation Bonds***

1. The Constitution of Virginia, Article VII Section 10(a), and the Public Finance Act contains a 10% of assessed value of real estate limitation on outstanding indebtedness which a City may incur.
2. The City may issue GO debt for any capital projects or other properly approved projects or programs.

### ***D. VPSA Bonds and State Literary Fund Loans***

1. The City may finance its Schools needs with General Obligation debt or lease appropriation debt which may be subject to other provisions of this Policy. Should the City wish to use either the VPSA or Literary Loan to meet these needs, then these additional requirements must be met.
2. School capital projects or other projects permitted to be financed by the VPSA or State Literary Funds may be funded with GO debt as long as such debt is issued either through VPSA or State Literary Fund. The City shall attempt to use Literary Funds when at all possible; however, preference should be given to accessibility and interest rates when determining whether to use the VPSA or the Literary Fund.
3. Approval of the School Board is required prior to approval by the City Councils for projects funded with VPSA or State Literary Fund Loans.



### ***E. Revenue Bonds***

1. The City may issue Revenue Bonds to fund enterprise activities, such as water and sewer utilities, solid waste disposal facilities or for capital projects which will generate a revenue stream sufficient to fund the annual debt service costs of the Revenue Bonds.
2. The Revenue Bonds will include written covenants that will require that the revenue sources are sufficient to fund operating expenses and all debt service requirements.

### ***F. Capital Leases***

1. The City may execute Capital Leases or Certificates of Participation with independent parties to provide for the use of buildings, machinery, equipment, furniture, and fixtures as long as the asset is acquired at the end of the lease and the Capital Lease, if treated as Debt, complies with this Debt Policy.

### ***G. Moral Obligation Debt***

1. The City may enter into leases, contracts, or other agreements with other public bodies that provide for the payment of debt service when revenues of such public bodies or agencies may prove insufficient to cover debt service.
2. Payment of such moral obligation debt service will be done when the best interest of the City is clearly demonstrated.
3. While such moral obligation support does not affect the debt limit of the City, the amount of bonds issued with the City's moral obligation should be controlled in order to limit potential demands on the City and any expected use of this type of obligation should be clearly within the parameter of this Debt Policy.
4. The City will not count this type of obligation as Debt as long as this Debt remains self-sufficient. Should the City need to fund any of this debt, the City should count its maximum total debt exposure under this agreement as Debt for purposes of this Policy.

## **VI. DISCLOSURE AND COMMUNICATIONS**

- A. The City will maintain good communications with bond rating agencies to inform them about the City's financial position by providing them with the City's Comprehensive Annual Financial Report (CAFR) and Operating and Capital Improvements Budget.
- B. The City will follow the National Federation of Municipal Analysts and Government Finance Officers Association policy of full continuing disclosure.

## Debt Policy

- C. The City will disclose the preceding ten fiscal year's debt ratios in the Comprehensive Annual Financial Report.
- D. As part of its Operating and Capital Improvement Budget, the City will disclose an estimate of the subsequent five fiscal year's debt ratios with an analysis of the impact, if any; moral obligation debt would have on the debt ratios.

## Glossary

The following definitions of terms are provided to aid in understanding the terminology employed in the text of the budget and other financial documents.

**Accrual Basis of Accounting** – A method of accounting that recognizes the financial effect of transactions, events and inter-fund activities when they occur, regardless of the timing of related cash flows.

**Activity** – Classification of City services based on type of service provided, including legislative, administration, courts, public safety, public works, health & welfare, education, parks & recreation, and community development.

**Adopted Budget** – The final operating and capital budget approved by the City Council after public hearings and amendments to the proposed budget, if applicable; becomes legal guidance to City management and departments for spending levels.

**Advance Refunding** – A refinancing transaction in which new (refunding) bonds are issued to repay (refund) outstanding bonds prior to the first call date. The proceeds of the refunding bonds are deposited in an escrow account, invested in government securities, and used to pay debt service (interest, principal and premium, if any) on the refunded bonds through the applicable call date. For accounting purposes, refunded obligations are not considered a part of an issuer's debt.

**Agent Fees** – The fee paid to a financial institution known as the paying agent or registrar that serves two functions: 1) it receives funds from the issuer prior to each debt service payment date and then distributes these monies to the bondholders and 2) as registrar it establishes and maintains records of bond ownership.

**Amortization** – The paying off of debt in regular installments over a period of time.

**Appropriation** – An authorization made by the Council that permits City departments and agencies to incur obligations against, and to make expenditures of, governmental resources. The amount is fixed and authorized until the fiscal year ends at which time by law the appropriation lapses.

**Appropriation Ordinance** – The official enactment by City Council establishing the legal authority for City administrative staff to obligate and expend resources.

**ARRA** – American Recovery and Reinvestment Act – Bill passed by President Obama in February 2009 as an economic stimulus package. The money provided by this program will go towards projects such as improving education, building roads, public transportation, criminal justice, health care, and many other areas. The government is hoping this package will create jobs and provide other economic benefits.

**Assessed Value** – The fair market value placed on personal and real property owned by taxpayers, as determined by the City.

**Balanced Budget** – By law, local government budgets must be balanced; i.e., expenditures may not exceed revenues.

**Basis of Budgeting and Accounting** – Accounting methods, such as accrual basis and modified accrual basis, used to document revenues received and authorized obligations expensed.

## Glossary

**Bond** – General Obligation A type of security sold to finance capital improvement projects, with the principal and interest payments guaranteed by the full faith and credit of the City through its taxing authority.

**Bond Ratings** – A rating of quality given on any given bond offering as determined by an independent agency in the business of rating such offerings.

**BPOL Tax** – Business license or gross receipts tax, this item taxes the total revenues of a business.

**Budget** – A plan of financial operation including an estimate of proposed means of financing them (revenue estimates). The term also sometimes is used to denote the officially approved expenditure ceilings under which the City and its departments operate.

**Budget Calendar** – The schedule of key dates involved in the process of adopting and then executing an adopted budget.

**Budgetary Control** – The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

**Budget Document** – The official written statement prepared by the City's administrative staff which presents the proposed budget to the City Council.

**Budget Message** – A general discussion of the proposed budget presented to the City Council by the City Manager as a part of or supplement to the budget document. The budget message explains principle budget issues against the background of financial experience in recent years and presents recommendations made by the City Manager.

**CAFR** – Comprehensive Annual Financial Report – the annual report issued by the City on its financial position and activity for the fiscal year. This report is prepared by the Department of Finance in conformity with U. S. generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board. The report is audited by an independent firm of certified public accountants.

**Capital Assets – Operating** – Tangible property which has a value of at least \$10,000, but less than \$50,000, and a useful life of more than one year. Operating capital is budgeted in the operating funds. Also called fixed assets.

**Capital Assets – Major** – Any tangible property with a value of at least \$50,000 and an expected life of at least seven years is classified as a major capital asset. Such assets are budgeted in the Capital Improvement Plan (CIP). These items are of significant value and require a longer planning horizon.

**Capital Fund** – Each year, the City adopts a five-year Capital Improvement Program (CIP) that serves as a blueprint for the long-term physical improvements the City wishes to make. The Capital Fund is funded through a transfer from the general, water and sewer funds, State aid and bond issues. The current year CIP is included as part of the annual budget.

**Capital Improvement Expenditures** – Related to the acquisition, expansion or rehabilitation of an element of the governments' physical facilities and infrastructure.

## Glossary

**Capital Improvement Plan (CIP)** – A plan for purchasing capital expenditures over a period of years to meet capital needs arising from the long-term work program. It sets forth each project or other contemplated expenditure and specifies the full resources estimated to be available to finance the projected expenditures.

**Capital Lease** – A lease obligation that has met the criteria to be categorized as a capital lease as opposed to an operating lease under generally accepted accounting principles. Capital leases are common in certain types of financing transactions involving the use of revenue bonds as opposed to general obligation bonds.

**Capital Outlay** – An appropriation or expenditure category for government assets with a value of \$10,000 or more and a useful economic life of one year or more.

**Capital Projects** – Projects which purchase or construct capital assets. Typically, a capital project encompasses a purchase of land and/or the construction of a building or facility.

**Capitalized Interest** – A portion of the proceeds of a bond issue which is set aside to pay interest on the bonds for a specific period of time. Interest is typically capitalized for bonds issued to finance a revenue-producing project to pay debt service until the project is completed and begins generating revenues.

**CDBG** – Community Development Block Grant -- funding received from the U. S. Department of Housing and Urban Development. CDBG primarily benefits low- and moderate-income persons through housing, human services, neighborhood improvements and economic development activities, with a secondary emphasis on the reduction of slums and blight.

**CIP** – Capital Improvement Plan – A plan for capital expenditures, to be incurred each year over a fixed period of several future years, which sets forth each capital project, identifies the expected beginning and ending date for each project, the amount to be expended in each year and the method of financing those expenditures.

**City Budget** – That portion of the overall General Fund budget under the direct control of the City Manager (excludes the School Budget).

**Comprehensive Annual Financial Report (CAFR)** – The annual report that represents a locality's financial activities and contains the independent auditor's reports on compliance with laws, regulations and internal controls over financial reporting based on an audit of financial statements performed in accordance with "Government Auditing Standards."

**Constitutional Officers** – Officials elected to four-year terms of office who are authorized by the Constitution of Virginia to head City departments, the Treasurer, Commissioner of Revenue, City Sheriff, Commonwealth Attorney and the Clerk of the Circuit Court for the City.

**Contingency** – A budgetary reserve set aside for emergencies or unforeseen expenditures for which no other budget exists.

**Contractual Services** – Services rendered to a government by private firms, individuals, or other governmental agencies on a fee basis or fixed time contract basis. Examples include payments for engineering services, legal services, printing, and advertising.

**CSA** – Comprehensive Services Act.

## Glossary

**Debt** – Any obligations of the City for the payment of money issued pursuant to the Public Finance Act of Virginia.

**Debt Limit** – The maximum amounts of gross or net debt which is legally permitted.

**Debt Per Capita** – Total outstanding debt divided by the population of the City.

**Debt Ratio** – A measure used that determines the annual debt service or outstanding debt as a percentage of some other item which is generally an indication of the ability of the City to repay the debt; examples include annual debt service as a percentage of total annual expenditures and total outstanding debt as a percentage of total assessed value.

**Debt Service** – The payment of principal and interest on borrowed funds, such as bonds.

**Defeasance** – Termination of the rights and interests of the bondholders and their lien on the pledged revenues in accordance with the terms of the bond contract for a bond issue. Defeasance usually occurs in connection with the refunding of outstanding bonds after provision has been made for future payment through funds provided by the issuance of the new refunding bonds.

**Department/Division** – A department consists of one or more divisions. The division is the basic organizational unit of government which is functionally unique in its delivery of services.

**Depreciation** – The decrease in value of capital assets due to use and the passage of time.

**Disbursement** – The expenditure of monies from an account.

**E-911 Tax** – This is a tax on telephone usage to pay for fire and police emergency dispatch operations.

**Economic Development Authority (EDA)** – Responsible for encouraging industrial and commercial development in the City.

**Emergency Medical Services (EMS)** – The Fire and Emergency Medical Services Department provides emergency fire suppression response to incidents involving fires, fire alarms, smoke scares, vehicle accidents and other types of calls where the threat of fire exists. It also provides emergency medical response to incidents involving injury, illness, accidents, and other types of calls where the threat of injury or illness exists.

**Encumbrance** – A reservation of funds that represents a legal commitment, often established through contract, to pay for future goods or services.

**Enterprise Funds** – Account for the financing of services to the general public whereby all or most of the operating expenses involved are recorded in the form of charges to users of such services. The enterprise funds consist of the Sewer Utility Fund, the Water Utility Fund and the Transit Fund (although transit is not formally recognized as an enterprise fund).

**Expenditure** – The actual payment of cash for the purpose of acquiring goods or services.

**Expense Charges** – Incurred for goods and services, whether paid immediately or unpaid.

## Glossary

**Fiscal Year** – A twelve-month period designated as the operating year for accounting and budgeting purposes, and at the end of which a government determines its financial position and the results of its operations. For the City the fiscal year begins on July 1 and ends on June 30.

**Fixed Assets** – Assets of a long-term character which are not intended to be sold for profit, but which are to be used in an organization's normal course of business, such as land, buildings, and improvements other than buildings, machinery and equipment.

**Franchise** – A special privilege granted by a government permitting the continuing use of public property, such as city streets and usually involving the elements of monopoly and regulation.

**Fringe Benefits** – The payment of benefits to employees as part of a compensation package, including social security, Medicare, retirement, and health insurance.

**Full-Time Equivalent (FTE)** – A measure for determining personnel staffing, computed by equating 2,080 hours of work per year (2,496 for firefighters) with one full-time equivalent position.

**Function** – A subset of expenditures or expenses, which are related by classification e.g., salary, fringe benefits, contractual services, and debt service.

**Fund** – A set of interrelated accounts to record assets, liabilities, equity, revenues and expenditures associated with a specific purpose or activity.

**Fund Balance** – Generally refers to the City's unassigned General Fund Balance, which is the accumulated total of all prior years' actual revenues in excess of expenditures, or surplus. These funds are available for appropriation by the Common Council.

**Fund Type** – In governmental accounting, all funds are classified into eight generic fund types: General, Special Revenue, Debt Service, Capital Projects, Enterprise, Internal Service and Trust and Agency.

**GAAP** – Generally Accepted Accounting Principles -- is the standard framework of guidelines for financial accounting, mainly used in the U.S.A.. It includes the standards, conventions, and rules accountants follow in recording and summarizing transactions, and in the preparation of financial statements.

**Governmental Accounting Standards Board (GASB)** – An organization that provides the ultimate authoritative accounting and financial reporting standards for state and local governments.

**General Fund** – A fund containing revenues such as property taxes not designated by law for a special purpose. Some of the departments that are part of the General Fund include Administration, Fire, Police, Public Works and Recreation.

**General Obligation Bond** – A bond for which the full faith and credit of the City is pledged for payment.

**Goal** – A clear statement of a program's mission, or purpose.

**Governmental Funds** – Funds generally used to account for tax-supported activities.

**Grants** – Contributions or gifts of cash or other assets from another government to be used or expended for a specific purpose, activity or facility.



## Glossary

**HOME – HOME Investment Partnerships Program** – Funding received from the U.S. Department of Housing and Urban Development. HOME benefits low- and moderate-income persons through the development of affordable housing.

**HUD** – U. S. Department of Housing and Urban Development -- the federal government organization whose mission is to increase homeownership, support community development, and increase access to affordable housing free from discrimination.

**Indicator** – a high level measure of performance.

**Infrastructure** – The physical assets of a government, e.g., streets, water, sewer, public buildings and parks.

**Intergovernmental Revenues** – Revenues from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

**Internal Services** – The charges to user departments for internal services provided by another government department or agency, such as data processing, equipment maintenance, or insurance funded from a central pool.

**IT** – Information Technology.

**ITP** – Information Technology Plan – Recommends policy direction on a City-wide basis for all information technology, including voice and data communications. The committee will review information and office automation needs and recommend to the City Manager direction and priorities consistent with the long term mission, goals and objectives which have been established for the City.

**Legal Debt Margin** – The amount of general obligation bonds and certain other interest bearing obligations (other than revenue bonds) that the City may have outstanding expressed as a percentage of the assessed value of real estate in the City as shown on the last preceding assessment for taxes.

**Line-Item Budget** – A budget prepared along departmental lines that focuses on what is to be purchased by each type of product or service.

**Local Funds** – Indicates funding from local sources only and does not include funds received from Federal, State and other sources.

**Long-Term Debt** – Debt with a maturity of more than one year after the date of issuance.

**Median Household Income** – Median denotes the middle value in a set of values, in this case, household income.

**MGD** – Million Gallons per Day.

**Mission Statement** – Declaration of purpose for an entire organization or one of its programs.

**Modified Accrual Basis of Accounting** – Basis of accounting according to which revenues are recognized in the accounting period in which they become available and measurable and expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which are recognized when due.



## Glossary

**Moral Obligation Bond** – A bond which is secured by the revenues from the financed project and, additionally, by a non-bonding agreement that any deficiency in pledged revenues will be reported to the issuer's legislative body (City Council) which may appropriate moneys to make up the shortfall. Typically the mechanics involve a debt service reserve fund which is drawn upon to make up for any deficiency in pledged revenues. The legislative body is then requested to replenish the reserve fund but is not obligated to do so. These bonds are considered tax-supported debt and impact debt capacity to the extent that pledged revenues are ever insufficient to support debt service.

**Non-Departmental Accounts** – Accounts used to record expenditures that cannot or have not been allocated to individual departments.

**Object of Expenditure** – An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

**Objective** – The actual functions or services that a City program must provide in order to achieve its stated goals.

**Operating Budget** – Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing acquisition, spending and service delivery activities of a government are controlled.

**Operating Expenses** – The cost for personnel, materials and equipment required for a department to function.

**Operating Revenue** – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**Ordinance** – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute, it has the full force and effect of law within the boundaries of the municipality to which it applies. Ordinances require two public readings and legal advertisement prior to adoption. Ordinarily, the statutes or charter will specify or imply those legislative actions that must be done by ordinance.

**Other Costs** – Refers to costs that are not personnel, operating or capital in nature, such as debt service and transfers between funds.

**Outcomes** – the desired results that will be seen if the City is successful in providing programs and services that affect the causal factors identified for the priorities.

**Pay-as-You-Go Basis** – A term used to describe the financial policy of a government that finances all of its capital outlays from current revenues rather than by borrowing. A government that pays for some improvements from current revenues and others by borrowing is said to be on a partial or modified pay-as-you-go-basis.

**Performance Measure** – An indicator of the attainment of an objective; it is a specific quantitative measure of work performed or services provided within an activity or program, or it may be a quantitative measure of results obtained through a program or activity.

**Personal Property Tax (PP)** – A City tax levied on motor vehicles and boats based on published listings of values, and on machinery and tools based on a percentage of cost.

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**Personal Services** – Expenditures for salaries, wages, and overtime for full-time and part-time employees.

**Program** – A program is a distinct, clearly identifiable activity, function, cost center, or organizational unit that is budgeted as a sub-unit of a department. A program budget utilizes the separate program budgets as its basic component.

**Projections** – Estimates of anticipated revenues, expenditures, or other budget amounts for specific time periods, usually fiscal years.

**Property Tax** – A tax levied on the assessed value of real property. This tax is also known as ad valorem tax.

**Proposed Budget** – The operating and capital budgets submitted to the City Council by the City Manager.

**Proprietary Fund** – A fund that accounts for operations that are financed in a manner similar to private business enterprise.

**Public Service Corporation (PSC)** – An entity defined by the Commonwealth of Virginia as providing utilities to residents and businesses; includes power companies, phone companies, gas companies, and other similar type organizations.

**Real Estate Tax (R/E)** – A tax levied by the City Council on real property in the City of Winchester; real property is defined as land and improvements on the land (buildings).

**Recommended Budget** – The budget proposed by the City Manager to City Council for adoption.

**Refunding** – A transaction in which the City refinances an outstanding issue by issuing new (refunding) bonds and using the proceeds to immediately retire the old (refunded) bonds.

**Reserve** – A portion of a fund's balance that is restricted for a specific purpose and not available for general appropriation.

**Revenue** – Sources of funds received by the government that finance the operations. These receipts may include tax payments, interest earnings, service charges, grants, and intergovernmental payments.

**Revenue Bond** – A bond that is payable from a specific source of revenue and to which the full faith and credit of the City's taxing power is not pledged. Revenue bonds are payable from identified sources of revenue, including general fund revenues on occasion, for certain types of appropriation-supported bonds.

**School Fund Budget** – The School Fund revenues and expenditures under the control of the School Board for the operation of Winchester City Schools.

**Strategic Issues** – Policy choices or decisions which serve as the fundamental basis for the organization's types of services, service levels, cost of services and overall management.

**Tax Levy** – The total dollar amount of tax that optimally should be collected based on tax rates and assessed values of personal and real properties.

## Glossary

**Tax Rate** – The amount of tax levied for each \$100 of assessed value.

**Tax-supported Debt** – Debt that is expected to be repaid from the general fund tax revenues of the City. This includes general obligation bonds, appropriation-supported bonds, capital leases and in certain circumstances moral obligation bonds. For the purpose of this Debt Policy, net tax-supported debt includes general obligation debt for the City and School Board, certain bonded capital leases, and any moral obligation bonds for which the City has deposited funds to a debt service reserve fund as requested to replenish such reserve fund. Net tax supported debt does not include debt payable by the City's proprietary funds, including self-supporting double-barreled general obligation bonds, and the amount available in the City's debt service fund.

**Transfers** – The payment to an internal department to provide for the delivery of services to the public. For example, the General Fund transfers funding to the Schools to cover educational costs, and to Social Services to provide assistance in the form of health and welfare programs.

**Transit Fund** — The Transit fund is used to account for operations of the City's bus system.

**User Fees** – The payment of a fee for direct receipt of a public service by the person benefiting from the service.

**Utility Funds** — Sewer and water services are accounted for in the utility funds. The sewer fund and water fund are enterprise funds. Enterprise funds are those funds in which the cost of providing goods or services is financed primarily through user charges.

**VDOT – Virginia Department of Transportation** – Responsible for building, maintaining, and operating the State's roads, bridges and tunnels. And, through the Commonwealth Transportation Board, it also provides funding for airports, seaports, rail and public transportation.